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**Predicting Pro-Change and Anti-Change Behaviors: The Role
of Perceived Organizational Justice and Organizational
Identification in International Non-Governmental
Organizations**

التنبؤ بالسلوك القابل والسلوك الرفض للتغيير: دور العدالة التنظيمية والتماثل التنظيمي
في المؤسسات الدولية غير الحكومية

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

فَلْيَتَلَطَّفْ بِآيَاتِنَا الْعِزَّةِ الْمُنِيرَةِ
بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

صَدَقَ اللَّهُ الْعَظِيمُ

سُورَةُ الْمُجَادَلَةِ

DEDICATION

I lovingly dedicate this thesis to:

*My parents, for their endless love, support, and
encouragement throughout my life*

*My beloved wife for supporting me each step of
the way and for being a great source of motivation and
inspiration,*

*My son, who I see in my own fatherly eyes, will
become a man with a bright future*

And last but not least

My brother

My beautiful sisters

and To my siblings

*I dedicate this thesis to all who helped me succeed and
achieve my life long goals*

Thank you

To be frank

I could have not done it without you,

You are a window in which I can see my future

It is to you that I am forever grateful

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ABSTRACT

This research tries to predict the role of both organizational justice and organizational identification on the change behavior, i.e. pro-change and anti-change behaviors in international non-governmental organizations. This research surveyed the employees in UNRWA Gaza Field Office, with varied grades ranged from 7 to 20. A total of 230 questionnaires were distributed, and 200 were collected, with response rate of 87%.

The results of the research generally supported hypotheses that both organizational justice and organizational identification have their roles in predicting a pro-change behavior and anti-change behavior. The most important findings of the research are the following:

1. Employees claim that there is no distributive justice existed in UNRWA, and almost most of them consider the problem in the performance assessment system and financial incentives distribution. This leads to predict the anti-change behavior in UNRWA Field Office.
2. Employees feel confused toward procedural justice and they feel it does not play an effective role in predicting change behavior. Employees focus primarily on the adequacy and fairness of the rewards actually received when assessing change behavior and intention to support change within an organization.
3. There exists an interactional justice which can be used to predict change behavior due to personal dealings and how to provide explanations to employees.
4. Organizational identification predicts the anti-change behavior.
5. Personal characteristics have no effect on predicting change behavior.

The recommendations of the research focus mainly on UNRWA's managers to promote and consolidate the organizational justice and organizational identification concepts at the employees, to adopt a sound professional way in determining salaries and incentives, to improve organizational procedures and guidelines to be fair to all employees, to create a vision which brings together the beliefs, values and interests of the employees and to exhibit a trust in the employees to contribute to solving organizational problems, which in turn will build trust in management.

It is hoped that this research will introduce a new dimension within the change management sector in Gaza regarding the adoption and implementation of the surveyed human resource management.

ملخص الدراسة

هدف هذا البحث للنتبؤ بدور كلٍ من العدالة التنظيمية والتماثل التنظيمي على سلوك التغيير، وبمعنى آخر السلوك القابل والرافض للتغيير في المؤسسات الدولية غير الحكومية العاملة في قطاع غزة. لقد طُبِّق هذا البحث على الموظفين العاملين في مكتب غزة الإقليمي التابع لهيئة الأمم المتحدة لغوث وتشغيل اللاجئين الفلسطينيين، والذين تراوحت درجاتهم الوظيفية المختلفة بين الدرجة 7 حتى 20. تم توزيع 230 استبانة، وتم استرداد 200 استبانة بنسبة استجابة تعادل 87%. أظهرت نتائج البحث أنها تدعم بشكل عام الفرضيات المتعلقة بالعدالة التنظيمية والتماثل التنظيمي ودورهم في التنبؤ بالسلوك القابل أو الراض للتغيير. وكانت أهم النتائج في البحث على النحو التالي:

1. يعتقد الموظفون بوجود قصور في عدالة التوزيع في المؤسسة، ويعتبر أغلبهم أن المشكلة تكمن في نظام التقييم وتوزيع الحوافز المادية. وهذا بدوره ساهم في التنبؤ بالسلوك الراض للتغيير.

2. تباينت ردود العاملين حول وجود عدالة الإجراءات في المؤسسة، ويشعرون أنها لا تلعب دوراً فعالاً في التنبؤ بالسلوك القابل للتغيير. ولقد ركز الموظفون بشكل أساسي على ملاءمة إنصاف المكافآت التي يتم الحصول عليها فعلياً عند تقييم سلوك التغيير واعتزام دعم التغيير في المؤسسة

3. لعب كلا من عدالة التعاملات الشخصية وعدالة المعلومات دوراً بارزاً في التنبؤ بالسلوك القابل للتغيير ويرجع ذلك لطبيعة التعاملات الشخصية وأسلوب تقديم التعليقات والتوضيحات للعاملين.

4. يمكن للتماثل التنظيمي التنبؤ بالسلوك الراض التغيير ولا يمكنها التنبؤ بالسلوك القابل للتغيير.

5. كما أظهرت الدراسة أن الفروق الفردية الشخصية بين الموظفين ليس لها أي تأثير على الإطلاق في التنبؤ بالسلوك القابل أو الراض للتغيير.

وخرج البحث بمجموعة من التوصيات والتي ركزت بشكل مباشر على الإدارة بتعزيز وتوطيد مفاهيم العدالة التنظيمية والتماثل التنظيمي عند الموظفين، واستخدام طريقة أكثر مهنية لتحديد الرواتب والحوافز، علاوة على تطوير إجراءات المؤسسة وأنظمتها لتكون عادلة على جميع الموظفين، وأيضاً لتكوين رؤية تجمع ما بين معتقدات وقيم واهتمامات العاملين، إضافة إلى إظهار الثقة في الموظفين ومشاركتهم في حل مشاكل المؤسسة والتي تبني الثقة في التعامل مع الإدارة.

ومن المؤمل أن يقدم هذا البحث بعداً جديداً في مجال إدارة التغيير في قطاع غزة فيما يتعلق باعتماد وتنفيذ ممارسات إدارة الموارد البشرية التي شملها البحث.

Chapter One

The Research General Framework

Introduction

The Research Problem Statement

The Research Hypotheses

The Research Variables

The Research Objectives

The Research Importance

Introduction

Today, yesterday, several years ago, nothing remains as it is. Change is the nature of life. World is in change, technology is in change, management is in change, and everything goes to be changed eventually. In this changing world, or say, in the rapid changing world, modern organizations grow every year, every month, or even every day. These changes, with no doubt, will affect all sides of organizations; require organizations to change its vision, missions, values and strategies to develop over the changing world.

According to Peter Drucker, management is a timeless, human discipline and universal (Martin, 2011, p.1). Organizational change is any single action or set of actions that result in a shift in direction or process that affects the way the organization works. Change may affect the strategies an organization uses to carry out its mission, the processes for implementing strategies, the tasks and functions performed by the people in the organization, and the relationships between those people (Primer, 2000, p.1).

The term "Change Management" refers to a broad discipline of programs, processes and tools that drive organizational change. Change management can be defined as the utilization of basic structures and tools to control any organizational change effort. Change management's goal is to minimize the change impacts on workers and avoid distractions (Kotter, 2011). The area of change management also takes into account the management of the problem itself, management of people, and the area of professional practice as a whole that focuses on correcting problems and instituting change (Singh & Prasad, 2007). Every manager can think about change as he likes, but all experts, researchers and consultants agree that the major difficulty in change is to change the behavior due to employees change resistance, and many researches discuss this important point with full details.

To gain the best implementation of change, it is important to understand factors that create an employees' effective response to change (Fuchs, 2012, p.41). The first factor is "Organizational Justice (OJ)", which generally refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature (Baldwin, 2006). Organizational justice is concerned with how fair and equitable people view work place practices. (Schermerhorn et al, 2012, p.109). Organizational justice has the potential to create powerful benefits for organizations and employees alike. These include greater trust and commitment, improved job performance, more helpful citizenship behaviors, improved customer satisfaction, and diminished conflict (Cropanzano et al., 2008, p.34).

In respect to equity theory, OJ may enter social comparisons in four different ways: procedural justice, interpersonal justice, distributive justice and informational justice. (Jamaludin, 2009, p.52).

Besides OJ, the other main factor in predicting pro-change behavior is "Organizational Identification (OI)". Why many employees say "my organization" not "the organization"? Why some others think about the organization as their own organization, while others think the organization as none-related organization? This can be called organizational identification. Organizational identification can be defined as 'the perception of oneness with or belongingness to an organization among members is essential to the success of many organizations' (Jones & Volpe, 2010, p.1).

OI is an important field of research because there is a relationship between identification and commitment to the organization (Tompkins, 2005). Organizational identification is positively related to individuals' affective organizational commitment, job and organizational satisfaction, job involvement, organizational loyalty, occupational and work group attachment and extra-role behavior, and negatively related to individuals' intent to leave the organization (Jones & Volpe, 2010, p.16)

No doubt that since there is a change, there will be resistance to change or in other words there will be "Anti-change Behavior (ACB)"; and every manager looks deeply how to manage this resistance. If he identifies and manages resistance to change poorly, he can very quickly strangle his change program or, alternatively, slowly and unnoticeably starve it to death. Anti-change behavior or resistance to change can be defined as any attitude or behavior that indicates unwillingness to make or support a desired change. From this point, managers often view this as something that must "overcome" in order for change to be successful. To successfully deal with ACB, managers have to involve all possible ways (Schermerhorn et al., 2010, p.300).

However, "Pro-change" works in the different side of that, and this research will deeply look for the factors that "make" people engage in change-supportive behavior and if organizations are interested in having their employees exhibiting change-supportive behaviors (Fuchs, 2011).

UNRWA is a large international none-profit organization in Gaza, has about 11,000 employees with different backgrounds, and provides different services to Palestinian Refugees in Gaza. Recently, many employees claim that UNRWA's change is unreasonable, and others consider it as reasonable. Either this or that, the main operations center in UNRWA is Gaza Field Office, and any change here can be considered as the heart of any UNRWA's change. The research will discuss the

significant impact of both OI and OJ on change processes, and to determine the levels of OI and OJ which are one of the main determinants of the pro-change success.

The Research Problem Statement

As modern organizations expand into the growing global marketplace, the need to adapt to a changing environment is becoming over clearer (Demers, 2007). Much scholarly activity has tried to determine the key factors for such support for and resistance to change. To date, organizational scholars and change agents acknowledge the importance different types of organizational justice play in change interventions and it is seen as a key ingredient for employees' change support and low levels of resistance to change (Fuchs, p.556, 2011). This research will focus on the major factors that affect Pro-change and Anti-change Behaviors in the organization, and this will lead to how change management will take place to be more effective.

Consequently, the problem of this research can be formulated in the following statement: **“What is the role of Organizational Justice and Organizational Identification in Predicting Pro-change or Anti-change Behavior in International Non-Profit Organizations”**.

For better understanding of research problem, the following sub-questions were derived from the main question:

1. What are the expectations of none profit employees toward Change Management and how does it affect their Pro-change and Anti-change Behaviors?
2. What are the current contributions between the Organizational Justice, Organizational Identification and both Pro-change and Anti-change Behavior?

The Research hypotheses

The research hypotheses formulated in this research as follows:

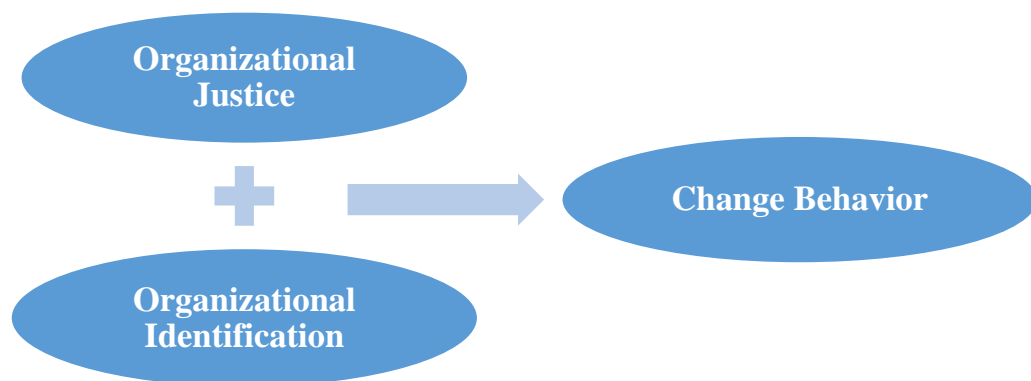
1. There is a significant statistical relationship at α 0.05 between Perceived Organizational Justice (distributive justice - procedural justice - informational justice - interpersonal justice) and Pro-change and Anti-change Behaviors.
2. There is a significant statistical relationship at α 0.05 between Organizational identification and Pro-change and Anti-change Behaviors.
3. There are significant statistical differences at α 0.05 in research sample responses toward Pro-change and Anti-change Behaviors due to the following personal characteristics (Age, Grade, and Tenure).

The Research Variables

In this research, different sets of variables are used, grouped under skills and general variables, as follows.

1. Dependent Variable: mainly, “Change Behavior”
 - a. Pro-change Behavior (PCB).
 - b. Anti-change Behavior (ACB).
2. Independent Variables
 - a. Organizational Justice (OJ) perceptions
 - i. distributive justice
 - ii. procedural justice
 - iii. interpersonal justice
 - iv. informational justice
 - b. Organizational Identification (OI).

Figure 1.1: Research Variables



Source: conceptual model articulated by the researcher

The Research Objectives

The following are the research objectives:

1. Enhance our understanding of organizational justice as identified in the organizational behavior literature.
2. Examine Organizational justice as an antecedent of organizational behavior and the impact of organizational identification on employees' attitudes and behavior.
3. Examine Organizational Identification as an antecedent of organizational behavior and the impact of organizational identification on employees' attitudes and behavior.
4. Recognize the level of change behavior in the none profit organizations and determine the positive and negative factors affecting it, and

5. Evaluate the level of employees' feelings toward organizational justice, organizational identification and change management process.

The Research Importance

The importance of the research comes from the following aspects:

1. Providing the administration of UNRWA with beneficial indicator of change behavior and with information about organizational justice and organizational identification; so the results will help them with a successful change management processes that will increase the level of pro-change behavior at employees,
2. To open a new era for the researcher himself as the compatibility with his professional aspiration, to develop the skills of a researcher at the research skills and to improve his job career,
3. To give a new research trends, that researchers and scholars may work on, and to discuss a new topics in change behavior, organizational identification, organizational justice and/or even some related topics,
4. Tries to add a new addition to the local studies that deal mainly with change behavior from Organizational Justice and Identification Perceptions, and these terminologies are considered as relatively rare topics in local and regional studies, and
5. Tries to increase the awareness of employees about the organizational justice perceptions, organizational identification, and how to manage change properly.

Chapter Two

Literature Review

Section One: Human Behavior and Change Management

Introduction

Human Behavior

Organizational Behavior (OB)

Elements of Organizational Behavior

Change Management

Approaches to Change Management

Resistance to Change

Reasons of Resistance to Change

Handling Resistance to Change

Pro/Anti Change Behavior

Section Two: Organizational Justice

Introduction

Conceptualisation of Organisational Justice

Importance and Roles of Organizational Justice

Dimensions of Organizational Justice and Their Effects

The Role of Organizational Justice in Encouraging Change Behavior

Section Three: Organizational Identification

Introduction

Conceptualisation of Organisational Identification

Importance and Roles of Organizational Identification

Dimensions of Organizational Identification and Their Effects

The Role of Organizational Identification in Encouraging Change Behavior

Section One

Human Behavior and Change Management

Introduction

In this challenging era, and in this changing world, organizational change suffers from too many challenges that limit the efficiency of change. Why to change? What is the benefit of this change? Many refusing actions appear when the change takes place. On the other hand, these changes have to take place; I should do my best to go on with this change, why others refuse this change, and many words in this agreed on this side of change.

This chapter presents a review of relevant literature. This chapter begins with the human behavior followed by organizational behavior. After that, it will continue with organizational justice and finally ends with organizational identification.

Human Behavior

A very complex topic to discuss with others, no matter how you try to discuss or even attempt an explanation of how and why we function the way we do! According to a few well-known psychologists, "Myers-Briggs" and "Keirsey" there are about sixteen distinct personality types, which define our personality. Moreover, somewhere mixed into all of this information they can tell us if we are either an extroverted or an introverted type of person (Moraski & Commander, 2001, p. 21).

To start with human behavior, first of all, the main question to ask is "what does behavior mean?" The behavior of an organism is that portion of the organism's interaction with its environment that is characterized by detectable displacements in space through time of some part of the organism and that results in a measurable change in at least one aspect of the environment (Tenenbaum & Driscoll, 2005, p.544).

This will lead to the concept of human behavior. Human behavior refers to the range of behaviors exhibited by humans and which are influenced by culture, attitudes, emotions, values, ethics, authority, rapport, hypnosis, persuasion, coercion and/or genetics (Olaitan, 2009, p.1). Others may define human behavior as: "Any act of an individual person which is considered human behavior is a reflection of his thoughts, feelings, emotions, sentiments whether conscious or not, which mirrors his needs, values, motivation, aspirations, conflicts and state of life" (Hulyo, 2011, p.1) .

Organizational Behavior

An organization can be defined as a group of people that together have a social arrangement to dispense tasks for a goal they all want to achieve (Schermerhorn et al., 2012, p.8). Also an organization can be defined as a collection of people who work together to achieve a wide variety of goals (George & Jones, 2011, p.1).

Anyway, when summarizing what an organization is, the result will be an organization is a system of two or more persons, engaged in cooperative action, trying to reach some purpose. Organizations are bounded systems of structured social interaction featuring authority relations, communication systems, and the use of incentives. The study of individuals and groups in the organization is the topic of organizational behavior (Shajahan, 2007, p. 3).

Organizational Behavior can be defined as “A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization’s effectiveness” (Drucker, 2004, p.4).

Organizational behavior is so important matter for an organization to operate their business. Organizational behavior importance is to help people to work together to improve the performance of the organizations (Schermerhorn et al., 2012, p.4).

Organizational behavior embraces an understanding of the five main dimensions that are: (Mullins, 2005, p. 27)

1. The behavior of people;
2. The process of management;
3. The organizational context in which the process of management takes place;
4. Organizational processes and the execution of work; and
5. Interactions with the external environment of which the organization is part.

The field of organizational behavior attempts to understand organizational settings, how human behavior interacts with the organization, and the organization itself. Although we can focus on any one of these three areas independently, we must remember that all three are ultimately connected and necessary for a comprehensive understanding of organizational behavior (George & Jones, 2011, p.1).

Change Management

Change may be regarded as one of the few constants of recorded history. Change has been studied and researched for many years. Philosophies, theories, models and

techniques abound; all aim, with various degrees of credibility and success, to deliver sustainable organizational change (Paton & McCalman, 2008, p.3).

The basic tension that underlies many discussions of organizational change is that it would not be necessary if people had done their jobs right in the first place. (Weick, 1999, p. 362)

Change management processes may include creative marketing to enable communication between change audiences, but also deep social understanding about leadership's styles and group dynamics. As a visible track on transformation projects, organizational change management aligns groups' expectations, communicates, integrates teams and manages people training. It makes use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategies, in order to avoid change failures or solve troubled change projects. Change Management is an approach to shifting or transitioning individuals, teams, and organizations from a current state to a desired future state. (Rajput et al., 2012, p. 80-82).

If any researcher looks for a uniform definition for change management, it appears to be more difficult to define it clearly due to dimensions of authors in defining it.

Change management has many definitions. Some of them as follow

Kostka and Monch define change management as “means to plan, initiate, realize, control, and finally stabilize change processes on both, corporate and personal level” (Kneer, 2006, p. 4).

Gabler defines change management as “the strategy of a planned and systematic change, which is achieved by the influence of the organizational structure, corporate culture and individual behavior, under the greatest possible participation of the employee” (Kneer, 2006, p. 5).

Barry and others define change management as “a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state, to fulfill or implement a vision and strategy” (Barry et al., 2009, p. 38).

Hiatt and Creasy state that change management evolved as a result of the convergence of two predominant fields of thought, namely: (Hiatt & Creasy, 2002, p. 29)

1. An engineer's approach to improving business performance
2. A psychologist's approach to managing the human side of change

And from all definitions above and others, change management can be defined as “a structured approach to transitioning individuals, teams, and organizations from a

current state to a desired future state, to fulfill or implement a vision and strategy” (Levy, 2007, p.4).

Approaches to Change Management

As part of the change management, there exist several different approaches to manage change. The approaches ranged from general ideas, to frameworks that are more detailed. The research will examine four of the most well-known and popular models of the change process: Lewin’s three-step change model, Kotter’s eight-step plan, Harris’s five-phase model, and Greiner’s six-phase process.

1. Lewin’s Three-Step Change Model

Lewin’s ideas are valuable when analyzing the change process at the start of initiative (Cameron & Green, 2012, p. 148). This model requires three steps: unfreezing, moving, and freezing. The model consists of three steps as follows:

1. Unfreezing: Ensures that employees are ready for change.
2. Moving: Execute the intended change
3. Freezing: Ensure that changes become permanent

2. Kotter’s eight-step plan

This model is a good starting point for those interested in making large or small-scale organizational change (Cameron & Green, 2012, p.148). This model requires eight steps as follows:

1. Establish a sense of urgency: Unfreeze the organization by creating a compelling reason for why change is needed.
2. Create the guiding coalition: Create a cross-functional, cross-level group of people with enough power to lead the change
3. Develop a vision and strategy: Create a vision and strategic plan to guide the change process.
4. Communicate the change vision: Create and implement a communication strategy that communicates the new vision and strategic plan
5. Empower broad-based action: Eliminate barriers to change, and use target elements of change to transform the organization.
6. Generate short-term wins: Recognize and reward people who contribute to the wins.
7. Consolidate gains and produce more change: The guiding coalition uses credibility from short-term wins to create more change. Additional people are brought. Attempts are made to reinvigorate the change process.

8. Anchor new approaches in the culture: Reinforce the changes by highlighting connections between new behaviors and processes and organizational success.

