

The Islamic University - Gaza
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**EMPLOYEE ATTITUDES TOWARD ORGANIZATIONAL
CHANGE IN THE COASTAL MUNICIPALITIES WATER
UTILITY**

**Thesis Submitted in Partial Fulfillment of the Requirements
for the Degree of Master in Business Administration**

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2010/1431



هاتف داخلي: 1150

عمادة الدراسات العليا

الرقم ج س ع/35/ Ref

التاريخ 2010/11/10 Date

نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة عمادة الدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ محمد بديوي محمد بدوي لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال، وموضوعها:

"Employee Attitudes Toward Organizational Change in the Coastal Municipalities Water Utility"

وبعد المناقشة العلنية التي تمت اليوم الأحد 01 ذي الحجة 1431هـ، الموافق 2010/11/07م الساعة الواحدة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

عميد الدراسات العليا

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ABSTRACT

This study aimed to identify employee attitudes toward organizational change in the Coastal Municipalities Water Utility and factors affecting these attitudes. The research model adapted from Armenakis and Bedeian (1999) included subsets variables of content, process, context of change, and personality attributes. Attitudes toward organizational change were identified along the cognitive, affective, and intentional dimensions.

Self administered delivery and collection questionnaire was used with a sample of 112 employees from the utility's regional office of Rafah city. The sample was 100% males, dominated by employees in their forties and fifties.

T-test was used to determine the scores of attitudes toward organizational change. Employee attitudes toward organizational change were positive but weak. Cognitive attitudes were a mix by both positive and negative beliefs (ambivalent). By contrast, employee affective attitudes were moderate positive emotions of happiness, excitement, relieved, hopeful, along with low negative emotions. Regarding the intentional component, employees intend to support the organizational change passively by complying with, and showing acceptance of change. Employees show weak intentions to resist the change.

Multiple regression analysis indicated moderate predictions of attitude toward organizational change by four independent variables: organizational support, self-efficacy, quality of information, and threat Appraisal. The model explained 52.0% of variance in employee attitudes.

Suggestions were made for management to attain supportive attitudes and behaviors to the organizational change. Management should sustain employee perception of his self-efficacy, provide high quality of information and effective change message, show that the utility cares about its employees, and reduce the uncertainty accompanied by the organizational change.

ملخص الدراسة

هدفت هذه الدراسة لمعرفة اتجاهات الموظف نحو التغيير التنظيمي في مصلحة مياه بلديات الساحل والعوامل التي تؤثر في هذه الاتجاهات. وشمل نموذج الدراسة المعدل من Armenakis and Bedeian (1999) على متغيرات محتوى وعملية وسياق التغيير إضافة إلى السمات الشخصية. وحددت الاتجاهات نحو التغيير التنظيمي بأبعادها الإدراكية والوجدانية والنوايا السلوكية.

تم استخدام استبيان مع عينة من 112 موظف من المكتب الاقليمي للمصلحة في مدينة رفح. وتكونت العينة من الذكور بنسبة 100% وهيمن عليها موظفون في الأربعينات والخمسينات من العمر.

واستُخدم اختبار -ت لتحديد درجات الاتجاهات نحو التغيير التنظيمي. وكانت اتجاهات الموظف نحو التغيير التنظيمي موجبة ولكن ضعيفة. وكانت الاتجاهات الإدراكية مزيجاً من الآراء الموجبة والسالبة. بالمقابل، فإن اتجاهات الموظف الوجدانية كانت مشاعر ايجابية بدرجة متوسطة من السعادة، والحماس، والارتياح، والأمل، إلى جانب مشاعر سلبية ضعيفة من الغضب والخوف. وبخصوص بُعد النوايا السلوكية، فإن الموظفين ينوون دعم التغيير التنظيمي بشكل سلبي عبر الاستجابة له وإظهار قبول التغيير. وأبدى الموظفون نوايا ضعيفة لمقاومة التغيير.

كما أشار تحليل الانحدار المتعدد إلى قدرة تنبؤ متوسطة بالاتجاهات نحو التغيير التنظيمي من خلال أربعة متغيرات مستقلة هي: الدعم التنظيمي للعاملين، والقدرة الذاتية، وجودة المعلومات، وتقييم التهديد. وبلغت القدرة التفسيرية لنموذج الانحدار 52.0%.

وقدمت اقتراحات للإدارة للحصول على اتجاهات وسلوك داعم للتغيير التنظيمي. حيث ينبغي على الإدارة أن تعزز إدراك الموظف لقدرته الذاتية، وأن توفر معلومات ذات جودة عالية ورسالة تغيير فعالة، وأن تبين للموظف دعمها له واهتمامها به، وأن تقلل من الشك المصاحب للتغيير التنظيمي.

(Dedication in Arabic)

إهداء

إلى والديّ الحبيبين حفظهما الله بطاعته وأمدهما بالصحة والعافية

إلى أخويّ العزيزين: أشرف و رواد

إلى أخواتي العزيزات

إلى زوجتي العزيزة أم عبد الرحمن

إلى أحبتي: عبد الرحمن و يوسف وهبة و ليلى

وإلى روح ابني حمزة رحمه الله

إليكم جميعاً أهدي هذا العمل سائلاً الله عز وجل أن ينفع به

الباحث

محمد بدوي

(Acknowledgement in Arabic)

شكر و تقدير

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ ﴿رَبِّ أَوْزِعْنِي أَنْ أَشْكُرَ نِعْمَتَكَ الَّتِي أَنْعَمْتَ عَلَيَّ وَعَلَىٰ وَالِدَيَّ وَأَنْ أَعْمَلَ صَالِحًا تَرْضَاهُ وَأَدْخِلْنِي بِرَحْمَتِكَ فِي عِبَادِكَ الصَّالِحِينَ﴾ (النمل:19)، وصل اللهم وسلم على سيدنا محمد وعلى آله وأصحابه أجمعين.

لقد قدم عدد من الأشخاص التوجيه والدعم والتشجيع لي لكي يخرج هذا العمل بشكله الحالي، لذلك يسرني أن أتقدم بخالص الشكر وعميق التقدير إلى كل من:

الأستاذ الدكتور ماجد محمد الفراء، أستاذ الإدارة الإستراتيجية وعميد كلية التجارة بالجامعة الإسلامية في غزة والمشرف على هذه الرسالة، وذلك لما شملني به من رعاية أثناء إعداد هذه الرسالة، فقد كان توجيهه وإرشاده عوناً ومشجعاً لي على المضي قدماً، كما كان استقباله الحميم مليئاً بمعاني الكرم وحسن الخلق، فجزاه الله عنى خير الجزاء.

الدكتور/ رشدي عبد اللطيف وادي، أستاذ التسويق بالجامعة الإسلامية، الذي تفضل بقراءة الرسالة والاشتراك في الحكم عليها- مناقشاً داخلياً.

الدكتور/ محمد إبراهيم المدهون، رئيس ديوان الموظفين العام، الذي تفضل بقراءة الرسالة والاشتراك في الحكم عليها- مناقشاً خارجياً.

الأستاذة الفضلاء في كلية التجارة بالجامعة الإسلامية الذين تفضلوا بتحكيم استبانة الدراسة.

أخي الأستاذ أشرف بدوي الذي تفضل بإجراء الترجمة العكسية لاستبانة الدراسة.

الصديق المهندس زيدان دهمان مدير خدمات المشتركين في مصلحة مياه بلديات الساحل والذي اقترح عمل الدراسة في المصلحة وقدم تسهيلات الوصول لمجتمع الدراسة.

المهندس منذر شبلاق مدير عام مصلحة مياه بلديات الساحل لاهتمامه وتسهيله انجاز هذه الدراسة.

المهندس يحيى أبو عبيد مدير عام المكتب الإقليمي لمصلحة مياه الساحل بمدينة رفح لتعاونه ودعمه.

السيد علاء الدين القطبي رئيس قسم العلاقات العامة والسيد إسماعيل جابر لجهودهما الكبيرة في توزيع وجمع استبانة الدراسة.

جميع موظفي مصلحة مياه الساحل الذين استجابوا لاستبانة الدراسة.

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ABBREVIATIONS

ATOC: Attitudes Toward Organizational Change

CMWU: Coastal Municipalities water Utility

GEWP: Gaza Emergency Water Project

PPP or P3: Public Private Partnership

PWA: Palestinian Water Authority

RCMWU: CMWU Regional Office of Rafah City

CHAPTER ONE

INTRODUCTION

1.1 Background

As today's organizations are experiencing a rapid change business environment, the unique competitive advantage appears to be the organization's ability to adopt and adapt to change (Lawler & Worley, 2006). Affected by new public management, many public sector organizations engaged in change events, such as restructurings, new strategic initiatives, and introduction of new top management teams. Also, they adopted private sector models of best practice management such as Total Quality Management, and Management by Objectives (Bouckennooghe & Devos, 2006).

In developing countries, an increased interest is devoted to adopt public-private partnership (PPP or P3) as a policy tool in infrastructure service delivery to allocate risks to the partners who are best able to manage them (Jamali, 2004). Recently, public private partnership has been adopted by the Palestinian National Authority in the form of management contract for water service delivery in the Gaza Strip. This partnership imposed alterations in the organizational setup for the water service provider.

Organizational change is characterized by the introduction of new organizing and working arrangements through a multistage process over time duration (Dawson, 2003; Devos, Vanderheyden, & Broeck, 2002). The process of organizational change is not a straight forward. Many organizational change efforts fail to meet the proposed objectives leading to negative impacts on organizations and employees such as wasted resources, sunk costs, low productivity, and low morale. Many researchers indicated a high failure rate of 70% for all change initiative (Beer & Noharia, 2000; Floyd, 2002; Argyris, 2004).

Attitudes and behaviors about organizational change are often cited as a crucial factor in determining the success of organizational change (Herold, Fedor, & Caldwell, 2007). Organizational change has potential significant impacts on people working in organizations: it can provide opportunities for growth and development; but there can be threats from establishing new relationships, skills and activities (Kiefer, 2005). When implementing changes in structure, system, or process; individual change has a mediating role because change starts with individual change, and unless the majority of

individuals change their attitudes or behaviors, no organizational change occurs (Alas, 2007).

An attitude toward organizational change is the employee's overall evaluative judgment of the change implemented by his or her organization (Elias, 2009). If change implementation depends on the attitudes and behaviors of the organizational members, then there is a need to broaden the understanding of the content of change (what), the process by which change is managed (how), the context that accompany the change (what else), and the predispositions of the individuals experiencing the change (Who) (Fedor & Herold, 2004).

1.2 Statement of the Problem

The researcher selected the Coastal Municipalities Water Utility Regional Office of Rafah city (RCMWU) for this study because it was the first and the only regional office that implemented structural changes in a process of reforming the Palestinian water sector. The major external driving forces for these changes were the deteriorated water quality, the governmental regulations for establishing the coastal municipalities' water utility, and the implementation of the Service Improvement Program known as Gaza II Project (Management Contract for the provision of Gaza Emergency Water Project GEWP) funded by the World Bank (CMWU, 2008).

In contrast to these driving forces, there are many impending forces which adversely affected the implementation of the change. According to the Palestinian water authority (2009), the most important problems can be summarized as:

1. Lack of vision and understanding from the local authorities' side to the need for the transfer of the services from the municipalities to the utility.
2. The tremendous scale of effort and responsibility required to be devoted to make the Utility successful.
3. Inherited conflicts between Law No.2 of 1996 which recognizes the Palestinian Water Authority as the regulator of the water sector and Law No.1 of 1997 for the local authority which gives the Ministry of Local Governments this power. Some municipalities, like Gaza Municipality, are Reluctant to work under the umbrella of the Ministry of Local Governments.

When both of driving and impending forces are considered together, the change may have negative impacts on the utility and employees. For organizational change to move in a positive direction, employee attitudes toward organizational change need to be thoroughly understood. Since no research was conducted to understand these attitudes in the RCMWU, this study is attempting to answer the following research problem: **What are the employee attitudes toward organizational change in the RCMWU and factors influencing these attitudes?**

1.3 Research Objectives

The objectives of this study are:

1. Assess the cognitive, affective, and intentional dimensions of employee attitudes toward organizational change in the RCMWU.
2. Determine the relations between variables from the content-, context-, process-of change, individual attributes and the employee attitudes toward organizational change in the RCMWU.
3. Determine whether there are differences in the employees' attitudes toward the organizational change in the RCMWU attributed to their age, education, occupation level, and work experience.
4. Evaluate whether some antecedent variables are more significant predictors than others in the employee attitudes toward organizational change in the RCMWU.

1.4 Research hypotheses

The following hypotheses are considered by the research:

Hypothesis 1 (H1): There is a significant relationship between personality traits (locus of control, self-efficacy) and the employee attitudes toward organizational change in the RCMWU.

Hypothesis 2 (H2): There is a significant relationship between change content (threat appraisal) and the employee attitudes toward organizational change in the RCMWU.

Hypothesis 3 (H3): There is a significant relationship between change process (management support, participation, communication) and the employee attitudes toward organizational change in the RCMWU.

Hypothesis 4 (H4): There is a significant relationship between change context (change politics, organizational support, group cohesion) and the employee attitudes toward organizational change in the RCMWU.

Hypothesis 5 (H5): There are statistically significant differences in employees' attitudes toward the organizational change in the RCMWU attributed to their age, education, occupation level, and work experience.

Hypothesis 6 (H6): change context and personality traits would be the most important predictors in explaining the variance of employee attitudes toward organizational change in the RCMWU.

1.5 Variables of the study

Organizational change theories have been characterized by its focus on two main issues at the expense of other contextual elements: first, it focused upon culture for some time. Second, it focused upon change process (Hempel & Martinsons, 2009).

Given the wide range of the contexts in which change take place, Armenakis and Bedeian (1999) suggest that a comprehensive theory of organizational change must address four fundamental dimensions: process, content, context, and the outcome(s) of change. Instead of the traditional focus upon organizational outcomes, individual level outcomes received more attention after behavioral change became recognized as a prerequisite for organizational change to success. Armenakis and Bedeian (1999) have identified a trend away from individual behavioral outcomes towards psychological variables, such as commitment and loyalty.

In addition to these dimensions, Judge et al. (1999, p. 107) suggested that change success may lie "within the psychological predispositions of individuals experiencing the change". Similarly, Walker, Armenakis, and Bernerth (2007) suggest considering personal differences in organizational change research. The study conceptual model is depicted in figure (1.1).

In this study, the selection of content, process, and context subset variables is based on four criteria for inclusion borrowed from Bouckenoghe, Devos, and Broeck (2008; p. 5): each variable (1) is a measure of perception, (2) includes both describing and evaluating activities, (3) is not a measure of organizational structure nor job design,

and (4) is relevant to human relations criterion for attitudes toward organizational change.

The human relations perspective strongly values the internal organizational focus, seeking to empower employees and facilitate their participation, commitment and loyalty. Major assumptions of this model are: People desire growth and development and can be creative when they have these opportunities, people value interpersonal interaction, both with peers and with superiors, making the formal and informal nature of such relationships a salient feature of organizational life, and people need trust, support and cooperation to function effectively (Bouckenooghe et al., 2008: p. 6).

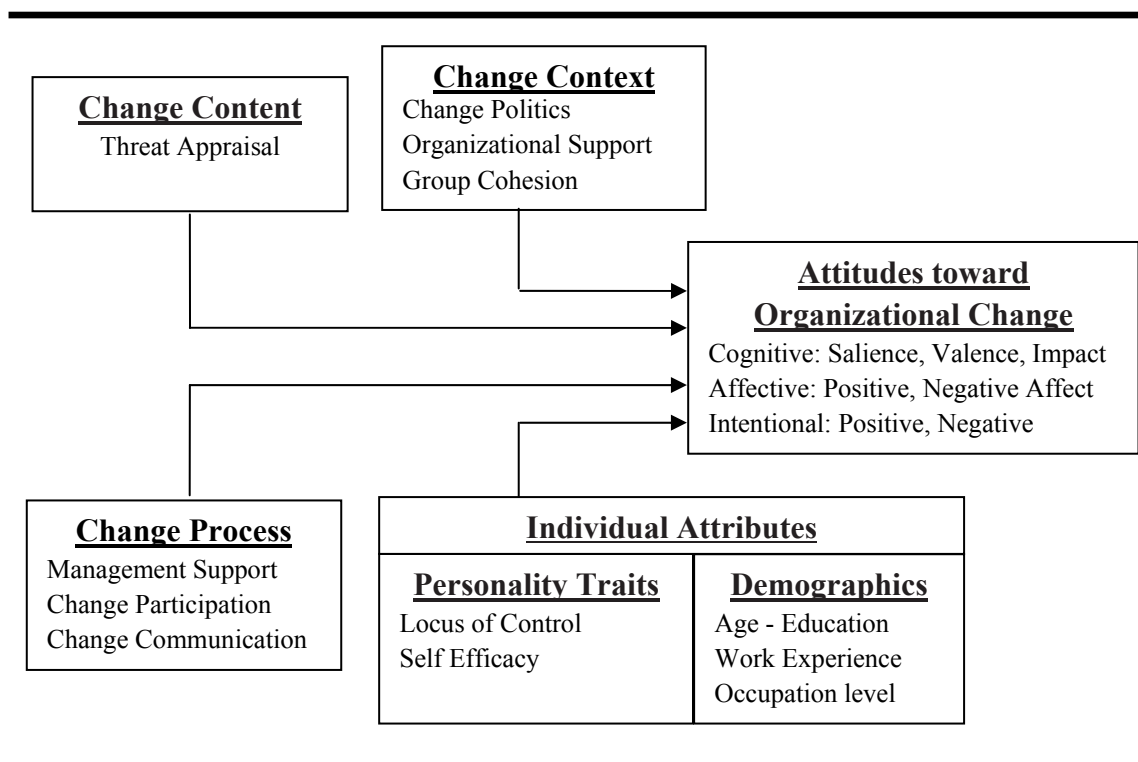


Figure (1.1): Conceptual model of Attitudes Toward Organizational Change.

Source: adapted from (Armenakis & Bedeian, 1999).

The variables of the study are:

I. Independent variables:

Personality Traits: locus of control, and self Efficacy.

Content: Threat Appraisal.

Process: Management Support, Change Participation, Quality of Information.

Context: Change Politics, Organizational Support, and Group Cohesion.

Socio-demographic characteristics: Age, Occupation Level, Work Experience, and Education.

II. Dependent Variable

Attitudes toward organizational change: Cognitive, affective, and Intentional.

1.6 Significance of the study

The broad range of organizational change literature made understanding the whole organizational change phenomena hard for readers. The study integrated conceptual model is practical and will help readers and practitioners to easily capture a snapshot of organizational change from employee's perspective.

This study is the first study in the Palestinian water sector about employee attitudes toward organizational change in the context of public private partnership initiative. Because it identified the most important factors in shaping employees attitudes, it is expected to help the managers in the Coastal Municipalities Water Utility in eliminating potential resistance to change and better managing the coming organizational changes in other regional offices.

Also, the study tackled aspects in the attitudes toward organizational change research that had received less research attention. First, the published studies during the time interval from 1993 until 2007 that considered "attitude toward change" as a construct for both the negative and positive psychology were 'a few' (Bouckenooghe, 2009: p.15). Second, previous research has focused attention on attitudinal outcomes such as commitment and satisfaction, while less attention has been placed on how individual attitude toward organizational change is formed. Moreover, there is a lack in organizational change studies in the Arab region countries (Rees & Althakhri, 2008), and there is a scarcity in organizational change studies in Palestine. So, it is expected to contribute to the Arabic literature of organizational change by investigating employee attitudes in a hypothetical boundary region between public sector and private sector.

1.7 Scope of the Study

The generalization of findings of the study is limited to the population of the CMWU. Also, the study is not intended to evaluate the implementation of a specific change program. Rather, its focus is on the attitudes toward changes in the brand,

structure, top management, and relocation that moved employees from certain relative stability to a new relative stability.

1.8 Research Structure

The research has five chapters. **Chapter one: Introduction** provided an introduction for the study including the need for study, research objectives, study variables and conceptual model, and study significance. **Chapter Two: Literature Review** comprised five sections: the first section elaborated about organizational change dimensions. The second section dealt with attitudes toward organizational change: definition, formation, structure. Section three highlighted the antecedents to attitudes toward organizational change distributed among the factors of: content, context, and process of change, and individual attributes. The fourth section reviewed the previous studies. The last section highlighted organizational aspects of the Coastal Municipalities Water Utility. **Chapter Three: Research Methodology** explained the methodology adopted in this research, research tool design, data collection procedure, statistical analysis procedure, and research tool tests. **Chapter Four: Analysis, Findings, and Discussion** presented descriptive and analytical statistics for the research questionnaire and discussed the findings of the study. Finally, **Chapter Five: Conclusion and Recommendations** introduced conclusions and recommendations.

1.9 Summary

In this chapter, the researcher presented background about the study, the dependent variable; employee attitudes toward organizational change, and the independent variables that are assumed to have an influence on employee attitudes toward organizational change. The independent variables are locus of control, change self-efficacy, threat appraisal, change participation, change communication, management support, Change Politics, organizational support, and group cohesion. The conceptual model relates the attitude toward organizational change as a multidimensional construct with these antecedent variables.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher aimed to provide an overview of the literature regarding organizational change, attitudes toward organizational change, and variables that influence these attitudes. The first section of the literature review includes a conceptualization of organizational change followed by discussion of four main dimensions of change. The second section is devoted to the structure of attitudes toward organizational change. The third section reviewed the literature that relates the independent variables to attitudes toward organizational change as well as the results of the most relevant studies. The last section highlighted organizational aspects of the coastal municipalities' water utility.

2.2 Organizational Change

2.2.1 Concept of Organizational Chang

Organizational change is defined as "a difference in form, quality, or state over time in an organizational entity" (Poole & Van de Vene, 2004, p. xi). The entity may be an individual's job, a work group, an organizational strategy, a program, a product, or the overall organization. This definition of organizational change comprises two major elements: difference in measured characteristics and timeframe for change. Dawson (2003, p. 11) defines organizational change as "new ways of organizing and working ... that can best harness employees' capacity to work". This definition focuses on the human factor role in getting the change added value. Evans and Thach (2000) define organizational change as "a creative emergence of form and functionality, framed by collective intentions, for best fit within the external environment." This definition was adapted to fit the contemporary organizations, often characterized by virtual working relationships, accelerated time zones; and overflow of data.

Thus, organizational change generally involves a situation where a more desirable state of an identity of organization is created by incorporating goal-oriented coordination of organizational members.

2.2.2 Nature of change

The diversity and broad range of change literature made it difficult to capture the whole picture of the change phenomenon. In order to capture the various aspects of organizational change, Poole (2004) suggests integrating three common approaches used to distinguish change types: Bennis's (1966) distinction of change based on the human role in the choice and the management of change; Van de Ven and Poole's (1995) distinction on how and why change process occurs; and Weick and Quinn's (1999) distinction on the character of the change itself. A brief review of each type is presented next.

Change versus Changing: Bennis's (1966) distinction between theories of change and theories of changing based on the human role in the organizational change. According to this view, theories of change focus on unplanned change by addressing how organizations change and factors that produce change, whereas theories of changing focus on planned change by addressing how change can be adopted and managed in organizations. Planned change is driven by human choice and has a desired end state. Human choice and end purpose may or may not accompany unplanned change.

Generative Mechanisms of Change: After conducting intensive literature review of organizational change research, Van de Ven and Poole (1995) introduced four basic types of process theories each characterized by a different event sequence and generative mechanism (motor) that drive the change process.

Table (2.1): Process theories of change

		Mode of change	
		Prescribed	Constructive
Unit of change	Multiple entities	Evolutionary motor	Dialectic motor
	Single entities	Life cycle motor	Teleological motor

Source: adapted from Pool and Van de Ven (2004)

The motors differ in terms of unit of change (is the change process focused on the development of a single organizational entity or on interactions between two or more entities?) and the mode of change (is the change process prescribed by deterministic laws or is the process constructed?). According to this approach (Table

2.1), each motor can trigger change. Organizations change because they need regulation during their growth (the life cycle motor); because they are planning to meet organizational goals (the teleological motor); because of conflicts, tensions, or contradictions (the dialectic motor), and because of competition with other organizations on scarce resources in the environment (the evolutionary motor) (Pool & Van de Ven, 2004).

Most change processes involve two or more motors operating together, at different levels such as teleological change at an individual level and life-cycle change at an organizational level, or during different time periods such as life-cycle change until a certain phase triggers a teleological change process (Pool & Van de Ven, 2004). It is beyond the scope of this thesis to summarize the literature on different perspectives of organizational change.

Episodic versus Continuous Change: Weick and Quinn (1999) characterize change in terms of its tempo or pace. Based on tempo, an important contrast was made in change processes between episodic change and continuous change. Episodic change is conceived to be "infrequent, discontinuous and intentional" (Weick and Quinn, 1999, p.365), while continuous change is conceived as "ongoing, evolving and cumulative" (Weick and Quinn, 1999, p.375).

They suggest that episodic change arises as an outcome of environmental forces or organizational events (such as change in leadership). Continuous change, on the other hand, is more a result of routine events occurring in the environment or within the organization. Episodic change tends to occur in sudden episodes, initiated at the upper levels of the organization, more strategic, involves planning and is formal but creates more disruptive forces, and is wider in scope. In contrast, continuous change occurs on a day-to-day basis, involves the operational levels of the organization, is narrower in scope and is evolving and cumulative.

The distinction between episodic and continuous change is "correlated" with several other change model terminology distinctions (Weick and Quinn, 1999: p. 22). Generally, the distinction is between change types that have a greater effect on the organization and change types that have a lesser effect on the organization (Struckman & Yammarino, 2003). Some theorists provided more concise criteria for their distinctions such as: evolutionary-revolutionary, episodic-continuous, incremental-

transformative, and first order- second order. For instance, change is revolutionary when many organizational elements change during a short time interval, while it is evolutionary when it occurs gradually and affects only a few organizational elements. Based on the time interval of change, change is incremental if the organization is engaged in change on a continuous basis. If it happens on a discontinuous basis, change is transformative. Another distinction was made between first-order change as a change within a system, and second-order change, which is a change of the system itself (Dutta & Crossan , 2003). Change typologies are contrasted in Table (2.2).

Table (2.2): Typologies of Organizational Change.

Theorists	Distinguishing Parameter	Change Type	
		Greater Effect	Lesser Effect
Pettigrew, 1985; Miller, 1982;	Scope	<ul style="list-style-type: none"> • Many organizational elements 	<ul style="list-style-type: none"> • Few organizational elements
	Coverage	<ul style="list-style-type: none"> • Largely affected 	<ul style="list-style-type: none"> • Sparingly affected
	Speed	<ul style="list-style-type: none"> • Quick 	<ul style="list-style-type: none"> • Slow
Weick & Quinn (1999)	Source of change	<ul style="list-style-type: none"> • Major environmental or organizational forces 	<ul style="list-style-type: none"> • Minor environmental or organizational forces
	Frequency	<ul style="list-style-type: none"> • Infrequent 	<ul style="list-style-type: none"> • Frequent
	Intent	<ul style="list-style-type: none"> • Intentional 	<ul style="list-style-type: none"> • Unintentional
Dunphy & Stace, 1988; Foil & Lyles, 1985	Time frame	<ul style="list-style-type: none"> • Discontinuous 	<ul style="list-style-type: none"> • Continuous
Watzlawick, 1978; Levy, 1986	Level and quality of organizational response	<ul style="list-style-type: none"> • Major changes expected in frameworks, assumptions and heuristics 	<ul style="list-style-type: none"> • Minor changes expected in frameworks, assumptions and heuristics.

Source: adapted from Struckman and Yammarino (2003), and Dutta and Crossan, (2003).

In this study, these typologies of macro-organizational change are tackled from the micro-level perspective regarding the impact of the change on employees. Changes have different impacts on organizations and employees working within them. For

example, a major strategic change may have little impact on the guards or cleaning staff of an organization but a change in personal work schedules may have more serious consequences for them. Even within similar groups there could be different individual reactions due to personality differences (Caldwell, Herold & Fedor, 2004).

2.2.3 Scale of Change

The scale of change program combines two distinctions about organizational change to draw an array of required interventions that managers should be able to initiate in a compatible strategy. An example of change scale was provided by Huy (2001).

Huy (2001) propose four ideal types of planned change processes: commanding (to change formal structure), engineering (to change work processes), teaching (to change beliefs), and socializing (to change social relationships). Each type has distinctive temporal and nontemporal assumptions, and each associate with altering a distinct organizational element. Temporal assumptions are based on episodic perspective focusing on radical, discontinuous changes in formal structures or systems of beliefs, and on the continuous change perspective focusing on wok processes and social relationships. Whereas nontemporal assumptions are based on Beer and Noharia (2000) distinction of change; theory E and theory O. theory E favors altering tangible structures and work processes first; theory O seeks to revitalize culture, including life and social relations first.

Table (2.3): The Scale of Change.

Tangibility Of Content	Emphasis of Change Literature	
	Episodic Change	Continuous Change
Tangible (Theory E)	Formal structures (changed through commanding)	Work processes (changed through engineering)
Intangible (Theory O)	Beliefs (changed through teaching)	Social relationships (changed through socializing)

Source: Huy (2001).

Large-scale change impacts different organizational elements which require the introduction of multiple intervention ideal types. This requires change agents to display capability skills to combine various interventions (Huy, 2001).

2.2.4 Sources of change

Every organization interacts with external environment that includes social, legal, economic, political, market, and technological elements. Organizational change may follow external forces (reactive change), or be in anticipation of external changes (proactive change). Adaptive organizations seek to retain a fit between their external and internal environments. The forces of change often interrelated in a dynamic and composite manner; one force for change may affect another, or one organizational response may initiate other changes (Staniforth, 1996).

External environment is categorized as task environment and general environment. Task environment has a direct influence on the organization and consists of customers, competitors, suppliers, labor and stakeholders. General environment consists of political, legal, economic, socio-cultural and technological forces (Kondalkar, 2007).

While external forces can be strong drives of change, change can also be triggered from within the organization, such as the introduction of new technology, poor employee morale, recognition of threats or perception of opportunities. For example, key drivers for restructuring in the private sector are performance declines, mergers and acquisitions and a change of chief executive. In the public sector, key drivers are the need for new collaborations and legislative and regulatory change, though chief executive changes are again important (Cameron & Green, 2009). The following forces are frequent causes of change:

Table (2.3): External and Internal Drivers for Change

External Drivers	Internal Drivers
• Customer requirements	• Improving operational efficiency
• Demand from other stakeholders	• Need to improve the quality of products and services
• Government	• Process improvement
• Regulatory demand	
• Market competition	
• Shareholders	

Source: (Oakland & Tanner, 2007)

To understand the environment of organization in organizational change research, force field analysis is a common tool used by change managers to contrast the essential environmental information.

2.2.4.1 Force Field Analysis

According to force-field theory constructed by Kurt Lewin, there are two sets of forces in the change situation that maintain the status quo: the driving forces and the restraining forces. A state of inertia occurs when drivers and resistance forces are in balance in the organization. In this situation, an organization doesn't possess the ability to adapt to environmental changes and tend to maintain the status quo. For organizational change to happen, drivers for change should be more than resistance to change (Kondalkar, 2007).

The process of identifying the environmental forces, referred to as force field analysis, can reveal relative strength and easiness of forces to be modified. For example, a force field analysis might discover that the key forces restraining change are members' lack of understanding about the need for change. Techniques to overcome this resistance might include quality communication about the rationale underlying the proposed changes (Boonastra, 2004).

2.2.5 Fields of Change

Organizational change can impact organization along four general aspects or fields: technology, structure, people, and physical settings. However, most changes involve sequence of changes in fields other than the targeted one (Kondalkar, 2007).

Technology/ Process Changes: The introduction of technology is the most influential in increasing change rate. The most common technological changes involve new equipment and machinery, and new methods in information technology. Process changes are necessary to keep pace with the development in technology. This change would include new technical procedures, and new work workflow design, and job design (Pierce, Gardner, & Dunham, 2002).

Structural Changes: Structural changes concentrate on organizational design and the coordination of work. This could range from small changes such as authority delegation, manager's span of control, administrative policies and procedures to big changes such as moving from a functional organization to a divisional organization, change in strategy, and change in structure (Pierce et al., 2002).