3. Harris's five-phase model

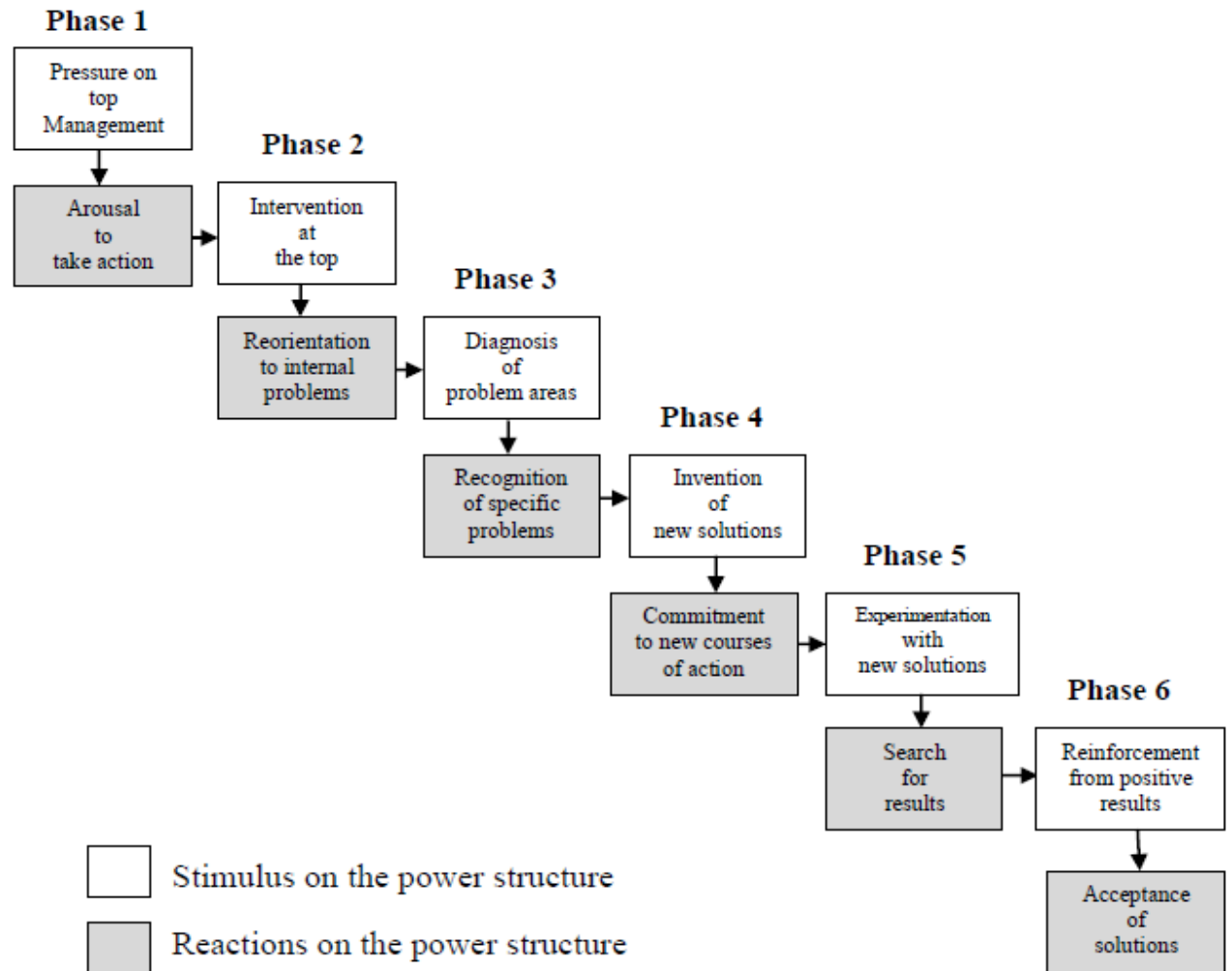
The change formula is simple but highly effective, and can be used at any point of change process to analyze what is going on (Cameron & Green, 2012, p.149). This model consists of five as follows:

1. Planning and Initiation: The purpose of the program is considered, goals are clarified, activities are selected, and resources needed are considered. Interest mounts as individuals involved sense the relationships between the program and its goals and their needs.
2. Momentum: Goal-directed activities get underway. Resources begin to be used. Interest continues to be high and mounts. Feelings of involvement and personal worth grow. The activities are recognized as potentially satisfying. Leading and organizing processes are most heavily employed in this phase.
3. Problems: Activities lead to unexpected problems. The plans become increasingly complex. Initial activities lead to a proliferation of still more activities. Certain resources are not readily available. Differences in goal perception among group members become apparent. The demands of other responsibilities produce conflicts. The goal seems more remote and more difficult to attain than before. Some participants fail to live up to expectations. Interest levels out and begins a steep decline. A leadership investment is crucial during this phase.
4. Turning Point: The problem trends either described in the previous phase continues to grow or are overcome and minimized. The momentum the program has gained, the effectiveness of initial planning, and the individuals in the operation are all quite important during this phase. Above all, the amount and quality of leadership continues to be crucial.
5. Termination: Unexpected problems can arise, such as: the task is too complex; there is a lack of resources; there is pressure of other responsibilities; interest is waning, and lack of goal consensus persists. This will result in termination of efforts because goal-directed activities will rapidly deteriorate and come to a halt. If, on the other hand, problems are dealt with promptly; the task is analyzed and simplified; new resources are made available; and goals are clarified, then interest gradually mounts again and goal-directed activities proceed at an increasing pace. Interest is now based on a sense of anticipated accomplishment and personal worth.

4. Greiner's six-phase process

In this model, top administration plays a key role as change agent. The potential for change also exists at all levels of leadership and operating responsibilities in the organization (Lunenburg, 2010, p. 7). This model consists of six phases as Figure 2.1 shows below.

Figure 2.1: Greiner's six-phase process



Source: Lunenburg, 2010. *Approaches to Managing Organizational Change. International journal of scholarly academic intellectual diversity*, 12(1), 1-10.

Resistance to Change

People react to change in a variety of ways. While some employees are more accepting of change, others are seen to be resistant (McKay, 2012, p.4). Resistance to change has been defined in many ways. Some of definitions are old and some are relatively new; and if we look for these definitions, they can be defined as follows

Schermerhorn: "any attitude or behavior that indicates unwillingness to make or support a desired change" (Schermerhorn et al., 2012, p.339).

Kondalkar: "Dynamic forces are always at play and therefore individuals must adjust to it and carryout change". (Kondalkar, 2007, p.303)

Giangreco: “Resistance to Change is seen as a natural, acceptable phenomenon” (Giangreco, 2002, p.1)

Rouge: “The implicit or explicit expression of negative reactions, a defense against the intended change, or restrictive forces that are opposed to the reorganization of conduct and the acquisition of new competence.” (Bareil, 2004, p.4).

Ansoff: “a multifaceted phenomenon, which introduces unanticipated delays, costs and instabilities into the process of a strategic change”. (Ansoff, 1988, p.207)

And many other definitions, and between these definitions, the best definition of resistance to change is “Resistance has been considered as a phenomenon that affects the change process, delaying or slowing down its beginning, obstructing or hindering its implementation, and increasing its cost” (Sharma, 2012, p.89)

The starting point of the need for organizational change begins when organizations’ management feel dissatisfaction from the current situation. Therefore, they try to change, either following a planned or an unplanned change; but in both cases the organizational changes are very important and sometimes become crucial to handle the changes. The change process is very challenging and important for organizations and can lead an organization towards a path of success. It can also make them capable to meet future demands and to compete with other market player in effective way (Abbas & Ashqar, 2011, p.17-18).

However, the major question here, why do people resist change? Resistance is caused due to many factors, such as: (Mabin et. al., 2001, p.170)

1. Individual factors: personality factors (high need for control, locus of control, need for achievement etc.); attitudes based on previous experiences of change.
2. Group factors: group cohesiveness, social norms, and participation in decision making.
3. Organizational factors: threats presented by the unknown; challenges to the status quo; workload consequences.

Reasons of Resistance to Change

There are three types of resistance to change. These different types of work in combination to produce each employee’s total attitude toward a change (Singh, 2010, p.352)

1. **Logical resistance:** This refers to disagreement with facts, logic, reasoning, and science. Logical resistance originates from the actual time and effort required to change adjustment. If we looking for major causes of logical resistance, it can be listed as: (Singh, 2010, p.353)

- a. **Power and Conflict:** Resistance to change also occurs when a change may benefit one department within the organization while harming another.
 - b. **Misinterpretation of change:** People resist change when they do not understand it. Such situation occurs when the proposed change is not consulted with the employees and supposed to be enforced as an order. People like to know what going on in their organization, especially if something is related with their jobs.
 - c. **Not agreed with the impact of changes:** When employees feel that the change would increase their working hours and duties and disturb but the benefits and rewards are not seen as adequate, they resist.
2. **Psychological Resistance:** This is typically based on emotions, sentiments, and attitudes. It is internally logical from the perspective of the employees' attitudes and feelings about change because they may fear the unknown, mistrust the management's leadership, or feel that their security and self-esteem are threatened. (Singh, 2010, p.354)
- a. **Fear of the unknown:** No one can say precisely about the consequences of change, and this uncertainty builds up discomfort. The uncertainty and discomfort cause negative reactions among people and they are encouraged to resist change.
 - b. **Fear of failure:** The change may require advanced skill and abilities that may be beyond employees' capabilities. In such situation, the employee may feel that his interests regarding jobs, power or status in an organization are at risk and this fear lead him to resist the change.
3. **Sociological Resistance:** Sociological resistance also is logical, when it is seen as a product of a challenge to group interests, norms, and values. (Singh, 2010, p.354)
- a. **Group Norms:** Over a period, the members of a group develop understanding and interpersonal relationship. The group members resist the change when they believe that it will alter interpersonal relation and coordination among group.
 - b. **Disturbance in established pattern:** The employees and management are tending to develop a pattern of working. When they recognize that the proposed change can force them to modify their established pattern, they resist the change.

Handling Resistance to Change

Change ultimately affects people in the organization (**kondalkar, 2006, p.305**). Managing resistance to change is a methodology that is designed to help people in organizations face resistance and cross the street to actually manage the transitions experienced within organizational change (**Maltz, 2008, p.2**). Looking to studies and reviews, six models for managing change, and each model is suitable for some situations and not for others (**Sharma, 2012, p.104**). The following are the six models and their suitable usage for handling change: (**Sharma, 2012, p.108**)

1. Education & communication: Where there is a lack of information or inaccurate information and analysis.
2. Participation & involvement: Where the initiators do not have all the information, they need to design the change, and where others have considerable power to resist.
3. Facilitation & support: Where people are resisting because of adjustment problems.
4. Negotiation & agreement: Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.
5. Manipulation & co-optation: Where other tactics will not work or are too expensive.
6. Explicit & implicit coercion: Where speed is essential and the change initiators possess considerable power.

Pro/Anti Change Behavior

The process of implementing change is not without difficulty. More often than not, change programs fail to fully reach their intended outcomes. One important factor these failures have been attributed is a lack of individual behavior change aligned with the change program (**Winefield, 2005, p.4-6**). When employees join, they would be the forcing power either to succeed with their positive behaviors towards change, which can be called, pro-change behaviors or change supportive behavior; or a forcing power to fail with their negative behaviors, which can be called, Anti-change Behavior or resistance to change behavior. (**Fuchs, 2010, p.557**)

Traditionally, pro-change has been viewed as a positive term, while anti-change has been viewed in relatively negative terms. Looking to papers and researches in such topics, it is a recent topic and has start to be more common in the literature, although the number of studies started is still quite small when compared to research having a pro-change behavior perception. In terms of this alternative perspective, anti-change

is seen as a natural, acceptable phenomenon (**Ford & Ford, 2010, p.3**). Depending on the nature of the change, the surrounding environment and the conditions in which the change occurs resistance is not always and necessarily a negative event. It is true that when resistance occurs, it causes problems for the organization, but it is also a natural consequence of other problems.

As some researches and papers discuss this topics, a brief definition for a Pro-change behavior is people engagement in change supportive behavior (**Fuchs, 2012, p.40**), while anti-change behavior is behavior that covertly impedes the rate of change (**Hermansson, 2010, p.14**).

Again, according to studies and researches, anti-change behavior has many forms; they can be as (**Herold & Fedor, 2008, p.93**):

1. Resistance to change,
2. Sabotage, and
3. Stonewalling of events as they are become unfold.

In addition, these behaviors causing change appropriate-behaviors to suffer from to the point that period of low performance are prolonged. This can lead to failure to achieve goals or ending up with performance that even worse than before change (**Herold & Fedor, 2008, p.93**).

The next section will discuss organizational justice with its different perceptions, and its impact on change behavior.

Section Two

Organizational Justice

Introduction

The concept of organizational justice has been studied extensively over the past years (Martinson et al., 2006, p.51). The concept of justice and fairness permeates many actions and reactions that occur in organizations. Justice perceptions and specifically the relationship between fairness and various organizational outcomes such as valued attitudinal and behavior outcomes (for example, satisfaction, turnover, withdrawal and organizational commitment) have been directly linked in recent research (Simons & Roberson, 2003, p.432).

Conceptualisation of Organisational Justice

Social scientists have long recognized the importance of ideals of justice as a basic requirement for effective functioning of organizations and the personal satisfaction of the individuals they employ. It is not surprising that justice has been claimed to be “the first virtue of social institutions”. It is important to note, that the earliest theories of social justice applied to organizations were derived to test principles of justice in general social interactions, not organizations in particular (Malik & Naeem, 2011, p.662).

Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law (Ardakani, 2012, p.337). People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts. Individuals react to actions and decisions made by organizations every day. An individual’s perceptions of these decisions as fair or unfair can influence the individual’s subsequent attitudes and behaviors. Fairness is often of central interest to organizations because the implications of perceptions of injustice can impact job attitudes and behaviors at work. Justice in organizations can include issues related to perceptions of fair pay, equal opportunities for promotion, and personnel selection procedures (Owolabi, 2012, p.28).

The concepts of justice and fairness are also found in organizational settings among employees, and they are generally referred to as organizational justice. Without a perception of justice and fairness, organizations will have great difficulty in motivating and guiding employees. The perceptions of organizational justice are ‘a basic requirement for the effective functioning of organizations and the personal satisfaction of the individuals they employ.’ Like other aspects of life, perceptions of

justice and fairness are important in shaping employee attitudes and behaviors (Bakhshi et al., 2009, p.146).

Perceptions of justice, equity, or fairness in the workplace are widely recognized as influential factors in employee attitudes at the workplace. Employees would probably hold positive attitudes about their work, their work outcomes, and their supervisors if they perceived that they are treated fairly (Wan, 2011, p.71-75).

The term 'organizational justice' refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. The concept of organizational justice extends traditional models of work behavior that tend to conceptualize job demands, job control and social support as the main factors determining individual well-being and productivity. Often the notion of organizational justice will only become relevant and tangible when a violation of said justice occurs (Baldwin, 2006, p.1).

Importance and Roles of Organizational Justice

The area of organizational justice is an important aspect for the development of a theory of equity in the context of organizational behavior (Poole, 2007, p.727). Introducing organizational justice with regard presents how an employee judges the behavior of the organization and their resulting attitude and behavior that comes from this. (Greenberg, 1990, p.415)

It is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other or related variables (Öztürk, 2011, p.38).

Employees evaluate organizational fairness based on outcomes, procedures, and personal interactions. To the extent employees perceive their work environment as unfair; they may develop negative attitudes and emotions such as job dissatisfaction, anger, frustration, and mistrust, leading to deviant acts against the organization and other employees (Mccardle, 2007, p.10).

Over the last 30 years, organizational justice has been researched extensively in social psychology, specifically in organizational contexts by psychologists and management researchers, among others interested in the construct. Perceptions of organizational justice constitute an important heuristic in organizational decision-making, as research relates it to job satisfaction, turnover, leadership, organizational citizenship, organizational commitment, trust, customer satisfaction, job performance, employee theft, role breadth, alienation, and leader-member exchange. (Bakhshi et al., 2009, p.146).

Organizational justice correlates highly with positive outcomes and experiences of work. With increased organizational justice, we see (Bratton & Callinan, 2007):

1. Higher job satisfaction;
2. Higher organizational commitment;
3. More positive evaluations of managers;
4. Enhanced organizational citizenship behavior;
5. Lower turnover and absenteeism; and
6. Lower levels of workplace sabotage and revenge

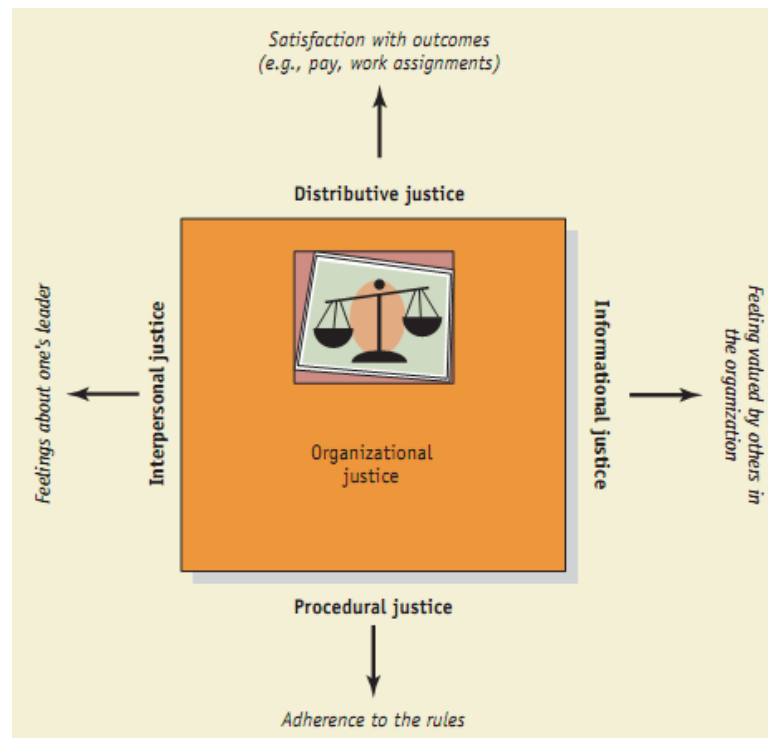
Organizational justice is conceptualized as a multidimensional construct. The four proposed components are distributive justice, procedural justice, interpersonal justice, and informational justice (Ardakani, 2012, p.337). Employees are concerned with both the fairness of the outcomes that they receive and the fairness of their treatment within the organization (Zainal et al., 2012, p.160). The first fairness perception is distributive justice, and it addresses the organizational reward system. The second perception is procedural justice, which involves the organization's decision-making procedures. The third perception is interpersonal justice, reflects the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes (Leow & Khong, 2009, p.167).

The fourth perception is informational justice; focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. Where more adequacy of explanation is prevalent, the perceived level of informational justice is higher. (Mollahosseini et al., 2012, p.303)

Dimensions of Organizational Justice and Their Effects

Organizational justice takes the four different dimensions identified above. Each of these dimensions of justice has been found to have different effects in organizations. Figure 2.2 illustrates the various types of justice with a brief effect on the organization. Each of these dimensions of justice will be discussed in order to link fairness principles to employees' change behavior.

Figure 2.2: Dimensions of Organizational Justice



Source: Greenberg, Behavior in Organizations, 10/E, chapter: 2 Organizational Justice, Ethics, and Corporate Social Responsibility

1. Distributive Justice:

Thirty or Forty years earlier, i.e., before 1975, organizational justice research was primarily concerned with distributive justice only (Bakhshi et al., 2009, p.146). Distributive justice has its roots in social equity theory, and is based on the idea that social behavior is conditioned by the distribution of outcomes (Nabatchi et al., 2005, p.5). Distributive justice generally refers to “people’s perceptions of fairness of the outcomes they receive relative to their contributions and to the outcomes and contributions of others” (Öztürk, 2011, p.39). Based on Equity Theory, Adams’ focus was on individuals’ perceptions of fairness regarding their outcomes like pay or performance appraisal (Sudin, 2011, p.4). Distributive justice emphasizes fairness in the distribution or allocation of outcomes. Thus, in mediation research, distributive justice suggests that satisfaction is a function of outcome, specifically the fact and content of case resolution. The logic of distributive justice is straightforward – participant satisfaction is increased when one believes that the resolution of the dispute is fair and favorable. There is a substantial body of literature that supports the ability of distributive justice to explain satisfaction; however, other research suggests that while distributive justice can be easily applied to conflicts over resource allocation, such as wage disputes, it is more difficult to apply in conflicts where other criteria of fairness

may matter, such as those involving organizational decisions or interpersonal interactions (Nabatchi et al., 2005, p.5).

Distributive justice is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible or intangible. Perceptions of distributive justice can be fostered when outcomes are perceived to be equally applied (Ardakani, 2012, p.337). Distributive justice concerns the nature of a socially just allocation of goods in a society. A society in which incidental inequalities in outcome do not arise would be considered a society guided by the principles of distributive justice. The concept includes the available quantities of goods, the process by which goods are to be distributed, and the resulting allocation of the goods to the members of the society. (Mccardle, 2007, p.6)

It is useful to distinguish three components of the distributive justice process (Reber, 2012, p.7):

1. The principles for the allocation of goods,
2. The system that governs the application of those allocated principles, and
3. The resulting distribution.

Distributive justice is the extent to which rewards are allocated in an equitable way. In addition, it represents the perceived fairness regarding the allocation of organizational resources. This form of organizational justice focuses on people's beliefs about receiving fair amount of work related outcomes and affects worker's feelings of satisfaction with their work outcomes, such as pay and job assignments (Noruzy, 2011, p.845).

2. Procedural Justice:

When talking about procedural justice, the history of procedural justice research is shorter than that of distributive justice research. Procedural justice refers to the means by which outcomes are allocated, but not specifically to the outcomes themselves. Procedural justice establishes certain principles specifying and governing the roles of participants within the decision-making processes. Procedural justice seems to be essential to maintaining institutional legitimacy. When personnel decisions are made, individuals are likely to receive certain outcomes (Cropanzano et al., 2007, p.38). And there exists six rules of procedural fairness: (Kilpatrick et al., 2001, p.227-228)

1. Consistency: the same procedures must be used with all people and it must be the same procedure in the same time.
2. Bias Suppression: The decision-maker's personal biases should not play a role and does not have a vested interest in the outcome or make decisions based on personal beliefs.

3. Accuracy: The procedures must be perceived as accurate (e.g., the procedure should correctly identify the person who is most qualified for the job) and information presented by both parties must be honest and correct.
4. Correctable: There should be an appeals mechanism in case mistakes are made
5. Ethicality: The decision should be made according to prevailing ethical standards and procedures must conform to prevailing morals and ethics.
6. Representativeness Rule: all phases of the process must reflect the basic concerns, values, and outlook of important subgroups in the population of individuals affected by the process.

Maintaining procedural justice is the most important concern of people in all types of institutions. Illegal proceedings, for example, cases may be dismissed if unfair procedures are used together with evidence. And, in organizations, people also reject decisions based on unfair practices. In fact, following unfair procedures not only make people dissatisfied with their outcomes, but also lead them to reject the entire system as unfair. Procedural justice affects people's tendencies to follow organizational rules: Workers are not inclined to follow an organization's rules when they have reason to believe that its procedures are inherently unfair. Moreover, when this occurs, serious problems are likely to arise. Accordingly, everyone in an organization - especially top officials - would be well advised to adhere to the criteria for promoting procedural justice (Greenberg, 2011, p.46).

3. Interpersonal Justice

In the traditional model of justice, individuals are sensitive to interactional justice, the fairness of the treatment that one receives during the enactment of procedures (Greenberg & Colquitt, 2005, p.29). As researches and papers taking this topic, almost agrees that there are two dimensions of Interactional Justice: Interpersonal and Informational Justice.

The study of interactional justice focuses on how official agents of an organization interact with employees who are under their authority. This type of justice is thought to have two components: interpersonal sensitivity and appropriate information sharing. The interpersonal sensitivity component is associated with the quality of the interpersonal treatment an employee receives within an organization (Simmons, 2006, p.15). The information sharing component of interactional justice is related to how informative and thorough explanations are when procedural decisions are mandated and executed, it is also related to the justifications that are provided for why certain business decisions were made (Colquitt et al., 2001, p.426-427).