People - Oriented Changes: People oriented changes constitute a major part of organizational development efforts and involve culture, management style, and group

processes. Also, people oriented change may include replacing people who fail to adapt to new changes, or because organizations need fresh ideas, or to send a message to the external environment (Pierce et al., 2002).

Physical Settings Changes: Including space configuration, interior design, and architectural design. The layout of workspace should fit work demands (Robbins, 1998).

Technostructural and Sociostructural Changes: Previous categorization of organizational change is rarely clear in practical settings. Accordingly, Kondalkar (2007) define two hybrid approaches: technostructural changes simultaneously impact organizational technology and structure; sociotechnical changes about changes in people and technology. Generally, fields of change tend to be overlapped (Kondalkar, 2007).

2.2.6 Levels of Change

People oriented changes could target individuals directly, through groups, or through the organization.

2.2.6.1 Individual Level Change

The following approaches of achieving change at the individual level are necessary in analyzing the process in which individuals accept change.

a) Behavioral Approach: focuses on change in individual's behaviors using reward and punishment to achieve the desired organizational goals. The level of achievement for the intended results is analyzed in the behaviors of individuals and the stimuli which manipulate them (Cameron and Green, 2009).

There are two types of behavior, respondents and operants. Respondents or classically conditioned behaviors are any acts generated by a stimulus response. Rather than being elicited by stimulus, operant behaviors occur by learning influenced by the availability of reinforcement in the consequences that follow a response (Cadogan & Simintiras, 1996).

Cognitive Approach: cognitive approach is concerned with individual's internal processes that are shaped by values and self concepts that influence their attitudes which in turn influence their feelings and behavior (Cameron and Green, 2009).

In order to change individuals' responses to the situations, the thought process of individuals should be changed. Behavior change might be related to an individual ability to consider his control over his behavior and subsequently change his behavior. This is analogous to change self-efficacy concept that describes an individual capacity to meet specific changes (Cameron & Green, 2009). Another cognitive-based approach to behavior change is the definition of clear goals and desired set of behaviors, and then working to achieve them.

Psychodynamic Approach: The idea of psychodynamic is that when individuals confront unexpected and revolutionary change that has a big impact on their current situation, they begin to experience some internal psychological stages and adjust consecutively. Kubler-Ross's work (1969) captured both cognitive and affective aspects of change by studying the human transition process associated with death as a means of investigating how humans adapted to change (Cameron and Green, 2009).

In management research, analogous models were developed to explain how employees behave as change unfolds. For instance, Jaffe, Scott, and Tobe (1994) developed the following four steps model:

Table (2.5): Four step model of psychological responses

Psychological Stage	Behavior
Denial	Employees do not accept a change. They do not believe in the change idea and its successful implementation.
Resistance	Employees restrict their participation, attempt to postpone implementation or arguing the appropriateness of change plan.
Exploration	Employees experiment with new behaviors in accomplishing desired objectives.
Commitment	Employees embrace the proposed change.

Source: Jaffe, Scott, and Tobe (1994)

Various factors will affect employees attitudes and response to the organizational change idea, whether with fear, anxiety and demoralization, or with excitement and confidence. The management is likely to experience denial and resistance when the employees are not prepared for the change (Jaffe et al., 1994).

Humanistic Psychological Approach: this has specially focused on self-awareness, taking responsibilities and emotional intelligences. The main contributors of humanistic approach are:

- Roger's paths for personal growth (1967): Roger argues that the change agent should build and manage facilitating environment in order to decrease the time of acceptance process.
- Maslow's hierarchy of needs (1970): Maslow proposes that the hierarchy of needs should be analyzed carefully by the managers in order to understand the main causes of the resistance factors to change.
- Perls's Gestalt Approach (1976): According to Perls, the current experiences encountered by individuals are the starting point of their sensing, which is the basis of their awareness which creates energy for taking action to reach intended results and helps to complete the Gestalt experimental cycle Figure (2.1). An important task for managers or change agents is to manage the sensation process by sense making and meaning management activities (Cameron & Green, 2009).

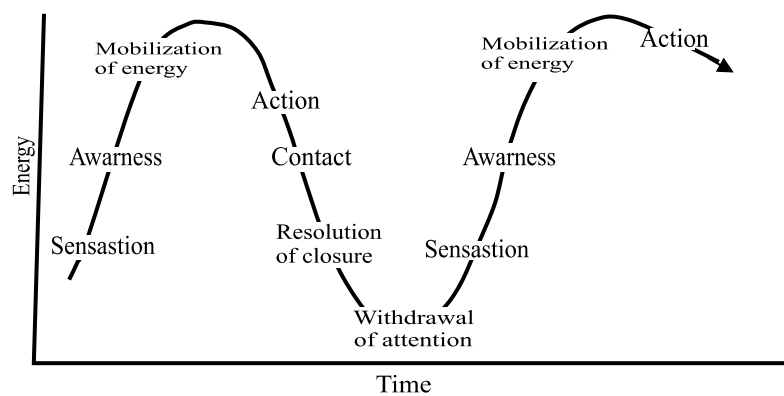


Figure (2.1): The Gestalt Cycle. Source: (Cameron & Green, 2009)

2.2.6.2 Group Level Change

Organizations consist of different types working groups. Groups have been defined as the number of individuals that are aware of themselves and draw a boundary around in order to perceive themselves as a group under common interests different from the outsiders (Cameron and Green, 2009).

Groups are characterized by distinct dynamic developmental processes that describe the change process of group over time where group's past history and its anticipated future interacts along its path of development. This developmental path is subjected to the interactions of attributes of membership, projects, technology, and context (Boonastra, 2004).

The psychodynamic or progressive change perspective of group development viewed change as a systematic process over time where group development results from incremental addition of small and smooth changes (McGrath & Tschan, 2004). The Tuckman's (1965) linear-progressive model proposed five stages of group development needed by teams for a well-functioning team structure and development: forming (Getting to know each other), storming (Dealing with tensions and defining group tasks), norming (Building relationships and working together), performing (Maturation in relationships and task performance), and adjourning (Disbanding and celebrating accomplishments) (Schermerhorn, Hunt, & Osborn, 2002).

Tuckman's model was criticized for seeing change to the next stage as progress and deviations as the inability of a group to progress toward maturity. Alternative approach proposed critical events models where groups went through a transition phase at the midpoint of their lifetime that changed their behavior patterns, and cyclical or multistage models where groups may recycle through similar phases several times depending on multiple contingency factors (McGrath & Tschan, 2004).

Recently, Arrow et al. (2005) proposed a new perspective in their review of group development models. The authors offer a typology of group development theories using: change, stability and continuity. According to this perspective, change is characterized by the alteration in group as a whole or in interaction or performance. The stability processes are characterized by restoring groups to a prior relative equilibrium, or maintaining groups in their current state, and dampening the impact of change forces. Continuity is characterized as a process occurring in groups that experience change while maintaining consistent patterns and structure.

2.2.6.3 Organizational Level Change

There are three general approaches for studying organizations. The first approach emerged from the classical management theory, focuses on formal organization, practical results, and empirical research. The second approach emerged from the work of Max Weber known as the Sociological approach that investigates the sociology of organizations. The third approach is the psychological approach which focuses on individuals to describe their organizations. This approach analyzes organizations using metaphor or "mental models" as a tool to elicit different groups from the organization members (Hamburger & Itzhayek, 1998). What members see,

interpret, and understand depends on their metaphors which reflect systems of beliefs and values. Morgan (1986) classifies organizations in eight different metaphors: ranging from: the organization as machine to the Organization as an instrument:

1. Organization as a machine; consists of different functioning part to common goal.
2. Organization as a biological organism; aims to adapt to change.
3. Organization as a central brain; predicts and responds to change.
4. Organization as a culture; consists of shared values and beliefs.
5. Organization as a political system; consists of power relations and conflicts among the self-interested individuals.
6. Organization as a physic prison; consists of sets of norms for the behaviors of individuals.
7. Organization as flux and transformation; consists of complex systems, chaos and paradox.
8. Organization as an instrument for domination.

Organizational Structure

Classical management theory argued that there was a single highly effective organization structure in all settings. It assumed that organization structure was consciously designed through a rational decision process, and that the choice of structure was central to firm-level efficiency and performance. In contrast, the contingency perspective argued that the key to understanding structure lay in aligning organizational attributes to contextual factors. This perspective suggests that stable settings did best with mechanistic structures, while settings characterized by high degrees of environmental and task uncertainty required organic structures (Drazin, Glynn, & Kazanjian, 2004).

Both of the two perspectives have been widely criticized for treating organizations as though they are separable from the people who manage them, and for ignoring the evolutionary nature of organizations. The modern systemic view of organizational structure includes three important points of distinction: First, emerging structural patterns from relationships resulted by system operation. Second, structure

includes formal and informal relationships between entities. Third, system relations occur through mechanisms' of individuals interactions. An organization can be viewed as a complex system, integrating people and technology through relationships to achieve desired purposes (Keating, 2000).

Models of Restructuring

The restructuring process could be placed into the machine metaphor which enables the use of Kurt Lewin's three-step process of organizational change: Unfreeze, Move, and Refreeze. The first step involves unfreezing the current state of affairs. This means defining the current state, surfacing the driving and resisting forces and picturing a desired end state. The second step is about moving to a new state through participation and involvement. The third step focuses on refreezing and stabilizing the new state of affairs by setting policy, rewarding success and establishing new standards. The main focus is the need to ensure that movement between the former to the latter state is as smooth and quick as necessary.

Cammeron and Green (2009) recommend the use of organism metaphors in terms of the organic relation between change in one part of the organizational system, and the other components. They conclude that the best way to approach the restructuring process is as a mixture of the machine and organism metaphors, and recommend the use of Beckhard and Harris' change formula:

$$C = [ABD] > X$$

C = Change

A = Level of dissatisfaction with the status quo

B = Desirability of the proposed change or end state

D = Practicality of the change (minimal risk and disruption)

X = 'Cost' of changing.

According to this formula, important factors in any restructuring are: first, clarifying the reasons, timing and rationale for the restructure. Second, sound communication of the end goal. Third, the change must be feasible.

2.3 Attitudes toward Organizational Change

Attitudes toward organizational change could be viewed as a complementary to the traditional (bottom line) outcomes, such as survival and profitability (Armenakis & Bedian, 1999). It is defined as an employee's psychological tendency expressed by overall positive or negative evaluative judgment of a change (Lines, 2005). According to Piderit (2000), attitude toward change has three components: cognitive, emotional, and intentional. This structure of attitudes is conceptualized as the tripartite view of attitudes. Responses to change may vary along the three dimensions as:

"An employee's response to an organizational change along the cognitive dimension might range from strong positive beliefs (i.e., "this change is essential for the organization to succeed") to strong negative beliefs (i.e., "this change could ruin the company"). An employee's response along the emotional dimension might range from strong positive emotions (such as excitement or happiness) to strong negative emotions (such as anger or fear). An employee's response along the intentional dimension might range from positive intentions to support the change to negative intentions to oppose it" (Pidrit, 2000; p.787).

Mixed or ambivalent behaviors are probable when there are mixed thoughts and feelings, and reactions to some change events might be neutral (Smollan, 2009). Also, the concept of attitudes toward organizational change is described as a continuum ranging from strong positive attitudes (e.g., readiness for change, openness to change) to strong negative attitudes (e.g., cynicism about organizational change, resistance to change) (Bouckenoghe, 2009).

When organizational members are subjected to information about change, they form beliefs about the change; whether associated with positive or negative outcomes. Individuals can also react emotionally to the information about change by eliciting emotions such as frustration, enthusiasm, or fear. Beliefs and emotions are combined into an attitude toward the change that influences emotions evoked by the change, behaviors toward the change, and subsequent processing of change-relevant information (Lines, 2005).

The formation of attitudes toward the change is a crucial event because it may be very difficult to alter attitudes once formed. Attitude perseverance is referred to three

reasons include their tendency to produce selective exposure to information, biased memory for encoded information, and active argumentation against attitude-inconsistent information (Lines, 2005).

Attitudes facilitate adaptation to the environment. Positive and negative attitudes orient people toward approach or avoidance. Other functions are the value-expressive function of attitudes (i.e. moral or symbolic concerns), the knowledge function, the ego defensive function, the social-adjustive function, and the instrumental or utilitarian function (i.e. practical concerns) (Ajzen, 2001).

The prediction of behavior from attitudinal variables was largely conducted in the framework of theory of planned behavior. According to this theory, people act in accordance with their intentions and perceptions of control over behavior. Relatively stable intentions and perceptions of behavioral control are better predictors for subsequent behavior (Ajzen, 2001).

The vast array of possible cognitive, affective and intentional responses to organizational change depend on many factors pertaining to the change itself, the individuals, the process of change, and the organizational context.

2.3.1 The Cognitive Component

When an organization undergoes changes, its members develop different interpretations and expectations about these changes in the form of mental maps or change schema. A schema is a cognitive structure that represents organized knowledge on a given concept or type of stimulus (Chiang, 2009).

A change schema forms a framework for cognitive understanding of the change, and helps the organizational members to make predictions about the change consequences and subsequently guides their responses to change events. Individuals use their change schemas to make sense of change events instead of going through a repeated cognitive process of analyzing information every time they expose new piece of information (Liu, Lui, & Man, 2009). However, schemas may be modified as a result of new information and are expanded and elaborated or even altered upon as they incorporate that information (Chiang, 2009).

Change schema has three general dimensions identified as: change salience, change valence, and change inference. These dimensions serve as a framework for

understanding the antecedents, significance, and consequences of change (Liu, Lui, & Man, 2009).

Change salience: is a cognitive affirmation of the need for change and the willingness to help make changes. Employees observe what is happening in their organization and make judgments about what needs to be changed. Their judgments of the urgency of change reflect their perceptions of the threats faced by the organization. Usually, an individual's assessment of change necessity involves a subjective comparison between his/her perceptions of the organization's current state and its desired state. When the change salience experienced by individuals is high, they perceive a large discrepancy between the actual and ideal state. The discrepancy increases their dissatisfaction with the current state and enhances their desire to participate in the organizational change (Liu et al., 2009).

Change valence: refers to an individual's perceptions of the meaning and significance of a particular change. People can have personal theories about the valence of events developed as a result of the organization's ability to successfully explain the change objectives to employees. If employees perceive the organizational change as being meaningful and significant, they will be more supportive of the change process (Liu et al., 2009). High change valence is associated with stronger confidence and commitment to change (Lau, Tse, & Zhou, 2002).

Change inference: describes the process by which individuals come to conclusions concerning the antecedents of the change, and estimate the probability of outcomes that will emerge from the change. The schema facilitates prediction by making available, in memory, a network of knowledge about change-outcome relationships. Because this knowledge is based on personal experience, vicarious experience, and observation of past events, it helps the person anticipate the outcomes of current events (Liu et al., 2009).

Lau et al. (2002), examined the effect of institutional forces and organizational culture on change schema, and confirmed the positive relationship between change schema, commitment, and job satisfaction. They found that people with more change experience and freedom to change will possess a more positive change schema. Moreover, people with less control over change will have a negative change schema. A

positive change valence is associated with stronger organizational commitment and job satisfaction.

The concept of change schema was used by Chiang (2009) to assess how employees perceive organizational change. He found that the perceived organizational changes had positive effects on both attitudes toward organizational changes and organizational commitment.

Liu et al. (2009) studied the relation between Individuals' participation in organizational change and individual change schemas. Results showed that individuals' perceptions of the change situation affect their subsequent change-related behavior.

2.3.2 The Affective Component

Affect is a comprehensive construct that encompasses a broad range of feelings that individuals experience, including feeling states, and feeling traits. Feeling states are subdivided into two categories: emotions and moods. Emotions differ from moods principally in terms of diffuseness. Whereas emotions involve affect that is associated with a specific stimulus (fear, anger, or disgust), moods usually are less intense and not focused on a specific cause (feeling cheerful) (Barsade & Gibson, 2007).

Affective processes are usually operationalized as emotions and feelings that are related to actions. Because emotions are focused on a specific cause, they have come to be regarded as discrete. The discrete emotions approach has identified "basic" or primary emotions, including joy, love, anger, fear, sadness, disgust, and surprise. The primary emotions are similar to the emotions experienced during organizational change (Bovey & Hede, 2001a).

Emotions may be defined as "a state of arousal involving facial and bodily changes, brain activation, subjective feelings, cognitive appraisals which can be either conscious or unconscious, with a tendency toward action".

Emotions are central components of human reactions to many types of stimuli; they can directly initiate specific behaviors, as well as indirectly influence behavior by their effect on physiological, cognitive, or social processes (Bartunek, Rousseau, Rudolph, & DePalma, 2006). In their book, *The Heart of Change*, Kotter and Cohen (2002, p. 2) suggest that:

"Changing behavior is less a matter of giving people analysis to influence their thoughts than helping them to see a truth to influence their feelings. Both thinking and feeling are essential, and both are found in organizations. But the heart of change is the emotions."

Regarding research approach, organizational research commonly adopts a theoretical structure of emotion composed of two fundamental dimensions depicted in a circular graph called the affective circumplex. The circumplex model has two basic bipolar dimensions identified as pleasantness and activation. Pleasantness involves many discrete emotions arrayed along a scale from positive to negative. Activation refers to a sense of mobilization, energy, or tension associated with various emotions (Härtel & Kimberley, 2008). The category of pleasant and high activation emotions includes emotions such as enthusiasm and excitement while unpleasant and high-activation emotions include anger, anxiety and fear. The category of pleasant and low-activation emotions consists of calm and comfort, while unpleasant and low-activation emotions consist of disappointment, shame and dejection (Eriksson, 2004). An example of the configuration of the circumplex model of affect is depicted in figure (2.2).

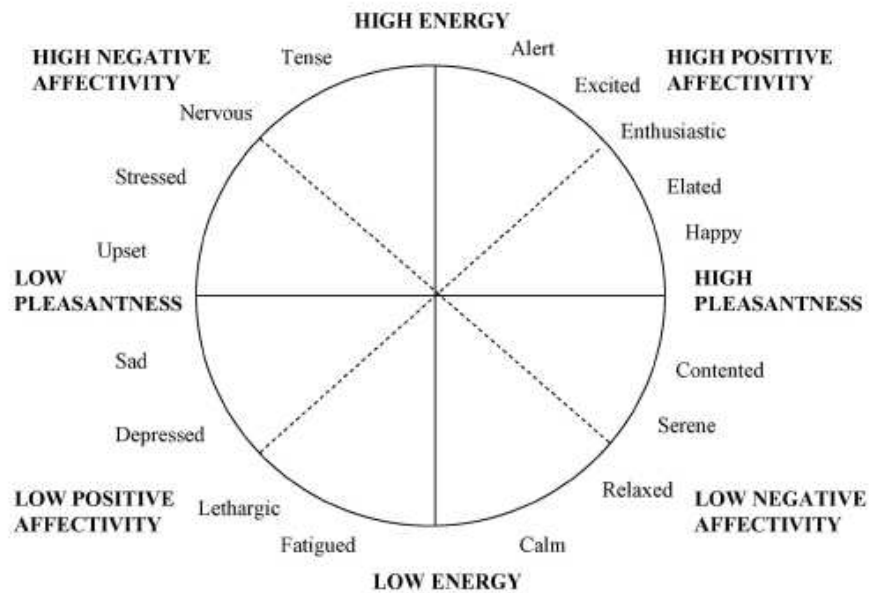


Figure (2.2): The Circumplex Model of Affect

Source: Barsade and Gibson (2007)

Emotions are commonly explained in terms of expectancy violations. Positive emotions occur when experiences exceed organizational members expectations (focused on both outcomes and process of change), whereas negative emotions occur when expectations are not met (Kramer & Hess, 2002). The role of cognition in emotions was

identified by Huy (2002) in his two-stage appraisal process. In the first stage, employees evaluate the significance of the event in relation to their goals and issues. If employees appraise the outcome of a change event as positive, pleasant feelings are activated and if they appraise the outcome negatively, unpleasant feelings are likely to activate.

Common positive emotions may include enthusiasm, hope, and joy. There are numerous benefits associated with positive emotions such as longer-term adaptive benefits, broadening of cognition, encouraging individual coping in threatening situations (Fredrickson, 2001).

Negative emotions to change include anxiety, fear, frustration, depression, and anger. There are several negative emotions which are frequently related to loss - loss of status, loss of trust - include fear, anger, sadness, depression, uncertainty, confusion and anxiety (Kiefer, 2002).

Rafferty and Griffin (2006), have noted the dominated emotion of anxiety that occurs because of the uncertainty that accompanies change. Anxiety stems from a variety of sources such as anticipated negative outcomes, possibilities of injustice and inability to cope with aspects of the change. It is necessary to point out that not all emotional responses to change are directly linked to justice issues. For example, referring to a case involving self managing teams, Kiefer (2005, p.876) asserts that "approximately 35 per cent of the concerns about the change did not relate to justice issues".

Kiefer (2005) developed and tested a model that specifically focused on negative emotions (which she suggests are more likely) during ongoing and multiple organizational changes. According to the model, emotions are mediated by perceptions of the impact of changes on working conditions, status and future prospects, and organizational treatment. She tested the model in the study of a merger and found that ongoing change did elicit negative emotions when employees perceived the results of these changes to be impacting unfavorably on their jobs.

In order to research the right type of affect and to distinguish between emotions and mood, priming instructions for measures of positive and negative emotions, moods and dispositions were developed by Watson et al. (1988). According to these instructions, respondents are asked to focus on how they feel right now (emotions), how

they have been feeling over the past few weeks (mood), or how they feel in general (disposition).

2.3.3 The Intentional Component

Bovey and Hede (2001a; 2001b) first adopted the perception, cognition, emotion, intention sequence model for human processes. Then, they developed a matrix for measuring behavioral intentions along axes of active-passive and overt-covert forms of behavior (Figure 2.3).

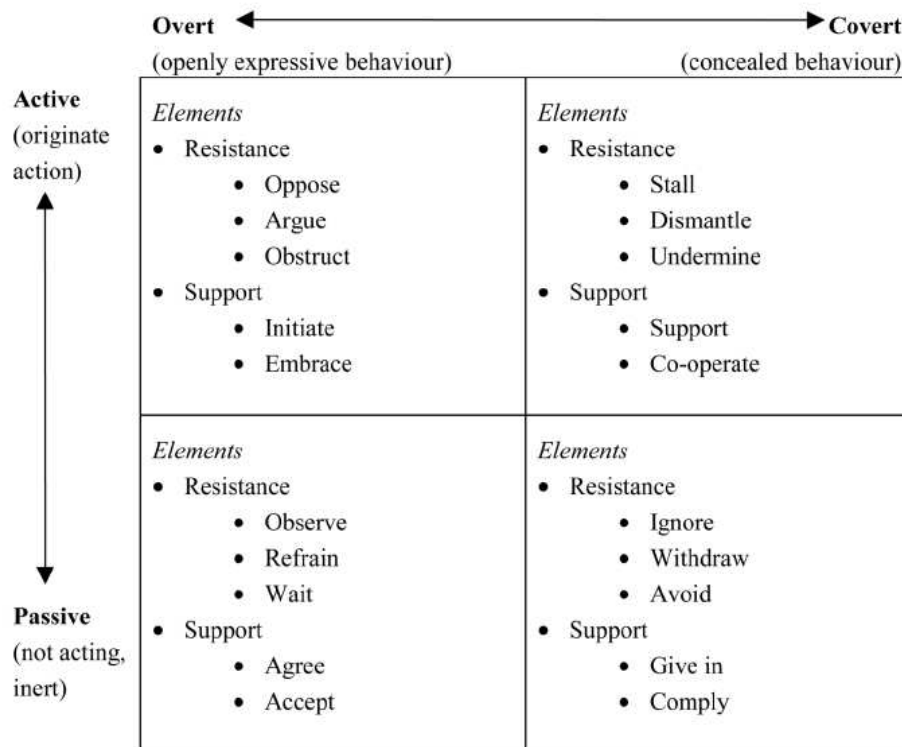


Figure (2.3): Framework for measuring behavioral intentions

Source: Bovey and Hede, (2001a, 2001b)

Each of the four quadrants has keywords for supportive and resistant behaviors. Supporting behaviors: active-overt actions are initiating and embracing change; active-covert reactions are supporting and co-operating; passive-covert responses are giving in and complying, while passive-overt behaviors are agreeing and accepting. In terms of negative responses, active-overt actions are opposing, arguing and obstructing; active-covert reactions are stalling, dismantling and undermining; passive-covert responses include ignoring, withdrawing and avoiding; and passive-overt behaviors are observing, refraining and waiting.

Positive responses occur when employees believe that the changes will be beneficial. Positive cognitions of the advantages of change, should lead to positive emotions of different intensities from enthusiasm to pleasure (Antonacopolou & Gabriel, 2001). On the behavioral level, employees willingly engage in the tasks expected of them and may even attempt to exceed performance expectations.

When employees experience negative cognitive responses, accompanied by negative emotions, such as fear or anger, they reject the changes (Kiefer, 2005). Piderit (2000) asserted that resistance to change must be viewed from cognitive, affective and behavioral perspectives.

Mixed or ambivalent responses are probable when there are mixed thoughts and feelings, and reactions to some change events might be neutral. Change is often experienced as having both positive and negative aspects (Piderit, 2000), and some aspects might be resisted and others supported.

2.4 Human Factor in the Organizational Change

2.4.1 Personal Attributions

Individual attributes refer to who is involved as organizational change is implemented. Individuals within organization might react differently to the same change because of characteristics of change agents as well as those of their own.

2.4.1.1 Locus of control

Locus of control is an important determinant of the way individuals interpret the situations they encounter. It is a personal disposition represents the degree to which individuals tend to attribute what happens to them to internal factors (e.g. skills, efforts) or to external factors (e.g. chance, powerful other people) (Bouckenoghe & Devos, 2006). The distinction of powerful others from chance in the external locus of control is important in the organizational context because the hierarchical structures in many organizations are likely to limit personal control or only allow mediated personal control through powerful others (McCormick & Barnett, 2007).

People with an internal locus of control see themselves as active agents and believe they have control over their environment and their personal successes. Thus, they tend to believe that they have control over change events and will not be afraid of change if they see a reasonable probability of success (Burriss, 2008). Those with an

external locus of control see themselves as relatively passive agents and believe that the events in their lives are controlled by external forces such as chance and powerful others (Bouckenooghe & Devos, 2006).

Individuals with an internal locus of control would continue to engage in activities that would reinforce their beliefs that their behaviors affected subsequent consequences. In contrast, individuals with an external locus of control would engage in self-fulfilling adaptive behavioral patterns that would meet their lack of perception of connections between their actions and the subsequent consequences (Sabery, 2004).

Numerous researchers have examined the influence of personality characteristics on coping with organizational change (Judge et al., 1999; Wanberg & Banas, 2000; Devos & Buelens, 2003). Their research indicated that the most important individual characteristic impacting openness to changes in the workplace is the locus of control. Employees with a higher internal locus of control are more open to change. Bouckenooghe and Devos (2006) Found high significant correlations of cognitive and affective components of readiness to change with locus of control.

Lau & Woodman (1995) found that control beliefs are important to whether an employee views a change initiative as either positive or negative, and that individuals with internal loci of control have been found to report more positive attitudes in organizations experiencing change.

In a study about business process reengineering in China, Hempel and Martinsons (2009) found that Chinese tendency to adapt to their environment (externals) rather than attempting to control it, encourages a type of dynamic flexibility with continual and incremental types of organizational changes rather than episodic and dramatic organizational changes.

Elias (2009) study indicated that locus of control serves as antecedent to attitudes toward organizational change. When change is initiated, an external individual will feel powerless and experience a decrease in affective commitment because of the anxiety experienced in association with his or her job. In contrast, when change is initiated, an internal individual will believe that he or she has control over the change event and will not experience the negative consequences associated with an external locus of control (Elias, 2009).

Contradicted results were provided by Wanous et al. (2000). They indicated that personality-based predispositions are of minor importance in attitudes about organizational change. Devos, Vanderheyden, and Broeck, (2002) argue that personality has an effect on attitudes towards change and innovation in general, and that this effect becomes irrelevant in specific change projects, due to the decisive effect of the way the change project is managed.

2.4.1.2 Self-Efficacy

Self-efficacy is defined as "beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments" (Bandura, 1997, p. 3). The difference between self efficacy and locus of control is that self efficacy involves the individual's perception that he or she possesses the skills necessary to execute the required response, whereas locus of control refers to whether the consequences of such efforts are within the person's control.

During stressful times, such as an organizational change, low self-efficacy presents a negative effect since individuals who judge themselves as incapable of coping with environmental demands will magnify the severity and difficulty of the change. Such preoccupation with personal ineffectiveness elevates arousal which creates stress and impairs performance. In contrast, high self-efficacy will divert attention to the demands of the situation and initiate greater effort to succeed (Bernerth, 2004).

There are four major sources of efficacy: first, is employee experience of successful coping with change. Second, is social comparison process where an employee partially judges his capability to cope with change in comparison with others. Third, is social persuasion where coach or mentor assures the employee that he will be successful in the change process. Four, is arousal where an employee emotionally and physically motivated to cope with change (Avey, Wernsing, & Luthans, 2008).

More recently, researchers have become interested in the more trait-like generality dimension of self-efficacy, which has been termed general self-efficacy. Both general self-efficacy and specific self-efficacy denote beliefs about one's ability to achieve desired outcomes, but the constructs differ in the generality or specificity of the targeted performance domain. However, general self-efficacy is much more resistant to contingent influences than is specific self-efficacy. The most powerful antecedent of

general self-efficacy is the aggregation of previous experiences (Chen, Gully, & Eden, 2001).

Herold and Fedor (1998) argued that domain-specific individual differences have greater potential to explain variance in the investigation of domain-specific attitudes or behaviors. Thus, in terms of individuals' attitudes toward change, change-specific self-efficacy should be more related to attitudinal responses to change than should general self-efficacy.

Armenakis et al. (1999) state that perception of self efficacy has an effect on the organizational change readiness, as the change recipients would consider the proposed change to be more achievable. They also state that the undesirable resistance to changes may result if employees believe the effort to exceed their coping capabilities. Judge et al (1999) found support for this hypothesis by showing generalized self-efficacy to be positively correlated with the individual's ability to cope with organizational change. Jimmieson et al. (2004) support the positive effects of self-efficacy on the change recipients adjustment to the organizational change.

2.4.2 Change content

Content of change is about what is being changed. Organizational changes vary in both focus (i.e., changes in strategy, organization structure, and performance-incentive systems) and the degrees they impact employees. The reaction of employees to changes might be influenced by how a specific change has affected their lives (Armenakis & Bedeian, 1999).

2.4.2.1 Threat Appraisal

Threat appraisal is defined as individual's concerns over future negative or harmful losses. The anticipatory nature of threat appraisal has practical significance for change agents as it affords the opportunity to intervene and proactively influence employee reactions. Theoretically, it helps explaining the future consequences of the current cognitions of employees (Fugate, Prussia, & Kinicki, 2010).

Based on change type, second-order changes often have a more uncertain and threatening nature than do first-order changes because it clicks the core of the organization. Economic-driven transformations that cause job losses are more threatening than development- driven changes focus on culture, behavior, and attitudes.

Employees often perceive changes in corporate culture, changes in the structure or design of their organization, and the introduction of new technology as job-threatening, which creates feelings of uncertainty and insecurity (Devos et al., 2007).

In the context of organizational change, threat appraisals are related to both affective and behavioral employee reactions. For instance, appraisals of a corporate merger predicted negative emotions and coping problems (Fugate et al., 2010). Also, when changes threaten the job security of employees, it can have a destructive effect on morale, attitudes, and well-being, even when the employees' own jobs are not being threatened (Devos, Buelens, & Bouckenooghe, 2007).

According to threat–rigidity theory, individuals are likely to narrow their search for and use of information when they face threatening situations. As a result, they are likely to generate narrow set of behavioral options and tend to resort to well-learned responses instead of untried responses (Zhou, Shin, & Cannella, 2008).

Ozer and Bandura (1990) indicated a specific relationship between self-efficacy and threat appraisal. They note that people high in self-efficacy do not suffer from disturbing cognitions (Fugate, Prussia, & Kinicki, 2010). Devos, Buelens and Bouckenooghe (2007) found that openness to change is facilitated by a nonthreatening organizational change.