Interactional justice perceptions can be understood as an evaluation regarding the informational and interpersonal components of decision makers' behavior in communicating decisions (Simons & Roberson, 2003, p.433).

Interpersonal justice refers to the sensitivity, politeness and respect people receive from their superiors during procedures. This serves primarily to change reactions to outcomes, because sensitivity can make people feel better even if the outcome is unfavorable. The interpersonal aspects of justice are generally sensitive to differences in culture. Interpersonal justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes (Colquitt et al., 2001, p.426-427). Interpersonal justice is particularly important in shaping employee behavior (Holtz & Harold, 2011, p.3). Interpersonal justice perceptions typically refer to interpersonal treatment received from authority figures during the enactment of formal procedures (Raver, 2004, p.32).

In the interpersonal justice, two major criteria are identified: respect (being polite) and propriety (avoid inappropriate remarks and behaviors). These two criteria are highly abstract, and numerous justice practices can be identified for their implementation. (Gelfand & Brett, 2004, p.325)

Fair justice perceptions have been shown to increase in the presence of honesty, respect and politeness. On the other hand, interpersonal injustice can include, on the part of the decision maker, deception, invasion of privacy, disrespect, rudeness and public criticism, and insults (German, 2011, p.27).

4. Informational Justice

The fourth dimension of justice is Informational Justice, which means providing appraises all the information relevant to decisions or appraisal process (Ikramullah et al., 2011, p.95). Informational justice reflects fairness perceptions based on the clarification of performance expectations and standards, feedback received, and explanation and justification of decisions. An adequate explanation (informational) clarifying performance expectations or a rating is considered fair based on the interactional/social component. Informational justice focuses on the perceptions of the social aspects of events and the quality of these events that precede the determinations of the outcomes. Informational justice contains the overlapping areas of interactional and procedural justice types (Greenberg & Colquitt, 2005, p.97).

Informational justice refers to the explanations and justifications provided to people (Gramatikov & Klaming, 2011, p.9). In the informational justice, five dimensions are used to measure: justification (explanations provided), truthfulness, reasonableness of

explanations, timeliness (communication in a timely manner), and target specificity of communication (tailored to individuals' specific needs). (Gelfand & Brett, 2004, p.327)

The Role of Organizational Justice in Encouraging Change Behavior

Looking back to researches and papers in organizational justice, all of them argued about the vital role of organizational justice in change management. Employees have significant roles in various decision-making processes in the organizations. It is sometimes questioned whether the decisions towards employees are fair or not. And so, to obtain the good understanding of the roles that organizational justice plays, the best practice as studies issue is to validate the role of all perceptions of organizational justice (Fuchs, 2012, p.41-42).

Each dimension of organizational justice has its role in change behavior. When employees perceive fair and just distributive treatment from the organization, they reciprocate with engagement and support for change. In addition, in the other hand, when employees perceive unfair distributive justice, they criticize and resist change interventions. Thus, during organizational renewal, fair distributions of workload and rewards, etc. are important determinants of generating employees' pro-change behavior and minimizing their anti-change behavior (Fuchs, 2011, p.559).

According to the second dimension of justice, procedural Justice, if individuals feels un fair in the procedural justice, they have the opportunity to air any grievances in relation to change, and additionally if they have the feeling that their input influences the process itself, they are more likely to exhibit more pro-change behavior and less likely to exhibit anti-change behavior (Murphy, 2008, p.12-14).

Also, Interactional Justice, with both dimensions, has a strong effect on change behavior. Interactional justice is the most important form of justice because of a high level of employee anxiety. Moreover, this can lead to say, and effective interactional justice can lead to an effective change behavior and vice versa (Fournier, 2012, p.32).

The next section will discuss the organizational identification its importance, dimensions and the role on organizational change.

Section Three

Organizational Identification

Introduction

Organizational identification (OI) is a term populating the organizational studies literature ever since the 60's (Boroş, 2008, p.1). If we look to the history of the theory of organizational identification, it is filled with debates over conceptualization, measurement, and whether it deserves to be a theory of its own or subordinated to another, and which one that might be. This has resulted in several competing conceptualizations of organizational identification that have surfaced in previous literature (Penn, 2011, p.3).

Organizational identification is typically viewed as the processual intertwining of identities that occurs to a greater or lesser extent over time. Employees who identify with their organization experience feelings of commitment, membership, and similarity to the larger organization. According to the theory, identification occurs between unequal partners and is central to organizing, because it is linked to decision making. This link to decision making is the link that differentiates the theory of unobtrusive control through identification from a more generic sense of satisfaction. (DiSanza & Bullis, 1999, p.348)

Organizational identification among members is essential to the success of many organizations (Tüzün & Çağlar, 2009, p.285). Organizational identification is positively related to individuals' affective organizational commitment, job and organizational satisfaction, job involvement, organizational loyalty, occupational and work group attachment and extra-role behavior, and negatively related to individuals' intent to leave the organization. (Jones & Volpe, 2010, p.1)

Conceptualisation of Organisational Identification

Much of the previous literature on organizational identification was undertaken with the understanding that a body of knowledge on the topic is practical and applicable outside of academia (Kezar, 2001, p.6). Many definitions for organizational identification have been proposed; Most of them conceptualize organizational identification as a cognitive construct, in particular, as the congruence of individual and organizational values (Riketta, 2005, p.360).

Ashforth and Mael (1989): "It is tacitly understood by managers that a positive and distinctive organizational identity attracts the recognition, support, and loyalty of not only organizational members but other key constituents" (Amen, 2008, p.17).

Miller and others: “Organizations desire employees who adhere to the organization’s mission and act responsibly in achieving their unit’s goals” (Miller et al., 2000).

Ramsey: “It is an individual’s communication concern within an organization” (Ramsey, 2007, p.8).

Dutton and others define organizational identification as the degree to which a member defines himself or herself by the same attributes that he or she believes define the organization (Boroş, 2008, p.4).

The concept of organizational identification has been proposed as a way of dealing with the much more basic and emotional aspects of organizational embership. Organizational identification has its roots in social identity theory (Landy & Conte, 2010, p.419). The main predictions of social identity theory can be summarized with three assumptions:

1. People strive for the establishment or enhancement of positive self-esteem;
2. A part of the person’s self-concept, his or her social identity, is based upon the person’s group memberships; and
3. To maintain a positive social identity, the person strives for positive differentiation between his or her in-group and relevant out-groups (Van Deck, 2004, p.174).

The most adequate definition is Ashforth and Meal definition, as they said “perception of oneness with or belongingness to an organization, where the individual defines himself or herself in terms of the organization in which he or she is a member” (Janssens et al., 2010, p.303)

According to the expanded model of organizational identification, there are four states (Carlin et al., 2010, p.75-76):

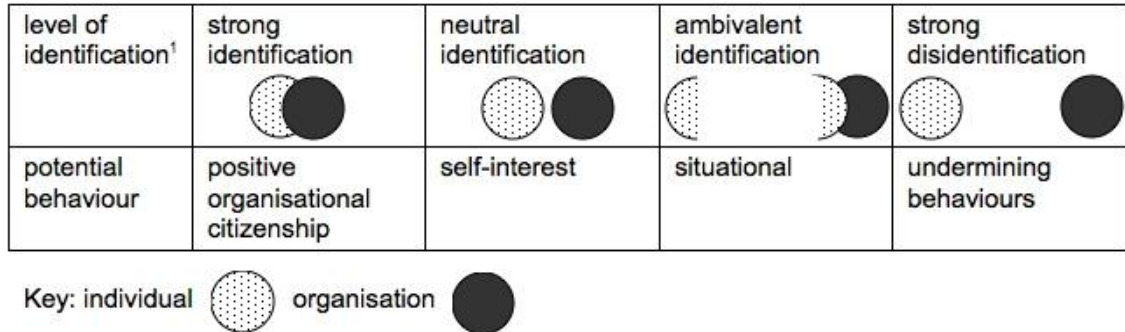
1. Identification,
2. Disidentification,
3. Ambivalent Identification, and
4. Neutral Identification.

Each state has unique consequences for employers (Landy & Conte, 2010, p.421-422).

1. Identification: individuals define themselves in terms of the attributes of the organization.
2. Ambivalent identification: individuals define themselves in some attributes of the organization but reject certain other aspects.
3. Disidentification: individuals define themselves as not having attributes of the organization.

- Neutral identification: individuals remain aggressively neutral, neither identifying nor disidentifying with the attributes of the organization.

Figure 2.3: Organizational Identification States



Source: Kreiner, G.E., & Ashforth, B.E. (2004). "Evidence toward an expanded model of organizational identification". *Journal of Organizational Behavior*, 25, 1-27.

Importance of Organizational identification

Organizational identification is one of the important forms of employee attachment to organizations. It has long been recognized as having important implications for organizational effectiveness (Bamber & Iyer, 2000, p.5). Organizational identification is has an important relationship between identification and commitment to the organization (Tompkins, 2005). Researchers argued that organizational identification arises from attraction and desire to maintain an emotionally satisfying, self-defining relationship with the organization. Perhaps the most comprehensive definition of organizational identification would conceptualize it as a perceptual link to an organization. This link is established by employees through various cognitive and affective processes that occur as employees and an organization interact (Shahnawaz, 2012, p.127).

Add to above, organizational identification can provide a valuable insight into the dynamics of the organizational change and thus organizational identification should be examined at both organizational level and individual level (Ramsey, 2007, p. 26). Four reasons present the organizational identification importance (Ashforth et al., 2008, p.350-354).

1. It is important to concepts of self-identity: it is the way people used to define themselves, make sense of their place in the world and appropriately navigate their worlds.
2. There is an essential human need to identify with and feel part of a larger group, and identifying with an organization fulfills this need, as well as the need to enhance self.

3. Organizational identification is associated with a number of important organizational outcomes, including employee satisfaction, performance and retention.
4. Links have been made between organizational identification and other organizational behaviors, including leadership, perceptions of justice and the meaning of work.

An individual has two main and basic motives for identification with an organization. The first motive lies in the need for self-categorization, which helps an individual to seek a unique place and feel different from other members of the organization or society. The second motive develops from a need for self-enhancement and self-esteem, which means that an individual aspires to be rewarded and feel pride through association with or membership in an organization. (Zhu et al., 2012, p.190 - 191)

Dimensions of Organizational Identification

As identification theory states, organization identification includes three components (Witting, 2006, p.1):

1. Feelings of solidarity with the organization;
2. Attitudinal and behavioral support for the organization; and
3. Perception of shared characteristics with other organizational members

Moreover, this will lead to find the dimensions of organizational identification. The main three dimensions of organizational identification are (Yin, 2013, p.1077):

1. Membership, identification is linked to positive group membership and support of organizational goals. Stronger organizational identification leads to more cooperation with other organizational members
2. Loyalty, employees are more inclined to stay with the organization. In other words, they have a lower intention to leave the organization. Organizational identification also seems to have positive effects on a person's wellbeing, and
1. Similarity, if employees identify strongly with their organization, they are willing to spread a positive image of the organization.

As a result, personalization enhances the impact of the person based identities on the nature of the role relationship and, subsequently, on relational identity and identification. To be sure, group prototypes are highly relevant to relational identities as they initially inform the participants' expectations of each other's role-based identities (Sluss & Ashforth, 2007, 3-6).

Edwards et al. consider another dimensions for organizational identification and recent researchers depends on the model they modify. This model consists from three dimensions are (Edwards & Peccei, p.25-57, 2007):

1. Self-categorization and labeling, a willingness to exert considerable effort on behalf of the organization,
2. Values and goals, a strong belief in and acceptance of the organization's goals and values and
3. Belongingness and membership, a strong desire to maintain membership in the organization.

The Role of Organizational Identification in Encouraging Change Behavior

A large amount of conceptual and empirical work provides evidence that identification is associated with organizationally desired employee attitudes and behaviors such as an increase in intentions to stay, citizenship behavior and individuals generally acting in the best interest of their organization among others (Ashforth et al, 2008, p.334-338).

Studies with different perceptions has agreed that if higher levels of organizational identification are expected to lead to a greater tendency for employees to put themselves out for the benefit of the organization, then identification would be expected to be a powerful device for fostering pro-change behavior. It can thus be argued that employees with a high organizational identification will exhibit extra effort to help and enable organizational objectives during change implementation to be done as they are expected to share the values and goals of the organization (Fuchs, 2012, p.42-43).

Again, according to studies, authors argue that those with a higher identification will share the organization's overall goals to a greater degree and therefore tend to be supportive of organizationally driven changes. The identification of professional employees with the organization affects their response to organizational change by altering their perceived relationship with their organizational administrators (Hekman et al., 2009, p.1326).

Chapter Three

UNRWA and Local Staff Union

UNRWA an Overview

Organization Mission and Aims

Organization and Funding

UNRWA Programs

UNRWA Organizational Development

Local Staff Union Overview

Local Staff Union Goals and Ambitions

UNRWA and Local Staff Union Disputes

UNRWA an Overview

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) is the primary United Nations (UN) agency, conceptualized as a temporary agency when it was founded. UNRWA provides assistance, protection and advocacy to the five million registered Palestinian refugees living in Jordan, Lebanon, Syria and the occupied Palestinian territories of Gaza and the West Bank. UNRWA was established in 1949 under the UN General Assembly Resolution 301 (IV) to carry out direct relief and works programs for the Palestinian refugees. The organization has had its mandate renewed repeatedly pending the achievement of a just and sustainable solution to the refugee situation (UNRWA website: www.unrwa.org: 2012).

The Agency's services encompass education, health care, relief, camp infrastructure and improvement, community support, microfinance and emergency response, including in times of armed conflict. (UNRWA website: 2012)

UNRWA provides its services directly to the Palestinian refugees and plans and implements its own projects. However, it cooperates closely with the Palestinian Authority in the areas where it operates, i.e., Gaza Strip and West Bank, and works with governmental authorities in the areas of operations where they also provide some services to the Palestinians. (UNRWA website: 2012)

Organization Mission and Aims

The mission of UNRWA is to “help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live”. The Agency fulfills this mission by providing a variety of essential services within the framework of international standards, to Palestine refugees in the West Bank, the Gaza Strip, Jordan, Lebanon and the Syrian Arab Republic (SAR). Among United Nations agencies, it is unique in delivering services directly to refugees, and as such is similar in character to a public service organization. UNRWA's mandate - which derives from the General Assembly and has evolved over time in response to developments in the overall situation in the region - extends at present to providing: education, health, relief and social services, microfinance and emergency assistance to refugees, infrastructure and camp improvement within refugee camps, and refugee protection. The Agency is not responsible for administering camps, or for the rule of law or security within refugee camps or communities. The Agency's vision is for every Palestine refugee to enjoy the best possible standards of human development, especially (UNRWA Medium Term Strategy 2010 – 2015, p.9):

1. Attaining his or her full potential individually and as a family and community member;
2. Being an active and productive participant in socio-economic and cultural life; and
3. Feeling assured that his or her rights are being defended, protected and preserve.

Organization and Funding

When talking about the main sources of UNRWA's income, almost all funding comes from voluntary contributions, and mostly from donor states. The United Nations Secretariat finances over 100 international staff posts each year from its regular budget. UNESCO and WHO also fund on average 10 posts in the education and health programs. The United States was the largest single donor in 2011 with a total contribution of over USD 239 million, followed by the European Commission (over USD 175 million). These contributions made up about 42 per cent of the total income UNRWA received for its core program budget. (UNRWA website: 2012)

In terms of national currencies, contributions are increasing. UNRWA's budget is dollar-based and UNRWA expenditures are in dollars. In recent years, Agency income and expenditure have increased because of the falling US dollar. However, despite the overall growth in contributions, funding is not keeping pace with the growth of the refugee population or with increased refugee needs. UNRWA's budget is divided into three stand-alone funding pots (UNRWA web site, 2012):

1. 'General Fund' – core services including health, education and relief, payment of staff salaries and financing of corporate support departments.
2. 'Emergency Appeals' – support to protracted emergencies and ad hoc support to rapid-onset emergencies due to, for example, conflict or natural disaster.
3. 'Projects' – most reconstruction work, Agency-wide reform projects and other cross-cutting activities such as UNRWA Gaza's 'Summer Games' events for school-age children.

Unlike most UN agencies, UNRWA receives 93% of its funding at the discretion of individual donors - only 7% comes from assessed contributions to the UN Regular Budget. Only three donors (UK, EU, and Australia) provide predictable core funding on a multi-year basis. The Agency's financial health is therefore closely tied to donor capacity and goodwill, year-on-year (Department for International Development, 2012, p.2).

UNRWA Programs

UNRWA Works in five fields of Palestinian Refugees hosting countries. The research, here, will describe only the UNRWA Programs in Gaza Strip.

UNRWA is the largest service provider to Palestinians, supporting the delivery of infrastructure, services and humanitarian assistance in the following areas: education (primary and secondary), health (primary health care, nutrition and supplementary feeding, environmental health in refugee camps), relief and social services, micro-finance and micro-enterprises, and camp maintenance. UNRWA provides its services directly to the Palestinian refugees and plans and implements its own projects. However, it cooperates closely with the Palestinian Authority in the areas where it operates and works with governmental authorities in the areas of operations where they also provide some services to the Palestinians (**Australian Multilateral Assessment, 2012, p.2**).

UNRWA Organizational Development

The Organizational Development process (OD) has laid the foundations of a transformation in UNRWA's management, of which decentralization and innovation are core themes. The momentum and benefits of OD will have to be sustained in the Agency far into the future (**UNRWA Medium Term Strategy 2010 – 2015, p. 6**).

Overall, OD did strengthen UNRWA's capacity to serve Palestine refugees although further work may be done to fully meet this objective. This was largely achieved by a prevalent communicative, participatory and empowering management approach that empowered individual managers, especially at the field level, and that prompted people to examine ways to improve the effectiveness of their work (**Evaluation of UNRWA's OD, 2011, p.6**).

The OD process has laid the foundations of a transformation in UNRWA's management, allowing for change and innovation to take hold and continue in the future, especially in programmatic areas. While the OD process formally comes to an end in 2009, its momentum and benefits will have to be sustained in the Agency far into the future. Key results and achievements of OD to date include (**UNRWA Medium Term Strategy, 2010 – 2015, p.51**):

1. A change in UNRWA's organizational design to facilitate decentralization of functions and processes, as well as delegation of decision-making authority to empowered managers;

2. Establishment of strategic-planning processes and program cycle management, of which this Medium Term Strategy, the Field Implementation Plans, Headquarters Implementation Plans and Program Budgets are products;
3. Re-engineering of key processes to increase efficiency in program delivery; and
4. Greater scope for innovation in programming in the Agency, as demonstrated by the Schools of Excellence Program in Gaza and the Youth and Business Initiative in Syria.

During the medium term, this momentum for change and innovation focused on programming approaches will intensify.

Program Strategic Framework (PSF) has four main goals, and each goal has its objectives. Table 3.1 summarizes the goals and objectives of PSF (UNRWA **Medium Term Strategy 2010 – 2015, p. 58**):

Table 3.1: Program Strategic Framework

Goal 1 A long and healthy life	Goal 2 Knowledge and skills	Goal 3 A decent standard of living	Goal 4 Human rights enjoyed to the fullest
SO 1: Ensure universal access to quality, Comprehensive primary health care	SO 4: Ensure universal access to and coverage of basic education	SO 7: Reduce abject poverty	SO 12: Ensure service delivery meets the protection needs of beneficiaries, including vulnerable groups
SO 2: Protect and promote family health	SO 5: Enhance education quality and outcomes against set standards	SO 8: Mitigate the effects of emergencies (both small-scale family emergencies and national crises) on individuals	SO 13: Safeguard and advance the rights of Palestine refugees by promoting respect for human rights, international humanitarian law and international refugee law.
SO 3: Prevent and control diseases	SO 6: Improve access to education opportunities for learners with special educational needs	SO 9: Offer inclusive financial services and increased access to credit and savings facilities, especially for vulnerable groups such as women, youth and the poor	SO 14: Strengthen refugee capacity to formulate and implement sustainable social services in their communities
		SO 10: Improve employability	SO 15: Ensure Palestine refugee registration and eligibility for UNRWA services are carried out in accordance with relevant international standards
		SO 11: Improve the urban environment through sustainable camp development and upgrading of substandard infrastructure and accommodation	

UNRWA Medium Term Strategy 2010 – 2015, p. 58

Many initiatives were achieved, from business system improvements to logical frameworks for organizing, measuring and reporting results. Highlights include (Evaluation of UNRWA's OD, 2011, p.6):

1. Decentralized budgetary authority and budgetary accounting cost centers that enable field-level officers to control budget have been developed and implemented;
2. Procurement procedures are largely in place that shorten purchasing timelines and procedures while breaking potential fraud loops and that simplify international and local purchasing procedures;
3. New recruitment system, including competency based interviews, increase recruitment transparency and equity and may lead to more qualified selections;
4. Human Resources Field Officers have increased the focus and quality of HRM services and have led to the development of progressive HRM practices and practical HRM tools;
5. The Education reform developed and implemented in the Gaza Field office that actively engaged the communities to determine needs while improving school curricula overall stands as an opportunity for knowledge sharing across UNRWA to determine potential models for how best to engage communities for programmatic development;
6. Resource mobilization has become stronger given overall strategic management and the development of the Arab Partners Unit that has achieved significant increases in project funding;
7. While done outside of OD and with no OD funding, the Department of Finance has implemented a standard accounting system with perhaps the only true in the UN system. This was largely successful given the guidance and leadership of the new Finance Director

Weaknesses and Threats Facing Organizational Development:

Leaders and managers of OD notify that the OD process is much slower than expected in some fields, and this is due to the following factors (UNRWA OD Program, 2008, p.5):

1. Deterioration of political, social and economic situations that add more burdens on managers and employees.
2. The need to employ professional managers and expert employees in OD before starting in some initiatives.

3. A certain level of rejections and doubts between managers and dominant employees, not against OD but due to doubts that UNRWA can change itself and/or promote change.
4. Challenges complexity with 3 places for management presidency and 5 working areas, which increase the needed time and effort to plan, coordinate and implement initiatives.
5. Obstacles in UNRWA systems and administration culture slow change efforts.
6. Huge size of UNRWA leaks the efficiency of employees' communication.

All above do not prevent UNRWA OD team to start some initiatives, but slows the work and weak the efficiency of others. However, OD program faces some potential and critical threats and risks, and these threats and risks are concerned with (UNRWA OD Program, 2008, p.5-6):

1. UNRWA administration may fail in its efforts on focusing in strategic priorities, and so continue using low resources in all sectors.
2. Unstable external environment distracting and ignoring OD will undermine employees' trust and inspiration and this will lead to slow implementation of main initiatives.
3. High living costs cause more dissatisfaction and resentment between employees, because the UNRWA disability to follow them.
4. As there is more efforts done, the administration fail to contribute all employees with a proper method in OD, and this lead to make OD have no more efficiency and to be less acceptable.
5. The new OD method lead to more tension about the role of area offices and main offices, and this also lead to slow decentralization in decision-making.
6. As budget is not enough in UNRWA, this means no more jobs for such initiatives, and so, no more success in the implementation.