2.4.3 Change Process

The change process deals with actions taken to implement the organizational change. The specific actions employed by leaders are intended to influence employees by reducing uncertainty and encouraging them to progress through specific emotional and behavioral phases for effective implementation of organizational change (Armenakis & Bedian, 1999).

2.4.3.1 Management Support

Managements' support exhibited during organizational change involves characteristics of the change process such as management commitment, skill training, and sufficient project budgets (Susanto, 2008; Njie, Fon, & Awomodu, 2008). Thus, aspects of management support are directed toward enhancing abilities and situational facilitators necessary for individuals to support the change process (Bouckenooghe & Devos, 2008).

According to management support perspective, individuals' reactions to change result from management's demonstrated commitment to the change. When top management reveals its engaging in and maintaining behaviors that help employees achieve a given strategy, this provides subordinates with evidences for impressing upper management (Cooper, 2006). The following factors could be regarded as top management activities to support structural changes success: strategic planning, training, compensation and reward, performance appraisal (Ahire & O'Shaughnessy, 1998).

Although support activities may have some degree of psychological effect on individuals, commitment of employees generated by management support would be more of a reciprocal commitment (normative) resulting from individual's duty than a change in alignment of individual's goals and values with that of the organization resulting from individuals' desire (affective). This is in contrast to perceived organizational support (context related variable) that creates affective commitment because employees feel valued and cared for by organizations (Caldwell, 2003).

There are three perspectives on the impact of top management support: Deterministic, Contingent, and Dynamic. The deterministic perspective treats top management support as a direct predictor of implementation success. In the contingent perspective, the effect of top management support is proposed to be contingent upon task interdependence that is essential to perform organizational tasks. Therefore, management support is necessary to "institute, support, and legitimize the required new institutional contexts" (Sharma and Yetton, 2003, p. 538). The dynamic perspective proposes that the effect of top management support may vary depending on how well top managers adjust the content and level of their supportive actions during implementation process.

Each of these perspectives has some empirical evidence to support. Results of Dong's study on the information systems implementation revealed that the deterministic and contingent perspective may not reflect how top management actions affect implementation outcomes. The study indicated that top managers followed the dynamics of the information systems implementation process (Dong, 2008).

Caldwell (2003) found that management support for the change is important for highly competitive individuals participating in the change. Armenakis, et al. (1993)

revealed that the degree to which organizational policies and practices are supportive of change may be important in understanding how an employee perceives the organization's readiness for change (Susanto, 2008).

2.4.3.2 Change Participation

Participation is defined as “a process which allows employees to exert some influence over their work and the conditions under which they work” (Heller, et al. 1998, p.15). This is in contrast to a process whereby experts or power holders make decisions on what an organization should look like (organizational design).

Earlier rationales for participation often centered on the expectation that employees were more likely to accept decisions in which they had participated. Now, the rationale is that participation will foster the organization's planning and problem solving and help to motivate constructive behavior during the transition phase (O'Brien, 2002).

Participation encompass a broad range of activities through which employees can affect decision making, from consultative or informative (involvement) mechanisms where individual workers' input is requested and considered by managers who retain responsibility for the final decision, to participation mechanisms involving representative structures where workers are major parties to these decisions (Hodgkinson, 1999).

However, Kotter and Schlesinger (1979), warned that participation and involvement can be time consuming and lead to a poor solution if the process doesn't managed carefully. Accordingly, the results of participation might be different from the original intention.

Moreover, participation will not work with people who are passive. In bureaucratic structures, for example, employees may take comfort from following centrally-determined rules and regulations and any shift to a more participative approach may represent a significant challenge to the status quo (O'Brien, 2002). The effectiveness of direct participation as a change strategy is based on the assumption that it will not give rise to conflict with other organizational or personal goals (Parys, 2003).

Effective participation is dependent on a number of conditions. For example, in selecting issues it is advisable to include those that may be of greatest concern to

employees (Marchington & Wilkinson, 2000). It is also important for participation to be non pseudo; the participation is likely to produce concrete results (Boonastra, 2004). A further prerequisite for participation is an absence of commitment by the organization to any single course of action (O'Brien, 2002).

In general, assessments of participation have concluded that involvement programs increase employees' support for workplace changes (Parys, 2003). Some researchers indicate that employees' participation increase their performance and commitment to change, reduce resistance to change, increase organizational adaptability, increase acceptance of organizational change, and prevents the development of cynicism against organizational change (Wanberg and Banas, 2000; Chawla & Kelloway, 2004; Boonastra, 2004).

Participation may increase change acceptance through a number of mechanisms. First, participants' improved access to change-related information provides better understand about change process, reduces uncertainty and insecurity. Second, participants tend to become affectively committed to the change effort and support the change overtly (Jung, 2003).

2.4.3.3 Change Communication

Communication means the exchange of information and the transmission of meaning. Appropriate communications provide employees with feedback and reinforcement during the change, which enables them to make better decisions (Gilley, Gilley & McMillan, 2009).

Fox and Hamburger (2001) indicate that the most important factor for failure in change attempts is the managers' inability to persuade organization members to support the change. Only open and effective communication helps managers reduce uncertainty, show the benefit of the change, and create trusting relationships in the work environment.

A basic distinction about the role of communication during organizational change is made between the informative function of communication and communication as a mean to create a community (Nelissen & Selm, 2008). The first role focuses on information exchanged or the quality and reliability of the information. The second role focuses on communication as a mean with which to distribute the information (Gaylor, 2001). Table (2.6) presents the emphasis on either information or

communication according to different perspectives of change: planned/ developmental, or first order/ second order (Vuuren & Elving, 2008).

High level of information adequacy and quality is associated with positive change attitudes such openness to change. Perceived high quality of information could reduce employee uncertainty about the change, and make the change more acceptable emotionally. Cognitively, perceived high quality of information might provide the rationale for change and persuasive messages to encourage cooperation with the change (Qian & Daniels, 2008).

Table (2.6): Relationship between change type and communication

Change Perspective	Change Characteristic	Change communication
Planned- developmental	Planned: no alteration of the change program.	Providing information to persuade employees to embrace the change.
	Developmental: exploring future possibilities.	Interactions with the workforce and involving them in problems diagnosing.
First order- Second order	First order: changes are adjustments with clear end state.	Providing information about steps to reach the desired end state.
	Second order: the end state of the organization is not clear.	Depends on the quality of the interaction processes and the extent to which mutual understanding is achieved.

Source: The Researcher.

Communication has two main components: a rational component and an emotional component. Managers seem to invest most of their communication efforts in the rational aspect. Fox and Hamburger (2001) emphasize the importance of using emotional elements when delivering information about the change because of their persuading role to overcome resistance to change. When there is a strong relation between cognitive and emotional facets, affecting the emotions will lead cognitive elements to align with them. However, when one's emotions and cognitions are not in full congruence, ignoring the emotional aspect of the change and appealing only to rationality may keep the employees' emotional objection to the change.

To affect the rational or cognitive component, Armenakis and Harris (2002), suggest that five key components must be communicated in the delivery of the change message. Self-efficacy builds confidence in a group's ability to successfully implement

the change. Principal support suggests that key organizational members are committed to the successful implementation of the change. Discrepancy reveals a gap between the current and ideal state. Appropriateness attempts to convince organizational members the change is the correct reaction to the discrepancy, and personal valence clarifies the intrinsic and extrinsic benefits of the change.

The emotional component uses pictures, colors, voices, music, taste, smell, atmosphere, sensation, and songs as means of communication rather than arguments, analysis, information, numbers, and graphs. Fox and Hamburger (2001) identify five methods on using emotions in a change message: the core messages about the change (metaphor for symbolic realities, emotionally connotative words of success), how the messages are packaged (pictures, slogans, color), the characteristics of the change leaders (credible, fair, likeable), the interaction of change leaders with their audience (treating them fairly and honestly, sincere listening to objections), and the setting in which communication takes place (cohesive group, ceremonies).

Armenakis, Harris, and Mossholder (1993) argue that readiness for change can be created through effective communication of the message for change. A study by Chawla and Kelloway (2004) showed that openness to change is directly and indirectly influenced by communication.

Nelissen and Selm (2008) studied the role of communication in a planned organizational change and found that positive responses increased and negative responses decreased during the process of organizational change. In addition, survivors were ambivalent in their attitude towards the organizational change, as positive responses existed next to negative ones. With respect to the role of management communication it was found that satisfaction with management communication is most strongly related to responses to the organizational change.

Bruning, Keup & Cooper's (1996) study supported the relationship between effective communication and fairness perceptions. Their results demonstrated that employees who were satisfied with the timeliness, accuracy and value of the information provided by the management during a restructuring would develop positive justice perceptions (Maden, 2008). Yue (2008) argues that managers should let staff know bad news rather than manipulate it into good news; indicating that if communication is frequent, open, and honest, even fuzzy answers are appreciated.

2.4.4 Change Context

The change context focuses on conditions existing in an organization's external and internal environments. External context includes factors such as governmental regulations and technological advances, whereas internal context includes factors that influence organizational effectiveness such as, interpersonal relationships, organizational norms, organizational values, rules, and regulations (Jung, 2003).

2.4.4.1 Change Politics

The politics of change refers to the political activity of consultation, negotiation, and conflict, which occurs at various levels within and outside an organization during the process of managing change (Dawson, 2003). Internal political activity can be in the form negotiations between consultants (working within the organization) and various organizational groups, and between managerial, supervisory and operative personnel. These individuals or groups can influence decision-making and the setting of agendas. An example of political activity outside an organization is governmental pressure.

The contextual/ processual approach to change recognizes the significance of political factors in implementing strategic organizational change. The political weakness of organizational coalitions supporting change, and the failure in addressing the political issues, particularly in radical strategic change are among failure factors of organizational change (Buchanan & Badham, 1999).

Perceptions of politics are individuals' subjective attributions of the extent to which behaviors occurring in the organization are of self serving intent. There are three broad categories, which may influence individuals' perceptions of politics: personal influences such as personality factors, job environment influences such as autonomy and variety, and organizational influences such as organizational structure (Rogelberg, 2007).

Generally, politics perceptions have been related to negative individual and organizational outcomes, such as decreased job satisfaction, increased actual turnover, and as a stressor causing strain reactions such as job anxiety. However, these negative outcomes may not always occur. For example, if both supervisors and subordinates are striving toward the same goals, the impact of politics perceptions on important work outcomes are lessened (Rogelberg, 2007).

There are two key features of organizations that encourage political attitudes and behavior. First, organizations are hierarchic structures with power, authority, status and privilege concentrated towards the top of the structure. This can generate attitudes and behavior on the part of subordinates which either takes the form of efforts to please or to avoid distressing senior managers. The second approach encourages a win/lose approach to decision-making (Salaman & Asch, 2003).

In public sector bodies, restructurings have been driven by the political agenda alongside with management choice. The morale of many public sector workers is reported to be low because change not only poses real challenges, but can also be completely outside of managers' ability to control. Transformational change is a highly political process that threatens different interest groups and is characterized by conflict (Holbeche, 2006).

Change Politics has been shown to adversely influence attitudes toward change and impede the implementation of change. Rousseau and Tijoriwala, found that if employees view politics as negative practices, they will be less inclined to trust managerial communication about change and more likely to have negative attitudes toward it.

According to Holbeche (2006), research conducted by Roffey Park Research revealed that many respondents accept that political behavior is inevitably more prevalent in times of change. Of the respondents who do admit to playing politics, 45 per cent say they do so because they consider it essential to getting things done within the organization. 24 per cent reported that it was the norm within their organization. A further 23 per cent get involved in the political side of management as a survival mechanism. This leaves only 3 per cent doing so because they enjoy it and the same percentage doing it to attain power and influence.

2.4.4.2 Organizational Support

Perceived organizational support refers to employees' perception that the organization values their contribution and cares about their well-being. This perception of organizational support should trigger feelings of affect towards the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

The consequences of perceived organizational support are based on the social exchange theory and the norm of reciprocity. Social exchange refers to relationships

between employee and employer that are characterized by trust and broad mutual obligations. Employees will reciprocate favorable treatment when they trust that the organization will reward them (Kim, 2008). Employee motives to reciprocate are explained by the norm of reciprocity defined as the tendency to respond to the actions of others with similar actions. Perceived organizational support elicits a sense of indebtedness that can be reduced by reciprocation (Eisenberger et al., 1986; Pazy & Ganzach, 2006).

Rhoades and Eisenberger (2002) suggest three main antecedents of perceived organizational support: fair organizational procedures, supervisor support, and favorable rewards and job conditions. Subordinates view supervisor support as a personal extension of the organization indicating the organization's intent. Consequently, employees personify the organization by developing an exchange relationship that varies in strength and influence on attitudinal and behavioral reactions (Byrne & Hochwarter, 2007). Also, perceived organizational support is facilitated by rewards based on the discretion of the organization. Voluntary rewards that come directly from the organization are perceived as an indication that the organization values the employee's well-being (Dawley, Andrews, & Bucklew, 2007).

Perceived organizational support is highly relevant to performance in fixed pay contexts where exerting effort to attain high level of performance is a prime way to release felt obligation towards a supportive organization (Pazy & Ganzach, 2006). High perceived organizational support is expected to impact one's reaction to the impending change such that it is perceived as less threatening, and may influence one's overall schema for organizational change such that the change is viewed more favorably (Eby, Adams, Russell, & Gaby, 2000).

Armstrong-Stassen (2001) examined the relationships between perceived organizational support and change processes (i.e., coping strategies toward organizational change). The study found that the perceived support from the organization was significantly related to the positive acceptance of change process and the use of active strategies toward coping change. Armstrong-Stassen insist that perceived organizational support at the initial phase of the organizational change played an important role in how organizational members appraised the situation and how they chose to cope when the organizational change actually took place.

2.4.4.3 Group Cohesion

Cohesion refers to the extent of cooperation and trust in the competence of team members. It is the perception of togetherness or sharing within the organization setting, including the willingness of members to support each other (Frenkel & Sanders, 2007). Lau, Tse, and Zhou (2002), show that perceptions of cohesion is positively related to the degree to which employees feel positive about change, and have reduced skepticism of the results of change.

Perceptions of group cohesion include both individuals' membership attitudes and behaviors toward their group. Attitudes denoting individual perceptions of high cohesion include a strong desire to remain a part of one's group, loyalty to the group, and identification with the group. Trust, cooperation, and friendship among group members indicate a high level of cohesion (Andrews, Kacmar, Blakely, & Bucklew, 2008).

Workgroup cohesion is most strongly related to coworker trust. Co-worker trust concerns confidence that one's colleagues are competent and will act in a fair, reliable and ethical manner. It assumes that co-workers will support their peers and will not take advantage of them by withholding information. For change efforts to be successful, employees must trust not only management, but also co-workers (Ferre, Connell, & Travaglione, 2004).

During times of change employees must often acquire new skills, assume new responsibilities, and learn new procedures, this may be demanding and require significant effort. The extent to which individuals feel their co-workers can help them through this process would influence their reactions to the change. Eby et al. (2000) proposed that trust in peers is related to employees' perceptions of the organization's readiness for change.

According to the social information processing perspective of motivation, individuals develop their attitudes and behaviors based on the available social information that is salient and consistent. One such source of social information is the immediate social context which includes networks of coworkers. The context may influence one's interpretation of the situation by making certain aspects of the situation salient and by exposing individuals to the expressed attitudes of others. Individuals in

cohesive groups tend to comply with the salient attitudes and expectations in the social context (Wu, Neubert, & Yi, 2007).

2.5 Previous Studies

The following studies were reviewed to familiarize the topic of attitudes toward organizational change, to demonstrate the originality of this study, and to reveal the gap it will fill in the organizational change research.

2.5.1 Local Studies

1. 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 questionnaire with a sample of 300 employees from Al-Shifa medical complex in the Gaza Strip.

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. Further, the change in technology was not clear and didn't reduce the effort and the time for tasks accomplishment, or the speed of achievement. The study found positive relation between the change fields in (the organizational structure, technology, and the members) and the employees' performance.

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

2. 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.

The study found that the level of effectiveness of change management was Low. Regarding antecedents, the study found inadequate role of top management in the change process. The study found that employees had high convinces about change. Regarding change in the organizational structure, it was not compatible with the change in the strategies of ministries. Moreover, financial and technical capabilities didn't fit the needs of change. The level of technology in the ministries didn't contribute to the adoption of the change process. No plans were developed to enhance the employees' concepts concerning the administrative operations for change. The political situation and external environment were directly reflected on the process of change.

The study recommended ministries to identify visions toward the change process, and 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.

This study operationalized two variables in a manner different from the western studies: the variable (Role of top management) was operationalized from Top Management Support in western studies. The variable of (Employees convinces) was operationalized from Attitudes toward organizational change. The study used (Employees convinces) as an antecedent variable for effectiveness of change management. It was attractive to notice that only the human side variables were evaluated positively in this study, in contrast to other structural, financial, technological variables which were either negative or neutral.

3. 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 questionnaire adapted basically from previous studies of Abu Hamdia study (1994) and Allozi study (1997) with sample of 486

employees to evaluate attitudes toward technological, behavioral, and structural changes. Attitudes scale was from low, fair, to high attitudes.

The study found that the respondents have high attitudes toward technological and behavioral changes, and fair attitudes toward structural change. Respondents perceived that personal factors with a percentage of 73%, external environment factors with a percentage of 67.4%, organizational climate factors with a percentage of 61.2%, and informational factors with a percentage of 61% were the factors affecting their attitudes toward organizational change. There were significant differences in employees' attitudes toward organizational change due to demographic variables of position and academic qualifications. Mainly, the study recommended the ministries to use management by objectives for better employees participation, to support both horizontal and vertical work relations, to develop employees and sharpen their skills by training sessions, 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.

Attitudes toward technological, behavioral, and structural changes were evaluated through the cognitive tendency with minor focus on affective or intentional tendencies. The tripartite view of attitudes was not discussed in the study. The study treated factors affecting attitudes in general. For example No sub variables were specified for personal factors.

2.5.2 Regional Studies

4. Rees and 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.

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. 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.

The study focused on some of the influential factors that shape Arabic culture and their effect on the management of change. The study concluded that generally, the Arab world tends to be strongly group oriented, male-oriented and dominated by large power distance, strong uncertainty avoidance, and long term orientation. This is reflected in the tribal systems adopted by the majority of Arab societies. Further, the study showed that change is often considered as a threat and people prefer the status quo in Arab societies. Therefore, the successful implementation of change in Arab contexts requires strong support from senior management, especially those who have power position within the organizational structure.

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.

5. Durmaz (2007): Officer Attitudes Toward Organizational Change in The Turkish National Police

The study aimed to identify officer attitudes toward organizational change in the Turkish National Police (TNP) and the factors affecting those attitudes. six main factors (receptivity to change, readiness for change, trust in management, commitment to organization, communication of change, and training for change) and five background variables (gender, age, rank, level of education, and work experience) were suggested to explain officer attitudes toward change. The study used questionnaire to conduct survey with 560 respondents. Attitudes toward organizational change were evaluated along the cognitive, affective, and behavioral components. The results showed that 51.6% of the respondents have a positive, 36.8% have a negative, and 11.6% have a neutral attitude toward organizational change. No further analysis was made to capture the levels of attitudes dimensions.

The Officer Attitude Model (OAM) of eleven independent variables significantly predicted officer attitudes toward organizational change ($R^2=.448$). The study revealed

that receptivity to change ($B=.243$) was the most influential variable in predicting officer attitude, while (commitment to organization) and demographic variables were not significant contributors in predicting officer attitude. The Officer Attitude Model (without demographics) developed by the study explains 43.7% of variance in officer attitudes. Further analysis for the relationship between demographic variables and the six main factors revealed that these variables (except age) directly affect four of the main factors (receptivity, commitment, trust, and communication), suggesting that they indirectly influence officer attitudes.

The study recommended replacing (commitment to organization) variable with commitment to change variable when measuring attitudes toward a specific change program. Also, the study recommended the addition of some other factors to the model such as job satisfaction and work-related stress to increase the predictor power of the OAM. Lastly, the study recommended the use of the same attitude survey one more time during the change program (longitudinal method) to help researcher control the dynamic nature of officer attitudes as well as the change process.

6. 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 questionnaire with workers from SonalGas Establishment.

Results showed that the effectiveness of participation system was moderate with a percent of (50%). Respondents believed with a percent of (85%) that the communication system is essential in attaining the effectiveness of organizational change. 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%). The workers believed that organizational change was unimportant and that they received insufficient information about it. The majority of workers reported that workers participation is the major criterion for organizational change success.

Based on this study in addition to previous studies, it was concluded that Algerian organizations, in general, do not consider human resources requirements during

planning for change. This had led to different forms of workers resistance. However, some organizations adopted different procedures after implementing change in attempt to secure fit between change requirements and human resources requirements. Also, the study concluded that, in the initial stages of organizational change, most workers didn't have enough perception about change requirements and didn't perceive the necessity of change. Further, the study concluded that although organizational change has its impact on the social construction in the organization, it didn't ensure improving the worker status and in most cases didn't provide the expected results.

7. 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 owned 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. The study most important findings were: the most effective driver for change perceived by employees was the external reasons of the governmental desire to operate aviation sector on commercial basis, and to privatize it. Regarding change impact, the most important advantage expected by employees was raising salaries, while the most expected potential problem was early retirement. There were significant differences in employees perceptions of change advantages due to demographic variables of age and scientific level. Also, there were significant differences in employees perceptions of change problems due to demographic variables of age, work nature, and work experience.

The study recommended improving employees salaries and benefits, negotiating retirement policies with employees, incremental adoption of privatization, and studying the relation between organizational change and job satisfaction and organizational commitment.

8. Alanzi (2004): The Organizational change and its relation to workers Performance.

The study aimed to identify the workers attitudes toward organizational change in the general traffic administration at the Riyadh city of Saudi Arabia, and to identify the

impact of change on workers performance. Using questionnaire with 826 officers, the researcher focused on the cognitive dimension of attitudes toward organizational change.

The study findings indicated positive workers attitudes toward the organizational change. Officers perceived lack of work specialization and contradicted traffic systems and procedures as major reasons for organizational change. Regarding appropriateness, officers believed that organizational change should have implemented before time ago and they agreed to provide every support for it. From employee's point of view, the study indicated an improvement in workers performance. They believed that organizational change both achieved work specialization, and developed traffic systems and procedures. Significant differences among respondent's attitudes toward organizational change were due to demographic variables of age and education level. The study recommended utilizing elder and senior workers to sustain success organizational change, building suitable organizational culture that support change, and increasing workers participation in change process and work training.

The study overemphasized some dimensions of the cognitive component of attitudes toward organizational change. Particularly, it dealt with the necessity and appropriateness of change and neglected other dimensions such as valance and impact. Further, the study attempted to replace the direct assessment of the behavioral dimension of attitudes by evaluating workers performance from employees' point of view. It is probable that the study tried to bypass the ethical problems and study difficulties associated with the study of resistant behaviors.

9. 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 questionnaire with a sample of 474 employees.

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. Postgraduate education and organizational culture dimension of feelings of brotherhood and friendship directly and positively influenced employees' affective attitudes toward organizational change. Moreover, postgraduate education positively influenced employees' intentional attitudes toward organizational change. 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.

This study focused on personality and cultural factors because of the cultural diversity in the United Arab Emirates, in attempt to study the organizational change in the characteristics of the change recipients.

2.5.3 Foreign Studies

10. Chiang (2009). Perceived organizational change in the hotel industry: An implication of change schema.

The objectives of this study were to apply change schema to organizational change in hotels, and to examine the antecedents and consequences of organizational change. The study assessed the perceptions of organizational change of front-line employees in hotels. The changes were in the organizational structures, procedures, and brands. The sample group was drawn from 246 hotel employees in Taiwan.

Results confirmed that the five dimensions of the organizational change schema (Salience, Significance, Meaning, Impact, and Control) were applicable in a hotel setting. Perceived organizational changes had positive effects on both attitudes toward organizational changes and organizational commitment. The study proposed three antecedents (communication, participation, and training) and two consequences (attitudes toward organizational changes and organizational commitment) of perceived organizational changes. The study operationalized the attitudes toward organizational change as openness to change and readiness to change (positive attitudes).

By comparing the three antecedents of change, the study found that employees thought that communication was the best support that managers could provide for them, followed by training pertaining to changes, and lastly by letting employees participate in the changes. Also, the study found that only communication (not participation and

training) has a strong influence on organizational change. The nature of the organizational changes themselves (perceived organizational changes) contributes significantly to employees' attitudes toward both organizational change and organizational commitment.

The study recommended that hotel managers need to be aware of the influences of such changes on hotels and to implement changes very carefully.

11. Smollan (2009). The Emotional Rollercoaster of Organizational Change: Affective Responses to Organizational Change, their Cognitive Antecedents and Behavioral Consequences

The aims of this study were to investigate the impact of emotion on the experience of change at the individual level, to examine these experiences from the perspectives of people who play different change-related roles, to identify the causes and consequences of emotional responses, and to explore the strategies individuals use to cope with the change events. A model of individual responses was developed to evaluate responses to change depending on factors in four categories: the change itself (outcomes, scale, temporal issues and justice); the employee (their emotional intelligence, disposition, previous experience of change, and change and stress outside the workplace); the employee's perceptions of the leaders/managers/agents (their leadership ability, emotional intelligence and trustworthiness); and the employee's perception of the organization (its culture and change context). Twenty-four interviews were conducted in Auckland, New Zealand.

The study showed that people played different roles in change events, which did not always depend on hierarchy, that influence their responses. Findings showed that all 13 factors in the model produced some responses, but not in all participants. Personal outcomes and the fairness of change was the most prevalent of these factors that provoke emotions of the greatest intensity. Two additional factors were surfaced, control over the change and support from colleagues and people outside the organization, and the model was revised to include them. The study confirmed that organizational change is indeed an emotional event, and that these emotions arise from a host of factors that have individual, social and wider contextual origins.

The study recommended that change managers have to deal with their own emotions and moods and those of change leaders, agents and recipients. They may not agree with

the changes yet are expected to show the appropriate behaviors, and often the emotions too. A key to understanding affective responses to change is the emotional intelligence.

12. Bourgeois, Jeleniewska, and Ulvenfalk-Edman (2008): A study on re-organizations in the Swedish public sector - Are employees in on change?

The study aimed to examine how employees in Swedish public organizations respond to organizational change and to get deeper understanding of attitudes and reactions towards change. Empirical data was gathered using a qualitative approach. Semi-structured interviews were conducted with 4-5 employees, none with a managerial position, in four Swedish public organizations. Also, Deductive research approach was used to examine if the existing theories about organizational change can explain reactions in public organizations.

The results generated from interviews revealed that the motives for change presented to the employees were the need for the organization to cut costs and be more efficient. Organizational changes in three out of four organizations aimed at giving its customers equal treatment. This was direct reflection of the organizations characteristics of centralization and specialization of units. More reactions were observed towards the way the change occurred than with the aim of the change. The top-management does not encourage trust and coalition toward the change. There was a lack of information of the change process, a lack of managerial skills to implement the change, or a lack of commitment where managers were afraid of losing influence. Also, the study found that the implemented change programs decreased the efficiency of the organizations, where employees became less committed, less motivated and took fewer own decisions. Major reasons for these problems were lack of trust between employees and their superiors in the organization, limited bottom up communication, and limited opportunities for employees to influence the change process.

The study recommended top-management to engage more people into the change process at an early stage and empower first-line managers in order to create a climate of confidence and a sustainable change process.

13. Szabla (2007). A Multidimensional View of Resistance to Organizational Change: Exploring Cognitive, Emotional, and Intentional Responses to Planned Change Across Perceived Change Leadership Strategies.

This study aimed to explore the relationship between perception of change leadership strategy and response to change multidimensionally. Paper-based and web-based self administered questionnaires were used with a sample of 241 union employees of a Midwest county government implementing an electronic performance management system. Three categories of perceived leadership strategies were used, and reported as follows: 42.7 percent of employees perceived leadership as rational-empirical – leaders were experts focusing on facts and logic. 6.6 percent of employees perceived leadership as normative-reeducative – leaders were collaborative and involved individuals in decisions. 39.4 percent perceived leadership as power-coercive – change was justified only by leadership who used their position power to lead the change.

The study concluded that resistance to organizational change was a complex and multifaceted phenomenon. Results revealed that members of the rational-empirical group believed the change would improve their job satisfaction and operations, felt optimism and enthusiasm about the change, and intended to support the change. Members of the normative-reeducative group, however, held the most positive beliefs, experienced the most positive emotions, and had the highest intentions to support the change. Members of the power-coercive group had both positive and negative beliefs indicating they believed the change would improve operations, but would not satisfy their job-related needs. Members of this group reported feelings of anger and frustration, but indicated they would support the change despite their beliefs and feelings. The researcher suggested the county's social and cultural system may have lead to member support despite their negative beliefs, but did not explain that.

The study recommended that change leaders should understand that the strategies they believe they are employing when leading and managing an organizational change may not be the strategies perceived by those responding to the change. The study recommended additional research to explore the most effective time (stage of change) to measure reaction to change. In addition, because stage of change affects how participants respond, when researchers report their findings they should indicate precisely what stage respondents were in at the time of measurement.

14. Devos, Buelens, and Bouckenooghe (2007). Contribution of Content, Context, and Process to Understanding Openness to Organizational Change: Two Experimental Simulation Studies.

This study aimed at examining the contribution of 5 factors on openness to change: (a) threatening character of organizational change (content related), (b) trust in executive management (context related), (c) trust in the supervisor (context related), (d) history of change (context related), and (e) participation in the change effort (process related).

The researchers tested their hypotheses in 2 separate studies (N = 828 and N = 835) using an experimental simulation strategy. The content of the change was manipulated by presenting the change as a major threat to job security in one condition and no threat to job security in the other condition. However, the type of change in all conditions was similar (i.e., the introduction of a new software program in an organization with different locations).

The first study showed that content-, context-, and process-related variables contributed independently to a positive attitude toward change. The second study showed that the covariate of locus of control was significantly associated with openness to change. Education was also significantly related to the dependent variable, as was hierarchical level. Specifically, more educated and higher placed respondents scored significantly higher on openness to change. Gender, age, and seniority were not significantly associated with openness to change.

A significant main and interacted effect for trust in executive management, and history of change was found. Openness to change decreased dramatically only when history of change and trust in executive management were low. Moreover, the study found that openness to change was facilitated by a nonthreatening organizational change, trust in upper and lower management, a positive track record of past changes in the organization, and opportunities to participate. As the study revealed that content, context-, and process-related factors have significant influences independent of each other, the study recommended that no one of these dimensions should be neglected if the intent is to maximize people's openness to organizational transformation.

The simulation strategy used successfully in this study could have its implications in the planning stage for the organizational change to reveal the best approach for introducing the impending change.

15. Kiefer (2005): Feeling bad: Antecedents and consequences of negative emotions in ongoing change.

The aim of this study was to examine how and why ongoing organizational change (continuous change) is experienced emotionally on an everyday basis and identifies important consequences of such emotional experiences. Three main antecedents to negative emotions in ongoing change were proposed: perceptions of an insecure future; perceptions of inadequate working conditions; and perceptions of inadequate treatment by the organization. Two outcome variables were identified: trust in the organization and withdrawal from the organization.

The study model revealed that: a) ongoing changes are associated with negative emotions; b) this relationship between ongoing changes and emotions is mediated by the three proposed antecedents; and c) negative emotions predict employee lack of trust and employee withdrawal, both immediately and one month later. The explanatory power of the model was .66 for the relation between the three antecedents and the negative emotions, and .50, .60 for the negative emotions and consequences of withdrawal, and trust in organization respectively.

A specific focus of this study was devoted to ongoing versus episodic change. The study showed that the more ongoing changes, the more negative experiences people report. Unlike the case of the episodic change, the study revealed that the causes of negative emotions are not a matter of time during adjustment, but are accumulating.

The study recommended management to take by the emotional expressions seriously and responded to in a respectful manner. At the same time, the underlying causes of negative emotions should be understood and addressed.

16. Jung (2003): An International Study of Organizational Change: A Simultaneous Analysis of Process, Context, and Individual Attributes

This study aimed to examine how individual perceptions of the change process, context, and individual attributes influenced readiness for change and subsequent attitudinal outcomes. The study used questionnaire to collect data from organizations in Korea (two samples with 280 employees) and in the USA (one sample with 264 employees). Different changes were in the organizations structures.