Local Staff Union Overview

UNRWA Local Staff Union – Gaza (LSU) is the union elected between UNRWA employees, to present the needs of employees to UNRWA administration, to follow their rights and to lead and objections against administration new rules if necessary. LSU members are selected by direct election every three years. Moreover, there are about 27 members divided as follow (LSUgaza website, www.lsugaza.ps, 2013):

1. Teachers sector: and this sector elects 11 members
2. General Services' sector: and this sector elects 9 members.
3. Labor sector: and this sector elects 7 members.

Local Staff Union Goals and Ambitions

Every period new goals and ambitions appeared, and all of them are to help and protect employees. The last period goals and ambitions were (LSUgaza website, 2013):

1. To protect the gains and achievements.
2. The completion of the comprehensive health insurance.
3. Adoption of transparency and objectivity in the appointments and promotions so that there are standards and firm foundations in it.
4. Granting colleagues supervisors, teachers, workers and officials of the learning resource centers degrees and higher functional.
5. Amendment of grades for lower grades, especially those who work in grades 5-7 in addition to medical professionals, clerks and drivers.
6. Give the risk allowance for workers in the medical professions, workshop and environmental health, as well as drivers and ambulance drivers.
7. To raise staff salaries commensurate with the difficult economic situation due to the high standard of living and family basket.
8. To grant an award for a university degree and for all university graduates.
9. Equity holding advanced degrees, including deserve.
10. Complete procedures for the presence of the club and resort staff in the southern region and the central region like Gaza and the north.
11. Granting indemnity for each employee working at the agency for three years and more like government employees.
12. Defend employees who face any problems.

UNRWA and Local Staff Union Disputes

During each period of LSU, there are many disputes presented. And some disputes may be escalated to be as employees' strike, due to UNRWA rejections to LSU. In addition, according to LSU, the main areas of disputes are concerned with:

1. Job security: according to LSU Publications, many times UNRWA Administration and LSU enters disputes due to the termination of some employees due to social activities, family conflicts and/or any complaints against any employee due to some information. Looking for some stories happened like, Wishah, El-baz and Abo Ghali conflicts (LSUgaza website, May 2011), El-hindi (LSUgaza website, September 2011) Conflict, El-hamidi conflict (LSUgaza website, March 2013) and others.

2. Salary raise based on cost of living. And this has several issues starting from raising the salary for some employees in specific departments and general salary raise due to the increase of living cost (**LSUgaza website, January 2013**).
3. Unacceptable change in UNRWA operations and services. Some UNRWA sectors and services are eliminated or merged, and some employees are transferred from one sector to another due to this elimination. These changes were faced strongly by many publications or some strikes. And if we looking for some of these eliminations, many cases can be listed like:
 - a. Merge emergency department with social services department. (**LSUgaza website, Dec 2012**)
 - b. Transfer some of escort employees from headquarter to field office (**LSUgaza website, April 2013**).
 - c. Handcraft teachers (**LSUgaza website, March 2013**).
 - d. Elimination of some jobs and reduction in the number of new jobs. (**LSUgaza website, Dec 2012**)
4. Services elimination. And this is presented recently in stopping the fund for the poorest families that have no other income source (**LSUgaza website, April 2013**).
5. Currency exchange rate. As UNRWA deals mainly with US Dollar as salary currency, dollar rises and falls due to international factors. LSU with UNRWA set the reference point as an adjustment for dollar-shekel exchange at 4.26 shekel for each dollar, and this will be calculated monthly on 10th of the month (**LSUgaza website, October 2010**).

Chapter Four

Previous Studies

Introduction

Palestinian (Local) Studies

Arabic Studies

Foreign Studies

General Commentary on the Reviewed Studies

Introduction

A number of published researches/papers in certified journals are viewed for the purpose of this research, focusing on Organizational Justice, Organizational Identification and their relations with Change Behavior in other areas of the world.

The research here presents thirty six studies; 7 local studies, 8 Arabic studies, and 21 foreign studies. The studies are presented starting with local studies, followed by Arab studies, ended by foreign studies. The studies' order is historical and then alphabetical ordering. The most important results and recommendations are listed as their relevance to the research.

Palestinian (Local) Studies

1. Al.Daya (2012): "The Degree of Practicing Organizational Justice by UNRWA School Principals in the Gaza Governorates and Its Relationship with Job Satisfaction of Teachers."

This study aimed at identifying the relationship between the degree of practicing organizational Justice by UNRWA schools principals in the Gaza governorates, and job satisfaction of teachers. The research conducts 500 teachers in UNRWA school with a sample of 6.7%.

Results:

- Degree of practicing Organizational Justice by UNRWA School Principals in the Gaza governorates from teachers' point of view rated as "high"
- There are statistically significant differences between average responses of the sample in the degree of practicing Organizational Justice by UNRWA School Principals in the Gaza governorates according to variable of sex (Male or Female) from teachers' point of view to favor Female.
- There is positive statistical correlation between the degree of organizational justice practicing by UNRWA schools principals in Gaza governorates and degree of teachers' job satisfaction.

Recommendations:

- Following complete strategy to inculcate the values of justice based on eternal Islamic values among UNRWA schools administrators in Gaza governorates.
- Organize training courses to raise the ability of school administrators to make fair and objective decisions in accordance with scientific and professional rules to gain the confidence of teachers' decisions.

- Give teachers the opportunity to complain about the results of the performance evaluation, and inform them of the results so that they can improve their performance, and address the weaknesses they have.

2. Abu Jaser (2010): “The Impact of Employees’ Perception for Organizational Justice on the Contextual Performance Dimensions: An Applied Study on the Staff of the Ministries of the Palestinian National Authority”

The purpose of this study is to identify the impact of employees’ perception of the organizational justice in the Palestinian ministries in the Gaza Strip. The study was applied through using a stratified random sample of the study population of (1554) employees working at the head-quarters of all 22 ministries operating in the Gaza Strip.

Results:

- There is a medium degree of organizational justice and organizational commitment, and there is a high degree of organizational citizenship of employees in the Palestinian ministries in Gaza Strip.
- There is a statistically significant relationship between the organizational justice and organizational commitment and organizational citizenship.
- There are statistically significant differences in the response of the interviewees on the impact of organizational justice in performance.

Recommendations:

- Developing and increasing employees’ perception of the three types of organizational justice, would have positive effects on the performance of these employees, and thus the overall performance of ministries.
- The need to involve the employees in decisions that affect their work, and allow them to express their views and comments, which contributes to more effective decisions.

3. Agha (2010): “Administrative Leadership and its Positive Role in Organizational Change and Development in Banks Operating in Gaza Strip”

The purpose of the study is to identify the role of administrative leadership in bring about development and positive organizational change in banks operating in Gaza Strip. The study conducts 630 employees from the top, middle and managers in the banks and banks operating in the Gaza Strip.

Results:

- There is a great role of administrative leaders in bringing about

development and positive change in the Banks in the Gaza Strip at the level of individuals, groups and organization.

- There is available capacity leading to an acceptable degree in administrative leadership in the banks operating in the Gaza Strip have a positive impact on the development and change.

Recommendations:

- Strengthening of the democratic leaders in the banks operating in the Gaza Strip.
- Greater emphasis on developing leadership capacity in the banks operating in the Gaza Strip through training
- Preparation and well qualified leaders, including consistent and compatible with the responsibilities entrusted to the commander.

4. Badawi (2010): “Employee Attitudes toward Organizational Change in the Coastal Municipalities Water Utility”

This study aimed at identifying employee attitudes toward organizational change in the Coastal Municipalities Water Utility and factors affecting these attitudes. The study conducts 112 employees from the utility's regional office of Rafah city.

Results:

- Employee attitudes toward organizational change were positive but weak.
- Employees intend to support the organizational change passively by complying with, and showing acceptance of change. Employees show weak intentions to resist the change.

Recommendations:

- Management has 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.

5. Hajjaj (2009): “Employees’ Resistance to Organizational Change in the Palestinian Ministries in Gaza Strip”

The purpose of the study is to identify the reasons for the employees’ resistance against the organizational changes in the Palestinian ministries, to focus on the different administrative steps the administration followed in order to overcome this

resistance to change; and to identify the demographic factors that have led to this resistance. The study conducts 400 directors in the Palestinians Ministries in the Gaza strip.

Results:

- The reason for the employees' resistance against organizational change at Ministry of Finance and Ministry of Interior and Social Affairs is imposing the change by force.
- The reason for employees resistance against organizational change at Ministry of Youth and Sport and Ministry of Communication is the fear of losing reward
- The reason for employee' resistance against organizational change at Ministry of Agriculture is ignoring the human aspects
- The reason for employees' resistance against organizational change at Ministry of Housing is the inconvenient time for change.

Recommendations:

- Employees have to participate in planning and executing the change program process and that administration should avoid using the dictatorial system in applying the change.
- Employees on whom the change plans will be applied should be rewarded, and their salaries and rewards should be modified.
- Human aspect inside the Ministry should be regarded and the employees' feeling when applying the change should also be taken care of.
- Change plan should be explained AT the beginning and ending time should be confirmed in participation with the change executers.

6. Obaid (2009): “Change Management Situation, and Its Role in Employee Performance in Ministry Of Health, an Empirical Study on Al-Shifa Medical Complex”

The purpose of the study is to identify 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. The population of the study was divided into four categories (physician, technician, nursing, administrative) and the study conducts 300 employees there.

Results:

- Organizational structure change was not clear, because it aims to aims serve personal benefits for a particular group.

- There is no clearance in the lines of authority and the responsibilities inside the complex that lead to overlap in the powers and the responsibilities.
- Technology change was not clear and doesn't reduce the effort and the time, or the speed in achievement so as there is no a comprehensive plan that limits and decides which technology is required.
- There is a positive relation between the change fields in (the organizational structure, technology, and the members) and the employees' performance.
- No significant differences between the answers of respondents about the reality of change management and its impact on the performance of employees in the Palestinian Ministry of Health.

Recommendations:

- Organizational structure change should be according to the work requirements and after studying the internal and the external environments carefully.
- Need to determine the authority and responsibility of each department and function, so there is no overlap in the terms of reference.

7. Wady (2007): “Organizational Justice, Applied Study on Palestinian Ministries in Gaza Strip”

The study focuses on the largest six Palestinian Ministries in the Gaza Strip, with a sample of 652 employees who had leading positions in these ministries. The study examines Organizational Justice feelings in the employees and their impact to obtain the expected national goals.

Results:

- There exists an organizational justice in the Palestinian Ministries, even with lower levels, due to a lower income. Thus, there exists a strong relation between the employees' payments and an Organizational justice.

Recommendations:

- Organizational Distributional justice must have been distributed in a fair and proper manner through employees.
- The managers have to be improved in decision making process and share employees in the proper case.

Arabic Studies

1. Abu Tayeh (2012): “The Effect of Organizational Justice on Organizational Citizenship Behavior in Government Ministries Centers in Jordan”

The purpose of the study is to analyze the effect of employees’ perceptions of justice on organizational citizenship behavior in government ministries centers in Jordan. The study conducts 326 participants from government ministries centers in Jordan.

Results:

- Employees’ perceptions of organizational justice were positively affected organizational citizenship behavior and all its dimensions.
- Organizational citizenship behavior was more strongly associated with procedural justice than with distributive and interactional justice.

Recommendation:

- To reinforce justice and organizational citizenship behavior in government ministries centers in Jordan.

2. Al-Obaidi (2012): “Impact of Organizational Justice and Its Relationship with Organizational Commitment a Field Study in the Higher Education and in the Ministry of Scientific Research”

The purpose of the study is to identify the justice regulatory and organizational commitment in the Ministry of Higher Education and Scientific Research in Jordan. The study conducts (67) members of staff in the ministry.

Result:

- There is a link and effect of the dimensions of justice, regulatory and the dimensions of organizational commitment in varying degrees.

Recommendation:

- The encouragement to adopt a regulatory environment develop the level of organizational commitment by providing regulatory environment in which justice prevails with review of all the policies and practices based on the mistaken traditional view in the administration according to the principle that justice for all.

3. Al-Shammary (2012): “The Degrees of Practicing Leadership Roles by Faculty Deans of Kuwait University and It’s Relation to Teacher’s Organizational Identification from Their View Point”

The purpose of the study is to analyse and measure the degree of leadership roles with the deans of faculties at the University of Kuwait and its relationship to organizational identification of faculty members from their point of view. The study conducts 400 member of the faculty at the University of Kuwait in the school year (2011-2012).

Result:

- There is a positive relation between pattern Democrat and the organizational identification at the University of Kuwait.

Recommendations:

- Reconsideration of the criteria that are evaluated faculty member to cover all aspects related behaviors, skills and achievements.
- To reinforce the organizational symmetry of the members of the faculty of the University

4. Elamin (2012): “Perceived Organizational Justice and Work-Related Attitudes: A Study of Saudi Employees”

The purposes of the study are: to examine the influence of perceived organizational justice on Saudis’ work-related attitudes; and to examine the differential effects of distributive and procedural justice on the work-related attitudes. The study conducts 600 Saudi employees from 24 organizations operating in an Eastern province in Saudi Arabia were surveyed.

Results:

- Organizational members who tend to show positive feelings toward distributive, procedural justice and interactional justice are likely to report higher level of job satisfaction and organizational commitment.
- Saudi people had little faith in institutional arrangements, but had strong faith in personal judgments and attitudes.

Recommendations:

- Justice plays a significant role in influencing Saudi employees’ level of job satisfaction and commitment.
- Distributive justice tends to be a stronger predictor of job satisfaction compared to procedural justice.
- There was no influence of procedural justice on organizational commitment when the influence of interactional justice and distributive

justice had been controlled.

5. Al-Zu'bi (2010): "A Study of Relationship between Organizational Justice and Job Satisfaction"

The purpose of the study is to investigate the relationship of the justice measures in the Jordanian environment. The study conducts 229 employees of number Electrical Industrial Companies selected through a stratified random sampling.

Results:

- Only one significant relationship exists between the age of respondents and their perceptions of organizational justice.
- Employee job satisfaction depends upon the organizational justice of managers.

Recommendations:

- Organizational justice is antecedent to job satisfaction.
- Organizations that ignore procedural justice concerns run the risk of endangering negative organizational outcomes of decisions, non-compliance with rules and procedures, and in some instances, lower satisfaction.

6. Al-So'ud & Al-Srayrah (2009): "Organizational Identification of Faculty Members at the Jordanian Public Universities and Its Relationship to Their Job Performance"

The Purpose of the study was to examine the Organizational Identification of the faculty members at the Jordanian public universities, and its relationship to their job performance. The study conducts 582 Jordanian faculty members and 77 department heads, appointed on full-time basis at the Jordanian public universities.

Results:

- The degree of Organizational Identification was high,
- A positive correlation was revealed between the Organizational Identification and job performance.

Recommendations:

- As there was a high degree of Organizational Identification, Universities have to take more care to their staff about their needs, wishes.
- To enhance Organizational Identification, Universities have to share the staff with plans, and procedures and to contribute with them.

7. Al-Bashabsheh (2008): “The Impact of the Organizational Justice upon the Organizational Identification in the Jordanian Public Cooperation”

The Purpose of the study was to identify the effect of organizational justice upon the organizational identification. The study conducts 919 employees in Jordanian Public Cooperation.

Results:

- The perception of the dimensions of organizational justice was medium, while toward the organizational identification it was high.
- There is a statistically significant effect of the organizational justice upon organizational identification.

The most important recommendation is:

- Administrative decisions and procedures to should be made as neutral and just as possible; in order to enhance organizational justice and identification and to elevate such concepts to a higher level.

8. Al-hawamdeh & Al-Qaralleh (2006): “Effect of Perceived and Desired Participation upon the Organizational Identification”

The purpose of this study is to analyze the effect of desired and perceived participation at department and college levels in deliberating organizational identification, for the faculty members in governmental Jordanian universities. The study conducts 675 governmental Jordanian University members.

Results:

- The perceptions of faculty members toward perceived participation at department level were medium, whereas their perceptions toward desired participation at department level were high.
- The perceptions of faculty members toward perceived participation at college level were medium, whereas their perception toward desired participation at college level was high.
- There is a statistically significant effect of the perceived and desired participation at both levels upon organizations' identification.

Recommendation:

- The administration of governmental Jordanian universities should promote healthy organizational climate in order to help the faculty members to participate in the decision making process, which in return strengthens the concept of organizational identification for them.

Foreign Studies

1. Batool (2012): “Organizational Citizenship Behavior: Diagnosis of Prognostic Strength of Performance Monitoring and Organizational Justice”.

The purpose of the study is to look at the virtual support of performance monitoring and organizational justice, in forecasting Organizational Citizenship Behavior. The study conducts six government organizations in Pakistan with a total of 240 government employees in the different cities of Pakistan.

Results:

- The employee would see the manager's behavior as helpful and might imitate this helpful behavior with others.
- Distributive justice has a significant, negative relationship with the four out of five OCB dimensions.

Recommendations:

- Observation, as a method of leader monitoring, will hold a good effect on dimensions of organizational justice perceived by employees.
- Informal discussions have to be used to affect the dimensions of organizational justice perceived by employees.

2. Marjani & Ardahaey (2012): “The Relationship between Organizational Structure and Organizational Justice and Employees’ Quality of Work Life in Public Organizations: A Case Study of Qom Province “

The purpose of the study was to study the effective organizational justice model for Iranian public organizations; identify antecedents and consequences of organizational justice; and examine the effect of organizational justice on the impact of organizational structure on organizational justice. The study conducts 264 employees in the public organizations of Qom Province in Iran.

Results:

- Organizational structure has an important role on justice perception.
- Procedural justice has direct positive influence on Job satisfaction.
- If procedures are perceived as fair, employees will feel respected and valued by the organization and the enacting authority.

Recommendations:

- Listening to employees and taking into account their concerns may help build trust between managers and they employees.
- If managers want to increase citizenship behavior among their employees,

they should work to increase the fairness of their interactions with employees

3. Barbaroux (2011): “A Design-Oriented Approach to Organizational Change: Insights from A Military Case Study”

The purpose of the study is to investigate the principles supporting organizational change management. The paper develops a qualitative study from a single case which focuses on how the military (NATO) transformed their functionally integrated organizational form to gain additional flexibility and responsiveness

Results:

- The alignment of structural and cognitive design parameters is critical to ensure the overall consistency of the transformation strategy.
- Organizations should focus on cognitive design parameters and support the codification of knowledge and processes.

Recommendation:

- Managing organizational change entails achieving the delicate balance between standardization and autonomy, functional decomposition and information interdependencies, distributed leadership and central authority.

4. Fuchs (2011):”The Impact of Manager and Top Management Identification on the Relationship between Perceived Organizational Justice and Change-Oriented Behavior”

The purposes of the study are:

- To better understand what predicts individuals’ pro-change behavior (PCB) and anti-change behavior (ACB) during organizational renewal with respect to organizational justice perceptions, given its significance for change intervention success;
- To identify and empirically test two new foci of organizational identification, namely manager and top management identification (TMID);
- To investigate how these two new identification foci affect the relationship between various types of organizational justice and change-oriented behavior.

The study conducts 137 market research employees working in London-based headquarters of an international research company with operations in more than 50 countries.

Results:

- All types of justice predict PCB.
- Interactional justice perceptions are negatively related to employees' ACB.
- Neither manager nor TMID had a moderating effect on the relationship between organizational justice and PCB, but both moderated the relationship between distributive justice perceptions and ACB.
- Identification with top management moderated the relationship between procedural justice perceptions and ACB.

Recommendations:

- A better understanding of how organizations and change agents can foster PCB.
- Organizational leaders should seek both some professional and personal credentials in order to tap into the positive self-concept element of identification and also adopt a leadership style during change which is associated with charismatic leadership behaviors.

5. İnce (2011): “The Effect of Employees' Perceptions of Organizational Justice on Organizational Citizenship Behavior: An Application in Turkish Public Institutions”

The purpose of the study is to analyze the effects of organizational justice perceptions of public sector employees on the organizational citizenship behavior. The research conducts 83 employees who work for Provincial Directorate of Land Registry and Cadaster, Provincial Directorate of National Education and Provincial Governorship Services of Karaman.

Results:

- There are certain relations between organizational justice perception and citizenship behavior,
- Employees behave positively to contribute to the organizational development and take care of their jobs when they get positive justice perception,
- Sports man like and helpfulness are the least affected citizenship behaviors by positive justice perceptions,
- The most deterministic justice type on citizenship behaviors is the distributive justice.

Recommendations:

- When the employees perceive the managerial and organizational procedures such as wage distribution and decision making fairly, they perform more effort to improve their organization and obey the rules about working hours voluntarily.

6. Malik (2011): “Role of Perceived Organizational Justice in Job Satisfaction: Evidence from Higher Education Institutions of Pakistan”

The main purpose of the study was to determine the relationship of organizational justice dimensions and job satisfaction across faculty members’ positions working in public and private sector institutions of higher learning. The study conducts 463 faculty members serving in public and private HEIs of Pakistan.

Results:

- Positive relationship of distributive justice with overall job satisfaction moderated by all faculty positions whereas interactional justice and overall job satisfaction positive association was only influenced by faculty positions
- The organizational justice dimensions foster the overall job satisfaction of the employees.

Recommendations:

- The top management and policy makers could boost the overall job satisfaction by promoting distributive and interactional justice practices in their respective institutions for their faculty members.

7. Mozes (2011): “Corporate Social Responsibility Organizational Identification and Motivation”

The purpose of the study is to explore the impact of corporate social responsibility (CSR) engagement on employee motivation, job satisfaction and organizational identification as well as employee citizenship in voluntary community activities. The study conducts at a major Israeli airline carrier that operates worldwide, with 38 offices around the world.

Results:

- CSR is significantly related to central organizational constructs.
- If a certain job or position lacks intrinsic meaning or significance, volunteering work may then compensate and enhance the overall sense of self-worth and meaning, thereby significantly enhance employee

motivation.

- Employees feel pride in belonging to an organization when they identify with it, and they do so because it stands for something they value

Recommendation:

- To design attractive and identifiable organizations may be seen in the importance that people employed in leading and highly respected organizations attach to identification with company values.

8. Chowdhury (2010): “Effect of Organizational Justice over Affective Commitment and the Role of Marital Status”

The purpose of the study is to explore the effect of 'organizational justice' over 'affective commitment' and the role of marital status, if any, in the relationship. A study applies in Bangladesh, on a total of 207 responses from 18 organizations then collected and analyzed to find the effect of marital status.

Results:

- Organizational justice has effect over the affective commitment of employees.
- It is not important what employees get if the employees feel that what they receive is an outcome of fair process.

Recommendations:

- Managers can develop commitment among employees if they become more concern about the process they follow to dole out different kinds of outcome.
- Any kind of deviation from the equilibrium creates discomfort within them and they start searching for ways to get back to equilibrium situation.

9. Hong (2010): “The Relationship between Organizational Identification and Organizational Outcomes”

The purpose of the study is to find the effect of the organizational identification and how can it influence the attitude and efficiency of the members at work. The study conducts a sample of 492 college teachers from 9 universities in China.

Results:

- Organization members with higher identification will feel more job satisfaction.
- Organizational identification will improve the staff's working performance.

- The organizational identification will increase individuals' support to the organization, and will impel the member to bear more obligations.
- Organizational identification has significant positive relationship with OCB. And organizational identification can predict the OCB very well.

Recommendations:

- It is a valuable ways to improve the satisfaction by increasing the identification of the members.
- The managers can improve the task performance by increasing the organizational identification in practice.
- The managers can improve the task performance by increasing the organizational identification in practice.

10. Li (2010): “The Influence of Procedure Justice on Work Engagement: The Mediating Role of Organizational Commitment”

The purpose of the study is to investigate the mediating effect of organizational commitment in the influence of procedure justice on work engagement. The study conducts 350 samples from two companies of China Airline.

Results:

- The influence of procedural justice on work engagement is significant,
- The affective commitment and normative commitment fully mediated the relationship of procedure justice and work engagement.

Recommendations:

- The enterprises can increase the employees' work engagement level from the organizational perspectives such as improve the employees' perception of organizational justice.
- The enterprise should not only pay attention to distributive justice, but also to procedural justice.

11. Stephen (2010): “Nonprofit Organizational and Work Unit Identification and the Occupational Stress Process”

The purpose of the study is to examine the extension of the application of organizational identity theory by identifying the effects of organizational and workgroup identification on employee outcomes in the none-profit context. The study conducts 257 employees from five organizations in Canada.

Results:

- The effects of identification in the context of the job stressor-employee

adjustment relationship have not been investigated

- There exist two levels of identification and their relative value in mitigating the potential negative effects of stressors on individual adjustment.

Recommendations:

- A better understanding of the organizational dynamics in none-profit organizations will contribute to the development of strategy and interventions to deal with identity -based issues in none-profits.
- A more proximal identification would be more prevalence and significant as a moderator of the job stressor-employee adjustment relationship.

12. Wu Xin (2010): “The Mediating Role of Organizational Identification in the Relationship between Organizational Centrality and OCB”

The purpose of the study is to examine empirically the linkage among organizational centrality, organizational identification, and OCB. The study conducts 312 employees and their supervisors in two state-owned companies in China.

Results:

- Organizational centrality as an important antecedent to organizational identification.
- The role of organizational centrality becomes a more important topic of study given the flatter, organizational structures that predominate today.

Recommendations:

- Managers can enhance employees’ identification with their organization and OCB by making more salient to employees the centrality of the positions they occupy.
- The more that people perceive to be inside the organization, the more inclined they are to identify with their organization, and in turn display high frequency of OCB

13. Bakhshi (2009): “Organizational Justice Perceptions as Predictor of Job Satisfaction and Organization Commitment”

The purpose of the study is to explore the relationship between perceived organizational justice, job satisfaction and organization commitment. The study conducts 128 employees working in medical college in India.

Results:

- Distributive justice was found to be positively related to both job satisfaction and organization commitment.
- An organization justice perception plays an important role in the development of organizational commitment and job satisfaction.

Recommendations:

- Administrators and policy makers should take insights into the relationship between perceived organizational justice and work attitudes and the formations of employees' justice perceptions, and with insights into how to manage employees using organizational justice perspective to draw positive attitudinal and behavioral reactions from employees.

14. TÜZÜN & ÇAĞLAR (2009): “Investigating the Antecedents of Organizational Identification”

The purpose of the study is to examine the relationship between the attractiveness of organizational identity (APOI) and strength of identification, and how perceived trust underlines such a possible effect of identity attractiveness on organizational identification (OID). The research conducts 545 public and private bank employees in Turkey.

Results:

- The results showed that APOI has positive influence on perceived trust.
- Trust mediates this positive relationship between APOI and OID.

Recommendations:

- The greater the attractiveness of the perceived identity of the organization, the stronger is person's identification with it.
- Employee's identification with the organization occurs only when they perceive trustworthiness of the organization.

15. Weidan Xu (2008):”The Study of the Relationship between Organizational Justice and Job Satisfaction on Y-Generation in Chinese IT Industry”

The purpose of the study is to examine the relationship between three forms of organizational justice and job satisfaction on Post-'80 generation employees in Chinese IT industry. The study conducts 198 IT personnel employed coming from ten IT enterprises in two cities of China.

Results:

- As the justice perception increased, the workers' satisfaction with their pay, organizations, authorities, and rules and self-esteem experienced in

their job would increase accordingly.

- Distributive justice and procedural justice will be a consistently strong predictor of job satisfaction.
- Distributive justice is the key antecedent predicting workplace attitudes regarding personal outcomes, such as job satisfaction.

Recommendations:

- A better understanding of the organizational justice factors affecting job satisfaction of the Post-'80 generation employees in Chinese IT industry.
- The study can be extended to different industries, so a comparison about the relationship between organization justice and job satisfaction among different industries can be made.

16. Xiao-wei (2008): “An Empirical Study on the Relationship of Conscientiousness, Justice Perception and Organizational Citizenship Behavior”

The purpose of the study is to shed light on the relative importance and interaction effect of conscientiousness and justice in predicting OCB. The study conducts 188 supervisor-subordinate dyads in China.

Results:

- Employees with high conscientiousness are more likely to gain fair treatment from the organization or their supervisor for their hardworking and reliable character.
- Both conscientiousness and justice perception is important predictor, and the lack of one can be made up by the other.
- Establishing fair organizational environment is an effective way to evoke employees' spontaneous cooperative behaviors.

Recommendation:

- Justice perception can move low conscientious employees to go beyond their accustomed behavior styles and perform OCB as what high conscientious ones do.

17. Wei (2007): “Chinese Employee’s Turnover Intentions in Relation to Organizational Identification, Work Values, Job Satisfactions in Service Industry”

The purpose of the study is to investigate relationships between Chinese employee's turnover intentions and organizational identification (OI), work values and job satisfactions in a sample of 330 from 25 firms in service industry in China.

Results:

- Organizational identification is robust predictor on job satisfaction
- Organizational identification has a negative effect on employees' reported turnover intentions
- Job satisfaction has a negative effect on employees' reported turnover intentions
- Job satisfaction completely mediated the relationship between organizational identification and turnover intentions in Chinese service industry background.
- Social status value positively moderates relationship between job satisfaction and turnover intentions

Recommendation:

- Job satisfaction completely mediated relationship between Organizational Identification and turnover intentions; Work values include payment value, social status value, intrinsic value and promotion value.

18. COLE (2006): "Organizational Identity Strength, Identification, and Commitment and Their Relationships to Turnover Intention: Does Organizational Hierarchy Matter?"

The purpose of the research is to focus attention on the psychological constructs of OI strength, organizational identification and organizational. The research conducts 1049 employees of a large steel manufacturer in India.

Results:

- Honouring the organization's traditions, rituals, and ceremonies that communicate and objectify the organization's history.
- Emphasizing core values, beliefs, and behaviors that represent the organizational mission and goals.
- Communicating stories and myths that reflect the organization's identity.

Recommendation:

- Investigating the structural factors believed to influence the interpretation and perception of these constructs may ultimately lead to a better understanding of why employees behave as they do.

19. Cremer (2004): “Procedural and Distributive Justice Effects Moderated by Organizational Identification”

The purpose of the study is to test whether the widely known interaction between procedural and distributive justice influences cooperation. The study was conducted at a multinational company in Germany with a 250 employees. This company is a major producer of medicines and medical equipment.

Results:

- The interaction effect was only found among those with a strong sense of organizational identification.
- Both high procedural and distributive justice was required to best predict cooperation.
- Organizational identification moderates the interactive effect between procedural and distributive justice.

Recommendations:

- Organizational identification constitutes an important cognitive moderator, and due to this cognitive nature of this moderator
- An important task of managers is to attend to issues of profitability, organizational satisfaction, but also to the satisfaction, self-esteem, and commitment of the individual employee.

20. Byrne (2003): “Perceptions of Organizational Justice, Identification, and Support within Work Teams“

The purpose of the study is to examine the effect of fairness on co-worker attitudes and behavior, specifically satisfaction and organizational citizenship behaviors. The study conducts a total of 232 participants from three organizations across the United States completed surveys, of which 177 had matched supervisory ratings of OCBs beneficial to coworkers.

Results:

- Co-worker support was necessary for the interaction between co-worker identification with the team and perceptions of distributive fairness from co-workers to predict satisfaction in co-workers.
- The more team members identify with their team, the greater affect team dynamics such as fair decisions may have on perceptions of co-worker support, which could imply greater levels of satisfaction.
- Fairness perceptions between co-workers affect satisfaction in co-workers.

- Obtaining supervisory ratings of OCB beneficial to the team member could be considered strength in the study design.

Recommendations:

- Interactional fairness could be more important when co-workers are still forming their identification with the group such as during group socialization, as opposed to when they've already formed a strong identity and are evaluating their level of support from one another.
- Fairness can be perceived from sources other than the supervisor or organization.

General Commentary on the Reviewed Studies

The attentions to predict the pro-change behavior still active as studies indicate. On the other hand, organizational Justice has its roots in studies, and most researches argued about the main three perceptions: procedural, distributive and interactional justice, while others state that interactional Justice has to be divided into: informational and interpersonal justice. This is due the importance of interactional justice in the organizational identification and pro-change behavior. And the research here will apply the second type of perceptions of organizational justice to be four perceptions.

Based on previous studies, this research constructs its hypotheses, and some of notes can be highlighted:

1. Studies are varied in the environment and the place of applying them. Some of them applied in educational, medical, industrial or managerial environments. And this led to different results as each field has its own views.
2. The populations are varied, some of populations are local, others are regional, and the rest are international. Even when looking deeply to foreign studies, some of them in Islamic countries like Pakistan, Turkey, Malaysia or Iran. The rest is none Islamic countries. Some of them from China, India, USA, Canada, Europe countries; and these different cultures also lead to different results.
3. Most studies discuss variables separately or with some mini-combinations, as discussing organizational justice and its effects on the organizational development, commitment, citizenship behavior, job satisfaction and motivation. Rare of these studies discuss organizational justice and its role in organizational Identification or change behavior.
4. Fewer studies discuss variables of organizational identification and effects on organizational justice, and change behavior.

5. Only one study, Fuchs (2011), is the nearest study to discuss most variables and to find the relations between organizational justice and organizational identification.
6. Both local and regional studies are few in such combinations, and as researcher knows, there is no regional studies combine either some or all variables of the research together.
7. Most researchers depend completely in measuring variables on some well-known researches. For example, when measuring Justice Items, they completely depend on Qolquitt (2001) paper called “The Dimensionality of Organizational Justice”. And when measuring organizational identification items, they completely depend on Mael and Ashworth’s (1992), Miller, Allen, Casey, and Johnson (2000) and Rikketa (2005). In the same context, to measure pro-change and anti-change behaviors, they depend on Giangreco (2002). And based on, the researcher will depend on these items measuring roles to validate the hypothesis stated earlier in the research.
8. This research complies with previous studies that it discusses the role of both organizational justice and organizational identification on the change behavior.

This research differs from other previous studies that it focuses on the change behavior in the largest non-profit in Gaza Strip, UNRWA, and to find the level of justice and identification levels, and to find the change behavior at UNRWA employees. It will serve as a base for future studies in the same field.

Chapter Five

Research Design and Methodology

Section One: Methodology and Procedures

- Introduction**
- Research Methodology**
- Research Procedure**
- Sources of Data**
- Research Population**
- Research Sample**
- Questionnaire Design**
- Date Measurement and Statistical Analysis Tools**
- Questionnaire Procedures**

Section Two: Testing Research Tool

- Introduction**
- Validity of the Questionnaire**
- Reliability of the Questionnaire**

Section One

Methodology and Procedures

Introduction

This chapter presents the research methodology utilized to investigate the relationships among organizational justice, organizational identification and a pro-change behavior. This chapter describes the methodology that is used in this research. The adopted methodology to accomplish this research uses the combination techniques of descriptive approach and information about the research design, research conceptual model, population sample size, research setting, questionnaire design, statistical data analysis, content validity, pilot study and ethical aspects of the research.

Research Methodology

The research follows the analytical descriptive methodology approach to describe the basic features of the data in the research. The research follows the descriptive methodology approach to describe the basic features of the data in a research. Descriptive methodology is used in research when little is known about a phenomenon. By using a descriptive research design, the researcher attempts to gain new and valuable information about a subject. From this information, the researcher develops relationships that will assist in the growth of new theories for further testing. Methods for gathering information in descriptive research include direct observation, questionnaires, scales, and physiological measurements (Burns & Grove, 2005 p. 26).

Research Procedure

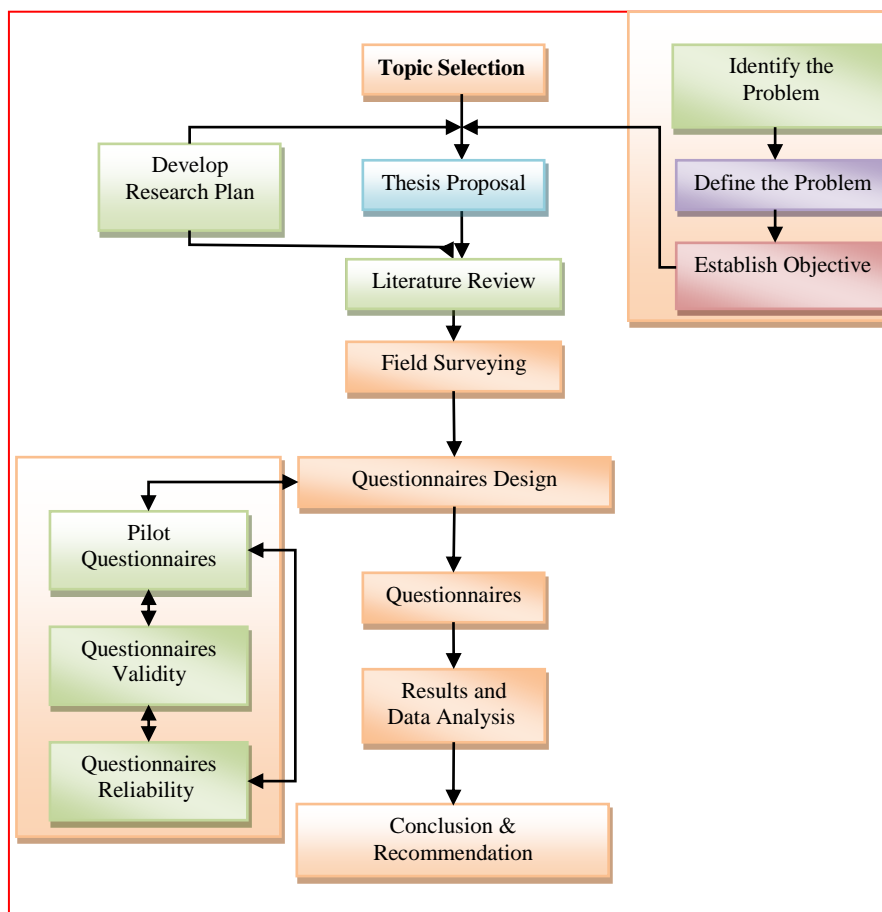
1. The first phase of the research thesis proposal included identifying and defining the problems and establishment objective of the study and development research plan.
2. The second phase of the research included a summary of the comprehensive literature review. Literatures on claim management were reviewed.
3. The third phase of the research included a field survey which was conducted with “Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations”
4. The fourth phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the pilot study was to test and prove that the questionnaire

questions are clear to be answered in a way that help to achieve the target of the study. The questionnaire was modified based on the results of the pilot study.

5. The fifth phase of the research focused on distributing questionnaire. This questionnaire was used to collect the required data in order to achieve the research objective. Two hundred and thirty questionnaires were distributed to the research population and two hundred questionnaires are collected.
6. The sixth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis. The final phase includes the conclusions and recommendations.

Figure 5.1 shows the methodology flowchart, which leads to achieve the research objective.

Figure 5.1: The methodology flow chart.



Source: Articulated by the researcher based on (RDDirect Research Process Flowchart, 2004)

Sources of Data

No survey can achieve success without a well-designed questionnaire. The sources of the questionnaire was gathered carefully and accurately to achieve the research's objectives. There are two sources of data:

1. Secondary Data: Secondary data were obtained from secondary resources in collecting data such as books, journals, dissertations, essays, statistics and web pages. Some textbooks were used.
2. Primary Data: This data was collected from the field by questionnaire. Questionnaire was designed and distributed to get responses from target group of the research during their working hours. Respondents were asked to provide opinions on the variables of this research.

Data Collection Methodology

In order to collect the needed data for this research, in addition to preliminary resources that not available in secondary resources through distributing questionnaires on research population was used in order to get their opinions about the "Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in International Non-Governmental Organizations". Research methodology depends on the analysis of data on the use of descriptive analysis, which depends on the poll and use the main program (SPSS).

Research Population

Research Population includes the employees in Gaza Field Office of UNRWA, which is an example of an international none-governmental organization in Gaza. This population includes a diverse workforce in age, gender, educational background, grade, tenure ... etc. UNRWA Field office has a total number of employees equals 647 employees (UNRWA Human Resources Department, 2013).

Research Sample

A random sample was selected from the population with size equal 230 employees, and questionnaires were distributed to members of the sample and 200 questionnaires are received. This number of distributed questionnaires was determined by random sampling equation. This means that about 87% of responds have responded.

Questionnaire Design

A survey questionnaire was designed to collect the research's primary data. The questionnaire included close-ended questions to facilitate the data collection process. The design of questionnaire affected the response rate and the reliability and validity of the data collected. Response rates, validity and reliability are maximized by careful design of individual questions, clear layout of the questionnaire form, lucid

explanation of the purpose of the questionnaire and pilot testing. The questionnaire is composed of sections to accomplish the aim of the research, as follows:

1. First section: First: Personnel Information consists from 5 sentences.
2. Second section: related to Organizational Justice consist from 4 subsections as follows:
 - Interpersonal Justice: consist from 8 sentences
 - Procedural Justice: consist from 10 sentences
 - Informational Justice: consist from 10 sentences
 - Distributive Justice: consist from 8 sentences
3. Third section: related to Organizational Identification consist from 12 sentences
4. Forth section: related to Pro-change Behavior consists from 10 sentences.
5. Fifth section: related to Anti-Change Behavior consist from 10 sentences

The Questionnaire was drawn in Arabic version to be understood by the entire sample when was surveyed in the Gaza Strip. The questions were arranged in a logical order and a proper sequencing.

Date Measurement and Statistical Analysis Tools

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale the researcher has used the following:

Item	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
Scale	1	2	3	4	5

To achieve the research goal, researcher used the statistical package for the Social Science (SPSS) for Manipulating and analyzing the data.

Statistical methods are as follows:

1. Kolmogorov-Smirnov test of normality.
2. Pearson correlation coefficient for Validity.
3. Cronbach's Alpha for Reliability Statistics.

4. Frequency and Descriptive analysis.
5. Parametric Tests as the following:
 - a. T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.
 - b. The Independent Samples T-test is used to examine if there is a statistical significant difference between two means among the respondents toward "Predicting a Pro-change and Anti-change Behavior, the Perceived Role of Organizational Justice and Organizational Identification" due to (Gender).
 - c. The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward "Predicting a Pro-change and Anti-change Behavior, the Perceived Role of Organizational Justice and Organizational Identification" due to (Age, Educational Level, Job Title, Years of work in the Organization and Years of Experience).

Questionnaire Procedures

The researcher utilizes the following questionnaire procedures

1. Upon designing the questionnaire, it was reviewed and modified by research supervisor.
2. The modified copy was given to a number of 9 referees, including academics and civil society professionals who have excellent knowledge and expertise in the area of the research topic.
3. The questionnaire was modified based on the referee's comments and a pilot sample of 30 questionnaires was distributed to help test the validity and reliability of the questionnaire based on pilot sampling equation.
4. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

Section Two

Testing Research Tool

Introduction

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

Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity. Validity has a number of different aspects and assessment approaches. The first test is internal validity test (Pearson test), which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that was used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale (**Pilot and Hungler, 1985**).

1. External (Pre-Pilot) Validity of the Questionnaire

It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the researcher had taken the approval of the supervisor to review the tool on Academic and Professional levels to ensure its relevance and stability. Reviewing of questionnaire with academic and business people who have had long-time experiences in business practice environment, were conducted in order to ensure logic, that included nine of academic staff from Universities reviewed the tool. The reason for including professional was to assure that the statement truly

addressed the critical areas from the professional perspective (Pilot and Hungler, 1985).

2. Criterion Related Validity (Internal Consistency)

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. Tables 5.1-5.2 below show the correlation coefficient and p-value for each field items.

- a. Measuring the correlation between the "Organizational Justice Items" and the total of the field

Table 5.1: The correlation coefficient between each paragraph in the field and the whole field Organizational Justice.