Attempting to extend organizational change research beyond its looking across culture, the study tested simultaneously a model that incorporated a subset of the following variables: (a) change content, (b) process variables (i.e., participation and quality of information), (c) context (i.e., perceived organizational support and perceptions of coworkers), and (d) individual attributes (i.e., affect- positive affectivity

PA and negative affectivity NA). The criterion or outcome variable was work attitudes (job satisfaction and affective commitment). Readiness to change was used as a mediating variable.

Results revealed no significant difference in individual perceptions toward organizational change. No differences were revealed due to gender. The study findings indicated that individual attributes (i.e., PA and NA) were strongly related to attitudinal outcomes as well as the other variables (i.e., context and readiness variables) across the samples. Strong relationships were observed between individual attributes (i.e., PA and NA) and readiness. Most notably, PA and NA were strongly related to personal valence. Internal context variables (i.e., perceived organizational support and perceptions of co-workers) were less related to readiness. Participation and quality of information were the strongest predictors, implying that the process used by leaders shapes people's view of change dramatically.

Independent variables (i.e., positive affect, negative affect, perceived organizational support, perception of co-workers, participation and quality of information) explained significant variance accounting for 34% job satisfaction variance and 44% of the variation in affective commitment. Adding all variables (i.e., process, context, individuals, and readiness factors) explained 42% of the variation in job satisfaction and 50% of the variation in affective commitment.

The study recommended that leaders might be able to facilitate a successful change by employing the appropriate process at the beginning.

17. Bovey and Hede (2001a). Resistance to organizational change: the role of defense Mechanisms.

18. Bovey and Hede (2001b). Resistance to organizational change: the role of cognitive and affective processes.

The study aimed at investigating the role of unconscious processes such as adaptive and maladaptive defense mechanisms in individual resistance. Surveys were conducted with 615 employees of nine Australian organizations (from governmental and private sector), examined individual's self-reported adaptive and maladaptive defense mechanisms and their relationship to an employee's intention to resist organizational changes. The individuals were based in organizations involved in the restructuring of departments, reorganizations of systems and procedures, or implementation of new

process technologies. A matrix developed for behavioral intentions was used in this study.

The study found that individuals who tended to use maladaptive defense mechanisms were more likely to resist organizational change, while those who tended to use adaptive defense mechanisms were less likely to resist organizational change. The adaptive defense mechanisms they examined were humor and anticipation. The maladaptive defense mechanisms they examined were denial, dissociation, isolation of affect, projection, and acting out. Projection had the strongest association with intention to resist change. Individuals who have a tendency to use humor to cope with feelings of anxiety were less likely to resist organizational change.

Bovey and Hede (2001b) found that individual's with higher tendencies to blame others, to be inert and passive, to avoid life's difficulties, and to not take control of their own destinies (which the researchers called irrational thoughts), were significantly more likely to resist change. The researchers also found that the higher the individual's perception of or feelings about the change impact, the greater the association between these irrational thoughts and resistance.

The study recommended management to work with the human factors associated with resistance and to adopt intervention strategies needed to assist an individual to identify and interpret their own perceptions of change, thus creating greater personal awareness and understanding of self, thereby reducing the level of resistance.

19. Wanberg and Banas (2000). Predictors and Outcomes of Openness to Changes in a Reorganizing Workplace.

The study aimed to assess three individual differences variables (self-esteem, perceived control, and optimism) and five context-specific variables (change information, participation, change-specific self-efficacy, social support, and perceived impact) as predictors of employee openness to the changes occurring as a consequence of the U.S. Department of Housing and Urban Development (HUD) public housing programs reorganization. Four potential outcomes of openness to the changes were also assessed (job satisfaction, work-related irritation, intention to quit, and actual turnover).

The study found that personal resilience (a composite of self-esteem, optimism, and perceived control) was related to higher levels of change acceptance. Three context-specific variables (information received about the changes, self-efficacy for coping with the changes, and participation in the change decision process) were predictive of higher levels of employee openness to the changes. Lower levels of change acceptance were

associated with less job satisfaction, more work irritation, and stronger intentions to quit.

The study recommended managers to ensure that adequate training is provided to employees and should take steps to bolster employees' confidence in their abilities to accommodate workplace change. Further, the study recommended organizations not to seek a workforce of individuals willing to happily concede to any change proposed. Individuals willing to openly question change may save organizations from costly and foolish changes.

20. Judge et al. (1999). Managerial Coping with Organizational Change: A Dispositional Perspective

The study aimed to examine how personality characteristics influence managerial coping with organizational change. The study surveyed 514 managers in six organizations, located in four different countries and five industries. The companies had experienced changes including major reorganization efforts, downsizing, changes in top management, mergers and acquisitions, and business divestments. The dispositional constructs examined were reduced to two factors: self-concept and risk tolerance. Self-concept was comprised of internal locus of control, positive affectivity, self-esteem, and self-efficacy. Risk tolerance was comprised of higher openness to experience, lower risk aversion, and higher tolerance for ambiguity.

The study found that these factors were related to an individual's success in coping with organizational change as well as an individual's job satisfaction, organizational commitment, and career success, including both salary and job performance. The two trait factors explained a statistically significant amount of variance in coping with change, regardless of which coping source was considered. The percent variance accounted for was ($R^2 = .69$, $p < .01$). The strongest and most consistent dispositional variables, in terms of their relationship to coping with change, were tolerance for ambiguity and PA.

The study recommended organizations to consider managers who have a positive self-concept and are risk tolerant for change-oriented assignments.

2.5.4 Commentary on the Previous Studies

Unlike the literature about leading or managing change, the current study could be viewed from two perspectives:

First, a study of cognitive, affective, and intentional reactions to change with cross level antecedents to attitudes toward organizational change. Individual level antecedents are: personality variables of locus of control and self efficacy. Group level antecedents are group cohesion and organizational support, and organizational level antecedents are organizational support, communications, and participation.

Second, an individual/ micro level analysis of the organizational change that explores individual attributes (e.g., self-efficacy and locus of control), change content (e.g., change threat appraisal) organizational internal context (e.g., perceptions of organizational support, group cohesion), change implementation (e.g., participation and quality of information), and employee attitude toward organizational change as an outcome of the organizational change.

The previous studies may be divided into the following broad categories:

1. Research focusing on the simultaneous analysis of process, content, context of change, and on specific mediating relationships between antecedents and reactions to change (Devos, Buelens, & Bouckennooghe, 2007; Jung, 2003).
2. Research concerned with specific reactions to change such as cognitive reactions (Al Blawi, 2005; Alanzi, 2004; Khalil, 2003; Chiang, 2009), emotional reactions (Kiefer, 2005; Smollan, 2009), behavioral intentions reactions (Bovey and Hede, 2001a; Bovey and Hede, 2001b)
3. Research concerned with multidimensional reactions to change (Szabla, 2007; Durmaz, 2007; Jung, 2003, Yousef, 2000).
4. Research concerned with relation between personality characteristics and attitudes toward organizational change (Judge et al., 1999; Wanberg & Banas, 2000).
5. Research concerned with relation between culture and attitudes toward organizational change (Yousef, 2000; Rees & Al-Thakhri, 2007; Alas, Vadi, & Sun, 2008).
6. Major process aspects such as communication or participation and potential resistance to change (Kareem, 2006; Al-reqib, 2008; Bourgeois, Jeleniewska, & Ulvenfalk-Edman, 2008).

The current study has some similarities with the previous studies in adopting the multidimensional (tripartite) view of reactions to change (Szabla, 2007; Durmaz, 2007;

Jung, 2003, Yousef, 2000), and simultaneously analyzing the content, process, and context of change process (Devos, Buelens, & Bouckennooghe, 2007; Jung, 2003).

However, this study is distinctive from the previous studies by simultaneously assessing reactions to change along three dimensions, incorporating the personality characteristics in the conceptual model, adopting a richer framework for antecedents to attitudes toward organizational change (Devos, Buelens, & Bouckennooghe, 2007; Jung, 2003, Al Blawi, 2005; Alanzi, 2004; Khalil, 2003; Chiang, 2009, Kiefer, 2005; Smollan, 2009, Bovey and Hede, 2001a; Bovey and Hede, 2001b, Szabla, 2007; Durmaz, 2007; Jung, 2003, Yousef, 2000).

Also, the antecedents for attitudes toward organizational change were selected according to inclusion criteria (human relations perspective) supported by previous studies, rather than selecting it subjectively, or relying on previous studies only (Khalil, 2003; Al Blawi, 2005; Alanzi, 2004). These antecedents are of practical nature which fits the practitioners in the field of organizational change.

2.6 The Coastal Municipalities Water Utility

2.6.1 Background

A company known as LEKA consisting of France's Lyonnaise des Eaux (now Suez) and Khatib & Alami was awarded a four-year contract (1996-2000) to manage the water and wastewater system in the Gaza Strip called Gaza Emergency Water Project I (GEWP I). The contract was for assisting the local government service providers and the Palestinian Water Authority to improve water services. The volatile security situation has meant that private sector participation has required World Bank security and that concessions have been short - four years (Hall, Bayliss, & Lobina, 2002).

Under the fee structure of the contract, LEKA was to be paid a \$6m fixed fee plus \$750,000 a year if they met performance targets. The total incentive payment was up to \$3m over the four years of the contract duration. The contract was not funded by revenue from water and sanitation services but from a US\$25m credit from the World Bank. According to the World Bank the contract resulted in financial improvements and better water quality (Hall, Bayliss, & Lobina, 2002).

However, the World Bank criticized the target system for the award of the incentive payment which was calculated according to 31 performance targets grouped

under four main contract objectives. The World Bank found that some criteria were not sufficiently challenging (metering, system disinfection). The use of performance targets allowed the operator to focus on benchmarks that would generate a higher performance payment. As a result, less attention was given to benchmarks that were perceived as being harder to achieve or worth too little in terms of return such as training and public relations. When the contract finished in 2000 it was renewed on yearly basis in view of the security situation in the region (Hall, Bayliss, & Lobina, 2002).

2.6.2 Institutional Setup of the Coastal Municipalities Water Utility

The major institutional change in the water sector was the separation between the Palestinian Water Authority as a regulator (PWA) and the Coastal Municipalities Water Utility (CMWU) as a service provider. A general overview about the Coastal Municipalities Water Utility is presented on its official webpage (www.cmwu.ps):

The Coastal Municipalities Water Utility is a financially independent Semi – Public entity consolidating 25 municipal water departments in the Gaza Strip. It was established according to Ministerial Decree No (1) for the year 2000 to hold responsibility for the water supply services, wastewater treatment and disposal and storm water collection.

The Coastal Municipalities Water Utility institutional framework setup includes creating and/or appointing the various necessary bodies such as: the General Assembly and the Board of Directors of the Utility; the Project Management Unit, the Steering Committee, the Operation Team who is managed by the Project Management Unit, and an International independent Auditor (The Project Management Unit, 2008).

The implementation of the Gaza II Emergency Water Project (GEWP) has started on the 1st of July 2005 under a Management Contract signed between the CMWU and the operator, INFRAMAN Consortium (short-listed firm from Austria). The project is financed by the World Bank (The Project Management Unit, 2008).

Due to the security and political volatility, INFRAMAN had suspended their activities under GEWP by the end of February 2008 which led to contract termination on March 2008. Since then the CMWU enacts the so called “Plan B” (restructuring the Project Management). The CMWU under GEWP could achieve some of the project objectives especially those related to the Utility restructuring component such as:

developing the Billing and collection system, and setting up of the administrative and financial system of the utility (The Project Management Unit, 2008).

The use of performance targets allowed the operator to focus on benchmarks that would generate a higher performance payment. Benchmarking is one of total quality management strategic tools. It is recognized as a process by which the highest standards of excellence or best practices for products, services, or processes, are identified and the necessary improvements are made to reach those standards (Lee, Zailani & Soh, 2006). Benchmarking incorporates the use of human resources techniques such as goal setting to set targets that are identified, pursued, and then used as a basis for future actions (Kondalkar, 2007).

2.6.3 The CMWU Regional Office of Rafah city

Rafah Governorate is located in the south of the Gaza Strip (Appendix D). With a total population of about 171,363 inhabitants, and network system efficiency of (63%), the actual water supply is about 63 liters per capita per day (l/c/d) which is the lowest supply rate in the Gaza Strip and lower than the minimum World Health Organization requirement quantity for drinking purposes (112 l/c/d) (The Palestinian Water authority, 2009).

Taking into consideration the concentration of both chloride and nitrate, only 37% of the pumped water fits within World Health Organization drinking limits, while 55% of the pumped water is within the Palestinian standards for drinking purposes. It can be concluded that Rafah city is in a critical water condition. Therefore, there is a need to improve the efficiency of the water network distribution system in order to minimize the leakage. By doing so, about 15% (1 MCM/yr) of the domestic water demand will be saved (The Palestinian Water authority, 2009).

The PWA is responding to this situation by leading a process of reform of the water and wastewater sectors. The PWA argues that institutional and legal reforms in the water sector in conjunction with a facilitating environment form a crucial step for implementing the integrated water resources management approach in the Gaza strip (The Palestinian Water authority, 2009).

2.6.4 Organizational Structure of the CMWU

The coastal Municipalities Water Utility is composed of headquarter and five regional offices. The headquarters consists basically of one Director General, three deputy director generals.

After the completion of the structural change, the regional office of Rafah city should consist of one regional office manager, 4 departments, 14 sections, 7 units (Appendix C). The regional office manager is directly reported to the Deputy Director General of Regional Offices' affairs. The managers of: Water production and distribution department, Wastewater and storm water department, Wastewater treatment plant department, Customer service department, and the support staff unit officer are directly reported to the regional office manager. The remaining 14 heads of sections and 6 officers of units reported to their departments' managers.

2.6.5 Staff data

The personnel of the coastal municipalities water utility regional office of Rafah city during the time of study is composed of staff illustrated in Table (2.7).

Table (2.7): Staff Data of the RCMWU

Occupation Level	Details	Total
Regional Office Manager		1
Department Manager		5
Head of section		4
Officer of Unit		3
Office Work employee		18
Technician		27
Well Guard & Unit Operator		54
Driver		12
Messenger and Care taker		4
Total		128

Source: The CMWU Staff Database (2010)

2.6.6 Functions

Objectives of Gaza II Emergency Water Project (GEWP) revealed a greater focus on the managerial role in the water service delivery. The Project aimed at strengthening of the operations through a performance based management contract, and

strengthening the institutional capacity by providing support in the areas of project management, accounting, sanitation services, licensing and technical and financial auditing. The main objectives of the GEWP II are as follows:

- Structuring the newly established utility by proposing its organization structure, staffing plan, payroll system, human resource management, strengthening the capital investment and planning systems.
- Improving water quantity by reducing water losses and increasing the supply capacity.
- Improving water quality via the maintenance and upgrade of the existing disinfection program and improving the performance of the existing wastewater works.
- Improving the management systems of the water and wastewater services with emphasis on operation and maintenance systems, financial management, customer services, billing and collection, human resources development.

In addition to technical objectives concerning water quality, a salient managerial objective was to improve the billing system aiming at cost recovery (The project Management Unit, 2008: p.2).

2.6.7 Organizational Change in the RCMWU

The water department of Rafah municipality was transferred to and operated by the CMWU in July 2008.



Figure (2.4): Rebranding the Water Service Provider

This step allowed for repositioning the water service delivery, rebranding the provider (Figure 2.4), relocation or moving to new offices, introducing the customer service department, changing the organizational structural, introducing new top management team, and changing the billing collection policies.

2.7 Summary

The literature review indicated that organizational change dimensions have different impacts on organizations and employees working within them. Employee attitudes toward organizational change were linked to personal characteristics such as locus of control, self-efficacy and organizational characteristics such as threat appraisal, change participation, change communication, management support, change politics, organizational support, and group cohesion. The importance of the tripartite view of attitudes was emphasized in understanding the attitudes toward organizational change.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter addresses the methods used in this study. Items that will be addressed include the research design, population and sample, research Instrument, variables measurement, reliability and validity of the instrument, scoring techniques, data-gathering procedures, and the procedure of statistical analysis.

3.2 Research Design

Studies can be classified in terms of their purpose as well as by the research strategy used. According to study purpose, this is a descriptive analytic study consisted of two parts: descriptive part and an analytic part. The descriptive part attempts to understand employee attitudes toward organizational change, and the analytical part tries to explain the relationships between antecedent variables and employee attitudes toward organizational change.

This study adopted the cross sectional survey as a research strategy. Survey is defined as "an investigation of the opinions, behavior, etc. of a particular group of people, which is usually done by asking them questions" (Oxford Advanced Learners dictionary, 2007). Surveys are an economic way to collect large amount of data from a population. These data are often obtained by a questionnaire, standardized, and allow for comparison (Saunders et al., 2003).

3.2.1 Sources of Data

Primary and Secondary data were collected in this study. Secondary data was obtained from journals on organizational change, organizational behavior, psychology and general management. They were retrieved through databases such as Emerald, Sage, JSTOR, and Science Direct. Also, many thesis and dissertations were accessed through universities electronic theses and dissertations initiatives. Some textbooks were available to a less extent. Also, internal documents from the Coastal Municipalities Water Utility were used in providing information about the utility. Primary data was obtained from survey questionnaires.

3.3 Population, Sample, and Participants

The target population consisted of 128 employees. A comparable sampling frame of 112 employees was elicited from the target population by excluding 12 drivers and 4 messengers and care takers. The drivers were excluded from the study population because their work tasks are inseparable from the interventions by their previous employer; the municipality of Rafah city. This would have consequences on their psychodynamic stage. Messengers and care takers would be ineligible to respond to the questionnaire statements as no extra effort is required by them and change have minor impacts on them.

This research adopted the complete census by which the entire study population was used as a sample. The response rate was 78% (88 of 112 employees). A census is attractive for small populations (200 or less), eliminates sampling error, and provides data on all individuals in the population (Israel, 2009).

The study was worked to a 95 per cent level of certainty which is widely accepted by business and management researchers to estimate the population's characteristics to within plus or minus 5 per cent of its true value (Saunders et al., 2003).

During one month after the delivery of questionnaire, the researcher made extensive follow up by phone calls and field visits to encourage employees to respond and assure respondents anonymity. The public relations officer, who was appointed as a contact officer, exerted his efforts to maximize the collected questionnaires.

The difficulty in collecting more responses may be attributed to the large proportion of employees who have field works allocated on 24 hours shifts for continuous monitoring and operation of the units. Also, the elementary education level for some employees necessitated the researcher involvement in completing the questionnaires with some employees. A special attention was made to maintain independent responses; no group interference was allowed, no suggestions were made to affect responses, and each respondent was allowed to provide his degree freely.

3.4 Research Instrument, Variables, and Measurement

3.4.1 Research Instrument

The research adopted self-administered, delivery and collection questionnaire as a research instrument. Questionnaires can be used for descriptive research and to identify and describe the variability in different phenomena (Saunders et al., 2003).

The questionnaire comprised two parts (Appendix A). The first part of the questionnaire investigated socio-demographic variables for the respondents. Respondents were asked about their age, education, occupation level, and work experience. The socio-demographic variables were assessed using an item from multiple options.

The second part was sub divided into two sections to assess the dependent variable and the independent variables. The first section of the questionnaire covered antecedent variables related to respondent's perceptions for the content, process, and context of change, and variables related to individual personality. The second section covered the dimensions of employee attitudes toward organizational change. The respondents were asked to indicate their agreement with a particular item on a 10-point scale ranging from strongly disagree (1) to strongly agree (10).

The original English language version of the questionnaire was translated into Arabic through a back-translation procedure because most problems are likely to be discovered using this procedure (Saunders et al., 2003).

Some scales of variables were adapted from measures in prior studies to ensure content validity. Appropriate modifications were introduced to fit the nature of the attitudes toward organizational change measures specific to the RCMWU. The questionnaire was reviewed by board of referee to assure the content validity. Responses validated the design of the study questionnaire.

3.4.2 Variables and Measurement

Dependent Variables: The study included one dependent variable; Employee Attitudes toward Organizational Change.

This study defined employee attitudes toward organizational change as the degree to which an employee has positive or negative evaluation of organizational change along the cognitive, emotional, and intentional dimensions.

The cognitive component was measured using nine items. These items represented the extent to which an employee perceives how change occurs, the meaning and significance of change, and how change impacts the employee. The following are example items for the three components respectively: I know the relationships between this change and other events on this utility; Change has benefits to all employees; This change affects my way of doing things.

The affective component was measured using eight items of common emotions in the organizational change. Respondents were requested to respond to statements like "when I think about organizational change I feel ...". Example items of positive and negative emotions are: When I think about organizational change I feel hopeful; When I think about organizational change I feel sad.

The intentional component was measured using eight items. These items represented the extent to which an employee intend to support or resist the change. An example item, "I intend to try to modify this change as it is implemented" to assess his intentions to avoid the change (passive-covert intentions) according to intentional behavior matrix of Bovey and Hede (2001a, 2001b).

Independent Variables: The study included nine independent variables:

1) Locus of Control was measured using nine items developed by McCormick and Barnett (2007). These items represented the extent to which an employee attributed what happens to them to their skills and efforts (Internals), or to chance and powerful others (Externals). The same point was assessed along the three dimensions each time to reveal the dimension that best describe the respondents. An example item, (Internal) "I can often determine what will happen in my life", (External chance) "To a great extent my life is controlled by accidental happenings", (External powerful others) "I feel like what happens in my life is mostly determined by powerful people".

2) Change Self-Efficacy was measured using six items adapted from Holt (2002). These items represent the extent to which an employee feel that he has the skills and will be able to execute the tasks that are associated with the implementation of the change. An example item is, "I do not anticipate any problems adjusting to the work I will have when this change is adopted".

3) Threat appraisal was measured with seven items from Fugate et al. (2010). The scale assessed threat pertaining to work elements often affected by organizational

changes: job stability, relationships with supervisors and coworkers, desirability of one's job, personal job opportunities at current employer, pay and benefits, and general working conditions. Respondents were asked, "Due to the changes, to what extent do you feel that each of the following is threatened?".

4) Management Support was operationalized as the demonstrated management commitment to change directed for individuals to support the change process. It was measured using six items developed by Bigelow et al. (2005). These items represented the extent to which an employee felt that top management is committed to change and exerts its most support to make it succeed. An example item is, "Our senior leaders have encouraged all of us to embrace this change".

5) Change Participation was measured with the four-item scale developed by Wanberg and Banas (2000). This scale measured the extent to which an employee perceived that he had involved in the change process. An example item includes: "I was able to ask questions about this change".

6) Change Communication was operationalized as the perceived quality of information about change which focuses on information exchanged or the quality and reliability of the information. It was measured based on the quality of information six items scale developed by Miller et al. (1994). The scale measured timeliness, usefulness, appropriateness, adequacy, and favorableness of information. An example item from the scale: "The information I received about this change was timely".

7) Change Politics was measured using six items scale adapted from Gadot and Drory (2006). This scale measured the extent to which an employee perceived that change served the interests of certain groups or employees. An example item includes: "In this utility favoritism, not merit, gets people ahead".

8) Organizational Support was measured using six items adapted from Eisenberger et al. (1986) scale. The scale comprises statements concerning the organization's valuation of the employee, and actions it would be likely to take in situations that affected the employee's well-being. An example item includes: "The organization considers my opinion".

9) Group Cohesion was measured using five-item scale adapted from Bouckennooghe, Devos, and Broeck (2008). The scale comprises statements concerning cooperation and trust in the competence of team members, perception of sharing, the

willingness of members to support each other. In general are colleagues accessible. An example item includes: "There is a strong rivalry between colleagues in my department".

3.5 Data Analysis Procedure

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 15). The researcher would utilize the following statistical tools:

- 1) Pearson correlation coefficient for Validity
- 2) Cronbach's Alpha for Reliability Statistics
- 3) Kolmogorov-Smirnov test of normality
- 4) Frequency and Descriptive analysis
- 5) Parametric Tests (T-tests, Analysis of Variance ANOVA)
- 6) Multiple Regression Analysis

T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 6 (Middle value of the scale 1 to 10). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value is greater than the level of significance, $\alpha = 0.05$, then the mean of a paragraph is insignificantly different from a hypothesized value 6.

Pearson correlation coefficient r is a statistical technique for showing the degree of relationship between two variables. It is used to test the hypothesis of association; that is whether there is a statistical significant relationship between two sets of measurements.

The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents in employee attitudes toward the organizational change in the coastal municipalities water utility attributed to the socio-demographic characteristics.

Multiple regression analysis is a statistical method that relates one dependent variable to a linear combination of one or more independent variables. An important

output of Multiple Regression is the multiple correlation coefficient, R^2 , which is the proportion of the variance in the dependent variable explained uniquely or jointly by the independent variables.

3.6 Test of Normality (Kolmogorov-Smirnov Test)

Table (3.1) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then the distribution of the data is normally distributed at 0.05 level. Therefore, Parametric Tests should be used to perform the statistical analysis.

Table (3.1): Kolmogorov-Smirnov test of the fields and their p-values

No.	Field	Test value	P-value(Sig.)
1.	Internal LOC	1.130	0.155
2.	External LOC/ Luck	0.971	0.302
3.	External LOC/ Powerful Others	0.738	0.647
4.	Locus of Control	0.866	0.441
5.	Self-Efficacy	1.669	0.008
6.	Personality Traits	1.206	0.109
7.	Change Content (Threat Appraisal)	0.911	0.377
8.	Organizational Politics	0.994	0.277
9.	Organizational Support	0.516	0.953
10.	Group Cohesion	0.909	0.380
11.	Change Context	1.127	0.157
12.	Management Support	1.268	0.080
13.	Participation	0.998	0.272
14.	Quality of Information	0.695	0.719
15.	Change Process	0.902	0.389
16.	Saliency	1.081	0.193
17.	Valence	0.971	0.302
18.	Impact	0.811	0.526
19.	The Cognitive Component	0.520	0.950
20.	Positive Affect	1.226	0.099
21.	Negative Affect	1.943	0.001
22.	The Affective Component	0.986	0.286
23.	Positive Intentions	0.865	0.443
24.	Negative Intentions	1.485	0.024
25.	The Intentional Component	1.038	0.231
26.	Attitudes toward Organizational change	1.214	0.105

The Central Limit Theorem states that for sample sizes sufficiently large (greater than 30), the shape of the distribution of the sample means obtained from any

population (distribution) will approach a normal distribution. So if we are making inferences on means, we can use parametric statistics to do the computations.

3.7 Validity of Questionnaire

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. Content validity and statistical validity was used to evaluate instrument validity. Statistical validity includes internal validity and structure validity.

3.7.1 Content Validity

To ensure the content validity, the questionnaire was reviewed by experts from the Islamic University-Gaza. Also, the study adapted some measures from prior studies to ensure content validity.

3.7.2 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 a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Table (3.2) clarifies the correlation coefficient for each item of the Internal Locus of Control 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 measure what it was set for.

Table (3.2): Correlation coefficient of each item of the Internal Locus of Control and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I can pretty much accomplish whatever I set out to accomplish	0.861	0.000*
2.	When I get what I want, it is usually because I worked hard for it	0.819	0.000*
3.	What happens for me depends on my actions	0.785	0.000*

*Correlation is significant at the 0.05 level

Table (3.3) clarifies the correlation coefficient for each item of the External Locus of Control (Luck) 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 measure what it was set for.

Table (3.3): Correlation coefficient of each item of the External Locus of Control (Luck) and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Often I should do something to protect my personal interest from bad luck happenings (R)	0.659	0.000*
2.	When I get what I want, it is usually because I'm lucky	0.721	0.000*
3.	I don't plan too far ahead because many things turn out to be a matter of good or bad fortune	0.701	0.000*

* Correlation is significant at the 0.05 level

Table (3.4) clarifies the correlation coefficient for each item of the External Locus of Control (Powerful others) 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 measure what it was set for.

Table (3.4) Correlation coefficient of each item of the External Locus of Control (Powerful others) and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Good things happen in my life are mostly determined by powerful people	0.824	0.000*
2.	I will not be given leadership responsibility without appealing to those in positions of power	0.823	0.000*
3.	People like myself have influence on their supervisors (R)	0.478	0.000*

* Correlation is significant at the 0.05 level

Table (3.5) clarifies the correlation coefficient for each item of the Self-Efficacy 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 measure what it was set for.

Table (3.5): Correlation coefficient of each item of Self-Efficacy and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I do not expect any problems adjusting to the work I have because of this change in the CMWU	0.679	0.000*
2.	I feel I can handle this change with ease	0.868	0.000*
3.	When I set my mind to it, I can learn everything that will be required by this change	0.880	0.000*
4.	There are some tasks that are required by this change I don't think I can do well (R)	0.423	0.000*
5.	I have the skills that are needed to make this change work	0.771	0.000*
6.	My past experience makes my confidence that I will be able to perform successfully after this change is made.	0.852	0.000*

* Correlation is significant at the 0.05 level

Table (3.6) clarifies the correlation coefficient for each item of the threat Appraisal 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 measure what it was set for.

Table (3.6): Correlation coefficient of each item of Threat Appraisal and the field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Job security	0.676	0.000*
2.	Relationships with your coworkers	0.735	0.000*
3.	Relationships with your supervisor	0.795	0.000*
4.	Desirability of your job (i.e.,	0.831	0.000*

	aspects you like)		
5.	Personal job opportunities within your organization	0.804	0.000*
6.	Your pay and benefits	0.690	0.000*
7.	Your general working conditions	0.761	0.000*

* Correlation is significant at the 0.05 level

Table (3.7) clarifies the correlation coefficient for each item of the Management Support 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 measure what it was set for.

Table (3.7): Correlation coefficient of each item of the Management Support and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The CMWU top management has encouraged all of us to embrace these changes.	0.804	0.000*
2.	Our utility's top decision-makers have put all their support behind this change.	0.715	0.000*
3.	Every senior manager has stressed the importance of change.	0.786	0.000*
4.	I think we are implementing change that doesn't match senior managers' priorities. (R)	0.446	0.000*
5.	This organization's senior managers are committed to such changes.	0.681	0.000*
6.	Management has sent a clear signal that the organization will adopt structural changes that will improve efficiency	0.768	0.000*

* Correlation is significant at the 0.05 level

Table (3.8) clarifies the correlation coefficient for each item of the Change Participation 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 measure what it was set for.

Table (3.8): Correlation coefficient of each item of the Change Participation and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I was able to ask questions about this change.	0.780	0.000*
2.	I was able to participate in the implementation of this change.	0.882	0.000*
3.	I had some control over the changes that were proposed.	0.695	0.000*
4.	I could have input into the decisions being made about organization future programs.	0.768	0.000*

* Correlation is significant at the 0.05 level

Table (3.9) clarifies the correlation coefficient for each item of the Change Communication 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 measure what it was set for.

Table (3.9): Correlation coefficient of each item of the Change Communication and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The information I received about the organizational change was timely.	0.792	0.000*
2.	The information I received about such changes has adequately answered my questions.	0.812	0.000*
3.	The information I received about such changes helped me understand the change.	0.877	0.000*
4.	I am thoroughly satisfied with the information I receive about changes at the utility	0.793	0.000*
5.	The people who know what's going on at here do not share information with me. (R)	0.321	0.001*

* Correlation is significant at the 0.05 level

Table (3.10) clarifies the correlation coefficient for each item of the Change Politics 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 measure what it was set for.

Table (3.10): Correlation coefficient of items of the Change Politics and the field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There is an influential group that always gets their way in this organization.	0.708	0.000*
2.	Organizational change only serves the purposes of a few individuals, not the work unit or utility as a whole.	0.800	0.000*
3.	In this utility favoritism, not merit gets people ahead.	0.889	0.000*
4.	I can usually get what I want around here if I know the right person to ask.	0.733	0.000*

* Correlation is significant at the 0.05 level

Table (3.11) clarifies the correlation coefficient for each item of the Organizational Support 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 measure what it was set for.

Table (3.11): Correlation coefficient of each item of Organizational support and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The utility is willing to extend itself in order to help me perform my job to the best of my ability.	0.775	0.000*
2.	Even if I did the best job possible, the utility would fail to notice me. (R)	0.302	0.002*
3.	The utility cares about my	0.758	0.000*

	opinion.		
4.	The utility cares about my general satisfaction at work.	0.870	0.000*
5.	The utility really cares about my well-being.	0.731	0.000*

* Correlation is significant at the 0.05 level

Table (3.12) clarifies the correlation coefficient for each item of the group Cohesion 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 measure what it was set for.

Table (3.12): Correlation coefficient of each item of Group Cohesion and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	It is difficult to ask help from my colleagues (R)	0.376	0.000*
2.	There is a strong rivalry between colleagues in my department (R)	0.693	0.000*
3.	I doubt whether all of my colleagues are sufficiently competent (R)	0.667	0.000*
4.	I have confidence in my colleagues	0.479	0.000*
5.	My department is very open	0.597	0.000*

* Correlation is significant at the 0.05 level

Table (3.13) clarifies the correlation coefficient for each item of the Change Salience 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 measure what it was set for.

Table (3.13): Correlation coefficient of each item of the Change salience and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I can see the potential advantages of this change.	0.891	0.000*
2.	I know the relationships between	0.873	0.000*

	this change and other events on this utility		
3.	This change seems likely to improve my satisfaction with my job.	0.875	0.000*

* Correlation is significant at the 0.05 level

Table (3.14) clarifies the correlation coefficient for each item of the Change Valence 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 measure what it was set for.

Table (3.14): Correlation coefficient of each item of the Change Valence and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Efficiency improvement is the clear meaning of this change	0.811	0.000*
2.	Change has benefits to all employees	0.873	0.000*
3.	I have full confidence on change in the CMWU	0.882	0.000*

* Correlation is significant at the 0.05 level

Table (3.15) clarifies the correlation coefficient for each item of the Change Impact 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 measure what it was set for.

Table (3.15): Correlation coefficient of each item of the Change Impact and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	This change is improving the way this department works.	0.685	0.000*
2.	This change affects my way of doing things.	0.936	0.000*
3.	This change affects the way we (I and my colleagues) do things here.	0.889	0.000*

* Correlation is significant at the 0.05 level

Table (3.16) clarifies the correlation coefficient for each item of the Positive affect 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 measure what it was set for.

Table (3.16): Correlation coefficient of each item of the Positive Affect and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	When I think about change in the CMWU I feel happy.	0.851	0.000*
2.	When I think about this change I feel excited.	0.958	0.000*
3.	When I think about this change I feel relieved.	0.951	0.000*
4.	When I think about this change I feel hopeful.	0.930	0.000*

* Correlation is significant at the 0.05 level

Table (3.17) clarifies the correlation coefficient for each item of the Negative affect 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 measure what it was set for.

Table (3.17): Correlation coefficient of each item of the Negative Affect and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	When I think about this change I feel sad (R)	0.875	0.000*
2.	When I think about this change I feel angry (R)	0.904	0.000*
3.	When I think about this change I feel frightened (R)	0.809	0.000*
4.	When I think about this change I feel frustrated (R)	0.843	0.000*

* Correlation is significant at the 0.05 level

Table (3.18) clarifies the correlation coefficient for each item of the Positive Intentions 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 measure what it was set for.

Table (3.18): Correlation coefficient of each item of the Positive Intentions and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I intend to suggest ways in which to carry out this change	0.690	0.000*
2.	I intend to encourage others to make this change effective	0.858	0.000*
3.	I intend to speak up about the advantages of this change	0.862	0.000*
4.	I intend to comply to organizational change in the CMWU	0.753	0.000*

* Correlation is significant at the 0.05 level

Table (3.19) clarifies the correlation coefficient for each item of the Negative Intentions 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 measure what it was set for.

Table (3.19): Correlation coefficient of each item of the Negative Intentions and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I intend to encourage others to resist implementing this change (R)	0.722	0.000*
2.	I intend to oppose the implementation of this change (R)	0.753	0.000*
3.	I intend to suggest that others not participate in this change (R)	0.860	0.000*
4.	I intend to try to modify this change as it is implemented (R)	0.772	0.000*

* Correlation is significant at the 0.05 level

3.7.3 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (3.20) 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 be measured what it was set for to achieve the main aim of the study.

Table (3.20): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Internal LOC	0.519	0.000*
2.	External LOC/ Luck	0.524	0.000*
3.	External LOC/ Powerful Others	0.389	0.000*
4.	Locus of Control	0.597	0.000*
5.	Self-Efficacy	0.814	0.000*
6.	Change Politics	0.751	0.000*
7.	Organizational Support	0.605	0.000*
8.	Group Cohesion	0.671	0.000*
9.	Management Support	0.841	0.000*
10.	Participation	0.787	0.000*
11.	Quality of Information	0.839	0.000*
12.	Saliency	0.606	0.000*
13.	Valence	0.702	0.000*
14.	Impact	0.669	0.000*
15.	The Cognitive Component	0.826	0.000*
16.	Positive Affective Component	0.726	0.000*
17.	Negative Affective Component	0.233	0.015*
18.	The Affective Component	0.859	0.000*
19.	Positive Intentional Component	0.794	0.000*
20.	Negative Intentional Component	0.396	0.000*
21.	The intentional Component	0.781	0.000*

* Correlation is significant at the 0.05 level

3.8 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger,1985). The less variation an

instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

3.8.1 Cronbach's Coefficient Alpha

This 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 (3.21) 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 0.456 and 0.942. Consequently, the reliability values were in the range from 0.675 and 0.971. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.925 for the entire questionnaire, and the reliability value equals 0.962 which indicates an excellent reliability of the entire questionnaire. Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Table (3.21): Cronbach's Alpha for each field of the questionnaire and the entire questionnaire

No.	Field	Cronbach's Alpha	Reliability*
1.	Internal LOC	0.759	0.871
2.	External LOC/ Luck	0.456	0.675
3.	External LOC/ Powerful Others	0.522	0.722
4.	Locus of Control	0.504	0.710
5.	Self-Efficacy	0.839	0.916
6.	Personality Traits	0.729	0.854
7.	Threat Appraisal	0.875	0.935
8.	Change Politics	0.789	0.888
9.	Organizational Support	0.705	0.839
10.	Group Cohesion	0.481	0.694
11.	Change Context	0.713	0.845
12.	Management Support	0.797	0.893

13.	Participation	0.788	0.888
14.	Quality of Information	0.756	0.869
15.	Change Process	0.873	0.935
16.	Saliency	0.851	0.922
17.	Valence	0.812	0.901
18.	Impact	0.791	0.890
19.	The Cognitive Component	0.863	0.929
20.	Positive Affective Component	0.942	0.971
21.	Negative Affective Component	0.879	0.938
22.	The Affective Component	0.614	0.784
23.	Positive Intentional Component	0.785	0.886
24.	Negative Intentional Component	0.768	0.877
25.	The Intentional Component	0.742	0.861
26.	Employee ATOC in the RCMWU.	0.880	0.938
27.	Total	0.925	0.962

* Reliability = Square root of Alpha Cronbach

Despite the fields of external Locus of Control and Group Cohesion, the Cronbach's Coefficient Alpha is sufficiently high for the other fields and for the total questionnaire (.925) and doesn't require additional effort to increase it. To further increase the Cronbach's Coefficient Alpha, the above mentioned fields would be sacrificed. The importance of these fields for the study of attitudes toward organizational change was supported by the literature review and the previous studies, so the researcher decided not to drop them favoring the integrity of the study design.

However, the external locus of control variable will not be considered in both of the correlation analysis and the regression model later since the descriptive statistics revealed that employees of the RCMWU were internals.

3.9 Summary

This chapter presented the research methodology used in this study. Depending on the research purpose, the study design was descriptive analytic and study strategy was the cross sectional survey. Complete census technique was used with a sample frame of 112 employees. Pilot study was conducted and the tests showed that the questionnaire was valid and reliable.

CHAPTER FOUR

ANALYSIS, FINDINGS, AND DISCUSSION

4.1 Introduction

This study was designed to respond to the objectives, and to test hypotheses stated in chapter one. In this chapter, the findings that respond to these objectives will be discussed and compared to previous findings in other studies.

4.2 Personal Characteristics

Respondents were (100%) males. The male domination in the RCMWU is attributed to entry requirements for most jobs in the utility (technician, well guard, unit operator, and meter reader) which are male jobs.

The distribution of age demonstrates that more than one-third of the respondents (36.4%) were in their forties, followed by those in their fifties (29.5%) and thirties (25.0%). Approximately one-tenth (9.1%) of the respondents were in their twenties. Table (4.1) demonstrates age distribution of the respondents.

Table (4.1): Age distribution of respondents

Age	Frequency	Percent
Less than 30 yrs	8	9.1
From 30 to less than 40 yrs	22	25.0
From 40 to less than 50 yrs	32	36.4
50 yrs and more	26	29.5
Total	88	100.0

Age distribution revealed shift toward elder employees where two-thirds of employees were in their forties and fifties. This suggests that within the next decade around one third of employees will be replaced.

Table (4.2) demonstrates that (43.2%) of the respondents had 15 years of experience and more, while approximately one-fifth (21.6%) had 5 to less than 10 years experience, and (22.7%) had 10 to less than 15 years experience, and (12.5%) of the respondents had less than 5 years of experience.

Table (4.2): Work experience distribution of respondents

Work experience	Frequency	Percent
Less than 5 yrs	11	12.5
From 5 to less than 10 yrs	19	21.6
From 10 to less than 15 yrs	20	22.7
15 yrs and more	38	43.2
Total	88	100.0

The high rate of employees with long work experience which exceeds 15 years, is an advantage in favor of evaluating the change. There is apparent analogy between work experience and age distributions regarding the terminal categories (the least experienced, and the youngest form the least percentages. the most experienced, and the eldest form the highest percentages).

The distribution of occupation level indicates that approximately half of the respondents (47.7%) were well guards and Units Operators. Approximately one-fifth (21.6%) of respondents worked as Technicians, and (18.2%) were office employees. Officers of units, heads of sections, and managers of departments were approximately one-tenth (12.5%). Table (4.3) shows occupation level of the respondents.

Table (4.3): Occupation level distribution of respondents

Occupation level	Frequency	Percent
Manager of Department	5	5.7
Head of Section	3	3.4
Officer of Unit	3	3.4
Technician	19	21.6
Office work Employee	16	18.2
Well Guard and Unit Operator	42	47.7
Total	88	100.0

Well guards and unit operators hold the largest percentage of occupations because employees for these jobs are distributed on three shifts to provide continuous monitoring and control for wells and units. Other jobs are limited to the ordinary work hours.

In terms of educational qualifications, the largest group (42.0%) among the respondents had less than the General Secondary Certificate. This rate was comparable to that of respondents who hold either the Diploma or the General Secondary Certificate (39.8%). Almost one-fifth of respondents had a university degree. Table (4.4) shows education level of the respondents.

Table (4.4): Educational level distribution of respondents

Educational Qualifications	Frequency	Percent
Less than General secondary Certificate	37	42.0
General secondary Certificate	10	11.4
Diploma	25	28.4
Bachelor or postgraduate Degree	16	18.2
Total	88	100.0

The distribution of educational qualifications seems consistent with the nature of jobs in the utility. Dominated Jobs of vocational or technical nature require Diploma, GSC, or at least the ability to read and write. Managerial and engineering jobs, which are available to less extent, require university degrees.

4.3 Analysis and Findings of the Employee Attitudes toward Organizational Change

The following analysis is used to attain deeper understanding about the cognitive, affective, and intentional components held by employee toward organizational change in the RCMWU.

The mean value for attitudes scale (1 = strongly disagree, 10 = strongly agree) is 6.0. This cut-off value 6.0 represents 'neutral' employee attitudes toward organizational change, while values greater than 6.0 represents 'positive' employee attitudes toward organizational change, and values less than 6.0 represents 'negative' employee attitudes toward organizational change. The use of this cut-off value provided the suitable sensitivity to capture the attitudes held by the employee in the RCMWU.

4.3.1 Analysis and Findings of the Cognitive Component

4.3.1.1 Change Salience

The mean of paragraph No.1 "I can see the potential advantages of this change" equals 5.78 (57.8%), Test-value = -0.91, and P-value = 0.182 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of paragraph No.2 "This change seems likely to improve my satisfaction with my job" equals 5.57 (55.7%), Test-value = -1.57, and P-value = 0.060 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the field "Change Salience" equals 5.66 (56.6%), Test-value = -1.55, and P-value=0.062 which is greater than the level of significance $\alpha=0.05$. Then the mean of this field is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to the field of "Salience".

Table (4.5): Mean and Test value for Change Salience

	Paragraph	Mean	mean (%)	Test value	P-value	Rank
1.	I can see the potential advantages of this change.	5.78	57.84	-0.91	0.182	1
2.	I know the relationships between this change and other events on this utility	5.61	56.14	-1.56	0.061	2
3.	This change seems likely to improve my satisfaction with my job.	5.57	55.68	-1.57	0.060	3
	Salience	5.66	56.55	-1.55	0.062	

Salience measures the framework of how changes occur. The utility employees could not affirm the advantages of change, as well as their understanding of change events, and they were not sure that organizational change would improve their job satisfaction.

The literature suggests that when change salience experienced by employees is low, they perceive small discrepancy between the actual and the targeted state, which in turns increases their satisfaction with the current state and decreases their desire to participate in the organizational change (Liu et al., 2009).

4.3.1.2 Change Valence

The mean of paragraph No.1 "Efficiency improvement is the clear meaning of this change" equals 6.83 (68.3%), Test-value = 3.61, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.3 "I have full confidence on change in the CMWU" equals 5.94 (59.4%), Test-value = -0.20, and P-value = 0.422 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the filed "Valence" equals 6.41 (64.1%), Test-value = 1.85, and P-value=0.034 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Valence".

Table (4.6): Mean and Test value for "Change Valence"

	Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1.	Efficiency improvement is the clear meaning of this change	6.83	68.30	3.61	0.000*	1
2.	Change has benefits to all employees	6.47	64.71	1.89	0.031*	2
3.	I have full confidence on change in the CMWU	5.94	59.43	-0.20	0.422	3
	Valence	6.41	64.05	1.85	0.034*	

* The mean is significantly different from 6

Respondents recognize the meaning of the change; they agree that change expresses the utility seek for improved performance. Moreover, respondents recognize that change is beneficial to all employees, but they had low confidence on change.

It is concluded that employees perceive the high topic of change as a tool to rehabilitate the deteriorated performance of water service. However, they don't have enough perception for change details as it was concluded from change salience. A sensible benefit of change to all employees could be the regular payments of employee monthly salaries compared to irregular and lagged payments in the former water department of Rafah Municipality. This benefit is attributed to improved collection efficiency and top management commitment to this change.

Respondents low confidence to the organizational change is inconsistent with literature that associate high change valence with stronger confidence and commitment to change (Lau, Tse, & Zhou, 2002). This inconsistency is attributed to the ineffective formal change communication. Employees could acquire informal change communication to highlight some aspects but to build confidence on change, there must be effective formal communication to assure employees about the future consequences.

The literature suggests that the more employees perceive the organizational change as being meaningful and significant, the more they will be supportive to the change process (Liu et al., 2009).

4.3.1.3 Change Impact

The mean of paragraph No.1 "This change is improving the way this department works" equals 5.57 (55.7%), Test-value = -1.69, and P-value = 0.047 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.2 "This change affects my way of doing things" equals 5.10 (51.0%), Test-value = -3.30, and P-value = 0.001 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of the field "Impact" equals 5.26 (52.6%), Test-value = -3.24, and P-value=0.001 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "Impact".

Table (4.7): Mean and Test value for "Change Impact"

	Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1.	This change is improving the way this department works.	5.57	55.68	-1.69	0.047*	1
2.	This change affects my way of doing things.	5.10	51.02	-3.30	0.001*	2
3.	This change affects the way we (I and my colleagues) do things here.	5.10	51.02	-3.09	0.001*	2
	Impact	5.26	52.58	-3.24	0.001*	

* The mean is significantly different from 6

Employees believe that change would not have impact on them or on their departments; change would not influence the way they do their work on individual or on group levels, as well as the way their departments perform. Although they perceive that the explicit meaning of change is efficiency improvement, they do not see themselves or their departments as contributors to this improvement. It is probable that employees tend to shift the responsibility for efficiency improvement to the organizational level.

According to literature, individual anticipation of the outcomes is facilitated by knowledge about change-outcome relationships (Liu et al., 2009). This knowledge is based on personal experience, vicarious experience (comparison), and observation of past events. Since employees have never experience this scale of change, their change knowledge and experience could be limited.

4.3.1.4 The Cognitive Component

The mean of all of the paragraphs together of the field "The Cognitive Component" equals 5.77 (57.7%), Test-value = -1.27, and P-value = 0.103 which is greater than the level of significance $\alpha=0.05$. Then the mean of this field is

insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to the field of "The Cognitive Component".

Table (4.8): Mean and Test value for the field "The Cognitive Component"

Field	Mean	Mean (%)	Test value	P-value
The Cognitive Component	5.77	57.73	-1.27	0.103

In general, employees experience a mix of both positive and negative beliefs. Respondents stated that the change is meaningful and beneficial; they believed that change benefits all employees and would increase work efficiency. However, respondents do not anticipate work improvements on department level or alteration of the way they do their work. As a result, their beliefs about the change were contradicted on the cognitive level. This is probably due to inadequate change communication (especially formal communication), vague change message, low change participation, limited change knowledge and experience. This finding is supported by prior theory and research. Piderit (2000) asserted that ambivalent attitudes could occur within the cognitive dimension.

These results are supported by the study of Al-Blawi (2005) which found ambivalent cognition in the inference dimension of the cognitive attitudes. By contrast, these findings were inconsistent with study of Alanzi (2004) which found consistency between positive officers perception of change appropriateness and salience, and their intentions to support it. The study of Chiang (2009) found that communication was the best support that managers could provide for employees to enhance their perception of change.

4.3.2 Analysis and Findings of the Affective Component

4.3.2.1 The Positive Affect

The mean of paragraph No.4 "When I think about this change I feel hopeful" equals 6.27 (62.7%), Test-value = 0.91, and P-value = 0.182 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of paragraph No.3 "When I think about this change I feel relieved" equals 5.88 (58.8%), Test-value = -0.44, and P-value = 0.332 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly

different from the hypothesized value 6. It is concluded that the respondents (neutral) to this paragraph.

The mean of the filed "Positive Affective Component" equals 6.07 (60.7%), Test-value = 0.28, and P-value=0.390 which is smaller than the level of significance $\alpha=0.05$. Then the mean of this field is insignificantly different from the hypothesized value 6. It is concluded that the respondents (neutral) to the field of "Positive Affective Component".

Table (4.9): Mean and Test value for "Positive Affect"

	Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1.	When I think about change in the CMWU I feel happy.	6.19	61.93	0.73	0.234	2
2.	When I think about this change I feel excited.	5.95	59.55	-0.16	0.438	3
3.	When I think about this change I feel relieved.	5.88	58.75	-0.44	0.332	4
4.	When I think about this change I feel hopeful.	6.27	62.73	0.91	0.182	1
	Positive Affect	6.07	60.74	0.28	0.390	

Respondents were moderate relived about the change. They felt that the change was proper to some extent and they expected some gratification because of its implementation. Their moderate feelings of hope were an indication that they were anticipating some potential benefits for the employees. In general, employees hold positive emotions of happiness, excitement, relived, and hopeful which pertain to the category of pleasant and high activation emotions.

These positive emotions are probably attributed to the high significance of the organizational change in the RCMWU and the low impact of change in relation to employees' expectations. So, it can be concluded that employees appraise the outcome of a change event as positive and activate their pleasant feelings. These findings are supported by Huy's (2002) two-stage appraisal process. Positive emotions can efficiently dampen the effects of negative emotions. Also, positive emotions may encourage psychological resilience through positive reframing (Fredrickson, 2001).

4.3.2.2 The Negative Affect

The mean of paragraph No.1 "When I think about this change I feel sad" equals 3.08 (30.8%), Test-value = -11.52, and P-value = 0.000 which is smaller than the level

of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.3 "When I think about this change I feel frightened" equals 2.68 (26.8%), Test-value = -14.28, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of the field "Negative Affective Component" equals 2.87 (28.7%), Test-value = -14.31, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "Negative Affective Component".

Table (4.10): Mean and Test value for "Negative Affect"

	Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1.	When I think about this change I feel sad	3.08	30.80	-11.52	0.000*	1
2.	When I think about this change I feel angry	2.88	28.75	-12.16	0.000*	2
3.	When I think about this change I feel frightened	2.68	26.82	-14.28	0.000*	4
4.	When I think about this change I feel frustrated	2.83	28.30	-11.44	0.000*	3
	Negative Affect	2.87	28.66	-14.31	0.000*	

* The mean is significantly different from 6

Organizational change elicited weak negative emotions. Respondents' weakest feelings of fear were indication that they perceive the non threatening nature of change. In general, employees hold low negative emotions of sadness, anger, fear, frustration which pertain to the category of unpleasant and high-activation emotions because they perceive low impact of change on their jobs. In the episodic change, the negative emotions are a matter of time during adjustment (Kiefer, 2005), so the findings of this study are consistent with research.

Moreover, these findings are consistent with previous studies. The negative emotions are frequently related to loss - loss of status, loss of safety, loss of control, and uncertainty that accompanies change (Kiefer, 2002). Also, these findings are supported

by study of Kiefer (2005) which developed and tested a model that specifically focused on negative emotions. According to the model, emotions are mediated by perceptions of the impact of changes on working conditions, status and future prospects, and organizational treatment. The study found that ongoing change did elicit negative emotions when employees perceived the results of these changes to be impacting unfavorably on their jobs.

4.3.2.3 The Affective Component

The mean of all of the paragraphs together of the field "The Affective Component" equals 7.10 (71.0%), Test-value = 5.61, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "The Affective Component".

**Table (4.11): Mean and Test value for the field
"The Affective Component"**

Field	Mean	Mean (%)	Test value	P-value
The Affective Component	7.10	71.04	5.61	0.000*

* The mean is significantly different from 6

In general, employees in the RCMWU hold moderate pleasant and high activation emotions and weak unpleasant and high-activation emotions. This finding is consistent with research which proposed that during organizational change, individual responses register "at either extreme of the pleasantness dimension" (Mossholder et al, 2000, p. 224). Consequently, it is expected that employees in the RCMWU would show supportive attitude to the organizational change.

This finding is supported by study of Smollan (2009) which confirmed that organizational change is an emotional event, and that these emotions arise from a host of factors that have individual, social and wider contextual origins. Further, the study concluded that personal outcomes and the fairness of change were the most prevalent variables that provoke emotions of the greatest intensity.

However, this conclusion about the role of organizational justice in eliciting emotions should be taken cautiously; because not all emotional responses to change are directly linked to justice issues. For example, in a case study involving self managing teams, Kiefer (2005:876) asserts that "approximately 35 per cent of the concerns about

the change did not relate to justice issues". In addition to justice, research showed that positive organizational and supervisor support has a positive impact on job satisfaction and affective commitment (Armstrong-Stassen, 2004).

4.3.3 Analysis and Findings of the Intentional Component

4.3.3.1 The Positive Intentions

The mean of paragraph No.4 "I intend to comply to organizational change in the CMWU" equals 7.11 (71.1%), Test-value = 4.35, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.1 "I intend to suggest ways in which to carry out this change" equals 5.06 (50.6%), Test-value = -3.17, and P-value = 0.001 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.2 "I intend to encourage others to make this change effective" equals 6.27 (62.7%), Test-value = 1.18, and P-value = 0.121 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the filed "Positive Intentional Component" equals 6.26 (62.6%), Test-value = 1.27, and P-value=0.103 which is greater than the level of significance $\alpha=0.05$. Then the mean of this field is insignificantly different from the hypothesized value 6. It is concluded that the respondents (neutral) to the field of "Positive Intentional Component".

Table (4.12): Mean and Test value for Positive Intentions

	Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1.	I intend to suggest ways in which to carry out this change	5.06	50.57	-3.17	0.001*	4
2.	I intend to encourage others to make this change effective	6.27	62.73	1.18	0.121	3
3.	I intend to speak up about the advantages of this change	6.58	65.80	2.42	0.009*	2
4.	I intend to comply to organizational	7.11	71.14	4.35	0.000*	1

change in the CMWU				
Positive Intentions	6.26	62.56	1.27	0.103

* The mean is significantly different from 6

Respondents intend to support the change by complying with organizational change, and by showing their acceptance of change. This may attributed to respondents perception about change benefits to all employees and the low unfavorable impact to their jobs, along with their moderate pleasant and high activation emotions. In terms of behavioral intentions matrix of Bovey and Hede (2001 a; 2001b), the supportive intentions are passive and span from not acting and concealed behaviors (passive - covert) to not acting and openly expressive behaviors (passive-overt).

4.3.3.2 The Negative Intentions

The mean of paragraph No.4 "I intend to try to modify this change as it is implemented" equals 3.44 (34.4%), Test-value = -9.52, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.2 "I intend to oppose the implementation of this change" equals 2.19 (21.9%), Test-value = -20.21, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of the filed "Negative Intentional Component" equals 2.75 (27.5%), Test-value = -17.40, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "Negative Intentional Component".

Table (4.13): Mean and Test value for Negative Intentions

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. I intend to encourage others to resist implementing this change	3.02	30.23	-10.97	0.000*	2
2. I intend to oppose the implementation of this change	2.19	21.93	-20.21	0.000*	4
3. I intend to suggest that others not participate in this change	2.35	23.52	-15.57	0.000*	3
4. I intend to try to modify this	3.44	34.43	-9.52	0.000*	1

change as it is implemented				
Negative Intentions	2.75	27.53	-17.40	0.000*

* The mean is significantly different from 6

Regardless of the ambivalent cognitions, and moderate positive emotions, respondents did not believe that resisting intentions were the right reaction to do. This may be attributed to the Islamic work ethics which insisted on honesty and self monitoring. Although they stated weak intentions to try to modify changes, these intentions were probably avoidance strategy to prevent what they believed wrong or bad things from happening. In terms of behavioral intentions matrix of Bovey and Hede (2001 a; 2001) this is an indication for not acting and concealed resistance behavior (passive-covert).

4.3.3.3 The Intentional Component

The mean of all of the paragraphs together of the field "The Intentional Component" equals 7.25 (72.5%), Test-value = 10.13, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "The Intentional Component".

Table (4.14): Mean and Test value for the field "The Intentional Component"

Field	Mean	Mean (%)	Test value	P-value
The Intentional Component	7.25	72.51	10.13	0.000*

* The mean is significantly different from 6

In general, employees held passive intentions. Based on Bovey and Hede behavioral intentions matrix (2001 a, 2001b), employees positive intentions were moderate covert and overt ones. By contrast, employees negative intentions were weak covert.

These findings are supported by Bovey and Hede (2001b) study which found that the higher the individual's perception of or feelings about the change impact, the greater the association between these irrational thoughts and resistance. Moreover, Bovey and Hede (2001 a) study found that individuals who tended to use the adaptive defense mechanisms of humor to cope with feelings of anxiety were less likely to resist organizational change.

4.3.4 Employee Attitudes toward Organizational change in the RCMWU

The mean of all of the paragraphs together of the field "Employee Attitudes toward Organizational change in the RCMWU" equals 6.67 (66.7%), Test-value = 4.74, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Attitudes toward Organizational change in the RCMWU".

Table (4.15): Mean and Test value for the field "Employee ATOC

Field	Mean	Mean (%)	Test value	P-value
Employee ATOC in the RCMWU	6.67	66.72	4.74	0.000*

* The mean is significantly different from 6

In general, employees hold positive attitudes toward organizational change. Despite their beliefs about change as meaningful and beneficial, they don't anticipate work improvements on unit level or change of their way of work. This ambivalent cognition is associated with moderate pleasant and high activation emotions. At the same time, employees register weak negative emotions as indication of their anticipation of low negative outcomes of the change. Adopting the behavioral intentions matrix of Bovey and Hede (2001 a; 2001b) for behavioral intentions, employees positive intentions were moderate supportive: giving in, complying with, agreeing, and accepting. Negative intentions were weak.

These findings are partially supported by Szabla (2007) study. The study used three employees categories of perceived leadership strategies: employees perceived leadership as rational-empirical, employees perceived leadership as normative-reeducative, and employees perceived leadership as power-coercive. The current study were best consistent with results of members of the power-coercive group who had both positive and negative beliefs indicating they believed the change would improve operations, but would not satisfy their job-related needs. Members of this group reported feelings of anger and frustration, but indicated they would support the change despite their beliefs and feelings. The researcher suggested that the social and cultural system of the organization may have lead to member support despite their negative beliefs, but did not explain that. The study was conducted during the resistant stage of change, so negative emotions were dominated.

4.4 Analysis and Findings of the Human Factor in the Organizational Change

4.4.1 Internal Locus of Control

The mean of paragraph No.2 "When I get what I want, it is usually because I worked hard for it" equals 6.41 (64.09%), Test-value = 1.90, and P-value = 0.030 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.3 "What happens for me depends on my actions" equals 6.27 (62.73%), Test-value = 1.34, and P-value = 0.092 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the field "Internals" equals 6.33 (63.26%), Test-value = 1.80, and P-value=0.037 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Internals".

Table (4.16): Mean and Test value for "Internals"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. I can pretty much accomplish whatever I set out to accomplish	6.30	62.95	1.23	0.110	2
2. When I get what I want, it is usually because I worked hard for it	6.41	64.09	1.90	0.030*	1
3. What happens for me depends on my actions	6.27	62.73	1.34	0.092	3
Internals	6.33	63.26	1.80	0.037*	

* The mean is significantly different from 6

Respondents recognize themselves as active agents and have control over their personal successes. Thus, they will not be afraid of change which they perceive its non threatening nature. The literature suggests that individuals with internal locus of control would continue to engage in activities that would reinforce their beliefs that their behaviors affected subsequent consequences (Sabery, 2004).

Analysis revealed that respondents disagreed to the field "External Locus of Control/ Luck" where the mean of the field equals 4.96 (49.58%), Test-value = -7.42, and P-value=0.000. Also, respondents were neutral to the field "External Locus of Control/ Powerful Others" where the mean of the field equals 6.00 (60.00%), Test-value = 0.02, and P-value=0.492.

Consequently, employees in the RCMWU are Internals. No subsequent analysis regarding the external dimension of Locus of Control will be made. Analysis for the External locus of control fields is provided in Appendix E .

4.4.2 Self-Efficacy

The mean of paragraph No.6 "My past experience makes my confidence that I will be able to perform successfully after this change is made" equals 7.42 (74.2%), Test-value = 6.15, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.5 "I have the skills that are needed to make this change work" equals 6.80 (68.00%), Test-value = 3.16, and P-value = 0.001 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of the field "Self-Efficacy" equals 7.14 (71.4%), Test-value = 7.16, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Self-Efficacy".

Table (4.17): Mean and Test value for "Self-Efficacy"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. I do not expect any problems adjusting to the work I have because of this change in the CMWU	7.02	70.23	4.24	0.000*	4
2. I feel I can handle this change with ease	7.25	72.50	5.30	0.000*	3
3. When I set my mind to it, I can learn everything that will be required by	7.41	74.09	6.35	0.000*	2

this change					
4. There are not some tasks that are required by this change I don't think I can do well	6.94	69.43	3.90	0.000*	5
5. I have the skills that are needed to make this change work	6.80	68.00	3.16	0.001*	6
6. My past experience makes my confidence that I will be able to perform successfully after this change is made.	7.42	74.19	6.15	0.000*	1
Self-Efficacy	7.14	71.43	7.16	0.000*	

* The mean is significantly different from 6

Respondents perceive that they possess the skills necessary to execute the required change and capable of coping with environmental demands. Because of this high self-efficacy, employees would divert their attention to initiate greater effort to succeed. This finding is supported by prior research (Bernerth, 2004).

A major source of efficacy was employee previous work experience. Employees believe that change has minor impacts on them, so their previous experience energized them to believe that they can meet the demands of change in the RCMWU. This finding is consistent with theory and research (Bandura, 1997; Walley, 2007; Chen, Gully, & Eden, 2001).

4.4.3 Threat Appraisal

The mean of paragraph No.5 "Personal job opportunities within your organization" equals 3.85 (38.5%), Test-value = -8.85, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.2 "Relationships with your coworkers" equals 2.44 (24.4%), Test-value = -15.76, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of the field "Threat Appraisal" equals 3.06 (30.6%), Test-value = -17.73, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the

hypothesized value 6. It is concluded that the respondents disagreed to field of "Threat Appraisal".