No.	Question	Pearson coefficient	p-value	Sig. level
	Distributive Justice			
1	My monthly salary is appropriate to the efforts that lay it in my work	0.803	0.000	**
2	The requirements and my work tasks are suitable with my own abilities in performance	0.706	0.000	**
3	Financial incentives are distributed to subordinates based on maturity	0.748	0.000	**
4	I truly believe that the overall compensation determined by the organization is fair.	0.844	0.000	**
5	All things considered, people here are rewarded fairly by the organization.	0.638	0.001	**
6	My salary is appropriated with what possessed of academic qualifications	0.769	0.000	**
7	Everyone around here gets their fair share of what the organization has to offer.	0.706	0.000	**
8	My organization makes sure that people get what they deserve.	0.826	0.000	**
	Procedural Justice:			
9	I can count on my organization to have fair policies.	0.861	0.000	**
10	My managers take decisions related to my work based on logical reasons	0.605	0.002	**
11	Where I work, the organization's procedures and guidelines are very fair	0.782	0.000	**
12	All managerial decisions are applied on all employees	0.693	0.000	**
13	Organization's Managers are care for employees to implement their orders	0.596	0.003	**
14	My organization only uses procedures that give justice to employees	0.819	0.000	**
15	My performance assessment focuses strongly on the principle of merit in incentives.	0.731	0.000	**
16	I feel that the organization adopt a sound professional way in determining salaries.	0.648	0.001	**
17	Employees are rewarded on the activities that will help the success of an organization fits the work carried out.	0.779	0.000	**

No.	Question	Pearson coefficient	p-value	Sig. level
18	Recruitment and promotion rules declared and documented.	0.442	0.035	*
	Informational Justice			
19	Whenever things go wrong, the organization provides me with adequate explanations	0.733	0.000	**
20	My organization's decisions are made out in the open so that everyone always knows what's going on	0.882	0.000	**
21	When my direct manager takes any decision about my work, he takes in account my personal views	0.766	0.000	**
22	Direct manager discusses with me the consequences of those decisions that can affect my work	0.808	0.000	**
23	The organization takes the needed time to explain decisions to me	0.606	0.002	**
24	The organization's manager has been candid in his communication with me.	0.515	0.012	*
25	Decision makers listen to the views of subordinates before making a decision	0.590	0.004	**
26	The organization's manager has communicated the details in a timely manner.	0.833	0.000	**
27	Decision makers provide an additional information when inquired	0.651	0.001	**
28	I usually have informed of any activities or meetings in enough time before they occur	0.682	0.000	**
	Interpersonal Justice:			
29	My colleagues treat me acceptable behaviors	0.581	0.004	**
30	When the Manager makes a decision relates to my work, he shows his interest with my employee's interest	0.724	0.000	**
31	I feel that my direct manager resolves the conflicts between employees fairly	0.876	0.000	**
32	Since I am working here, I have found that my rights as an employee are respected by the organization	0.677	0.000	**
33	My organization treats me with dignity and respect	0.730	0.000	**
34	I feel the organization holds me in high regard	0.421	0.045	*
35	My manager treats me in a professional manner.	0.698	0.000	**
36	Manager has refrained from improper remarks or comments	0.656	0.001	**

** Correlation coefficient is significant at the $\alpha = 0.01$

* Correlation coefficient is significant at the $\alpha = 0.05$

As shown in table 5.1, the p- Values 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.

b. Measuring the correlation between the "Organizational Identification Items" and the total of the field

**Table 5.2: The correlation coefficient between each paragraph in the field and the whole field
Organizational Identification**

No.	Question	Pearson coefficient	p-value	Sig. level
1	My employment in the organization is a big part of who I am.	0.880	0.000	**
2	I consider myself an organization person	0.821	0.000	**
3	What the organization stands for is important to me	0.867	0.000	**
4	I share the goals and values of the organization	0.800	0.000	**
5	My membership of the organization is important to me	0.861	0.000	**
6	I feel strong ties with the organization	0.887	0.000	**
7	My organization's successes are my successes.	0.854	0.000	**
8	If a story in the media criticized my organization, I would feel embarrassed.	0.834	0.000	**
9	I am very interested in what others think about my organization.	0.886	0.000	**
10	I consider that my organization is a cause of Priding with its counterparts	0.842	0.000	**
11	When someone praises my organization, it feels like a personal compliment.	0.838	0.000	**
12	When I talk about my organization, I usually say "we" rather than "they".	0.521	0.011	*

** Correlation coefficient is significant at the $\alpha = 0.01$

* Correlation coefficient is significant at the $\alpha = 0.05$

As shown in table 5.2, the p-values 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.

c. Measuring the correlation between the "Pro-change behavior Items" and the total of the field

**Table 5.3: The correlation coefficient between each paragraph in the field and the whole field
Pro-change Behavior**

No.	Question	Pearson coefficient	p-value	Sig. level
1	Change will encourage my financial interests	0.431	0.040	**
2	Changing my job tasks will cause a Satisfaction feeling	0.765	0.000	**
3	I think that change will not ignore Humanitarian aspects	0.662	0.001	**
4	I am doing much more than is required from me to help this organization through the numerous changes	0.740	0.000	**

No.	Question	Pearson coefficient	p-value	Sig. level
5	I co-operate actively to realize the change	0.659	0.001	**
6	I encourage actions to support the realization of the change	0.786	0.000	**
7	I promote the change with enthusiasm	0.806	0.000	**
8	I try to convince others of the appropriateness of the change	0.816	0.000	**
9	I sustain with vigor the change in public discussions	0.547	0.007	**
10	I make considerable effort so that my subordinates understand the change.	0.525	0.010	**

* * Correlation coefficient is significant at the $\alpha = 0.01$

* Correlation coefficient is significant at the $\alpha = 0.05$

As shown in table 5.3, the p- Values 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.

d. Measuring the correlation between the "Anti-change behavior Items" and the total of the field

**Table 5.4: The correlation coefficient between each paragraph in the field and the whole field
Anti-Change Behavior**

No.	Question	Pearson coefficient	p-value	Sig. level
1	I am critical about the change in public discussions	0.471	0.023	*
2	I am critical about the change with my superiors	0.678	0.000	**
3	I support union activities against the change	0.729	0.000	**
4	I support the actions of my subordinates against the change	0.784	0.000	**
5	I support the actions of my colleagues against the change	0.849	0.000	**
6	I report complaints about the change to my superiors	0.502	0.015	*
7	I feel fear and threat of the coming change	0.852	0.000	**
8	I think that the change would have a negative impact on the tasks required from me	0.878	0.000	**
9	I feel with fear of not being able to implement change	0.770	0.000	**
10	I feel that change will cause me to lose some of the granted powers to me	0.572	0.004	**

* * Correlation coefficient is significant at the $\alpha = 0.01$

* Correlation coefficient is significant at the $\alpha = 0.05$

As shown in table 5.4, the p- Values 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.

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 5.5: Structure Validity of the Questionnaire

Section	Title of section	Pearson correlation coefficient	p-value
Section (1)	Organizational Justice	0.919	0.000
Section (2)	Organizational Identification	0.790	0.000
Section (3)	Pro-change Behavior	0.601	0.002
Section (4)	Anti-Change Behavior	0.635	0.001

** Correlation coefficient is significant at the $\alpha = 0.01$

As shown in table 5.5, the significance values 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 research.

Reliability of the Questionnaire

Reliability of an instrument is the degree of consistency with which it measures the attribute it is supposed to be measuring. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient. For the most purposes, reliability coefficient above 0.7 is considered satisfactory. Period of two weeks to a month is recommended between two tests. Due to complicated conditions that the sample is facing at the time being, it was too difficult to ask them to responds to our questionnaire twice within short period. The statistician's explained that, overcoming the distribution of the questionnaire twice to measure the reliability can be achieved by using Cronbach's Alpha coefficient and Half Split Method through the SPSS software.

1. Half Split Method

This method depends on finding Pearson correlation coefficient between the means of odd rank questions and even rank questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. The corrected correlation coefficient (consistency coefficient) is computed according to the following equation:

Consistency coefficient = $2r/(r+1)$, where r is the Pearson correlation coefficient. The normal range of corrected correlation coefficient $2r/(r+1)$ is between 0.0 and + 1.0

Table 5.6: Split-Half Coefficient method

Section	Title of section	person-correlation	Spearman-Brown Coefficient	p-value
Section (1)	Organizational Justice	0.8037	0.8912	0.0000
Section (2)	Organizational Identification	0.7924	0.8842	0.0000
Section (3)	Pro-change Behavior	0.7425	0.8522	0.0000
Section (4)	Anti-Change Behavior	0.7992	0.8884	0.0000
All sections		0.7628	0.8654	0.0000

As shown in Table 5.6, the general reliability for all items equal 0.8654 which is more than 0.70, and the significant (α) is less than 0.05, it can be said that according to the Half Split method, the questionnaire is reliable.

2. 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 alpha coefficient value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency.

Table 5.7: Cronbach's Alpha Coefficient method

Section	Title of section	No. of items	Cronbach's Alpha
Section (1)	Organizational Justice	36	0.9323
Section (2)	Organizational Identification	12	0.9486
Section (3)	Pro-change Behavior	10	0.8650
Section (4)	Anti-Change Behavior	10	0.8838
All sections		68	0.9147

As shown in Table 5.7. The Cronbach's alpha coefficient was calculated and the general reliability for all items equal 0.9147. This value is considered high; the result ensures the reliability of the questionnaire.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter Six

Data Analysis and Hypotheses Testing

Introduction

Test of Normality

Descriptive Analysis of the Sample Statistics

Data Analysis

Hypotheses Testing

Introduction

The aim of this chapter is to analyze the empirical data which was collected through the questionnaire in order to provide a real picture of an organizational justice and organizational identification from one side and the employees' Pro-change and Anti-change behavior in the UNRWA Gaza Field Office from the other side. This chapter includes 4 main sections. The first is test of normality. The second is about descriptive analysis (the organizational and personal characteristics) which will be presented and discussed. The third is about Data analysis (Means and Test values for each field). The fourth section is hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to previous findings in other studies.

Test of Normality for each field

One Sample K-S test will be used to identify if the data follow normal distribution or not, this test is considered necessary in case testing hypotheses as most parametric Test stipulate data to be normality distributed and this test used when the size of the sample are greater than 50.

Table 6.1: One Sample K-S

Section	Title of section	No. of Items	Statistic	P-value
Section (1)	Organizational Justice	36	0.873	0.431
Section (2)	Organizational Identification	12	0.877	0.425
Section (3)	Pro-change Behavior	10	0.911	0.378
Section (4)	Anti-Change Behavior	10	1.314	0.063
All Sections		68	0.831	0.495

Results test as shown in table 6.1, clarifies that the calculated p-value is greater than the significant level which is equal 0.05 (p-value. > 0.05), this in turn denotes that data follows normal distribution, and so parametric Tests must be used.

Descriptive Analysis of the Sample Statistics

1. Gender

Table 6.2: Gender Distribution

Gender	Frequency	Percentages
Male	104	52.0%
Female	96	48.0%
Total	200	100.0

According to Table 6.2, it was noticed that 52.0 % of the sample are "male" and 48.0% of the sample are "female" at the middle of 2013, which presents the depicting

of the UNRWA policy of the gender equity in the opportunity of work between male and female.

2. Age

Table 6.3: Age Distribution

Age	Frequency	Percentages
Less than 35 years	75	37.5%
35-45 years	85	42.5%
more than 45 years	40	20.0%
Total	200	%100.00

According to table 6.3, it shows that 80% of the sample of age "Less than 45 years", and 20.0% of the sample of age "more than 45 years". In addition, this distribution is considered helpful to examine the research goals. This can be explained due to the age of such organization, and the continual hiring of employees and some posts requires several years of experience.

3. Educational qualifications

Table 6.4: Educational qualifications Distribution

Educational qualifications	Frequency	Percentages
Diploma	18	9%
Bachelor	152	76%
Master	26	13%
PhD	4	2%
Total	200	100.0%

According to table 6.4, the educational qualifications' distribution shows that 91% of the sample members are at least university graduates holders and 15 % of the sample members are post graduate holders. This can be explained due to the post requirements of education, as some posts requires a diploma degree, other higher posts requires bachelor degree while most top management posts requires a post graduate certificates.

4. Experience years in the organization

Table 6.5: Experience Years Distribution

Experience years in the organization	Frequency	Percentages
Less than 5 years	46	23%
5- less than 10 years	57	28.5%
10- less than 15 years	43	21.5%
from 15 years or more	54	27%
Total	200	100%

Table 6.5 shows that 73% of the sample has experience years in the organization "Less than 15 years", while and 27% of the sample is "from 15 years or more". This can be explained due to some employees have worked from many years, and/or they have moved through several posts during their work in the organization.

5. Job Level (Grade)

Table 6.6: Job Level Distribution

Job Level (Grade)	Frequency	Percentages
7 – 10 Grade	118	59.0%
11 – 13 Grade	47	23.5%
14 – 16 Grade	26	13.0%
17 – 20 Grade	9	4.5%
Total	200	100.0%

Table 6.6 shows that 82.5% of the sample's Job Level (Grade) are "7 – 13 Grades", while 17.5.5% of the sample's Job Level (Grade) are "17 – 20 Grades". This can be explained due to the post requirements, so management posts will get higher grades, and most subordinates get low level grades.

Data Analysis

In the following tables, the researcher uses a one sample t test to test if the opinion of the respondent in the content of the sentences are positive (weight mean greater than "60%" and the p-value less than 0.05) or the opinion of the respondent in the content of the sentences are neutral (p- value is greater than 0.05) or the opinion of the respondent in the content of the sentences are negative (weight mean less than "60%" and the p-value less than 0.05)

1. Section One: Organizational Justice

a. Distributive Justice:

Table 6.7: Means and Test values for Distributive Justice

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	My monthly salary is appropriate to the efforts that lay it in my work	2.94	1.182	58.73	-0.673	0.502
2	The requirements and my work tasks are suitable with my own abilities in performance	3.47	1.230	69.37	4.788	0.000
3	Financial incentives are distributed to subordinates based on maturity	2.70	1.104	53.92	-3.458	0.001
4	I truly believe that the overall compensation determined by the organization is fair.	2.57	1.114	51.39	-4.857	0.000
5	All things considered, people here are rewarded fairly by the organization.	2.80	1.031	56.08	-2.392	0.018
6	My salary is appropriated with what possessed of academic qualifications	2.80	1.235	55.95	-2.061	0.041
7	Everyone around here gets their fair share of what the organization has to offer.	2.86	1.114	57.22	-1.571	0.118
8	My organization makes sure that people get what they deserve.	2.66	1.032	53.29	-4.086	0.000
All items		2.85	0.852	56.99	-2.217	0.028

Critical value of t at df "200" and significance level 0.05 equal 1.98

As shown in table 6.7, the opinions of the respondent about "Distributive Justice" were as follow:

The heights positive response item according to the weight mean as follows:

1. In item No. (2): the weight mean equals " 69.37%" and p-value equals "0.000" which is less than 0.05, that means (The requirements and my work tasks are suitable with my own abilities in performance).

And the highest negative response three items according to the weight mean as follows:

1. In item No. (8): the weight mean equals "53.29%" and p-value equals "0.000" which is less than 0.05, that means (My organization does not make sure that people get what they deserve).

2. In item No. (4): the weight mean equals "51.39%" and p-value equals "0.000" which is less than 0.05, that means (I do not truly believe that the overall compensation determined by the organization is fair).
3. In item No. (3): the weight mean equals "53.92%" and p-value equals "0.001" which is less than 0.05, that means (Financial incentives are not distributed to subordinates based on maturity).

In general the results for all items of the field show that the average mean equal 2.85 and the weight mean equals 56.99% which is less than "60%" and the value of t test equals 2.217 which is greater than the critical value which equals 1.98 and the p-value equals 0.028 which is less than 0.05, means that employees' responses toward organizational distributive justice are negative.

Commentary:

- This research agrees with Wady (2007), that employees' feelings toward their efforts are not appropriate with their salaries and rewards. This can be explained that the overall situation in Gaza Strip in dealing with employees in none profit or governmental institutes are similar in the distributive justice, especially regarding the rewards and salaries.
- Comparing the results with Arabic results, this research disagrees with Abu Tayeh (2012), Al-Obaidi (2012), Elamin (2012), Al-Zu'bi (2010) and Al-Bashabsheh (2008) that there exists a positive feeling toward organizational justice, and this may explained due to the different environment of applying the research.
- Comparing the results with foreign studies, almost of studies disagree that distributive justice has a negative response. Only Batool (2012) and Bakhshi (2009) results indicate negative response, and these studies are in Pakistan and India.
- UNRWA's employees here claim that all financial rewards, overall compensation, fairness of rewards, their salaries and assurance of getting deserves are not suitable, even their posts are suitable with their abilities in performance. This can be explained due to the restricted roles in the organization.

b. Procedural Justice

Table 6.8: Means and Test values for Procedural Justice

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	I can count on my organization to have fair policies.	3.17	1.078	63.42	1.993	0.048
2	My managers take decisions related to my work based on logical reasons	3.24	1.018	64.81	2.968	0.003
3	Where I work, the organization's procedures and guidelines are very fair	2.97	1.073	59.37	-0.371	0.711
4	All managerial decisions are applied on all employees	2.97	1.070	59.49	-0.297	0.767
5	Organization's Managers are care for employees to implement their orders	3.64	0.904	72.78	8.884	0.000
6	My organization only uses procedures that give justice to employees	2.92	0.990	58.35	-1.044	0.298
7	My performance assessment focuses strongly on the principle of merit in incentives.	3.04	1.172	60.76	0.407	0.684
8	I feel that the organization adopt a sound professional way in determining salaries.	2.75	1.020	55.06	-3.042	0.003
9	Employees are rewarded on the activities that will help the success of an organization fits the work carried out.	2.69	1.015	53.80	-3.840	0.000
10	Recruitment and promotion rules declared and documented.	3.33	1.131	66.58	3.657	0.000
All items		3.04	0.777	60.87	0.706	0.481

Critical value of t at df "200" and significance level 0.05 equal 1.98

As shown in table 6.8, the opinion of the respondent about "Procedural Justice" were as follow:

The heights two positive response items according to the weight mean as follows:

1. In item No.(5): the weight mean equals "72.78%" and p-value equals "0.000" which is less than 0.05, that means (Organization's Managers are care for employees to implement their orders).
2. In item No.(10): the weight mean equals "66.58%" and p-value equals "0.000" which is less than 0.05, that means (Recruitment and promotion rules declared and documented.).

And the highest two negative response items according to the weight mean as follows:

1. In item No. (9): the weight mean equals "53.80%" and p-value equals "0.000" which is less than 0.05, that means (Employees are not rewarded on the activities that will help the success of an organization fits the work carried out.).

2. In item No. (8): the weight mean equals "55.06%" and p-value equals "0.003" which is less than 0.05, that means (I feel that the organization not adopt a sound professional way in determining salaries.).

In general the results for all items of the field show that the average mean equal 3.04 and the weight mean equals 60.87% which is greater than "60%" and the value of t test equals 0.706 which is less than the critical value which is equals 1.98 and the p- value equals 0.481 which is greater than 0.05, means that employees' responses toward organizational procedural justice are neutral.

Commentary:

- This research agrees with Wady (2007), that employees' feelings toward organizational procedural justice are neutral. This can be explained that the overall situation in Gaza Strip in dealing with employees in none profit or governmental institutes are similar in the procedural justice, especially regarding the rewards and salaries.
- This research disagrees with Abu Jaser (2012), and this indicates that there is a change in Palestinian ministries after 2007. While the UNRWA roles still moves too slow in the procedural justice.
- Comparing the results with Arabic results, the procedural justice at the Arabic studies has a vital role, and this may explained due to the different environment of applying the research.
- Comparing the results with foreign studies, all of studies disagree that procedural justice has a negative response. All foreign studies disagree with the results in this research. This can be explained because of the proper declared procedures and the following of these procedures in foreign countries.
- Back to employees' feelings in UNRWA toward organizational procedural justice; this can be explained due to the defect in procedural law and its application with respect to systems of incentives and privileges.
- Also, employees are confused toward the justice of procedures, applying them over employees and performance assessment. This can be explained due to the methodology of annual reports are not cleared and currently UNRWA top management works on a new performance assessment.

- Employees think that organization does not adopt a sound professional way in determining salaries, and this can be explained due to their Lack of knowledge of the processes used in determining salaries in UNRWA.

c. Informational Justice

Table 6.9: Means and Test values for Informational Justice

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	Whenever things go wrong, the organization provides me with adequate explanations	3.13	0.901	62.53	1.766	0.079
2	My organization's decisions are made out in the open so that everyone always knows what's going on	3.20	0.967	63.92	2.549	0.012
3	When my direct manager takes any decision about my work, he takes in account my personal views	3.11	1.074	62.15	1.259	0.210
4	Direct manager discusses with me the consequences of those decisions that can affect my work	3.20	0.969	64.05	2.626	0.009
5	The organization takes the needed time to explain decisions to me	3.09	0.855	61.77	1.303	0.195
6	The organization's manager has been candid in his communication with me.	3.47	1.026	69.37	5.737	0.000
7	Decision makers listen to the views of subordinates before making a decision	2.97	0.893	59.35	-0.450	0.654
8	The organization's manager has communicated the details in a timely manner.	3.30	0.941	65.94	3.927	0.000
9	Decision makers provide an additional information when inquired	3.10	0.904	62.03	1.408	0.161
10	I usually have informed of any activities or meetings in enough time before they occur	3.23	0.996	64.56	2.875	0.005
All items		3.18	0.653	63.60	3.467	0.001

Critical value of t at df "200" and significance level 0.05 equal 1.98

As shown in table 6.9, the opinion of the respondent about "Informational Justice" were as follow:

The heights two positive items according to the weight mean as follows:

1. In item No. (6): the weight mean equals "69.37%" and p-value equals "0.000" which is less than 0.05, that means (The organization's manager has been candid in his communication with me).
2. In item No. (8): the weight mean equals "65.94%" and p-value equals "0.000" which is less than 0.05, that means (The organization's manager has communicated the details in a timely manner).

And the lowest two positive items according to the weight mean as follows:

1. In item No. (2): the weight mean equals "63.92%" and p-value equals "0.012" which is less than 0.05, that means (My organization's decisions are made out in the open so that everyone always knows what's going on).
2. In item No. (10): the weight mean equals "64.56" and p-value equals "0.005" which is less than 0.05, that means (I usually have informed of any activities or meetings in enough time before they occur).

In general, the results for all items of the field show that the average mean equal 3.18 and the weight mean equals 63.6% which is greater than "60%" and the value of t test equals 3.467 which is greater than the critical value which equals 1.98 and the p-value equals 0.001 which is less than 0.05, that means employees feel with a positive feelings toward informational justice in UNRWA Gaza Field Office.

Commentary on this topic will be discussed in the next topic due to their relevance.

d. Interpersonal Justice

Table 6.10: Means and Test values for Interpersonal Justice

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	My colleagues treat me acceptable behaviors	4.11	0.748	82.28	18.708	0.000
2	When the Manager makes a decision relates to my work, he shows his interest with my employee's interest	3.54	0.928	70.89	7.373	0.000
3	I feel that my direct manager resolves the conflicts between employees fairly	3.55	0.928	71.01	7.461	0.000
4	Since I am working here, I have found that my rights as an employee are respected by the organization	3.42	0.979	68.48	5.443	0.000
5	My organization treats me with dignity and respect	3.94	0.915	78.73	12.872	0.000
6	I feel the organization holds me in high regard	3.43	0.960	68.61	5.634	0.000
7	My manager treats me in a professional manner.	3.85	0.873	77.09	12.303	0.000
8	Manager has refrained from improper remarks or comments	3.82	0.921	76.46	11.235	0.000
All items		3.71	0.615	74.19	14.516	0.000

Critical value of t at df "200" and significance level 0.05 equal 1.98

As shown in table 6.10, the opinion of the respondent about "Interpersonal Justice" were as follow:

The heights two positive items according to the weight mean as follows:

1. In item No. (1): the weight mean equals "82.28%" and p-value equals "0.000" which is less than 0.05, that means (My colleagues treat me acceptable behaviors).
2. In item No. (5): the weight mean equals "78.73%" and p-value equals "0.000" which is less than 0.05, that means (My organization treats me with dignity and respect).

And the lowest two positive items according to the weight mean as follows:

1. In item No. (4): the weight mean equals "68.48%" and p-value equals "0.000" which is less than 0.05, that means (Since I am working here, I have found that my rights as an employee are respected by the organization).
2. In item No. (6): the weight mean equals "68.61%" and p-value equals "0.000" which is less than 0.05, that means (I feel the organization holds me in high regard).

In general, the results for all items of the field show that the average mean equal 3.71 and the weight mean equals 74.19% which is greater than "60%" and the value of t test equals 14.516 which is greater than the critical value which is equal 1.98 and the p- value equals 0.000 which is less than 0.05, that means employees feel with Interpersonal Justice in UNRWA Gaza Field Office with good level

Commentary:

- This research disagrees with Wady (2007), that employee' feelings with interactional justice (both interpersonal justice and informational justice). In Governmental ministries, personal relationships have their control, power and impact on the functional status of subordinates. While in UNRWA, strong communication channels are available and there exists the ease of getting information when needed
- This research agrees with Abu Jaser (2012), and this indicates that there is a change in Palestinian ministries after 2007.
- Comparing the results with Arabic results, the procedural justice at the Arabic studies has a vital role, and this may explained due to the different environment of applying the research.

- Comparing the results with foreign studies, all of studies agree that interactional justice has a positive response. All foreign studies agree with the results in this research. This can be explained because of the similarities of roles up to certain level as UNRWA follows international roles in transparency and respect.
- Employees are confused about getting information when needed and this due to communication defects between supervisors and employees.