Table (4.18): Mean and Test value for "Threat Appraisal"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. Job security	2.56	25.63	-18.82	0.000*	6
2. Relationships with your coworkers	2.44	24.43	-15.76	0.000*	7
3. Relationships with your supervisor	2.76	27.61	-13.76	0.000*	5
4. Desirability of your job (i.e., aspects you like)	3.13	31.25	-13.42	0.000*	4
5. Personal job opportunities within your organization	3.85	38.52	-8.85	0.000*	1
6. Your pay and benefits	3.52	35.23	-11.15	0.000*	2
7. Your general working conditions	3.16	31.59	-13.57	0.000*	3
Threat Appraisal	3.06	30.60	-17.73	0.000*	

* The mean is significantly different from 6

Respondents anticipated low future harmful losses associated with the organizational change. This is because change in the RCMWU did not lead to job or financial losses due to guarantees provided by the public sector of the Palestinian National Authority. This finding is not consistent with previous theory and research which proposed that employees often perceive changes in corporate culture, and changes in the structure or design of their organization as job-threatening, which creates feelings of uncertainty and insecurity (Devos et al., 2007). This inconsistency is attributed to the difference between private sector and public sector.

Respondents show greater concern about threat to personal job opportunities within the RCMWU. Perhaps employees had higher expectations about possible new opportunities for their jobs. Employees show less concerns about threats to relations with co-workers, job security, and relations with supervisors which is consistent with previous findings about change impact.

4.4.4 Management Support

The mean of paragraph No.4 "I do not think we are implementing change that doesn't match senior managers' priorities" equals 6.90 (69.0%), Test-value = 3.62, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.2 "Our utility's top decision-makers have put all their support behind this change" equals 5.95 (59.5%), Test-value = -0.17, and P-value = 0.432 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the filed "Management Support" equals 6.29 (62.9%), Test-value = 1.85, and P-value=0.034 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Management Support".

Table (4.19): Mean and Test value for "Management Support"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. The CMWU top management has encouraged all of us to embrace these changes.	5.84	58.39	-0.66	0.256	6
2. Our utility's top decision-makers have put all their support behind this change.	5.95	59.55	-0.17	0.432	5
3. Every senior manager has stressed the importance of change.	6.67	66.70	2.82	0.003*	2
4. I do not think we are implementing change that doesn't match senior managers' priorities.	6.90	68.98	3.62	0.000*	1
5. This organization's senior managers are committed to such changes.	6.35	63.52	1.50	0.069	3
6. Management has sent a clear signal that the organization will adopt structural changes that will improve efficiency	6.01	60.11	0.04	0.482	4
Management Support	6.29	62.87	1.85	0.034*	

* The mean is significantly different from 6

In this study, the management support variable measured the management's demonstrated commitment to the change. Respondents believed that the implemented organizational change matches the priorities of senior managers who stressed its importance. When top management reveals it's engaging in and maintaining behaviors that help employees achieve a given strategy, this provides subordinates with clear evidence for impressing upper management (Cooper, 2006).

However, respondents were not sure about the actions taken by the top management to support the change such as encouraging employees to embrace change, exerting all possible support, and senior managers commitment to change. This may be attributed to inefficient change communication or lack in management awareness for these activities. It is probable that top management support was not the norm and it was contingent to perform organizational tasks. In the contingent perspective, management support is necessary to “institute, support, and legitimize the required new institutional contexts” (Sharma and Yetton, 2003, p. 538).

4.4.5 Change Participation

The mean of paragraph No.1 "I was able to ask questions about this change" equals 5.35 (53.5%), Test-value = -2.36, and P-value = 0.010 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.3 "I had some control over the changes that were proposed" equals 2.86 (28.6%), Test-value = -15.78, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of the field "Participation" equals 4.01 (40.1%), Test-value = -10.14, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "Participation".

Table (4.20): Mean and Test value for "Participation"

	Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1.	I was able to ask questions about this change.	5.35	53.52	-2.36	0.010*	1
2.	I was able to participate in the implementation of this change.	4.65	46.48	-4.99	0.000*	2
3.	I had some control over the changes that were proposed.	2.86	28.64	-15.78	0.000*	4
4.	I could have input into the decisions being made about	3.16	31.59	-11.16	0.000*	3

organization future programs.				
Participation	4.01	40.06	-10.14	0.000*

* The mean is significantly different from 6

Respondents perceive that changes are primarily controlled by management, there is limited bottom up communication, they can't exert some influence over the change process or participate in the changes, and they can't provide any real input. It is vital to note that respondents didn't show the capability to involve or to provide real input for future decisions. So, it is probable that the management considered participation and involvement as time consuming mechanisms that would yield poor solutions from one hand, and employees were satisfied with this low level of involvement on the other hand. However, participation may provide better outcomes with the RCMWU employees who have higher locus of control. This low level of change participation could be associated with access problems to change-related information which caused less understand about the change process.

4.4.6 Quality of Information

The mean of paragraph No.2 "The information I received about such changes has adequately answered my questions" equals 4.90 (49.0%), Test-value = -4.46, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.5 "The people who know what's going on at here do share information with me" equals 6.11 (61.1%), Test-value = 0.43, and P-value = 0.334 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the filed "Quality of Information" equals 4.95 (49.5%), Test-value = -5.99, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "Quality of Information".

Table (4.21): Mean and Test value for "Quality of Information"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. The information I received about	4.30	42.95	-7.04	0.000*	5

the organizational change was timely.					
2. The information I received about such changes has adequately answered my questions.	4.90	48.98	-4.45	0.000*	2
3. The information I received about such changes helped me understand the change.	4.80	47.95	-5.13	0.000*	3
4. I am thoroughly satisfied with the information I receive about changes at the utility	4.66	46.59	-5.22	0.000*	4
5. The people who know what's going on at here do share information with me.	6.11	61.14	0.43	0.334	1
Quality of Information	4.95	49.52	-5.99	0.000*	

* The mean is significantly different from 6

This study emphasized on the information role of communication, so the communication variable was operationalized as the quality and reliability of the information. In general, the level of formal communications was not appropriate because it did not provide employees with adequate and timely feedback during the change. This may be attributed to the managers' lack of awareness to establish open and effective communication. Moreover, the delivered change message was not enough to provide the rationale for change and to encourage cooperation with the change. Change message must have five key components be communicated in the delivery of the change message: Self-efficacy, principal support, discrepancy, appropriateness, and personal valence clarifies the intrinsic and extrinsic benefits of the change.

Although respondents were unable to assure the level of informal communication (paragraph No. 5), it approached the positive interval which implies that there was informal change communication up to certain level which help providing some change related information.

4.4.7 Change Politics

The mean of paragraph No.2 "Organizational change only serves the purposes of a few individuals, not the work unit or utility as a whole" equals 5.45 (54.5%), Test-value = -2.00, and P-value = 0.024 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly

smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph No.3 "In this utility favoritism, not merit gets people ahead" equals 4.48 (44.8%), Test-value = -5.03, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of the field "Change Politics" equals 4.97 (49.7%), Test-value = -4.55, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "Change Politics".

Table (4.22): Mean and Test value for "Change Politics"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. There is an influential group that always gets their way in this organization.	4.65	46.48	-4.52	0.000*	3
2. Organizational change only serves the purposes of a few individuals, not the work unit or utility as a whole.	5.45	54.55	-2.00	0.024*	1
3. In this utility favoritism, not merit gets people ahead.	4.48	44.77	-5.03	0.000*	4
4. I can usually get what I want around here if I know the right person to ask.	5.30	52.95	-2.48	0.008*	2
Change Politics	4.97	49.69	-4.55	0.000*	

* The mean is significantly different from 6

Respondents don't consider politics essential to get things done within the RCMWU, and it wasn't the norm within the organization. Also, respondents don't perceive behaviors occurring in the organization as of self-serving intent. Though organizational structure is a key factor that may influence individuals perceptions of politics (Rogelberg, 2007), it is apparent that employees perceived that the restructuring process was not influenced by negative internal political activities of individuals or groups. This is probably due to the good governance of the change process as a whole,

and the transparency in assigning positions to employees which depended primarily on their scientific qualifications.

4.4.8 Organizational Support

The mean of paragraph No.1 "The utility is willing to extend itself in order to help me perform my job to the best of my ability" equals 6.40 (64.0%), Test-value = 1.74, and P-value = 0.043 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.2 "If I did the best job possible, the utility would notice me" equals 5.72 (57.2%), Test-value = -1.04, and P-value = 0.149 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of paragraph No.3 "The utility cares about my opinion" equals 4.60 (46.00%), Test-value = -5.31, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of the field "Organizational Support" equals 4.97 (49.7%), Test-value = -4.55, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "Organizational Support".

Table (4.23): Mean and Test value for "Organizational Support"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. The utility is willing to extend itself in order to help me perform my job to the best of my ability.	6.40	63.98	1.74	0.043*	1
2. If I did the best job possible, the utility would notice me.	5.72	57.16	-1.04	0.149	2
3. The utility cares about my opinion.	4.60	46.02	-5.31	0.000*	5
4. The utility cares about my general satisfaction at work.	5.32	53.18	-2.86	0.003*	3
5. The utility really cares about my well-being.	5.26	52.56	-2.59	0.006*	4

Organizational Support	5.45	54.55	-3.11	0.001*
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* The mean is significantly different from 6

Respondents perceive that there was fair organizational procedures in the utility as it is willing help them perform their job. They are not sure about the extent to which the utility values their contribution. Employees disagree about supervisor support, favorable rewards, and job conditions. These findings indicate that utility management is much concerned about the physical settings of work and on achieving higher performance.

The human side of the organization doesn't seem to have the proper level in the management priorities. The lack of necessary change communication contributed to this low perceived organizational support. Perceived organizational support at the initial phase of the organizational change plays important role in how organizational members appraised the situation and how they chose to cope when the organizational change (Armstrong-Stassen, 2006).

4.4.9 Group Cohesion

The mean of paragraph No.1 "It is not difficult to ask help from my colleagues" equals 8.14 (81.4%), Test-value = 10.44, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.2 "There is no strong rivalry between colleagues in my department" equals 7.14 (71.4%), Test-value = 4.23, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of the field "Group Cohesion" equals 7.70 (77.00%), Test-value = 11.95, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Group Cohesion".

Table (4.24): Mean and Test value for "Group Cohesion"

Paragraph	Mean	Mean (%)	Test value	P-value	Rank
1. It is not difficult to ask help from my colleagues	8.14	81.36	10.44	0.000*	1
2. There is not a strong rivalry between colleagues in my department	7.14	71.36	4.23	0.000*	5
3. I do not doubt whether all of my colleagues are sufficiently competent	7.35	73.52	5.24	0.000*	4
4. I have confidence in my colleagues	7.76	77.61	8.19	0.000*	3
5. My department is very open	8.13	81.25	10.06	0.000*	2
Group Cohesion	7.70	77.02	11.95	0.000*	

* The mean is significantly different from 6

Respondents indicate trust, cooperative, and friendship behaviors among their group members denoting high level of cohesion. This perception of high cohesion is expected to form individual membership attitudes including strong desire to remain a part of one's group, loyalty to the group, and identification with the group (Andrews, Kacmar, Blakely, & Bucklew, 2008).

Also, respondents express high level of co-worker trust; they were confident that their colleagues were competent and will not withhold information. For change efforts to be successful, employees must trust co-workers (Ferres, Connell, & Travaglione, 2004). Employees feel their co-workers can help them in their tasks when needed by sharing knowledge and expertise. This would influence positively their supportive reactions to the change.

Table (4.25) summarizes the findings for all variables.

Table (4.25): Summary for Means and Findings of All Variables

Variable	Mean	Finding	Explanation
Cognitive Attitudes	5.77	Neutral	t= -1.27 p=0.103
Affective Attitudes	7.10	Positive	t=5.61 p=0.000
Intentional Attitudes	7.25	Positive	t=10.13

			p=0.000
Attitudes toward Organizational Change	6.67	Positive	t=4.74 p=0.000
Internal Locus of control	6.33	High	t=1.80 p=0.037
External Locus of control/ Luck	4.96	Low	t=-7.42 p=0.000
External Locus of control/ Powerful Others	6.00	Neutral	t=0.02 p=0.492
Change self-efficacy	7.14	High	t=7.16 p=0.000
Threat appraisal	3.06	Low	t=-17.73 p=0.000
Management Support	6.29	High	t=1.85 p=0.034
Change Participation	4.01	Low	t=-10.14 p=0.000
Quality of Information	4.95	Low	t=-5.99 p=0.000
Change Politics	4.97	Low	t=-4.55 p=0.000
Organizational Support	5.45	Low	t=-3.11 p=0.001
Group Cohesion	7.70	High	t=11.95 p=0.000

4.5 Hypotheses of Association Testing

4.5.1 Personality Traits Hypotheses

Hypothesis 1 (H1): There is a significant relationship between personality traits (locus of control, self-efficacy) and the employee attitudes toward organizational change in the RCMWU.

- **Hypothesis 1a (H1a):** There is a significant relationship, at the 0.05 level of significance, between internal locus of control and employee attitudes toward organizational change in the RCMWU.
- **Hypothesis 1b (H1b):** There is a significant relationship, at the 0.05 level of significance, between self-efficacy and employee attitudes toward organizational change in the RCMWU.

Statistical Analysis of Hypothesis 1a:

Table (4.26) shows the following results:

The correlation coefficient between Internal Locus of Control and the Cognitive Component equals 0.289 and the p-value (Sig.) equals 0.003. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha=0.05$. So it can be said that there exists a significant relationship between Internal Locus of Control and the Cognitive Component.

The correlation coefficient between Internal Locus of Control and the Affective Component equals 0.169 and the p-value (Sig.) equals 0.058. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So it can be said that there is insignificant relationship between Internal Locus of Control and the Affective Component.

The correlation coefficient between Internal Locus of Control and the Intentional Component equals -0.035 and the p-value (Sig.) equals 0.374. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So it can be said that there is insignificant relationship between Internal Locus of Control and the Intentional Component.

In general, the correlation coefficient between Internal Locus of Control and employee attitudes toward Organizational change in the RCMWU Component equals 0.196 and the p-value (Sig.) equals 0.033. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Internal Locus of Control and employee attitudes toward Organizational change in the RCMWU.

Table (4.26): Correlation coefficient between Internal Locus of Control and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.289	0.003*
The Affective Component	0.169	0.058
The Intentional Component	-0.035	0.374
Employee ATOC in the RCMWU	0.196	0.033*

* Correlation is statistically significant at 0.05 level

Internal locus of control is positively correlated with attitudes toward organizational change. This finding is supported by prior theory and research. It was found that individuals with internal loci of control report more positive attitudes in organizations experiencing change (Vakola et al., 2004; Devos, Buelens, & Bouckenooghe, 2007). Also, this finding is supported by Wanberg and Banas (2000)

study. They assessed the variable (perceived control) similar to locus of control with individual differences variables, and context-specific variables as predictors of employee openness to reorganization. Among other findings, the study found that (perceived control) was related to higher levels of change acceptance.

Further, this finding is supported by the results of Judge et al. (1999) study which aimed to examine how personality characteristics influence managerial coping with organizational change during changes including major reorganization efforts, downsizing, changes in top management, mergers and acquisitions, and business divestments. The study found that internal locus of control was related to an individual's success in coping with organizational change as well as an individual's job satisfaction, organizational commitment, and career success, including both salary and job performance.

However, there was only low significant correlation of the cognitive component of attitudes toward change with internal locus of control. This finding is partially consistent with the results of Bouckennooghe and Devos (2006) study which found high significant correlations of cognitive and affective components of readiness to change with locus of control.

Statistical Analysis of Hypothesis 1b:

Table (4.27) shows the following results:

The correlation coefficient between Self-Efficacy and the Cognitive Component equals 0.402 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha=0.05$. So it can be said that there exists a significant relationship between Self-Efficacy and the Cognitive Component.

The correlation coefficient between Self-Efficacy and the Affective Component equals 0.482 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Self-Efficacy and the Affective Component.

The correlation coefficient between Self-Efficacy and the Intentional Component equals 0.578 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that

there exists a significant relationship between Self-Efficacy and the Intentional Component.

In general, the correlation coefficient between Self-Efficacy and employee attitudes toward Organizational change in the RCMWU Component equals 0.557 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Self-Efficacy and employee attitudes toward Organizational change in the RCMWU.

Table (4.27): Correlation coefficient between Self-Efficacy and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.402	0.000*
The Affective Component	0.482	0.000*
The Intentional Component	0.578	0.000*
Employee ATOC in the RCMWU	0.557	0.000*

* Correlation is statistically significant at 0.01 level

Self-efficacy is positively correlated with attitudes toward organizational change. This finding is supported by Wanberg and Banas (2000) study. They assessed the change self-efficacy with other context-specific variables and individual differences variables as predictors of employee openness to reorganization. Among other findings, the study found that change self-efficacy was related to higher levels of change acceptance. Also, this finding is supported by the results of Judge et al. (1999) study which aimed to examine how personality characteristics influence managerial coping with organizational change during changes including major reorganization efforts, downsizing, changes in top management, mergers and acquisitions, and business divestments. The study found that change self-efficacy was related to an individual's success in coping with organizational change as well as an individual's job satisfaction, organizational commitment, and career success, including both salary and job performance.

There are high significant correlations of the cognitive, affective, and intentional components of attitudes toward change with change self-efficacy. Individuals who judge themselves as capable of coping with environmental demands will not magnify the severity and difficulty of the change. This will lower arousal and negative emotions.

Consequently, individuals would divert positive intentions to change success (Bernerth, 2004).

In general, the correlation coefficient between Personality Traits and the Attitudes toward Organizational Change equals 0.427 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Personality Traits and the Attitudes toward Organizational Change in the RCMWU.

Table (4.28): Correlation coefficient between Personality Trait and the Attitudes toward Organizational Change in the RCMWU

Field	Pearson Coefficient	P-Value (Sig.)
The Cognitive Component	0.306	0.002*
The Affective Component	0.398	0.000*
The Intentional Component	0.400	0.000*
Employee ATOC in the RCMWU	0.427	0.000*

* Correlation is statistically significant at 0.05 level

Personality trait is more related to the affective and intentional components of attitudes toward organizational change. It can be concluded that personality trait is more associated with the employee emotions and intentions.

4.5.2 Change Content Hypothesis

Hypothesis 2 (H2): There is a significant relationship, at the 0.05 level of significance, between change content (threat appraisal) and the employee attitudes toward organizational change in the RCMWU.

Statistical Analysis of Hypothesis No.2:

Table (4.29) shows the following results:

The correlation coefficient between threat appraisal and the Cognitive Component equals 0.090 and the p-value (Sig.) equals 0.201. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So it can be said that there is insignificant relationship between threat appraisal and the Cognitive Component.

The correlation coefficient between threat appraisal and the Affective Component equals -0.230 and the p-value (Sig.) equals 0.015. The p-value (Sig.) is less than 0.05,

so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant Negative relationship between threat appraisal and the Affective Component.

The correlation coefficient between threat appraisal and the Intentional Component equals -0.245 and the p-value (Sig.) equals 0.011. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant Negative relationship between threat appraisal and the Intentional Component.

In general, the correlation coefficient between threat appraisal and employee attitudes toward Organizational change in the RCMWU equals -0.130 and the p-value (Sig.) equals 0.114. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So, it can be said that there is insignificant relationship between threat appraisal and employee attitudes toward Organizational change in the RCMWU.

Table (4.29): Correlation coefficient between Threat Appraisal and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.090	0.201
The Affective Component	-0.230	0.015*
The Intentional Component	-0.245	0.011*
Employee ATOC in the RCMWU	-0.130	0.114

* Correlation is statistically significant at 0.05 level

Threat appraisal was related to both affective and intentional attitudes. These findings are in agreement with study of Fugate et al. (2010) which found that appraisals of a corporate merger predicted negative emotions and coping problems. Also, this finding is supported by Kiefer (2005) study which developed and tested a model that specifically focused on negative emotions during a merger. Among other findings, the study found that ongoing change did elicit negative emotions when employees perceived the results of these changes to be impacting unfavorably on their jobs.

Threat appraisals were not related to attitudes toward organizational change in general. This finding is not supported by the study of Devos, Buelens, & Bouckenooghe (2007) which found that openness to change was facilitated by a nonthreatening organizational change. The study concluded that when changes threaten the job security of employees, it can have a destructive effect on attitudes, and well-being, even when

the employees' own jobs are not being threatened. Possible explanation is that openness to change is change specific attitudes concerned with positive attitudinal outcomes, while attitudes toward organizational change are encompassing both positive and negative dimensions of attitudes which alter the correlation.

4.5.3 Change Process Hypotheses

Hypothesis 3 (H3): There is a significant relationship between change process (management support, participation, communication) and the employee attitudes toward organizational change in the RCMWU.

- **Hypothesis 3a (H3a):** There is a significant relationship, at the 0.05 level of significance, between Management Support and employee attitudes toward organizational change in the RCMWU.
- **Hypothesis 3b (H3b):** There is a significant relationship, at the 0.05 level of significance, between Participation and employee attitudes toward organizational change in the RCMWU.
- **Hypothesis 3c (H3c):** There is a significant relationship, at the 0.05 level of significance, between Quality of Information and employee attitudes toward organizational change in the RCMWU.

Statistical Analysis of Hypothesis 3a (H3a):

Table (4.30) shows the following results:

The correlation coefficient between Management Support and the Cognitive Component equals 0.499 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Management Support and the Cognitive Component.

The correlation coefficient between Management Support and the Affective Component equals 0.415 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Management Support and the Affective Component.

The correlation coefficient between Management Support and the Intentional Component equals 0.520 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Management Support and the Intentional Component.

In general, the correlation coefficient between Management Support and employee attitudes toward Organizational change in the RCMWU Component equals 0.549 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Management Support and employee attitudes toward Organizational change in the RCMWU.

Table (4.30): Correlation coefficient between Management Support and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.499	0.000*
The Affective Component	0.400	0.000*
The intentional Component	0.520	0.000*
Employee ATOC in the RCMWU	0.549	0.000*

* Correlation is statistically significant at 0.05 level

Perceived management support is positively correlated attitudes toward organizational change in the RCMWU. This finding is consistent with theory and research. The higher the level of management support, the more the participative behavior is expected to result in positive outcomes like increase in performance (Caldwell, 2003).

Findings of the current study suggested that the least correlation was between management support and the affective attitudes toward organizational change. This is consistent with literature. Although support activities may have some degree of psychological effect on individuals; the literature suggests that commitment of employees generated by management support would be more of a reciprocal commitment (normative) resulting from individual's duty than a change in alignment of individual's goals and values with that of the organization resulting from individuals' desire (affective) (Caldwell, 2003).

This finding is supported by Rees and Al-Thakhri (2008) study which found that the successful implementation of change in Arab contexts requires strong support from senior management, especially those who have power position within the organizational structure.

Moreover, the literature suggests that high level of management support is associated with readiness for change. Armenakis, et al. (1993) revealed that the degree

to which organizational practices are supportive for change may be important in understanding how an employee perceives the organization's readiness for change. Thus, perceived management support has a positive effect on officer attitudes toward organizational change in general and may also influence other positive attitudes such as readiness for change and commitment.

Statistical Analysis of Hypothesis 3b (H3b):

Table (4.31) shows the following results:

The correlation coefficient between Participation and the Cognitive Component equals 0.498 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Participation and the Cognitive Component.

The correlation coefficient between Participation and the Affective Component equals 0.273 and the p-value (Sig.) equals 0.005. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Participation and the Affective Component.

The correlation coefficient between Participation and the Intentional Component equals 0.259 and the p-value (Sig.) equals 0.008. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Participation and the Intentional Component.

In general, the correlation coefficient between Participation and employee attitudes toward Organizational change in the RCMWU Component equals 0.420 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Participation and employee attitudes toward Organizational change in the RCMWU.

Table (4.31): Correlation coefficient between Change Participation and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.498	0.000*
The Affective Component	0.273	0.005*

The Intentional Component	0.259	0.008*
Employee ATOC in the RCMWU	0.420	0.000*

* Correlation is statistically significant at 0.05 level

Participation is positively correlated with attitudes toward organizational change. This finding is consistent with research and studies. Involvement programs increase employees' support for workplace changes (Parys, 2003). Some researchers indicate that employees' participation increase their performance and commitment to change, reduce resistance to change, increase organizational adaptability, increase acceptance of organizational change, and prevents the development of cynicism against organizational change (Chawla & Kelloway, 2004; Boonastra, 2004; pp 193).

This finding is supported by Wanberg and Banas (2000) study which found that participation in the change decision process was predictive of higher levels of employee openness to the changes. Further support for this finding is provided by Durmaz (2007) study which studied organizational change in the Turkish National Police and found that participation and quality of information were the strongest predictors of attitudes toward organizational change. Also, Kareem (2006) study found that participation is the major criterion for organizational change success. Lastly, the study of Bourgeois, Jeleniewska, and Ulvenfalk-Edman (2008) about reorganizations in Swedish public organizations found that the limited bottom up communication, and limited opportunities for employees to influence the change process, among other factors, decreased the efficiency of the organizations, where employees became less committed, less motivated and took fewer own decisions..

By contrast, this finding was not supported by Chiang (2009) study which tackled the organizational change in Taiwan hotels and found change participation ranked the last next to communication and training pertaining to change. The study found that only communication (not participation and training) has a strong influence on organizational change. This may be attributed to the specific characteristic of the implemented change where respondents are front line employees and perceive themselves as incapable to couldn't provide real contribution to decision making process. So, regardless of participation level of change process, employees weren't concerned with this activity.

Statistical Analysis of Hypothesis 3c (H3c):

Table (4.32) shows the following results:

The correlation coefficient between Quality of Information and the Cognitive Component equals 0.427 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Quality of Information and the Cognitive Component.

The correlation coefficient between Quality of Information and the Affective Component equals 0.291 and the p-value (Sig.) equals 0.003. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Quality of Information and the Affective Component.

The correlation coefficient between Quality of Information and the Intentional Component equals 0.416 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Quality of Information and the Intentional Component.

In general, the correlation coefficient between Quality of Information and employee attitudes toward Organizational change in the RCMWU Component equals 0.439 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Quality of Information and employee attitudes toward Organizational change in the RCMWU.

Table (4.32): Correlation coefficient between Quality of Information and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.427	0.000*
The Affective Component	0.291	0.003*
The intentional Component	0.416	0.000*
Employee ATOC in the RCMWU	0.439	0.000*

* Correlation is statistically significant at 0.05 level.

Quality of information has a significant association in the positive direction with attitudes toward organizational change in the RCMWU. This is supported by research and previous studies. Research proposed that high level of information adequacy and quality is associated with positive work-related attitudes, such as job satisfaction and openness to change. Cognitively, perceived high quality of information might provide

the rationale for change and persuasive messages to encourage cooperation with the change. Also, perceived high quality of information could reduce employee uncertainty about the change, and thereby making the change more acceptable emotionally (Qian & Daniels, 2008).

This finding is supported by Chawla and Kelloway (2004) who showed that openness to change is directly and indirectly influenced by communication, and by Nelissen & Selm (2008) who found that employee's satisfaction with management communication is most strongly related to responses to the organizational change .

Also, this finding is supported by Wanberg and Banas (2000) study which found that the information received about the changes was predictive of higher levels of employee openness to the changes. Also, this is supported by Jung (2003) study which found that participation and quality of information were the strongest predictors of attitudinal outcomes (job satisfaction, and affective commitment). Further support is provided by Durmaz (2007) study which studied organizational change in the Turkish National Police and found that quality of information and participation were the strongest predictors of attitudes toward organizational change. Additionally, Kareem (2006) study found that communication system is essential in attaining the effectiveness of organizational change.

Moreover, this finding is supported by Chiang (2009) study which tackled the organizational change in Taiwan hotels and found that only communication (not participation and training) has a strong influence on cognition of organizational change. Further, the study of Bourgeois, Jeleniewska, and Ulvenfalk-Edman (2008) about reorganizations in Swedish public organizations found that the lack of information of the change process, among other factors, decreased the efficiency of the organizations, where employees became less committed, less motivated and took fewer own decisions.

In general, the correlation coefficient between change process and the Attitudes toward the Organizational Change in the RCMWU Component equals 0.604 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between change process and the Attitudes Toward Organizational change in the RCMWU.

Table (4.33): Correlation coefficient between Change Process and Attitudes toward Organizational Change in the RCMWU

Field	Pearson Coefficient	P-Value (Sig.)
The Cognitive Component	0.606	0.000*
The Affective Component	0.415	0.000*
The Intentional Component	0.518	0.000*
Employee ATOC in the RCMWU	0.604	0.000*

* Correlation is statistically significant at 0.05 level

Change process is more related to the cognitive and intentional components of attitudes toward organizational change. It can be concluded that change process is more associated with the employee belief and intentions.

4.5.4 Change Context Hypotheses

Hypothesis 4 (H4): There is a significant relationship between change context (change politics, organizational support, group cohesion) and the employee attitudes toward organizational change in the RCMWU.

- **Hypothesis 4a (H4a):** There is a significant relationship, at the 0.05 level of significance, between perception of Change Politics and employee attitudes toward organizational change in the RCMWU.
- **Hypothesis 4b (H4b):** There is a significant relationship, at the 0.05 level of significance, between organizational support and employee attitudes toward organizational change in the RCMWU.
- **Hypothesis 4c (H4c):** There is a significant relationship, at the 0.05 level of significance, between group cohesion and employee attitudes toward organizational change in the RCMWU.

Statistical Analysis of Hypothesis 4a (H4a):

Table (4.34) shows the following results:

The correlation coefficient between perception of Change Politics and the Cognitive Component equals -0.054 and the p-value (Sig.) equals 0.310. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So it can be said that there is insignificant relationship between perception of Change Politics and the Cognitive Component.

The correlation coefficient between perception of Change Politics and the Affective Component equals -0.095 and the p-value (Sig.) equals 0.190. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$.

So it can be said that there is insignificant relationship between perception of Change Politics and the Affective Component.

The correlation coefficient between perception of Change Politics and the Intentional Component equals 0.132 and the p-value (Sig.) equals 0.110. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So, it can be said that there is insignificant relationship between perception of Change Politics and the Intentional Component.

In general, the correlation coefficient between perception of Change Politics and employee attitudes toward Organizational change in the RCMWU Component equals -0.030 and the p-value (Sig.) equals 0.391. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So, it can be said that there is insignificant relationship between perception of Change Politics and employee attitudes toward Organizational change in the RCMWU.

Table (4.34): Correlation coefficient between Change Politics and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	-0.054	0.310
The Affective Component	-0.095	0.190
The Intentional Component	0.132	0.110
Employee ATOC in the RCMWU	-0.030	0.391

Perception of Change Politics in the RCMWU is not related to employee attitudes toward organizational change. This finding is not supported by the study of Rousseau and Tijoriwala (1999) which found that if employees view politics as negative practices, they will be less inclined to trust managerial communication about change and more likely to have negative attitudes toward change.

This difference is justified in the following: The negative outcomes of change politics causing strain reactions such as job anxiety, may not always occur (Rogelberg, 2007). The organizational change in the RCMWU was not a political process because it didn't threaten individuals or groups of interest. In this situation, it is probable that employees and management are striving toward the same goals, so the impact of perception of politics on attitudes is lessened.

This justification is supported by Obaid (2009) study which found that structural change in Al-Shifa medical complex was not clear because it served personal benefits

for a particular group, and there was ambiguity in the lines of authority and the responsibilities that led to overlap in the responsibilities. It is concluded that when there is change threat or conflict and striving toward different goals, the impact of perception of politics on attitudes is magnified.

Statistical Analysis of Hypothesis 4b (H4b):

Table (4.35) shows the following results:

The correlation coefficient between Organizational Support and the Cognitive Component equals 0.526 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Organizational Support and the Cognitive Component.

The correlation coefficient between Organizational Support and the Affective Component equals 0.533 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Organizational Support and the Affective Component.

The correlation coefficient between Organizational Support and the Intentional Component equals 0.337 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Organizational Support and the intentional Component.

In general, the correlation coefficient between Organizational Support and employee attitudes toward Organizational change in the RCMWU Component equals 0.570 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So, it can be said that there exists a significant relationship between Organizational Support and employee attitudes Toward Organizational change in the RCMWU.

Table (4.35): Correlation coefficient between Organizational Support and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.526	0.000*
The Affective Component	0.533	0.000*
The Intentional Component	0.337	0.001*

Employee ATOC in the RCMWU	0.570	0.000*
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* Correlation is statistically significant at 0.05 level.

Perceived organizational support is related to attitudes toward organizational change in the RCMWU. This finding is consistent with previous theory; high perceived organizational support is expected to impact one's reaction to the impending change such that it is perceived as less threatening, and may influence one's overall schema for organizational change such that the change is viewed more favorably.

This finding is supported by the study of Armstrong-Stassen (2001) which examined the relationships between perceived organizational support and change processes (i.e., coping strategies toward organizational change). The study found that the perceived support from the organization was significantly related to the positive acceptance of change process and the use of active strategies toward coping change. Also, this finding is supported by Jung (2003) study which found that perceived organizational support was correlated with readiness for change.

Moreover, this finding is supported by Kiefer (2005) study which found that perceptions of inadequate working conditions; and perceptions of inadequate treatment by the organization were antecedents to negative emotions in ongoing change. Further support for this finding is provided by Szabla (2007) study which found that group members who perceive the normative-reeducative - leaders were collaborative and involved individuals in decisions- leadership strategy held the most positive beliefs, experienced the most positive emotions, and had the highest intentions to support the change.

Statistical Analysis of Hypothesis 4c (H4c):

Table (4.36) shows the following results:

The correlation coefficient between Group Cohesion and the Cognitive Component equals 0.107 and the p-value (Sig.) equals 0.161. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at $\alpha = 0.05$. So it can be said that there is insignificant relationship between Group Cohesion and the Cognitive Component.

The correlation coefficient between Group Cohesion and the Affective Component equals 0.267 and the p-value (Sig.) equals 0.006. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that

there exists a significant relationship between Group Cohesion and the Affective Component.

The correlation coefficient between Group Cohesion and the Intentional Component equals 0.403 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Group Cohesion and the Intentional Component.

In general, the correlation coefficient between Group Cohesion and employee attitudes toward Organizational change in the RCMWU Component equals 0.279 and the p-value (Sig.) equals 0.004. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a significant relationship between Group Cohesion and employee attitudes Toward Organizational change in the RCMWU.

Table (4.36): Correlation coefficient between Group Cohesion and the Attitudes toward Organizational Change

Field	Pearson Correlation Coefficient	P-Value (Sig.)
The Cognitive Component	0.107	0.161
The Affective Component	0.267	0.006*
The Intentional Component	0.403	0.000*
Employee ATOC in the RCMWU	0.279	0.004*

* Correlation is statistically significant at 0.05 level

Perception of group cohesion is correlated with attitudes toward organizational change in the RCMWU. This finding is supported by the study of (Lau, Tse, & Zhou, 2002) showed that for Chinese companies, perceptions of cohesion is positively related to the degree to which employees feel positive about, and have reduced skepticism of the results of change. Moreover, this finding is supported by Jung (2003) study which found that co-worker support was correlated with readiness for change but to a lesser degree than process variables and personality traits.

In general, the correlation coefficient between change context and the attitudes toward Organizational Change in the RCMWU Component equals 0.492 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. So it can be said that there exists a

significant relationship between change context and the Attitudes toward Organizational Change in the RCMWU.

Table (4.37): Correlation coefficient between Change Context and Attitudes toward Organizational Change in the RCMWU

Field	Pearson Coefficient	P-Value (Sig.)
The Cognitive Component	0.357	0.000*
The Affective Component	0.420	0.000*
The Intentional Component	0.515	0.000*
Employee ATOC in the RCMWU	0.492	0.000*

* Correlation is statistically significant at 0.05 level

Change context is more related to the intentional and affective components of attitudes toward organizational change. It can be concluded that change context is more associated with the employee emotions and intentions.

Table (4.38) summarizes the correlations between each independent variable and the attitudes toward organizational change in the coastal municipalities water utility.

Table (4.38): Directions of Correlations

	Cognitive	Affective	Intentional	ATOC
Internal locus of control	+			+
Change self-efficacy	+	+	+	+
Threat appraisal		-	-	
Management support	+	+	+	+
Participation	+	+	+	+
Quality of information	+	+	+	+
Change Politics				
Organizational support	+	+	+	+
Group cohesion		+	+	+

* Shadow area means no correlations.

4.6 Hypotheses of Difference Testing

Hypothesis 5 (H5): There are statistically significant differences, at the 0.05 level of significance, in employees attitudes toward the organizational change in the RCMWU attributed to their age, education, work experience, and occupation level.

- There are statistically significant differences, at the 0.05 level of significance, in employees attitudes toward the organizational change in the RCMWU attributed to the age of employees.

- There are statistically significant differences, at the 0.05 level of significance, in employees attitudes toward the organizational change in the RCMWU attributed to the scientific qualifications of employee.
- There are statistically significant differences, at the 0.05 level of significance, in employees attitudes toward the organizational change in the RCMWU attributed to the work experience of employee.
- There are statistically significant differences, at the 0.05 level of significance, in employee attitudes toward the organizational change in the RCMWU attributed to the occupation level of employee.

Table (4.39) demonstrates that respondents expressed higher percentage (71.6%) of positive attitudes, lower percentage (27.3%) of negative attitudes, and tiny percentage (1.1%) of neutral attitude toward organizational change.

Table (4.39): Mean values for Attitudes toward Organizational Change

	Frequency	Percent	Valid Percent	Cumulative Percent
Positive Attitudes Toward OC	63	71.6	71.6	71.6
Neutral Attitudes Toward OC	1	1.1	1.1	72.7
Negative Attitudes Toward OC	24	27.3	27.3	100.0
Total	88	100.0	100.0	

Cross tabulation of employee attitudes (positive, negative, or neutral) with demographics is presented in the next tables. Table (4.40) shows that moderate age employees (30-less than 40, 40-less than 50) have the highest percentages of positive attitudes toward organizational change. The rate is higher (87.5%) for employees from (40 to less than 50 years). The youngest employees (less than 30 years) have the lowest percentage (37.2%) for positive attitudes toward organizational change.

Table (4.40) further shows the results of the one way analysis of variance (ANOVA) test where F-value equals 3.860, and P-value (sig.) equals 0.012 which is smaller than the level of significance $\alpha=0.05$. Then, there exists a significant difference in attitudes toward organizational change across the age variable.

Table (4.40): Cross tabulation of age of respondents

Age/ years	Employee Attitudes Toward Organizational						ANOVA	
	Positive		Neutral		Negative		F	Sig.
	Number	Percent	Number	Percent	Number	Percent		
Less than 30	3	37.5%	0	0.0%	5	62.5%	3.860	0.012*
30 – Less 40	17	77.3%	0	0.0%	5	22.7%		

40 - Less than	28	87.5%	0	0.0%	4	12.5%
Greater than or Equals 50	15	57.7%	1	3.8%	10	38.5%

To determine the direction of difference, multiple comparisons using Scheffe's test were used. Table (4.41) shows that the mean difference between Age (less than 30 years) and Age (from 40 to less than 50 years) equals (-1.431), and P-value (sig.) equals (0.049) which is smaller than the level of significance $\alpha=0.05$. Then there exists a significant difference in attitudes toward organizational change between these two groups (Age 40 to less than 50 yrs is greater than age Less than 30 yrs).

Table (4.41): Post hoc comparisons for Age groups- Scheffe's Test

	Age	Mean Difference	Sig.
Less than 30 yrs	30 to less than 40 yrs	-1.141	0.199
	40 to less than 50 yrs	-1.431	0.049*
	50 yrs and more	-0.595	0.718
30 to less than 40 yrs	40 to less than 50 yrs	-0.290	0.877
	50 yrs and more	0.546	0.534
40 to less than 50 yrs	50 yrs and more	0.836	0.109

* The mean difference is significant at the .05 level

This finding is probably explained by that employees in their forties have higher expectations about change benefits and impacts compared to their previous experience in the water department of Rafah municipality. Moreover, it is probable that employees in their twenties prefer stable job conditions and don't seek work disturbances. These finding are supported by Al-Blawi (2005), and Alanzi (2004) studies which found significant in employees cognitive attitudes toward organizational change based on age. However, these results weren't supported by Khalil (2003) study which found no significant differences in employees cognitive attitudes toward organizational change due to age variable.

In terms of education level, there is a difference in the percentages of positive attitudes toward organizational change among employees with different qualifications. Those who hold General Secondary Certificate offer the lowest percentage (30.0 %) of positive attitudes toward organizational change. University graduates and employees with M.Sc. have the highest percentage (87.5%) of positive attitudes toward organizational change.

Table (4.42) further shows results of the one way analysis of variance (ANOVA) test where F-value equals 4.139, and P-value (sig.) equals 0.009 which is smaller than

the level of significance $\alpha=0.05$. Then, there exists a significant difference in attitudes toward organizational change across the education variable.

Table (4.42): Cross tabulation and ANOVA for Education of respondents

Education	Employee Attitudes Toward Organizational						ANOVA	
	Positive		Neutral		Negative		F	Sig.
	Number	Percent	Number	Percent	Number	Percent		
Less than GSC	29	78.4%	0	0.0%	8	21.6%	4.139	0.009*
GSC	3	30.0%	0	0.0%	7	70.0%		
Diploma	17	68.0%	1	4.0%	7	28.0%		
Bachelor or Postgraduate	14	87.5%	0	0.0%	2	12.5%		

Table (4.43) shows the results of multiple comparisons from Post Hoc test where the mean difference between less than general secondary certificate and General secondary Certificate equals (1.286), and P-value (sig.) equals (0.049) which is smaller than the level of significance $\alpha=0.05$. Then, there exists a significant difference in attitudes toward organizational change between these two groups (Less than General secondary Certificate is greater than General secondary Certificate). Also, the mean difference between General Secondary Certificate and Bachelor or postgraduate Degree equals (-1.763), and P-value (sig.) equals (0.010) which is smaller than the level of significance $\alpha=0.05$. Then, there exists a significant difference in attitudes toward organizational change between these two groups (General secondary Certificate is smaller than Bachelor or postgraduate Degree).

Table (4.43): Post hoc comparisons for Education groups- Scheffe's Test

Educational Qualifications	Mean Difference	Sig.
Less than General secondary Certificate	General secondary Certificate	1.286 0.049*
	Diploma	0.129 0.984
	Bachelor or postgraduate Degree	-0.477 0.661
General secondary Certificate	Diploma	-1.157 0.120
	Bachelor or postgraduate Degree	-1.763 0.010*
Diploma	Bachelor or postgraduate Degree	-0.607 0.525

* The mean difference is significant at the .05 level

The lower attitudes among employees with general secondary certificate are probably because they have higher future expectations which were violated by the change in the RCMWU. By contrast employees who don't hold the GSC may have lower expectations and higher perceptions of change benefits. Regarding employees

who have university degrees, it is probable that they have higher perceptions about the change and hold a realistic view for its advantages, benefits, and impacts. These perceptions are reflected in the emotions and behavioural intentions of employees forming the general attitudes toward organizational change in the RCMWU. These findings are supported by Khalil (2003), Al-Blawi (2005), and Alanzi (2004) studies which found significant difference in employees' cognitive attitudes toward organizational change.

The profile of attitudes shows that the least experienced employees (less than 5 years) have the lowest percentage (45.5%) for positive attitudes toward organizational change. The most experienced employees (15 years and more) appear to have the highest percentage of positive attitudes toward organizational change. Table (4.44) further shows that there is no significant difference across the work experience variable. This finding is supported by Al-Blawi (2005), and Alanzi (2004) studies which found no significant difference in employees' cognitive attitudes toward organizational change depending on work experience. Khalil (2003) study doesn't support this finding.

Table (4.44): Cross tabulation and ANOVA for Work Experience of respondents

Experience/ yrs	Employee Attitudes Toward Organizational						ANOVA	
	Positive		Neutral		Negative		F	Sig.
	Number	Percent	Number	Percent	Number	Percent		
Less than 5	5	45.5%	0	0.0%	6	54.5%	1.729	0.167
5 – less than 10	13	68.4%	0	0.0%	6	31.6%		
10 – Less than 15	14	70.0%	1	5.0%	5	25.0%		
Greater than or Equals 15	31	81.6%	0	0.0%	7	18.4%		

Table (4.45) shows that every manager of department has positive attitudes toward organizational change. However, it is understood that only one out of three in chief of division and head of section levels have positive attitudes toward organizational change. Table (4.45) further shows that there is no significant difference across the occupation level variable. This finding is supported by Al-Blawi (2005), and Alanzi (2004) studies which found no significant difference in employees' cognitive attitudes toward organizational change depending on occupation level. Khalil (2003) study doesn't support this finding.

Table (4.45): Cross tabulation and ANOVA for Occupation Level of respondents

Occupation	Employee Attitudes Toward Organizational						ANOVA	
	Positive		Neutral		Negative		F	Sig.
	Number	Percent	Number	Percent	Number	Percent		
Operator & Technician	45	73.8%	1	1.6%	15	24.6%	2.715	0.050
Office Employee	11	68.8%	0	0.0%	5	31.3%		
Head & Officer	2	33.3%	0	0.0%	4	66.7%		
Department Manager	5	100.0%	0	0.0%	0	0.0%		

Table (4.46) summarizes the results of hypotheses testing.

Table (4.46): Hypotheses Testing Results

Hypotheses	Testing	Explanation ($\alpha=.05$)
Hypothesis 1a (H1a): There is a significant relationship between internal locus of control and ATOC.	Accepted	$r=0.196$ $p=0.033$
Hypothesis 1b (H1b): There is a significant relationship between self-efficacy and ATOC.	Accepted	$r=0.557$ $p=0.000$
Hypothesis 2 (H2): There is a significant relationship between threat appraisal and ATOC.	Rejected	$r=-0.130$ $p=0.114$
Hypothesis 3a (H3a): There is a significant relationship between Management Support and ATOC.	Accepted	$r=0.549$ $p=0.000$
Hypothesis 3b (H3b): There is a significant relationship between Participation and ATOC.	Accepted	$r=0.420$ $p=0.000$
Hypothesis 3c (H3c): There is a significant relationship between Quality of Information and ATOC.	Accepted	$r=0.439$ $p=0.000$
Hypothesis 4a (H4a): There is a significant relationship between perception of Change Politics and ATOC.	Rejected	$r=-0.030$ $p=0.391$
Hypothesis 4b (H4b): There is a significant relationship between organizational support and ATOC.	Accepted	$r=0.570$ $p=0.000$
Hypothesis 4c (H4c): There is a significant relationship between group cohesion and ATOC.	Accepted	$r=0.279$ $p=0.004$
Hypothesis 5a (H5a): There are statistical significant differences in employee ATOC	Accepted	$F=3.860$ $P=0.012$

depending on age.		
Hypothesis 5b (H5b): There are statistical significant differences in employee ATOC depending on scientific qualifications.	Accepted	R=4.139 P=0.009
Hypothesis 5c (H5c): There are statistical significant differences in employees ATOC depending on work experience.	Rejected	F=1.729 P=0.167
Hypothesis 5d (H5d): There are statistical significant differences in employees ATOC depending on occupation level.	Rejected	F=2.715 P=0.050

4.7 Multiple Regression Analysis

The multiple regression analysis was conducted using the stepwise regression method. In this method each variable is entered in sequence and its value assessed. If adding the variable contributes to the model then it is retained, but all other variables in the model are then re-tested to see if they are still contributing to the success of the model. If they no longer contribute significantly they are removed. Thus, this method ends up with the smallest possible set of predictor variables included in the model. An advantage of using this method is that it results in the smallest number of predictors in the model when there is large number of variables (Brace, Kemp, & Snelgar, 2000).

R is a measure of the correlation between the observed value and the predicted value of the dependent variable. In this study, this would be the correlation between the attitudes toward organizational change reported by employees and the levels predicted for these attitudes by the four predictor variables. R Square (R²) is the square of this measure of correlation and indicates the proportion of the variance in the dependent variable which is accounted for by the model. The significance of R² is determined by the F-test, which is the same as testing the significance of the regression model as a whole. If the probability of obtaining a large value of (F) < 0.05 then the model would be considered to be significantly better than would be expected by chance and it can be concluded that there is a linear relationship between the dependent variable and the independent variable. Before conducting the multiple regression, assumptions of the Regression Model (Ordinary Least Squares (OLS) Assumptions) were tested and found satisfied (Appendix F).

Stepwise Multiple Regression with attitudes toward organizational change as the dependent variable indicates that only four independent variables, organizational

support, self-efficacy, quality of information, and threat appraisal, contributed significantly toward attitudes toward organizational change at the 0.05 level of significance. The prediction model indicated that 52.0% of the variation in "Attitudes toward organizational change in the RCMWU" is explained by organizational support, self-efficacy, quality of information, and threat appraisal. Table (4.47) shows the model summary

Table (4.47): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721(a)	0.520	0.497	0.94244

Analysis of Variance for the regression model assesses the overall significance of the model. As $p < 0.05$, the model is significant. Table (4.48) shows the ANOVA for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable "Attitudes toward Organizational change in the RCMWU" and all of the independent variables: organizational Support, self-efficacy, quality of information, and threat appraisal.

Table (4.48): Analysis of Variance for the regression model

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	79.939	4	19.985	22.501	0.000
Residual	73.720	83	0.888		
Total	153.659	87			

The Standardized Beta Coefficients give a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable. The t and Sig (p) values give a rough indication of the impact of each predictor variable – a big absolute t value and small p value suggests that a predictor variable is having a large impact on the criterion variable (Brace, Kemp, & Snelgar, 2000). Table (4.49) shows the regression coefficients and their P-values (Sig.).

The data analyses presented in Table (4.49) revealed that four variables organizational support $\beta = .378$, self-efficacy $\beta = .404$, quality of information $\beta = .238$, threat appraisal $\beta = .190$ significantly contributed to the model. Based on T-test, the most

significant variables is Self-Efficacy, followed by the Organizational Support, Quality of Information, and Threat Appraisal respectively.

Table (4.49): The Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.993	0.694		1.431	0.156
Organizational Support	0.305	0.073	0.378	4.192	0.000
Self-Efficacy	0.358	0.074	0.404	4.835	0.000
Quality of Information	0.193	0.070	0.238	2.740	0.008
Threat Appraisal	0.162	0.072	0.190	2.263	0.026

The regression equation:

Attitudes toward organizational change in the RCMWU = 0.993 + 0.305 * (Organizational Support) + 0.358 * (Self-Efficacy) + 0.193 * (Quality of Information) + 0.162 * (Threat Appraisal).

The explanatory power of the study model is comparable and exceeded that of Jung (2003). In Jung (2003) study, the independent variables (positive affect, negative affect, perceived organizational support, perception of co-workers, participation and quality of information) explained significant variance accounting for 42% of the variation in job satisfaction and 50% of the variation in affective commitment.

Also, Durmaz (2007) study model of eleven independent variables significantly predicted officer attitudes toward organizational change (R²=.448). The study revealed that receptivity to change (B=.243) was the most influential variable in predicting officer attitude, while (commitment to organization) and demographic variables were not significant contributors in predicting officer attitude. The Officer Attitude Model (without demographics) developed by the study explains 43.7% of variance in officer attitudes.

Self-efficacy: Self-efficacy involves the individual's perception that he or she possesses the skills necessary to execute the required response (Judge et al., 1999). Individuals who judge themselves as incapable of coping with organizational change demands will magnify the severity and difficulty of the change. Such preoccupation with personal ineffectiveness elevates arousal which creates stress and impairs

performance. In contrast, high self-efficacy will divert attention to the demands of the situation and initiate greater effort to succeed (Bernerth, 2004).

The predictor role of change self-efficacy in this study is supported by the Herold and Fedor (1998) study which argued that domain-specific individual differences have greater potential to explain variance in the investigation of domain-specific attitudes or behaviors.

Perceived organizational support refers to employees' perception that the organization values their contribution and cares about their well-being. This perception of organizational support should trigger feelings of affect towards the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Perceived organizational support is highly relevant to performance in fixed pay contexts where exerting effort to attain high level of performance is a prime way to release felt obligation towards a supportive organization (Pazy & Ganzach, 2006).

The study finding is supported by Armstrong-Stassen (2001) study which examined the relationships between perceived organizational support and change processes (i.e., coping strategies toward organizational change). The study found that perceived organizational support at the initial phase of the organizational change played an important role in how organizational members appraised the situation and how they chose to cope when the organizational change actually took place.

Quality of information focuses on information exchanged or the quality and reliability of the information. Perceived high quality of information might provide the rationale for change and persuasive messages to encourage cooperation with the change. Also, perceived high quality of information could reduce employee uncertainty about the change, and make the change more acceptable emotionally (Qian & Daniels, 2008).

The role of change communication as a predictor of attitudes toward organizational change is supported by Durnmaz (2007) and jung (2003) studies which found communication as predictor for attitudes toward organizational change.

Threat appraisal is defined as individual's concerns over future negative or harmful losses. Threat appraisals are related to both affective and intentional employee reactions toward organizational change (Fugate, Prussia, & Kinicki, 2010).

The interference of threat appraisal with other predictors should be tackled cautiously. According to threat-rigidity theory, individuals are likely to narrow their

search for and use of information when they face threatening situations. As a result, they are likely to generate narrow set of behavioral options and tend to resort to well-learned responses instead of untried responses (Zhou et al., 2008). A specific relationship between self-efficacy and threat appraisal was noted by Ozer and Bandura (1990). They noted that people high in self efficacy do not suffer from disturbing cognitions.

4.8 Summary

Employee hold positive attitudes toward organizational change in the RCMWU with average mean of (6.67). The cognitive dimension of employee was mixed (ambivalent) which elicited moderate positive emotions, which in turns contributed to passive positive intentions of giving in, complying with, agreeing, and accepting.

The regression model of four independent variables significantly predicts employee attitudes toward organizational change ($R^2=0.520$). Four variables significantly contributed to the model: organizational support, self-efficacy, quality of information, threat Appraisal. Self-efficacy ($B=0.358$) was the most significant variable in predicting officer attitude.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the conclusions of findings, and the recommendations of the present study will be discussed.

5.2 Conclusions

This study provided understanding for Attitudes toward organizational change along its three dimensions. The role of emotions in understanding reactions to organizational change was emphasized. Empirical evidence was provided to support the conceptual model that simultaneously linked the content, process, context of change, and the personality traits with attitudes toward organizational change. The conceptual model adapted and tested in this study, was supported to a great extent by the research findings. The study model explained 52.0% of variance in employee attitudes. The predictors found in this study are self-efficacy, organizational support, quality of information, and threat appraisal. Manipulating these predictors may cause employees to support or resist the change. Therefore, these findings are essential to manage change programs. Further conclusions are the follows:

5.2.1 The Cognitive Dimension

1. Employees hold positive attitudes toward organizational change in the coastal municipalities water utility regional office of Rafah city with average mean of (6.67). As attitudes are widely accepted as antecedents for behavior, it is concluded that employees would show supportive behavior.
2. Employees experience a mix of both positive and neutral beliefs (ambivalent cognition). The scores of the three dimensions of perceived organizational change (change schema) were as follows: Salience, (5.77); Valence, (7.10); Impact, (7.25). Employees believe that change benefits all employees and would increase work efficiency, but they don't anticipate work improvements on the department level or alteration of the way they do their work. As a result, their beliefs about the change were contradicted on the cognitive level. This is due to inadequate change communication (especially formal communication), vague change message, low change participation, and limited change knowledge and experience.

3. Employees low change salience means that they perceive small discrepancy between the actual and the targeted state, which in turns increases their satisfaction with the current state and decreases their desire to participate in the organizational change.
4. Employees neutral change valence indicates that they perceive the high topic of the change as a mean to rehabilitate the deteriorated performance of water service, and to bring benefits to all employees, but they don't have enough perception about change details.
5. Employees believe that change has low impact on them or on their departments. They tend to shift the responsibility for efficiency improvement to the organization-wide level.

5.2.2 The Affective Dimension

1. Employees hold moderate (pleasant and high activation) emotions of happiness, excitement, relieved, and hopeful, mean (6.07). So, it can be concluded that employees appraise the outcome of change event as positive and activate their pleasant feelings.
2. Employees hold low (unpleasant and high-activation) emotions, mean (2.87). It is concluded that they perceive low impact of change on their jobs. Respondents' weakest feelings of fear were indication that they perceive the non threatening nature of the change.

5.2.3 The Intentional dimension

1. Employees intend to support the organizational change, mean (6.26), passively by complying with, and showing acceptance of change. These moderate supportive intentions are due to the ambivalent cognitions and moderate positive emotions and their interactions which led to such emotions.
2. Employees don't believe that intentions to resist are the right reaction to do regardless of the ambivalent cognitions, mean (2.75). Employees state low intentions to try to modify change; these intentions are avoidance strategy to prevent what they believed wrong or bad things from happening.

5.2.4 Personality Attributes

1. Employees recognize themselves as active agents and have control over their personal successes. It is concluded that employees would continue to engage in

activities that would reinforce their beliefs that their behaviors affected subsequent consequences.

2. Employees perceive themselves as possessing the skills necessary to execute the required change. Because of this high self-efficacy, employees would divert their attention to initiate greater effort to succeed.

5.2.5 Change Content

1. Employees anticipate low future harmful losses associated with the organizational change. This is because change in the RCMWU did not lead to job or financial losses due to guarantees provided by the public sector of the Palestinian National Authority. Employees show greater concern about threat to personal job opportunities within the RCMWU. Perhaps employees had higher expectations about possible new opportunities for their jobs.

5.2.6 Change Process

1. Employees perceive high level of top management support to the organizational change. They believe that the implemented organizational change matches the priorities of senior managers but they were not sure about the actions taken by the top management to support the change. It is concluded that top management support was contingent.
2. Employees perceive low change participation during the organizational change. However, employees didn't show the capability to involve or to provide real input for future decisions. It is concluded that change participation wouldn't hold critical role for employees to support change.
3. Employees perceive low quality of change information. The level of formal communications was not appropriate because it did not provide employees with adequate and timely feedback during the change. Though employees are unable to assure the level of informal communication, it approaches the positive limit which implies that there was informal communication up to certain level which helped providing some change related information.

5.2.7 Change context

1. Employees perceive low level of change politics. The restructuring process was not influenced by negative internal political activities of individuals or groups. It is concluded that the change governance was appropriate.
2. Employees perceive low organizational support. They perceive fair organizational procedures in the utility as it is willing help them perform their job. They are not sure about the extent to which the utility values their contribution. Employees disagree about supervisor support, favorable rewards, and job conditions. These findings indicate that utility management is much concerned about the physical settings of work to achieve higher performance, and pay less attention to the human factor.
3. Employees perceive high group cohesion. They indicate trust, cooperative, and friendship behaviors among their group members denoting high level of cohesion. Employees felt their co-workers can help them in their tasks when needed by sharing knowledge and expertise. This would influence positively their supportive reactions to the change.

5.2.8 Hypotheses of Association

1. There exists a significant positive relationship between each of the following variables (Change self-efficacy, Management support, Participation, Quality of information, Organizational support) and employee attitudes toward organizational change in general. Also, these variables are correlated with the cognitive, affective, and intentional dimensions of attitudes toward organizational change.
2. There exists a significant relationship between (threat appraisal- negative relationship, and group cohesion- positive relationship) and both the affective and intentional attitudes toward organizational change. Employees who perceive lower change threats and higher group cohesion have more positive attitudes toward organizational change.
3. There exists a significant positive relationship between self-efficacy and cognitive attitudes toward organizational change. Employees with higher self-efficacy would hold more positive cognitive attitudes toward organizational change.
4. There is insignificant relationship between perception of Change Politics and employee attitudes toward organizational change in the RCMWU. Perhaps the

expected negative correlation of change politics with attitudes toward organizational change wasn't occur because employees and management are striving toward the same goals in a nonthreatening change, so the impact of perception of politics on attitudes was lessened.

5.2.9 Hypotheses of Difference

1. There exists a significant difference in attitudes toward organizational change across the age variable. Employees in their twenties hold lower attitudes than employees in their forties because they prefer stable job conditions and don't seek work disturbances.
2. There exists a significant difference in attitudes toward organizational change across the education variable. Employees who hold the general secondary certificate have lower attitudes than university graduates and those who don't hold the GSC are probably because they could have higher future expectations which were violated by the change.

5.3 Recommendations

Empirical evidence supported the influence of change self-efficacy, quality of information, organizational support, and threat appraisal on employee attitudes toward organizational change. Consequently, to attain supportive attitudes and behaviors to the organizational change, the RCMWU should boost the employees' self-efficacy, provide effective communication and high quality of information, show that organization care about its employees, and reduce the uncertainty accompanied by the organizational change. The following are major recommendations to attain supportive employee attitudes toward organizational change in the RCMWU:

1. It is recommended that management provide adequate change communication (especially formal communication). Change communication should be viewed from both cognitive and affective dimensions. Open communication could be the key to enhance other predictors in the model. Change communication should be used carefully to build positive attitudes toward organizational change.
2. Change message should communicate five key components: Self-efficacy that builds confidence in a group's ability to successfully implement the change. 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.

3. Emotions should be used in the change message through five methods: the use of metaphor for symbolic realities and emotionally connotative words of success in the core messages about the change, the use of pictures, slogans, color in packaging the change messages, the emphasis on the credible, fair, likeable characteristics of the change leaders while they interact with their employees, and considering cohesive group and ceremonies as preferred setting in which communication takes place.
4. Top management is recommended to further show its support to change by encouraging employees to embrace change, exerting all possible support, and show senior managers commitment to change.
5. It is recommended that top management expand the bottom up communication, and to involve only employees who have potential capability to influence the change process or to provide real input for future decisions.
6. As a personal extension of the organization, supervisors are recommended to show employees that the utility values their contribution. The management should provide its attention to the human factor through favorable rewards, and better job conditions.
7. The insignificant relation of Change Politics with attitudes toward organizational change isn't an indication for tolerable political practices. This is specific for non threatening change that has benefits to all employees and has organizational governance setup.
8. It is recommended that future studies research the following:
 - It is recommended that future studies be conducted longitudinally in different time intervals to reveal the causal relationships among the independent variables and attitudes toward organizational change.
 - Future research should study the relations between the predictors, and the possible mediation between these predictors and attitudes toward organizational change.

- It is highly recommended that future research explore the RCMWU employees' behaviors after the completion of change and link it to employee attitudes toward organizational change revealed by this study.

9. The following are suggested titles for future research in the Palestinian context:

- The Influence of Attitudes toward Organizational Change on Employee Performance.
- The Role of Change Message in Creating Readiness to Change.
- The Role of Middle Managers in Sustaining the Organizational Support during Times of Change.

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APPENDICES

APPENDIX A
THE QUESTIONNAIRE
ARABIC VERSION- ENGLISH VERSION



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

استبانة دراسة

" اتجاهات الموظف نحو التغيير التنظيمي في مصلحة مياه بلديات الساحل "

الأخ الكريم ... حفظه الله

تحية طيبة وبعد،

يُجري الباحث ضمن برنامج ماجستير إدارة الأعمال بالجامعة الإسلامية بحثاً حول اتجاهات الموظف نحو التغيير التنظيمي في مصلحة مياه بلديات الساحل الذي شمل الهيكلية والاختصاصات والإدارة العليا ومكان العمل نتيجة تحول خدمة المياه من مزود الخدمة السابق (دائرة مياه بلدية رفح) إلى مزود الخدمة الجديد (مصلحة مياه بلديات الساحل فرع رفح). ونظراً لأهمية العامل البشري في نجاح أو فشل التغيير التنظيمي، فإن هذه الدراسة تهدف لفهم اتجاهات الموظف نحو هذا التغيير والعوامل المؤثرة فيها.

لذا أرجو منكم تخصيص بضع دقائق من وقتكم لتعبئة الاستبانة المرفقة بما ترونه مناسباً حيث يشكل هذا الاستبيان جزءاً هاماً من الدراسة التي يقوم بها الباحث. إن نتائج هذه الاستبيان سوف تُجدول وتعرض ضمن بيانات مجمعة ولن يتم الإشارة إلى أي حالة بحد ذاتها. إن إجاباتكم سوف تعامل بسرية تامة ودون تحديد اسم وهوية الموظف كما أنها سوف تستخدم لأغراض البحث العلمي ولن يتم نشرها أو استخدامها لأغراض أخرى.