Organizational Justice (sub-sections)

To test the hypothesis we use a one sample t test and the opinion of the respondent about "Organizational Justice" shown in Table 6.11, the average mean for all subsections related to Organizational Justice equals 3.19 and the weight mean equals 63.89% which is greater than "60%" and the value of t-test equals 4.216 which is greater than the critical value which equals 1.98 and the p- value equals 0.000 which is less than 0.05, that means Organizational Justice is available in UNRWA Gaza Field Office with a good level.

Table 6.11: The average means for all Organizational Justice Perceptions

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value	Rank
1	Distributive Justice	2.85	0.85	56.99	-2.217	0.028	4
2	Procedural Justice	3.04	0.777	60.87	0.706	0.481	3
3	Informational Justice	3.18	0.653	63.60	3.467	0.001	2
4	Interpersonal Justice	3.71	0.615	74.19	14.516	0.000	1
All sub-sections		3.19	0.580	63.89	4.216	0.000	

Critical value of t at df "199" and significance level 0.05 equal 1.98

Table 6.11 shows that there is a good level of interpersonal justice at weighted mean of 74.19%, a medium level of informational justice at weighted mean of 63.87%. The employees' responses toward procedural justice was neutral at the third rank, while their response toward distributive justice was negative meaning that there is no distributive justice. Generally, the overall weight mean is 63.89% and the p-value is 0.000, and this indicated a medium level of overall organizational justice perceptions.

Commentary

- The reason for such results can be summarized due to the restrictions of roles in such organization, so employees tries to override these roles by their interactional methods; while when looking at the roles related to distributive or

procedural justices, the roles still harder than interactions between employees can override due to the legal responsibility of taking such actions.

2. Section Tow: Organizational Identification

Table 6.12: Means and Test values for Organizational Identification

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	My employment in the organization is a big part of who I am.	3.96	0.813	79.24	14.874	0.000
2	I consider myself an organization person	3.99	0.885	79.87	14.112	0.000
3	What the organization stands for is important to me	3.81	0.875	76.20	11.633	0.000
4	I share the goals and values of the organization	3.55	1.019	71.01	6.791	0.000
5	My membership of the organization is important to me	3.84	0.934	76.84	11.325	0.000
6	I feel strong ties with the organization	3.75	0.915	75.06	10.349	0.000
7	My organization's successes are my successes.	3.78	1.061	75.70	9.299	0.000
8	If a story in the media criticized my organization, I would feel embarrassed.	3.77	0.867	75.35	11.030	0.000
9	I am very interested in what others think about my organization.	3.73	0.995	74.56	9.199	0.000
10	I consider that my organization is a cause of Priding with its counterparts	3.68	0.883	73.54	9.635	0.000
11	When someone praises my organization, it feels like a personal compliment.	3.54	0.927	70.84	7.274	0.000
12	When I talk about my organization, I usually say "we" rather than "they".	3.46	0.939	69.23	6.137	0.000
All items		3.74	0.747	74.83	12.470	0.000

Critical value of t at df "200" and significance level 0.05 equal 1.98

As shown in table 6.12, the opinion of the respondent about "Organizational Identification" were as follow:

The heights two positive items according to the weight mean as follows:

1. In item No. (2): the weight mean equals "79.87%" and p-value equals "0.000" which is less than 0.05, that means (I consider myself an organization person).
2. In item No. (1): the weight mean equals "79.24%" and p-value equals "0.000" which is less than 0.05, that means (My employment in the organization is a big part of who I am).

And the lowest two positive items according to the weight mean as follows:

1. In item No. (12): the weight mean equals "69.23%" and p-value equals "0.000" which is less than 0.05, that means (When I talk about my organization, I usually say "we" rather than "they").

2. In item No. (11): the weight mean equals "70.84%" and p-value equals "0.000" which is less than 0.05, that means (When someone praises my organization, it feels like a personal compliment).

In general the results for all items of the field show that the average mean equals 3.74 and the weight mean equals 74.83% which is greater than "60%" and the value of t-test equals 12.470 which is greater than the critical value which equals 1.98 and the p-value equals 0.000 which is less than 0.05, that means Organizational Identification is valuable in UNRWA Gaza Field Office.

Commentary:

- Based on Items No. (1, 4, 5 & 10); results showed that in addition to perceptions of organizational distinctiveness; organization positively influenced the strength of individuals' organizational identification.
- This research fully agrees with Al-So'ud & Al-Srayrah (2009), Al-hawamdeh & Al-Qaralleh (2006), Fuchs (2011), Mozes (2011), Hong (2010), Wu Xin (2010), TÜZÜN & ÇAĞLAR (2009), Wei (2007), Cole (2006) and Cremer (2004). All of them state that the degree of identification is medium or higher, and there exists a positive correlation between organizational identification and other items.
- Many reasons for such identification, membership feelings, loyalty feeling, and similarity feeling that all enhance the feelings of solidarity with the organization.

3. Section Three: Pro-change Behavior

Table 6.13: Means and Test values for Pro-change Behavior

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	Change will encourage my financial interests	3.56	0.802	71.27	8.834	0.000
2	Changing my job tasks will cause a Satisfaction feeling	3.60	0.740	72.03	10.219	0.000
3	I think that change will not ignore Humanitarian aspects	3.70	0.788	73.92	11.110	0.000
4	I am doing much more than is required from me to help this organization through the numerous changes	3.66	0.936	73.16	8.840	0.000
5	I co-operate actively to realize the change	3.75	0.901	75.06	10.511	0.000
6	I encourage actions to support the realization of the change	3.78	0.907	75.57	10.785	0.000
7	I promote the change with enthusiasm	3.71	0.743	74.18	11.997	0.000
8	I try to convince others of the appropriateness of the change	3.69	0.797	73.80	10.876	0.000
9	I sustain with vigor the change in public discussions	3.60	0.821	72.03	9.203	0.000
10	I make considerable effort so that my subordinates understand the change.	3.68	0.912	73.54	9.335	0.000
All items		3.67	0.640	73.46	13.215	0.000

Critical value of t at df "200" and significance level 0.05 equal 1.98

As shown in table 6.13, the opinion of the respondent about "Pro-change Behavior" were as follow:

The heights two positive items according to the weight mean as follows:

1. In item No. (5): the weight mean equals "75.57%" and p-value equals "0.000" which is less than 0.05, that means (I encourage actions to support the realization of the change).
2. In item No. (6): the weight mean equals "75.06%" and p-value equals "0.000" which is less than 0.05, that means (I co-operate actively to realize the change).

And the lowest two positive items according to the weight mean as follows:

1. In item No. (1): the weight mean equals "71.27%" and p-value equals "0.000" which is less than 0.05, that means (Change will encourage my financial interests).
2. In item No. (9): the weight mean equals "72.03%" and p-value equals "0.000" which is less than 0.05, that means (I sustain with vigor the change in public discussions).

In general the results for all items of the field show that the average mean equals 3.67 and the weight mean equals 73.46% which is greater than “60%” and the value of t-test equals 13.215 which is greater than the critical value which equals 1.98 and the p- value equal 0.000 which is less than 0.05, that means employees have a Pro-change behavior toward change process in UNRWA Gaza Field Office.

Commentary:

- The employees’ response toward pro-change is positive; this indicates the pro-change behavior is existed at the employees and they feel the need of the change.
- Employees’ responses present many directions to support change. They present an influencing on others, self-awareness, providing support and motivating others for the success of change.
- This has agreed with Agha (2010), Badawi (2010), Obaid (2009) and Fuchs (2011). All of them find that change supportive behavior depends on the previous factors and this will enhance change strongly to be succeeded.

4. Section Four: Anti-Change Behavior

Table 6.14: Means and Test values for Anti-Change Behavior

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	I am critical about the change in public discussions	3.38	0.900	67.59	5.303	0.000
2	I am critical about the change with my superiors	3.27	0.927	65.32	3.606	0.000
3	I support union activities against the change	2.82	0.957	56.33	-2.412	0.017
4	I support the actions of my subordinates against the change	2.76	0.993	55.19	-3.044	0.003
5	I support the actions of my colleagues against the change	2.91	0.894	58.10	-1.334	0.184
6	I report complaints about the change to my superiors	3.19	0.965	63.80	2.472	0.014
7	I feel fear and threat of the coming change	2.83	1.029	56.58	-2.087	0.039
8	I think that the change would have a negative impact on the tasks required from me	2.77	0.970	55.44	-2.952	0.004
9	I feel with fear of not being able to implement change	2.66	0.948	53.29	-4.446	0.000
10	I feel that change will cause me to lose some of the granted powers to me	2.63	1.137	52.53	-4.128	0.000
All items		2.92	0.671	58.42	-1.482	0.140

Critical value of t at df "199" and significance level 0.05 equal 1.98

Anti-change behavior is a negative response from the employees. As shown in table 6.14, the opinion of the respondent about "Anti-change Behavior" were as follow:

The heights two positive items according to the weight mean as follows:

1. In item No. (10): the weight mean equals "52.53%" and p-value equals "0.000" which is less than 0.05, that means (I am feel that change will cause me to lose some of the granted powers to me).
2. In item No. (9): the weight mean equals "53.29%" and p-value equals "0.000" which is less than 0.05, that means (I am feel with fear of not being able to implement change).

And the highest two negative items according to the weight mean as follows:

3. In item No. (1): the weight mean equals "67.59%" and p-value equals "0.000" which is less than 0.05, that means (I am critical about the change in public discussions).
4. In item No. (2): the weight mean equals "65.32%" and p-value equals "0.000" which is less than 0.05, that means (I am critical about the change with my superiors).

For general the results for all items of the field show that the average mean equal 2.92 and the weight mean equals 58.42% which is less than “60%” and the value of t-test equals 1.482 which is less than the critical value which is equal 1.98 and the p-values equal 0.140 which is greater than 0.05. This means that employees’ response toward anti-change behavior in UNRWA Gaza Field Office is neutral.

Commentary:

- The employees’ response toward anti-change is negative; this indicates the anti-change behavior is not existed at the employees and so they feel the need of the change.
- Employees are critical about the change in public discussions and with their superiors. Also they fear to report complains about change to their supervisors, and all of these points are due to their fear of supervisors and/or the organization to take counter-actions to them.
- Also, employees are confused about supporting others to refuse change to the same reasons mentioned above.
- Employees have more trust in Union Staff and their roles in facing changes, and this presented in supporting union staff against change in a questionnaire and in the real world by responding to union activities and requests in strikes.
- Also employees fear from change from many different sides as the capability of implementing change, the loss of granted power and/or the bad impacts of changes.
- From all above, there exists a neutral response to anti-change behavior in the organization.

Hypotheses Testing

The research hypotheses formulated in this research as follows:

1. **There is a significant statistical relationship (at α 0.05 level) between Perceived Organizational Justice (distributive justice - procedural justice - informational justice - interpersonal justice) and Change Behavior.**

Table 6.15: Correlation between Perceived Organizational Justice (distributive justice - procedural justice - informational justice - interpersonal justice) and Change Behavior

section	statistic	Pro-change Behavior	Anti-Change Behavior
Perceived Organizational Justice	Pearson correlation	-0.164	0.311
	p-value	0.039	0.000
	N	200	200

Critical value of r at significance level 0.05 and df equal 198 equal 0.182

To test the hypothesis the Pearson correlation between Organizational identification and Change Behavior was used, and the results shown in Table 6.15 which illustrate that the p-value equals 0.039 for the correlation between Organizational Justice and Pro-change Behavior which is less 0.05, and Pearson correlation is -0.164 less than 0.182 that means there is no significant correlation (at the 0.05 level) between Organizational Justice and Pro-Change Behavior, and the p-value equals 0.000 for the correlation between Organizational Justice and Anti -change Behavior which is less than 0.05 and Pearson correlation is 0.311 which is greater than 0.182, that means There is a significant correlation relationship (at the 0.05 level) between Organizational Justice and Anti-Change Behavior

Commentary

- Comparing the results obtained here with the previous studies in chapter 4, some of the results do agree with the previous studies and others do not. The results have agreed with following studies: Al.daya (2012), Abu-Jaser (2010), and Wady (2007). Looking for the Arabic studies, Al-Obaidi (2012), Elamin (2012), and Al-Bashabsheh (2008) all agreed with the results.
- The main reason of agree here due to the similar culture of Arab countries in dealing with Justice and the methodology of organizational management.
- The disagreed studies with results presented in some foreign studies: Batool (2012), Fuchs (2011), Malik (2011), Li (2010), Bakashi (2009), Xu (2008),

and Cremer (2004). All of them focus mainly in procedural and distributive justice, and the results were high in their effect on the organization. But in this research, procedural justice has a neutral relationship and distributive justice has a negative relationship.

- Distributive justice and procedural justice each have a direct relationship with levels of pro-change. Both of them affect agreement to resistance against organizational decisions.
- Organizational justice was strongly associated with commitment to organizational change, the strongest relationship being between distributive justice and procedural justice and affective commitment to change.
- As illustrated above, the measure for anti-change behavior includes an element of “criticizing a change initiative with superiors”. When individuals identify strongly based on perceived “oneness” and fate-sharing with top management, criticism of change implementation is less likely to occur as a result of justice perceptions, since individuals tend to be more critical towards other entities than towards their own, given that the change emanates from the shared identity.
- Here, and based on the above, UNRWA organizational justice plays a vital roles in predicting an anti-change behavior.

2. There is a significant statistical relationship (at α 0.05 level) between Organizational Identification and Change Behavior.

Table 6.16: Correlation between Organizational identification and Change Behavior

section	statistic	Pro-change Behavior	Anti-Change Behavior
Organizational identification	Pearson correlation	0.132	0.527
	p-value	0.098	0.000
	N	199	199

Critical value of r at significance level 0.05 and df equal 198 equal 0.182

To test the hypothesis we use the Pearson correlation between Organizational identification and Change Behavior , and the results shown in Table 6.16 which illustrate that the p-value equals 0.098 for the correlation between Organizational identification and Pro-change Behavior which is greater 0.05, that means There is no significant statistical relationship (at the 0.05 level) between Organizational

identification and Pro-Change Behavior, and the p-value equals 0.000 for the correlation between Organizational identification and Anti -change Behavior which is less than 0.05, and the Pearson correlation is 0.527 which is greater than critical value 0.182 that means There is a significant statistical relationship (at the 0.05 level) between Organizational identification and Anti-Change Behavior.

Commentary

- Comparing the results obtained here with the previous studies in chapter 4, some of the results do agree with the previous studies and others no dot. The results have agreed with following studies: Al-shammary (2012), Al-So'ud & Al-Sarayrah (2009) and Al-hawamdeh & Al-Qarallah (2006). When comparing with the foreign studies, the agreed studies do appear in the following: Hong (2010), Xu Xin (2010) and Wei (2008) and others.
- All of the previous studies focus on the role of the organizational identification and some studies give it a high role and others give a moderate role.
- As Organizational Identification does not lead to pro-change behavior, this means that psychological bonds and identification with organizational actors who are situated at a higher hierarchical level do not seem to affect one's willingness to support change management initiatives based on fair treatment
- The response here war above moderate. And as there is no proven relation between organizational identification and pro-change behavior, while this is a strong relation between organizational identification and anti-change behavior, this leads that there is a strong attitude at UNRWA employees and this needs to be managed by the top management.
- Employee identification with leaders should be fostered as this is likely to reduce employees opposing and resisting change interventions which are often announced and initiated by these very organizational agents.

3. There are significant differences (at the 0.05 level) in the responses of the research sample about “Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations” due to the following demographic variables (gender, age, tenure in the organization, and Grade)

And this hypothesis consists from the sub-hypotheses as follows:

3.1. There are significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to gender.

Table 6.17: Independent Samples Test for difference about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to gender.

Field	gender	N	Mean	Std. Deviation	T	P-value
Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to gender	Male	104	3.307	0.453	-0.403	0.688
	Female	96	3.335	0.414		

Critical value of t at df "198" and significance level 0.05 equal 1.98

To test the hypothesis we use the Independent Samples Test and the result illustrated in Table 6.17 which show that the p-value equal 0.688 which is greater than 0.05 and the absolute value of T test equal 0.403 which is less than the value of critical value which is equal 1.98 , that means there is no significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to gender.

Commentary

- This is because UNRWA is concerned with dealing with employees based on their job not on their gender.
- As Gender plays no role in change behavior, this means that there exists an organizational justice in dealing with employees regardless of gender.
- This agrees with all local studies that present the local situation in Gaza Strip.

3.2. There are significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to age.

Table 6.18: One way ANOVA test for difference about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to age

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations	Between Groups	0.208	2	0.104	0.549	0.579
	Within Groups	29.320	198	0.189		
	Total	29.528	200			

Critical value of F at df "2, 198" and significance level 0.05 equal 2.66

To test the question we use the one way ANOVA test and the result illustrated in Table 6.18 which shows the following results: the p-value equals 0.579 which is greater than 0.05 and the value of F test equal 0.549 which is less than the value of critical value which is equal 3.05 that means there are no significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to age

Commentary

- This is because change is applied over the organization without dealing with the age of employees.
- As age plays no role in change behavior, this means that there exists equivalence in dealing with employees regardless of age.
- It also agrees with all local studies that there is no change behavior can be presented due to age of respondents.

3.3. There are significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to tenure in the organization.

Table 6.19: One way ANOVA test for difference about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to tenure in the organization

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations	Between Groups	0.349	3	0.116	0.615	0.607
	Within Groups	29.178	197	0.189		
	Total	29.528	200			

Critical value of F at df "3, 197" and significance level 0.05 equal 2.66

To test the question we use the one way ANOVA test and the result illustrated in Table 6.20 which shows the following results: the p-value equals 0.607 which is greater than 0.05 and the value of F-test equals 0.615 which is less than the value of critical value which is equal 2.66 , that's means there is no significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to tenure years in the organization

Commentary

- This refers to change adaptation can be gained through experience, training courses, and personal skills regardless of tenure.
- As tenure difference plays no role in change behavior, this means that there exists equivalence in dealing with employees regardless of experience years.
- It agrees with all local studies that there is no change behavior can be presented due to tenure of respondents.

3.4. There are significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to Grade.

Table 6.20: One way ANOVA test for difference about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to Grade

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations	Between Groups	0.108	3	0.036	0.188	0.904
	Within Groups	29.420	197	0.191		
	Total	29.528	200			

Critical value of F at df "3, 197" and significance level 0.05 equal 2.66

To test the question we use the one way ANOVA test and the result illustrated in Table 6.21 which shows the following results: the p-value equals 0.904 which is greater than 0.05 and the value of F-test equals 0.188 which is less than the value of critical value which is equal 2.66 , that's means there is no significant differences (at the 0.05 level) in the responses of the research sample about Predicting a Pro-change Behavior and Anti-change Behavior, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations due to Grade.

Commentary

- As job level plays no role in change behavior, this means that there exists equivalence in dealing with employees regardless of Grade.
- It also agrees with all local studies that there is no change behavior can be presented due to grade of respondents.

Chapter Seven

Conclusions and Recommendations

Introduction

Conclusions

Recommendations

Future Researches

Introduction

This chapter lists the conclusions, findings of this research, some recommendations based on these findings, and suggestions for future researches in order to improve change behavior in Gaza Strip.

Conclusions

The main objective of this research is to investigate the relationships between organizational justice, organizational identification and the employees' change behavior in UNRWA Field Office – Gaza, as none profit organization. It is hoped that this research will provide a reference to management in UNRWA Field Office - Gaza to implement change management effectively in order to improve decision making process, and enhance their employees' performance through valuing them as one of the most important organization's assets.

The results of the research indicate a mixed support for the hypothesised model, and both Pro-change behavior and Anti-change behavior affected by several factors discussed in the research, while some factors have moderate effects, other factors have high effect. The following is a summary of the conclusions that can be drawn from this research:

1. Conclusion related to Organizational Justice

Justice expectations play an important role in shaping employees' attitudes and intentions. Employees who had higher expectations of justice reported higher levels of pro-change behavior and lower levels of anti-change behavior and indicated a greater likelihood of accepting the change and recommending it to others. Employees who had higher expectations of justice were more likely to perceive justice in the change process.

UNRWA Field Office – Gaza managers are in a moderate level in dealing with justice, and this is presented as follows:

1.1. Distributive Justice:

Distributive justice presents people's perceptions of fairness of the outcomes they receive relative to their contributions and to the outcomes and contributions of others. The distributive fairness measures address issues of pay, compensation, and rewards. Overall, the strong relationship between distributive justice and anti-change behavior argues for the importance of the fairness of organizational processes. UNRWA's employees here claim that all financial rewards, overall compensation, fairness of rewards, their salaries and assurance of getting deserves

are not suitable, even their posts are suitable with their abilities in performance. This can be explained due to the restricted roles in the organization. Employees are more likely to feel the satisfaction with outcome as accurate if they feel the evaluation system is fair.

1.2. Procedural Justice:

Employees feel confused toward procedural justice and they feel it does not play an effective role in change behavior. The most confused topics were about the fairness of organization's procedures and guidelines, applying decisions on all employees; the usage of procedures that give justice to employees in the organization and the performance assessment system. While the negative topics at employees were about determining salaries and employees' rewards on the activities lead to the success of the organization are not fitted with the work carried out. Employees focus primarily on the adequacy and fairness of the rewards actually received when assessing change behavior and intention to support change within an organization. Employees' evaluation of supervision may be contingent on perceptions of how well the procedures of the organization justify differences in the allocation of individual rewards such as pay, status and power.

1.3. Informational Justice:

Employees are confused about taking any decision process about their work; some of them confused about managers do not take in account their personal views, while other managers do not take the needed time to explain decisions to them. Add to that; some employees are also confused that some decision makers do not listen to the subordinates' views before making a decision and/or do not provide an additional information when inquired. All of these confusing opinions lead to present a strong anti-change behavior when applying change. Informational justice is the one of the most important motivations toward change, and affects employees' change behavior. According to this, information the employees get has its vital role in the organization and may affect the organization trust toward employees. Adequate explanations, personal views, time, subordinate views and additional information provided when inquired all affect the rule of informational justice and leakage in some of them will increase the feeling of injustice, which will affect the change behavior negatively.

1.4. Interpersonal Justice:

It can be concluded from the results that it has been found that the means of the questions in the interpersonal justice criteria are found to be higher than the means of the questions in procedural justice, distributive justice and informational criteria. This concludes that the influence of interpersonal justice is found to more on an employee's aim of accepting change compared to other forms of justice. This showcases that the treatment by a supervisor directly influences the variables of pro-change behavior of an individual employee, because respectful interpersonal treatment from the organization is likely to communicate information about one's status in a salient manner. It can be said that on being rewarded for a work there could be a reduction in the influence of the treatment given by the supervisor on the employee. As this role of organizational interpersonal justice, this lead to be the focus as employees feel the organization holds them in high regard.

With respect to the first objective, it was found that the some types of justice serve as antecedents to anti-change behavior. This is, in general, consistent with the literature on organizational justice and support for change, as employees seem to respond for fair treatment by supporting and endorsing change management initiatives. In other words, the perception of being treated fairly in terms of distributions, procedures and interactions creates a feeling among employees by which they try to make up for the fair treatment in supporting organizational change management initiatives. Theoretically, organizations with a strong justice concern reflected in fair distributions, procedures and interactions with employees are likely to benefit from this when it comes to organizational renewal.

2. Conclusion related to Organizational Identification

Employees in UNRWA Field Office – Gaza feel have a significant effect of organizational identification on anti-change behavior, and it has its role in organizational change. Organizational identification was found to influence employees' knowledge, attitude and behavior in a positive way. Therefore, fostering identification will contribute to the long-term success of an organization. Again, managers can influence organizational identification by exposing employees to the preferred values of the organization. Furthermore, managers should keep the organizational objectives living, and constantly communicate them to their employees. Feedback on employees' behavior and performance and their role in the

achievement of objectives can be used to influence organizational identification. When individuals identify strongly with the organization based on perceived “oneness” and fate-sharing, then criticism of change implementation is less likely to occur as a result of justice perceptions, since individuals tend to be more critical towards other entities than towards their own, given that the change emanates from their shared identification. Added to these implications; organizational leaders should create a vision which brings together the beliefs, values and interests of the employees and as such facilitates internal appealing leadership structures. In order to do that, however, leaders need to understand the concerns and preoccupations as well as the value and belief systems of their subordinates. Again, attractive leadership elements may be needed for this such as two-way communication and the willingness to share power, show confidence in followers and thereby increase levels of self-efficacy and self-sacrifice.

3. Conclusion related to Personal Characteristics

Employees’ responses present that there is no significant effect of personal characteristics on change behavior at all. And this is due to the equity of the organization of dealing with employees regardless with their age, gender, tenure, grade or other personal characteristics.

Recommendations

Beyond the academic significance of the results, important recommendations for managers in the implementation of change can be drawn. Based on the research analysis, findings and conclusions, the researcher proposes the following recommendations:

1. As distributive justice was dominant in predicting anti-change, because the individuals have attention and desire on the allocation of goods and services for their prosperity. Therefore, the organization is required to study deeply the allocation aspects related to the attention and desire of the staffs. UNRWA personnel management has to pay special attention towards doing distributive justice and procedural justice to employees in order to increase the employees’ pro-change behavior to the organizational change and decreasing the employees’ anti-change behavior intention that ultimately faces in applying new changes. Organizations should also be aware that they can unintentionally influence individuals’ perceptions of future events before the event takes place.

2. UNRWA managers should focus on the attitude consequences of the organizational justice in three human resources management procedures: Objective Setting, Performance Appraisal and Pay/Reward. This is due to its critical influence on pro-change behavior and identification. Such results have implications in the dimensions of organizational justice since they support the justice dimensions to prevent unfair processes that impinge on employee' self-identity and relationship with the organization are critical.
3. The discovery of interpersonal justice as a key predictor of pro-change behavior signifies that managers who make a particular effort to increase perceptions of fair interpersonal treatment possess a valuable device during change management interventions. The key message is that organizations need to ensure that they treat employees with dignity and respect, which will help ensure that employees actively support change initiatives. Awareness of what constitutes interpersonal justice can be increased through targeted training for managers and supervisors, as perceptions of interpersonal justice are often based upon the behaviors of ones' superior. Allowing greater employee involvement in the design of work procedures may also have "spillover effects", such that higher levels of employee commitment may lead to more pro-change behavior and, subsequently, ease of applying changes within the organization.
4. UNRWA management has to follow a cross-cutting rule that more information is always better. As fairness doesn't reside in a black box; it's only revealed through the lens of transparency. Even if employees disagree with the ultimate decisions, they are more likely to see the decisions as "fair" if they understand how those decisions were made. However, it may be that informational justice does vary in important ways across change behavior, but this variance is seen in the type of information that is communicated (e. g., apologies, justifications, explanations) by providing timely and relevant information to meet the individual members' specific needs. When changes occur, decision makers have to carefully listen for the subordinate and employees different acceptable views.
5. Organizational justice expectations may serve as a critical point of leverage in these enhancement efforts, not only because of the expectation perception link but also because expectations are formed prior to an event and, therefore, provide an opportunity for early intervention.
6. Employees' identification with organization should be fostered as this is likely to reduce employees opposing and resisting change interventions which are often announced and initiated by these very organizational agents.

7. By facilitating opportunities for social interactions and relationship development at work, organizations can assist employees in expanding their network of relationships with others in the organization and thereby help promote stronger organizational identification among employees. This leads to increase the sense of identification at the employees and so, enhancing the pro-change behavior which will facilitate change and reduce resistance to change.
8. UNRWA's management team should actively seek to create some form of identification by joining professionals and other representative roles to generate status and approval for the organization.
9. UNRWA managers have to strengthen and develop the pro-change behavior at their employees by providing an organizational environment that helps employees to deal with this behavior and make a proper promotions and compensation regarding this behavior.

Further Researches

There are number of interesting research directions conceivable to follow this research.

1. Researchers could look at the key factors that both foster and limit organizational identification during organizational change and whether these effects can be restored to pre-change levels.
2. Researchers could also look at "organizational justice, organizational identification and change behavior, a comparative study between profit and none profit organizations"
3. Another dimension to look for is "The role of organizational identification in enhancing the organizational performance in none profit organizations".
4. It is also recommended to investigate the role of change behavior and job rotations, job performance and Organizational citizenship behavior.
5. Hopefully future research will provide further insight into not only the consequences of justice expectations but also effective means of managing those consequences.

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Appendices

Appendix I: List of Referees' Names and Titles

Appendix II: Request for Questionnaire Assessment

Appendix IV: Questionnaire in English

Appendix III: Questionnaire in Arabic

Appendix I

List of Referees' Names and Titles

Referee's Name	Referee's Title
Dr.Majed Al Farra	Professor at the Faculty of Commerce –The Islamic University of Gaza (IUG)
Dr. Yousef Bahar	Associate Professor at the Faculty of Commerce – The Islamic University of Gaza (IUG)
Dr. Akram Samour	Assistant Professor at the Faculty of Commerce –The Islamic University of Gaza (IUG)
Dr. Rushdy Wadi	Associate Professor at the Faculty of Commerce – The Islamic University of Gaza (IUG)
Dr. Nafiz Barakt	Assistant Professor at the Faculty of Commerce –The Islamic University of Gaza (IUG)
Dr.Wael Thabit	Assistant Professor at the Faculty of Commerce-Al - Azhar University
Dr. Nehaya El-Telbani	Associate Professor at the Faculty of Commerce-Al - Azhar University
Dr. Bassam Abu Hamad	General Coordinator of the Masters Programme at Al- Quds University (Abu Dis) in Gaza
Dr.Jalal Shabt	Assisstant Professor at Al-Quds Open University

Appendix II

Request for Questionnaire Assessment



الجامعة الإسلامية
الدراسات العليا
كلية التجارة - قسم ادارة الاعمال

بسم الله الرحمن الرحيم

سعادة الدكتور/ حفظه الله ورعاه

السلام عليكم ورحمة الله وبركاته،

الموضوع/ طلب تحكيم استبانة

أرجو من سيادتكم التكرم بالاطلاع على الاستبانة المرفقة والتي تم إعدادها بهدف قياس: " التنبؤ بالسلوك القابل/الرافض للتغير وعلاقة ذلك بالعدالة التنظيمية والتماثل الوظيفي في المؤسسات غير الربحية"، وتسجيل الملاحظات الخاصة بكم بخصوص الاستبانة، وينتشر الباحث بقبولكم لتحكيمها، نظرا لما عرف عنكم من سعة علمكم، وخبراتكم الطويلة في هذا المجال، ولما في رأيكم من أهمية واضحة ودعم وتنمية وتطوير البحث العلمي.

شاكرين لسيادتكم حسن تعاونكم

وتقبلوا فائق الاحترام والتقدير

الباحث:

م. محمد سلمان أبو عمرة

المرفقات:

- ✓ مشكلة الدراسة
- ✓ فرضيات الدراسة
- ✓ متغيرات الدراسة
- ✓ نسخة من الاستبانة

Appendix III
Questionnaire in English

Islamic University - Gaza
Graduates Studies Deanery
Business Administration
Department.
College of Commerce



.Questionnaire No

Date

Dear Colleague,

To be submitted in partial fulfilment of requirements for master degree in business administration, I do a research title by **“Predicting a Pro-change Behaviour and Anti-change Behaviour, the Role of Perceived Organizational Justice and Organizational Identification in Public Organizations”**.

Therefore, please fill in the attached questionnaire after carefully reading for each sentence, then put (x) in the proper place that expresses the degree of your agreement according to your position.

The truth of the results that the research will find depends on the accuracy of your answers.

You are kindly reminded that submitted information will be of major concern to us.

Thank you for your sincere cooperation

Researcher

Muhammad Abu Amra

First: Personnel Information

Please, put (X) at front of the correct answer

- Sex** Male Female
- Age** less than 35 years from 35 to 45 years
 more than 45 years or equal
- Education** Diploma BSc
 MSc Ph.D.
- Experience years in the organization** less than 5 years from 5 to less than 10 years
 from 10 to less than 15 years from 15 years or more
- Job Level (Grade)** 7 – 10 11 – 13
 14 – 16 17 – 20

Please CIRCLE the levels of agreement on each of the items below with regards to four criteria of Organizational justice of your firm.	Level of agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Second: Organizational Justice

1 Distributive Justice:					
1.	My monthly salary is appropriate to the efforts that lay it in my work				
2.	The requirements and my work tasks are suitable with my own abilities in performance				
3.	Financial incentives are distributed to subordinates based on maturity				
4.	I truly believe that the overall compensation determined by the organization is fair.				
5.	All things considered, people here are rewarded fairly by the organization.				
6.	My salary is appropriated with what possessed of academic qualifications				
7.	Everyone around here gets their fair share of what the organization has to offer.				
8.	My organization makes sure that people get what they deserve.				
2 Procedural Justice:					
1.	I can count on my organization to have fair policies.				
2.	My managers take decisions related to my work based on logical reasons				
3.	Where I work, the organization’s procedures and guidelines are very fair				
4.	All managerial decisions are applied on all employees				

5.	Organization's Managers are care for employees to implement their orders					
6.	My organization only uses procedures that give justice to employees					
7.	My performance assessment focuses strongly on the principle of merit in incentives.					
8.	I feel that the organization adopt a sound professional way in determining salaries.					
9.	Employees are rewarded on the activities that will help the success of an organization fits the work carried out.					
10.	Recruitment and promotion rules declared and documented.					
3	Informational Justice:					
1.	Whenever things go wrong, the organization provides me with adequate explanations					
2.	My organization's decisions are made out in the open so that everyone always knows what's going on					
3.	When my direct manager takes any decision about my work, he takes in account my personal views					
4.	Direct manager discusses with me the consequences of those decisions that can affect my work					
5.	The organization takes the needed time to explain decisions to me					
6.	The organization's manager has been candid in his communication with me.					
7.	Decision makers listen to the views of subordinates before making a decision					
8.	The organization's manager has communicated the details in a timely manner.					
9.	Decision makers provide an additional information when inquired					
10.	I usually have informed of any activities or meetings in enough time before they occur					
1.4	Interpersonal Justice:					
1.	My colleagues treat me acceptable behaviors					
2.	When the Manager makes a decision relates to my work, he shows his interest with my employee's interest					
3.	I feel that my direct manager resolves the conflicts between employees fairly					
4.	Since I am working here, I have found that my rights as an employee are respected by the organization					
5.	My organization treats me with dignity and respect					
6.	I feel the organization holds me in high regard					
7.	My manager treats me in a professional manner.					

8.	Manager has refrained from improper remarks or comments					
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Third: Organizational Identification

1.	My employment in the organization is a big part of who I am.					
2.	I consider myself an organization person					
3.	What the organization stands for is important to me					
4.	I share the goals and values of the organization					
5.	My membership of the organization is important to me					
6.	I feel strong ties with the organization					
7.	My organization's successes are my successes.					
8.	If a story in the media criticized my organization, I would feel embarrassed.					
9.	I am very interested in what others think about my organization.					
10.	I consider that my organization is a cause of Priding with its counterparts					
11.	When someone praises my organization, it feels like a personal compliment.					
12.	When I talk about my organization, I usually say "we" rather than "they".					

Fourth: Pro-change Behavior

1.	Change will encourage my financial interests					
2.	Changing my job tasks will cause a Satisfaction feeling					
3.	I think that change will not ignore Humanitarian aspects					
4.	I am doing much more than is required from me to help this organization through the numerous changes					
5.	I co-operate actively to realize the change					
6.	I encourage actions to support the realization of the change					
7.	I promote the change with enthusiasm					
8.	I try to convince others of the appropriateness of the change					
9.	I sustain with vigor the change in public discussions					
10.	I make considerable effort so that my subordinates understand the change.					

Fifth: Anti-Change Behavior

1.	I am critical about the change in public discussions					
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2.	I am critical about the change with my superiors					
3.	I support union activities against the change					
4.	I support the actions of my subordinates against the change					
5.	I support the actions of my colleagues against the change					
6.	I report complaints about the change to my superiors					
7.	I feel fear and threat of the coming change					
8.	I think that the change would have a negative impact on the tasks required from me					
9.	I feel with fear of not being able to implement change					
10.	I feel that change will cause me to lose some of the granted powers to me					

Thank you for your cooperation.

Appendix IV Questionnaire in Arabic



الجامعة الإسلامية
الدراسات العليا
كلية التجارة
قسم ادارة الاعمال

بسم الله الرحمن الرحيم

الأخ /الأخت الفاضل/ الفاضلة

السلام عليكم ورحمة الله وبركاته،

بغرض استكمال متطلبات الحصول على درجة الماجستير من الجامعة الإسلامية في إدارة الأعمال،
فإنني أقوم بإجراء دراسة تطبيقية بعنوان:

**" التنبؤ بالسلوك القابل/الرافض للتغير وعلاقة ذلك بالعدالة التنظيمية والتماثل التنظيمي في
المؤسسات غير الربحية "**

يرجى التكرم بتعبئة الاستبانة المرفقة، بعد قراءة كل عبارة من عبارات الاستبانة قراءة متأنية ووضع
علام (X) في الخانة التي تعبر عن مدى موافقتكم عليها بحسب الواقع الذي تعملون به. إذ أن اجابتم بدقة تتوقف
عليها صحة النتائج التي ستتوصل إليها الدراسة، علماً بأن إجاباتكم لن تستخدم إلا لأغراض البحث العلمي فقط.

شاكرين لسيادتكم حسن تعاونكم

الباحث:

م. محمد سلمان أبو عمرة

أولاً: المعلومات الشخصية:

يرجى وضع إشارة (X) أمام الإجابة المناسبة

1. الجنس: ذكر أنثى
2. العمر: أقل من 35 سنة من 35 إلى أقل من 45 سنة من 45 سنة فأكثر
3. المستوى التعليمي: دبلوم و ما دون بكالوريوس ماجستير دكتوراه
5. سنوات الخدمة في المؤسسة: أقل من 5 سنوات من 5 إلى أقل من 10 سنوات من 10 إلى أقل من 15 سنة من 15 سنة فأكثر
6. الدرجة الوظيفية: 7 - 10 11-13 14-16 17-20

1	2	3	4	5	غير موافقة بشدة	غير موافقة	محايد	موافقة	موافقة بشدة	
فيما يلي مجموعة من العبارات وأمام كل عبارة خمس درجات للإجابة يرجى وضع إشارة (X) في المكان المناسب										
ثانياً: العدالة التنظيمية										
يرجى تعبئة الفقرات التالية للتعرف على أثر العدالة التنظيمية										
(1) عدالة التوزيع: درجة شعور الموظف بعدالة القيم المادية وغير المادية التي يحصل عليها في عمله										
										1. يتناسب راتبي الشهري مع المجهودات التي ابذلها في عملي
										2. تتناسب متطلبات ومهام عملي مع قدراتي الذاتية في الاداء
										3. توزع الحوافز المالية على المرؤوسين حسب الاستحقاق
										4. أؤمن بأن الحوافز المالية التي احصل عليها مناسبة جدا.
										5. الاشخاص في المؤسسة يتقاضون راتبهم بشكل عادل، بالأخذ في عين الاعتبار كافة العوامل
										6. يتناسب راتبي مع ما اتمتع به من مؤهلات علمية
										7. يحصل كل شخص بشكل عادل على الخدمات التي تقدمها المؤسسة
										8. تتأكد المؤسسة أن كل موظف يكافأ بما يستحق
(2) عدالة الاجراءات: درجة عدالة الموظف بعدالة الاجراءات التي تتبع في اتخاذ القرارات والسياسات										
										1. أؤمن بأن المؤسسة لديها إجراءات إدارية عادلة.
										2. يتخذ رؤسائي القرارات الخاصة بعملي بناءً على اسباب منطقية
										3. اجراءات وسياسات المؤسسة عادلة جدا في مكان العمل في التعامل مع الموظفين.
										4. يتم تطبيق كل القرارات الادارية المتخذة على جميع الموظفين
										5. نحرص ادارة المؤسسة على تنفيذ المرؤوسين لأوامرها دائما
										6. تتعامل المؤسسة باجراءات نزيهة توفر العدالة للموظفين

1	غير موافق بشدة	2	غير موافق	3	محايد	4	موافق	5	موافق بشدة
فيما يلي مجموعة من العبارات وأمام كل عبارة خمس درجات للإجابة يرجى وضع إشارة (X) في المكان المناسب									
7.									يركز تقييم أدائي بشدة على مبدأ الجدارة والاستحقاق في الحوافز.
8.									أشعر أن المؤسسة تعتمد طريقة مهنية سليمة في تحديد الرواتب.
9.									تتم مكافأة الموظفين على الاعمال التي تساعد على نجاح المؤسسة بشكل يليق بما قاموا به من أعمال
10.									قواعد التعيين والترقيات معلنة وموثقة.
(3) عدالة المعلومات: درجة شعور الموظف بعدالة الحصول على المعلومات والتبريرات في عمله									
1.									عند حدوث الأشياء بشكل خاطئ، تزودنا المؤسسة بالتبريرات المناسبة
2.									عندما يتخذ مسؤولي المباشر أي قرار حول عملي فانه يقدم التوضيحات المعقولة والمبررة حول ذلك.
3.									عندما يتخذ مسؤولي المباشر أي قرار حول عملي فانه يأخذ بعين الاعتبار آرائي الشخصية
4.									يناقش المدير معي النتائج المترتبة على تلك القرارات التي يمكن ان تؤثر على عملي
5.									إدارة المؤسسة تأخذ الوقت اللازم لتوضيح القرارات لي
6.									يتواصل المسؤول المباشر معي بشكل صريح
7.									يستمع المقررون لأراء المرؤوسين قبل اتخاذ القرار
8.									يتم التواصل مع المسؤول المباشر بالتفاصيل في الوقت المناسب
9.									تولى المقررون تقديم معلومات اضافية عند الاستفسار عنها
10.									يتم إبلاغي عادة بأي أنشطة أو اجتماعات قبل حدوثها بوقت كاف
(4) عدالة التعاملات الشخصية: درجة شعور الموظف بعدالة التعامل والسلوك الملازم في عمله من قبل المدراء والزملاء									
1.									أعتقد بأن زملائي يتعاملون معي بسلوكيات مقبولة
2.									عندما يتخذ المدير قرارا متعلقا بعملي، فإنه يبدي اهتمامه بمصلحتي كموظف
3.									أشعر بنزاهة مسؤولي المباشر في حسم الخلافات بين الموظفين
4.									يأخذ مسؤولي المباشر بالاعتبار جميع حقوقي المادية والمعنوية والمهنية الخ
5.									يتعامل مسؤولي المباشر معي باحترام ووقار.
6.									أشعر ان المؤسسة تضمن لي اعترابي وكرامتي
7.									يعاملني مسؤولي المباشر بطريقة مهنية.
8.									يتمتع مسؤولي المباشر عن التصريحات والتعليقات غير اللائقة
ثالثاً: التماثل التنظيمي									
يرجى تعبئة الفقرات التالية للتعرف على أثر التماثل التنظيمي									
1.									عملي في المؤسسة جزء عظيم من كياني.
2.									أعتبر نفسي وكأنني جزء من المؤسسة.
3.									ما تقوله المؤسسة مهم بالنسبة لي.
4.									أشارك اهدافي وقيمي مع أهداف وقيم المؤسسة.
5.									أعتبر ان عضويتي في المؤسسة شيء مهم بالنسبة لي.
6.									أشعر بنزعة ولاء قوية تجاه المؤسسة التي اعمل بها.

1	غير موافق بشدة	2	غير موافق	3	محايد	4	موافق	5	موافق بشدة
فيما يلي مجموعة من العبارات وأمام كل عبارة خمس درجات للإجابة يرجى وضع إشارة (X) في المكان المناسب									
7.									اعتبر ان نجاح المؤسسة هو نجاحي انا.
8.									أشعر بالسعادة عندما تتكلم وسائل الاعلام عن المؤسسة.
9.									أهتم جدا بما يقوله الاخرون عن المؤسسة.
10.									أعتقد أن مؤسستي مدعاة للافتخار بين مثيلاتها
11.									عندما يمتدح احدهم المؤسسة، اعتبره وكأنه مدحا شخصيا لي.
12.									عندما اتكلم عن المؤسسة، اقول مؤسستي بدلا من اسم المؤسسة
رابعاً: السلوك الداعم للتغيير									
يرجى تعبئة الفقرات التالية للتعرف على مدى القابلية للسلوك الداعم للتغيير									
1.									سيدعم التغيير مصلحتي المادية
2.									سيكون تغيير مهام عملي سببا في شعوري بالارتياح
3.									أعتقد أن التغيير لا يتجاهل الجوانب الانسانية
4.									أقوم بأكثر مما هو مطلوب مني لمساعدة المؤسسة لتنفيذ التغييرات المختلفة.
5.									اتعاون بشكل فعال لتحقيق التغيير.
6.									اهتم بالاجراءات التي تدعم التغيير في المؤسسة.
7.									أتشجع للتغيير بحماس كبير
8.									أبذل الجهد اللازم لاقتناع الاخرين بمدى ملائمة التغيير
9.									أقدم اراء تدعم التغيير بقوة في النقاشات العامة.
10.									اساعد المرؤوسين على فهم التغيير ولو تطلب الامر مجهودات اضافية مني
خامساً: السلوك الراض للتغيير									
يرجى تعبئة الفقرات التالية للتعرف على مدى الوجود للسلوك الراض للتغيير									
1.									في الاجتماعات العامة، أكون حذر عند نقاش التغيير
2.									اتعامل بحذر في النقاشات مع المسؤولين بخصوص التغيير
3.									أدعم أنشطة الاتحاد الراضة للتغيير بقوة
4.									ادعم اجراءات المرؤوسين ضد التغيير
5.									ادعم اجراءات الزملاء ضد التغيير
6.									اقدم اعتراضاتي عن التغيير للمسؤول المباشر عني
7.									اشعر بالخوف والخطر من التغيير القادم
8.									أعتقد ان التغيير سيكون له اثر سلبي على المهمات المطلوبة مني
9.									اشعر بالخوف من عدم القدرة على تنفيذ التغيير
10.									اشعر بأن التغيير سيكون سببا في فقدان بعض السلطات الممنوحة لي

شكراً لتعاونكم