شاكراً جهودكم وحسن تعاونكم.

الباحث

محمد بدوي

الجزء الأول: البيانات الاجتماعية الديموغرافية

يرجى وضع إشارة (✓) في المربع المناسب.

1- العمر

- أقل من 30 عاما من 30 إلى أقل من 40 عاما
- من 40 إلى أقل من 50 عاما 50 عاما فأكثر

2- المؤهل العلمي

- أقل من ثانوية عامة ثانوية عامة
- دبلوم بكالوريوس فأعلى

3- سنوات الخدمة

- أقل من 5 سنوات من 5 إلى أقل من 10 سنوات
- من 10 إلى أقل من 15 سنة أكثر من 15 سنة

4- المسمى الوظيفي

- حارس مشغل وحدة
- فني موظف إداري
- رئيس شعبة رئيس قسم
- مدير

الجزء الثاني: يرجى اختيار الرقم الذي يناسبك من (1 = غير موافق بدرجة كبيرة جدا) إلى (10 = موافق بدرجة كبيرة جدا). كلما اقتربت الدرجة من 10 دل ذلك على الموافقة على العبارة بدرجة كبيرة، وكلما اقتربت الدرجة من 1 دل ذلك على عدم الموافقة بدرجة كبيرة.

م.	العبارة	الدرجة (1 - 10)
1. السمات الشخصية		
1-1 مركز الضبط: أسئلة هذا البند تشير إلى اعتقادك في الحياة بشكل عام وليس في العمل فقط		
مركز الضبط الداخلي		
1.	أستطيع أن أحقق الأهداف التي أضعها لنفسي	
2.	احصل على الأشياء التي أريدها عادة لأنني أعمل بجد من أجلها	
3.	هناك علاقة بين الأفعال التي أقوم بها والنتائج التي تليها	
مركز الضبط الخارجي / الحظ		
4.	إذا تعرضت لحظ سيء فإنني أفعل شيء ما تجاهه	
5.	احصل على الأشياء التي أريدها عادة لأنني محظوظ	
6.	لا أخطئ إلى مدى بعيد لأن العديد من الأشياء تتحول إلى مسألة حظ جيد أو سيء	
مركز الضبط الخارجي / أشخاص ذوي نفوذ		
7.	الأشياء الجيدة التي أحصل عليها يحددها على الأغلب أشخاص ذوي نفوذ	
8.	لن أحصل على مسؤولية قيادية ما لم أطلب مساعدة أشخاص في مواقع القوة	
9.	كثير من الناس ممن هم مثلي لديهم تأثير على المشرفين	
2-1 القدرة الذاتية		
1.	لا أتوقع أي مشاكل في التكيف مع العمل الذي أقوم به بسبب التغيير التنظيمي	
2.	اشعر أنني أستطيع التعامل مع هذا التغيير بسهولة	
3.	أستطيع أن أتعلم كل شيء يتطلبه هذا التغيير إذا أعطيته اهتمامي	
4.	اعتقد أنني لا أستطيع عمل بعض المهام التي يتطلبها هذا التغيير بشكل جيد	
5.	امتلك المهارات اللازمة لإنجاح التغيير التنظيمي	
6.	خبرتي السابقة تكسبني الثقة بأنني سأكون قادرا على الأداء الناجح بعد انجاز التغيير	

2. محتوى التغير - تقييم التهديد		
التغير التنظيمي في مصلحة مياه بلديات الساحل يشكل تهديدا للجوانب التالية:		
م.	العبرة	الدرجة (1 - 10)
1.	الأمن الوظيفي (تطوير خبرة ومهارات تناسب وظيفتي في المصلحة)	
2.	العلاقات مع الزملاء	
3.	العلاقات مع المشرفين	
4.	جاذبية الوظيفة (الصفات التي تجعل الوظيفة مرغوبة)	
5.	فرص التقدم الوظيفي في المصلحة	
6.	الراتب والمزايا المادية	
7.	ظروف العمل بشكل عام	
3. عملية التغير		
1-3 دعم الإدارة		
1.	الإدارة العليا لمصلحة مياه بلديات الساحل شجعتنا جميعا على أن نعتق التغير التنظيمي	
2.	لقد وضع أعلى صناع قرار في المصلحة كل دعمهم خلف هذا التغير	
3.	يوجد تأكيد من كافة المسؤولين الإداريين على أهمية التغير في المصلحة	
4.	أعتقد أننا ننفذ تغير لا يتطابق مع أولويات الإدارة العليا للمصلحة	
5.	كافة المسؤولين الإداريين في المصلحة ملتزمون بالتغير التنظيمي	
6.	أرسلت الإدارة إشارة واضحة بأن المصلحة سوف تتبنى تغيرات هيكلية تحسن الكفاءة	
2-3 المشاركة		
1.	بإمكاني أن أطرح أسئلة عن التغير التنظيمي في مصلحة مياه بلديات الساحل	
2.	بإمكاني أن أشارك في تنفيذ هذا التغير	
3.	لدي بعض السيطرة على التغيرات التي أقترحت	
4.	بإمكاني أن أساهم في القرارات التي تتخذ حول برامج المصلحة المستقبلية	
3-3 جودة المعلومات		
1.	المعلومات التي حصلت عليها حول التغير التنظيمي كانت في الوقت المناسب	

م .	العبارة	الدرجة (1 - 10)
2.	أجابت المعلومات التي حصلت عليها حول التغيير التنظيمي عن أسئلتني بشكل كاف	
3.	المعلومات التي تلقيتها حول التغيير التنظيمي ساعدتني في فهمه	
4.	أنا راضٍ تماماً عن المعلومات التي تلقيتها حول التغيير التنظيمي في المصلحة	
5.	الناس الذين يعرفون مجريات التغيير في المصلحة لا يشاركون المعلومات معي	
4. سياق التغيير		
1-4 السياسة في التغيير		
1.	يوجد مراكز قوى في مصلحة مياه بلديات الساحل تحصل دائماً على ما تريد	
2.	التغيير التنظيمي يخدم أهداف قلة من الأشخاص فقط وليس أقسام العمل أو كل المصلحة	
3.	المحسوبية وليست الجدارة هي التي تدفع الأشخاص إلى الأمام في هذه المصلحة	
4.	أحقق أهدافي في المصلحة إذا كنت أعرف الشخص المناسب الذي ألتجأ إليه لتحقيقها	
2-4 الدعم التنظيمي للعاملين		
1.	المصلحة مستعدة لأن تستخدم إمكانياتها لمساعدتي في أداء عملي بأفضل قدراتي	
2.	حتى لو قمت بأفضل عمل ممكن، فإن المصلحة لن تلاحظ ذلك	
3.	تهتم المصلحة بآرائني	
4.	تهتم المصلحة بالرضا العام لدي في العمل	
5.	تهتم المصلحة بصحتني وسعادتي	
3-4 تماسك المجموعة		
1.	من الصعب طلب المساعدة من الزملاء	
2.	هناك منافسة قوية بين الزملاء في دائرتني	
3.	لدي شك فيما إذا كان كل زملائي ذوي كفاءة كافية	
4.	لدي ثقة بزملائي	
5.	الاتصال بالزملاء في دائرتني سهل جداً	

5- اتجاهات الموظف نحو التغيير التنظيمي		
1-5 المكون الإدراكي		
م.م	العبارة	الدرجة (1 - 10)
دلالة التغيير		
1.	أرى فوائد محتملة في العمل للتغيير التنظيمي في مصلحة مياه بلديات الساحل	
2.	أعرف العلاقة بين هذا التغيير والأحداث الأخرى في هذه المصلحة	
3.	هذا التغيير يحسن رضاي عن وظيفتي	
معنى وأهمية التغيير		
4.	المعنى الواضح لهذا التغيير هو تحسين الكفاءة	
5.	التغيير له مزايا مادية لجميع الموظفين	
6.	لدي ثقة كاملة بالتغيير التنظيمي في مصلحة مياه بلديات الساحل	
أثر التغيير		
7.	هذا التغيير يحسن الطريقة التي تعمل بها هذه الدائرة	
8.	هذا التغيير أثر على طريقتي في العمل	
9.	هذا التغيير أثر على طريقتنا (أنا وزملائي) في العمل	
2-5 المكون الوجداني		
المكون الوجداني الإيجابي		
1.	عندما أفكر بالتغيير في مصلحة مياه بلديات الساحل أشعر بالسعادة	
2.	عندما أفكر بهذا التغيير أشعر بالحماس	
3.	عندما أفكر بهذا التغيير أشعر بالارتياح	
4.	عندما أفكر بهذا التغيير أشعر بالأمل	
المكون الوجداني السلبي		
5.	عندما أفكر بهذا التغيير أشعر بالحزن	
6.	عندما أفكر بهذا التغيير أشعر بالغضب	
7.	عندما أفكر بهذا التغيير أشعر بالخوف	
8.	عندما أفكر بهذا التغيير أشعر بالإحباط	

3-5 المكون السلوكي: أنوي التصرف تجاه التغيير التنظيمي في مصلحة مياه بلديات الساحل بأن:		
م.	العبارة	الدرجة (1 - 10)
مكون النوايا السلوكية الإيجابية		
1.	اقترح طرق لتنفيذ التغيير التنظيمي في مصلحة مياه بلديات الساحل	
2.	أشجع الآخرين على جعل هذا التغيير فعال	
3.	اعبر بدون تردد عن رأيي حول فوائد هذا التغيير	
4.	أتجاوب مع التغيير التنظيمي	
مكون النوايا السلوكية السلبية		
5.	أشجع الآخرين على مقاومة تنفيذ التغيير التنظيمي	
6.	أعارض تنفيذ هذا التغيير	
7.	اقترح أن لا يشارك الآخرون في هذا التغيير	
8.	أحاول أن أعدّل التغيير التنظيمي عند تنفيذه	

شكرا لجهودكم وحسن تعاونكم ...

**EMPLOYEE ATTITUDES TOWARD ORGANIZATIONAL CHANGE IN THE
COASTAL MUNICIPALITIES WATER UTILITY**

Part One: Tick \surd in the box that reflects your answer

1- Age

- | | |
|--|--|
| <input type="checkbox"/> Less than 30 yrs | <input type="checkbox"/> From 30 to less than 40 yrs |
| <input type="checkbox"/> From 40 to less than 50 yrs | <input type="checkbox"/> 50 yrs and more |

2- Educational Qualifications

- | | |
|--|--|
| <input type="checkbox"/> Less than General secondary Certificate | <input type="checkbox"/> General secondary Certificate |
| <input type="checkbox"/> Diploma | <input type="checkbox"/> Bachelor or postgraduate Degree |

3- Work experience

- | | |
|--|---|
| <input type="checkbox"/> Less than 5 yrs | <input type="checkbox"/> From 5 to less than 10 yrs |
| <input type="checkbox"/> From 10 to less than 15 yrs | <input type="checkbox"/> 15 yrs and more |

4- Occupation level

- | | |
|--|--|
| <input type="checkbox"/> Well Guard | <input type="checkbox"/> Unit Operator |
| <input type="checkbox"/> Technician | <input type="checkbox"/> Staff member |
| <input type="checkbox"/> Chief of the Division | <input type="checkbox"/> Officer of Unit |
| <input type="checkbox"/> Manager of Department | |

Part Two : Choose the number that reflects your answer (1=Strongly Disagree, 10 = Strongly Agree)

No.	Statement	1 – 10
1. Personality Traits		
1.1 Locus of Control		
Internal Locus of Control		
1.	I can much often accomplish whatever I set out to accomplish	
2.	When I get what I want, it is usually because I worked hard for it	
3.	What happens for me depends on my actions	
External Locus of Control/ Luck		
4.	Often I should do something to protect my personal interest from bad luck happenings (R)	
5.	When I get what I want, it is usually because I'm lucky	
6.	I don't plan too far ahead because many things turn out to be a matter of good or bad fortune	
External Locus of Control/ Powerful Others		
7.	Good things happen in my life are mostly determined by powerful people	
8.	I will not be given leadership responsibility without appealing to those in positions of power	
9.	People like myself have influence on their supervisors (R)	
1.2 Self-Efficacy		
1.	I do not expect any problems adjusting to the work I have because of this change in the CMWU	
2.	I feel I can handle this change with ease	
3.	When I set my mind to it, I can learn everything that will be required by this change	
4.	There are some tasks that are required by this change I don't think I can do well (R)	
5.	I have the skills that are needed to make this change work	
6.	My past experience makes my confidence that I will be able to perform successfully after this change is made.	
2. Change Content		
2.1 Threat Appraisal		

Due to the change, to what extent do you feel that each of the following is THREATENED		
1.	Job security	
2.	Relationships with your coworkers	
3.	Relationships with your supervisor	
4.	Desirability of your job (i.e., aspects you like)	
5.	Personal job opportunities within your organization	
6.	Your pay and benefits	
7.	Your general working conditions	
4. Change Process		
4.1 Management Support		
1.	The CMWU top management has encouraged all of us to embrace these changes.	
2.	Our utility's top decision-makers have put all their support behind this change.	
3.	Every senior manager has stressed the importance of change.	
4.	I think we are implementing change that doesn't match senior managers' priorities. (R)	
5.	This organization's senior managers are committed to such changes.	
6.	Management has sent a clear signal that the organization will adopt structural changes that will improve efficiency	
4.2 Participation		
1.	I was able to ask questions about this change.	
2.	I was able to participate in the implementation of this change.	
3.	I had some control over the changes that were proposed.	
4.	I could have input into the decisions being made about organization future programs.	
4.3 Quality of Information		
1.	The information I received about the organizational change was timely.	
2.	The information I received about such changes has adequately answered my questions.	
3.	The information I received about such changes helped me understand the change.	

4.	I am thoroughly satisfied with the information I receive about changes at the utility	
5.	The people who know what's going on at here do not share information with me. (R)	
3. Change Context		
3.1 Change Politics		
1.	There is an influential group that always gets their way in this organization.	
2.	Organizational change only serves the purposes of a few individuals, not the work unit or utility as a whole.	
3.	In this utility favoritism, not merit gets people ahead.	
4.	I can usually get what I want around here if I know the right person to ask.	
3.2 Organizational Support		
1.	The utility is willing to extend itself in order to help me perform my job to the best of my ability.	
2.	Even if I did the best job possible, the utility would fail to notice me. (R)	
3.	The utility cares about my opinion.	
4.	The utility cares about my general satisfaction at work.	
5.	The utility really cares about my well-being.	
3.3 Group Cohesion		
1.	It is difficult to ask help from my colleagues (R)	
2.	There is a strong rivalry between colleagues in my department (R)	
3.	I doubt whether all of my colleagues are sufficiently competent (R)	
4.	I have confidence in my colleagues	
5.	My department is very open	
5. Attitudes toward Organizational Change		
5.1 The Cognitive Component		
Change Salience		
1.	I can see the potential advantages of this change.	
2.	I know the relationships between this change and other events on this utility	
3.	This change seems likely to improve my satisfaction with my job.	

Change Valence		
4.	Efficiency improvement is the clear meaning of this change	
5.	Change has benefits to all employees	
6.	I have full confidence on change in the CMWU	
Change Impact		
7.	This change is improving the way this department works.	
8.	This change affects my way of doing things.	
9.	This change affects the way we (I and my colleagues) do things here.	
5.2 The Affective Component		
Positive Affect		
1.	When I think about change in the CMWU I feel happy.	
2.	When I think about this change I feel excited.	
3.	When I think about this change I feel relieved.	
4.	When I think about this change I feel hopeful.	
Negative Affect		
5.	When I think about this change I feel sad (R)	
6.	When I think about this change I feel angry (R)	
7.	When I think about this change I feel frightened (R)	
8.	When I think about this change I feel frustrated (R)	
5.3 The Intentional Component		
Positive Intentions		
1.	I intend to suggest ways in which to carry out this change	
2.	I intend to encourage others to make this change effective	
3.	I intend to speak up about the advantages of this change	
4.	I intend to comply to organizational change in the CMWU	
Negative Intentions		
5.	I intend to encourage others to resist implementing this change (R)	
6.	I intend to oppose the implementation of this change (R)	
7.	I intend to suggest that others not participate in this change (R)	
8.	I intend to try to modify this change as it is implemented (R)	

Thanks a lot for participating!!

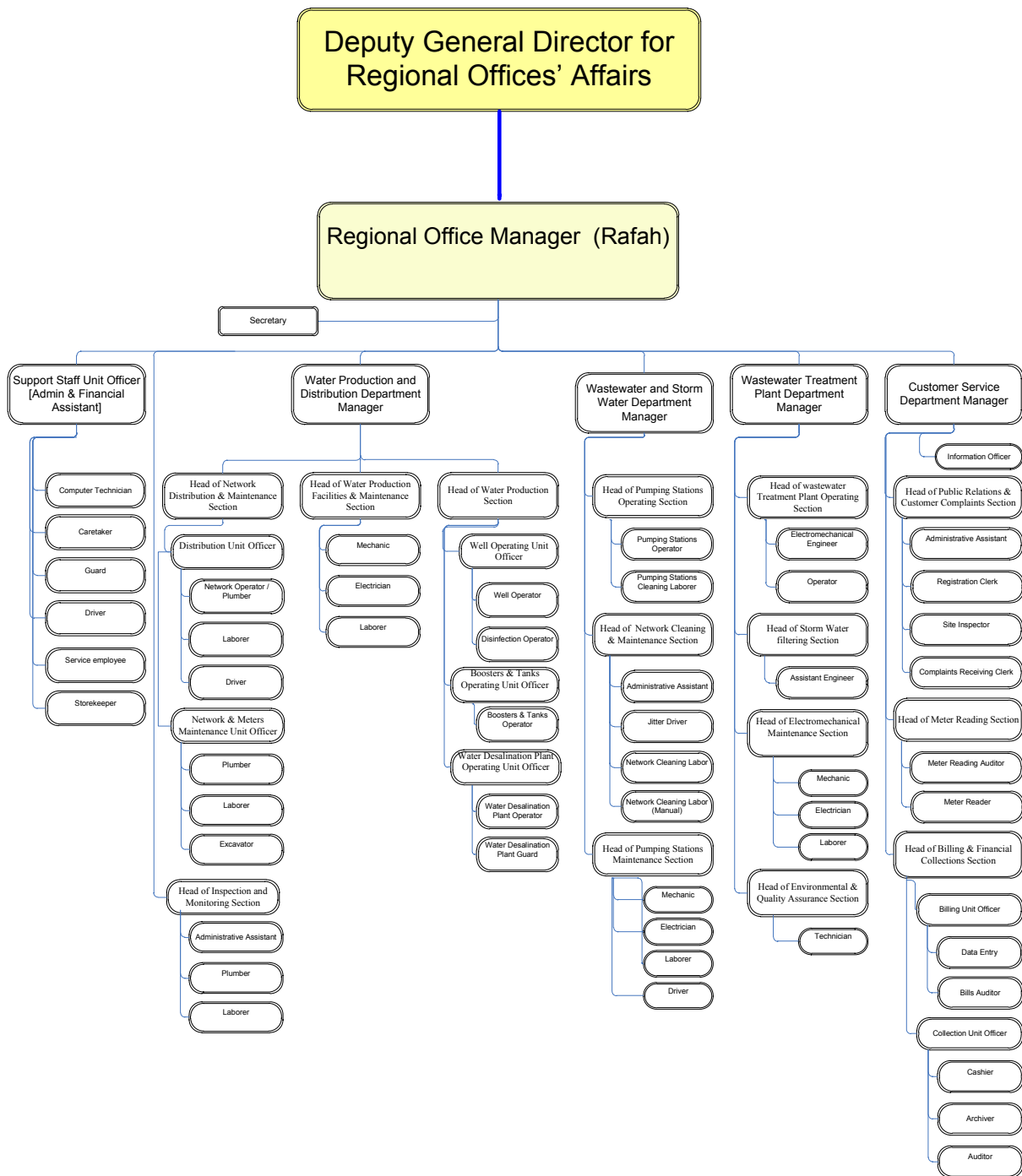
APPENDIX B
QUESTIONNAIRE REFEREES

REFEREES

1. Dr. Rushdi A. Wadi. Associate Professor, Marketing. The Islamic University- Gaza.
2. Dr. Sami A. Abu Al Roos. Assistant Professor, Human Resources. The Islamic University- Gaza.
3. Dr. Yousef A. Bahar. Assistant Professor, Organizational Behavior. The Islamic University- Gaza.
4. Dr. Sameer K. Safi. Associate Professor, Statistics. The Islamic University- Gaza.

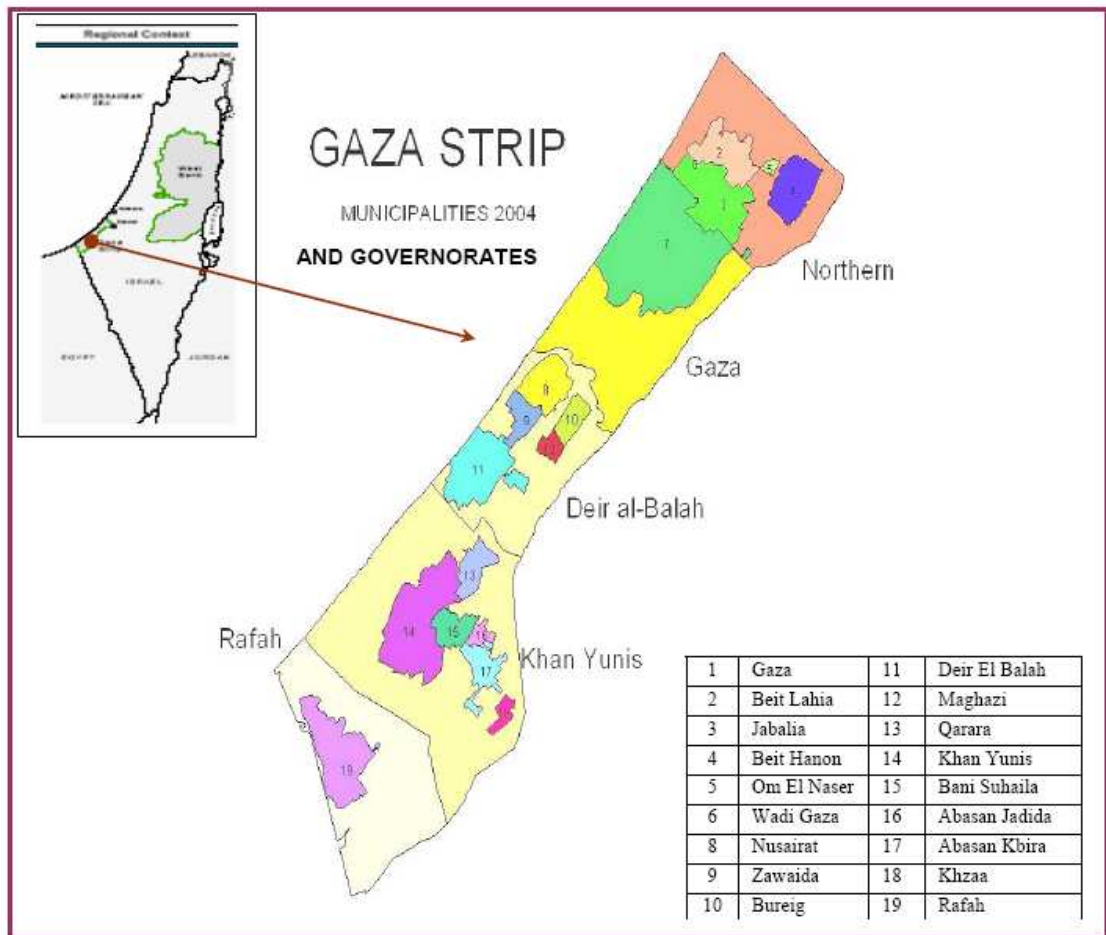
APPENDIX C

**ORGANIZATIONAL CHART OF THE COASTAL
MUNICIPALITIES WATER UTILITY-
REGIONAL OFFICE OF RAFAH CITY**



Source: The Coastal Municipalities Water Utility

APPENDIX D
MAP OF THE GAZA STRIP
RAFAH CITY



The Gaza strip Municipalities and Governorates.

Source (Mohammed, 2007)

APPENDIX E
EXTERNAL LOCUS OF CONTROL ANALYSIS

Field "External Locus of Control/ Luck ":

The mean of paragraph #3 "I don't plan too far ahead because many things turn out to be a matter of good or bad fortune" equals 4.56 (45.57%), Test-value = -5.74, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to this paragraph.

The mean of paragraph #1 "Often I should not do something to protect my personal interest from bad luck happenings" equals 6.14 (61.38%), Test-value = 0.54, and P-value = 0.294 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know) to this paragraph.

The mean of the filed "External LOC/ Luck" equals 4.96 (49.58%), Test-value = -7.42, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive (negative), so the mean of this field is significantly smaller than the hypothesized value 6. It is concluded that the respondents disagreed to field of "External LOC/ Luck".

Table (E.1): Mean and Test value for "External LOC/ Luck"

	Paragraph	mean	mean (%)	Test value	P-value	Rank
1.	Often I should not do something to protect my personal interest from bad luck happenings	6.14	61.38	0.54	0.294	1
2.	When I get what I want, it is usually because I'm lucky	4.22	42.16	-7.70	0.000*	3
3.	I don't plan too far ahead because many things turn out to be a matter of good or bad fortune	4.56	45.57	-5.74	0.000*	2
	External LOC/ Luck	4.96	49.58	-7.42	0.000*	

* The mean is significantly different from 6

Field " External Locus of Control / Powerful Others":

The mean of paragraph #3 "People unlike myself have influence on their supervisors" equals 6.14 (61.36%), Test-value = 0.53, and P-value = 0.297 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know) to this paragraph.

The mean of the filed "External LOC/ Powerful Others" equals 6.00 (60.00%), Test-value = 0.02, and P-value=0.492 which is greater than the level of significance $\alpha=0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. It is concluded that the respondents (Do not know) to this paragraph.

Table (E.2): Mean and Test value for "External LOC/ Powerful Others"

No	Paragraph	Mean	mean (%)	Test value	P-value	Rank
1.	Good things happen in my life are mostly determined by powerful people	5.72	57.24	-0.92	0.181	3
2.	I will not be given leadership responsibility without appealing to those in positions of power	6.13	61.25	0.46	0.325	2
3.	People do unlike myself have influence on their supervisors	6.14	61.36	0.53	0.297	1
	External LOC/ Powerful Others	6.00	60.00	0.02	0.492	

APPENDIX F
ORDINARY LEAST SQUARE ASSUMPTION
(MULTIPLE REGRESSION ANALYSIS)

ORDINARY LEAST SQUARE ASSUMPTIONS

1) The disturbances (Residuals) have constant variance

Figure (F.1) plots the standardized residuals versus fitted values. The plot shows that there is no systematic pattern (values are consistently spread out), and then It is concluded that the disturbances have constant variance.

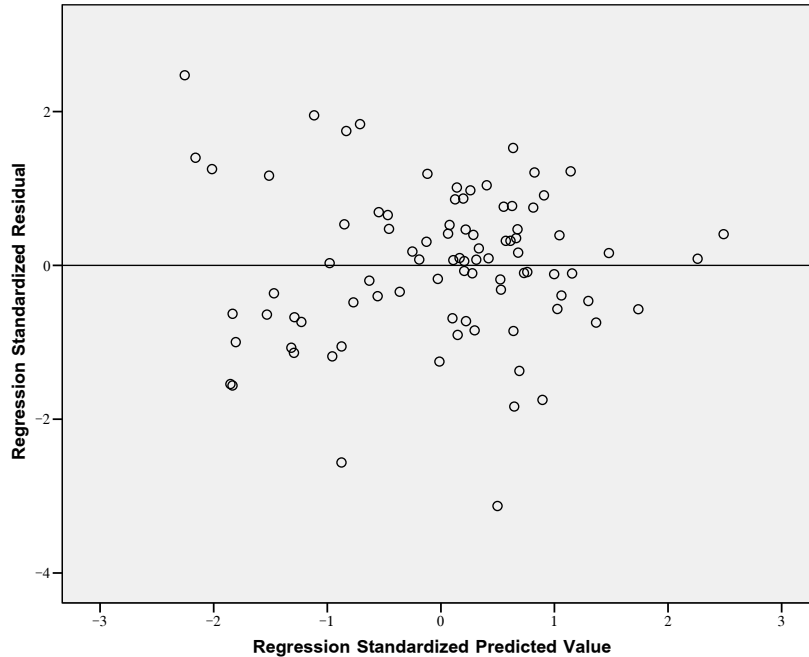


Figure (F.1): Standardized Residuals versus Fitted Values

2) The disturbances are normally distributed.

We use Normal Probability plot and Kolmogorov-Smirnov Test to check the assumption that the disturbances are normally distributed. Figure (F.2) shows the Normal Probability plot of the residuals. The plot shows that the points fall very close to the normal line, this means the residuals are normally distributed. In addition, The Sig. of Kolmogorov-Smirnov Test equals 0.105, which implies the residuals are normally distributed.

3) The disturbances are independent.

We use Durbin-Watson test to check if the disturbances are independent, the test statistic (DW) is scaled so that it is around 2 if no autocorrelation is present and near 0 if it is very strong.

DW= 1.914, by using Durbin-Watson table, $d_L=1.53$, $d_U = 1.74$, since DW is greater than d_U , It is concluded there is no autocorrelation.

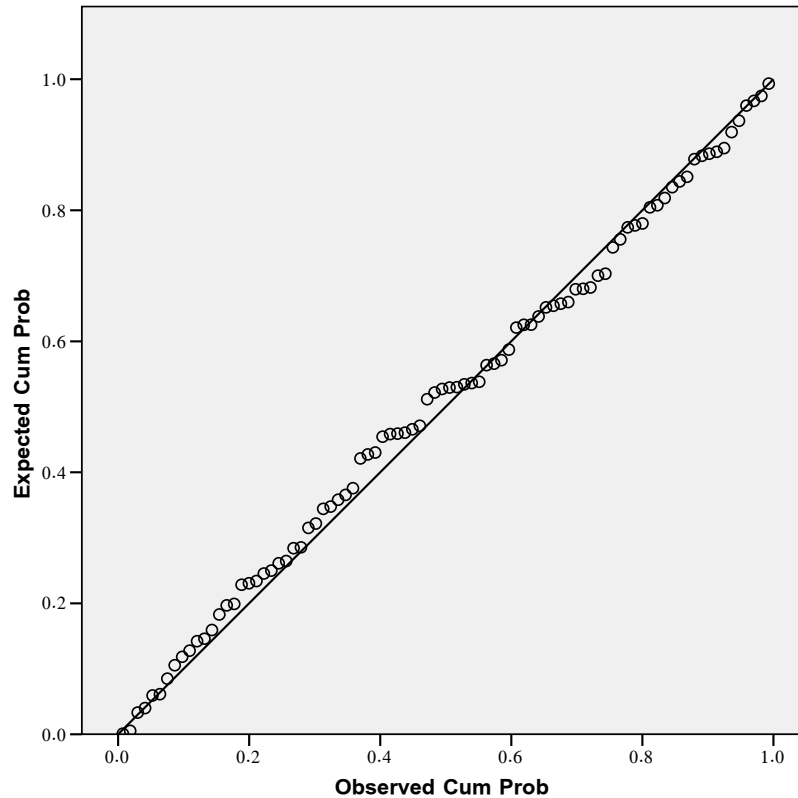


Figure (F.2): Normal P-P Plot of Regression Standardized Residual

4) Multicollinearity

The term multicollinearity describes the situation when a high correlation is detected between two or more predictor variables. Such high correlations cause problems when trying to draw inferences about the relative contribution of each predictor variable to the success of the model (Brace, Kemp, & Snelgar, 2000). We use Variance Inflation factor (VIF) to check the Multicollinearity among the independent variables. Multicollinearity exists if VIF is greater than 10 which indicate a strong relationship between predictor variables. Table (F.3) shows that the value of VIF for each independent variable is smaller than 10, so the problem of Multicollinearity does not exist.

Table (F.3): VIF results

Variable	Collinearity Statistic
	VIF
(Constant)	
Organizational Support	1.407
Self-Efficacy	1.206
Quality of Information	1.308
Threat Appraisal	1.221