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Change Management in Telecom Sector in Palestine

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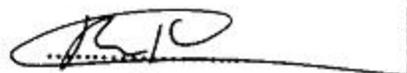This thesis was successfully defended on 17/2/2014 and approved by:

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Dedication

I dedicate this thesis to the Prophet Mohammad peace be upon him, to his companions, to his family,and all his followers till the Day of Judgment.

I also dedicate this thesis to my parents, to my husband,to my brothers and to my sister.

Acknowledgements

First of all, I am grateful to the Almighty God for creating me and giving me strength to make this happen.

First and foremost, my utmost gratitude to Dr. AyhamJaaron, my supervisor, I am indebted to him for his valuable guidance and encouragement extended to me.

I wish to express my sincere gratitude to my family and friends who were extremely supportive and encouraging at times I felt like I will give up. I love you all.

I am grateful to all people who in one way or another contributed and assisted in the preparation and completion of this thesis.

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الإقرار

أنا الموقعة أدناه ، مقدمة الرسالة التي تحمل عنوان:

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Change Management in Telecom Sector in Palestine

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إدارة التغيير في قطاع الاتصالات في فلسطين

اقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء مـــا تمـــت الإشارة إليه حيثما ورد، وأن هذه الرسالة كاملة، أو أي جزء منها لم يقدم من قبل لنيـــل أي درجة أو لقب علمي أو بحثي لدى أي مؤسسة تعليمية أو بحثية أو بحثية أخرى.

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Declaration

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

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Table of Contents

List of Tables

List of Figures

List of appendices

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Abstract

In this life change is inevitable. So managing this change is a very important issue in order to embrace change in any organization successfully. The researcher conducted this study in the largest companies in the telecommunication sector in Palestine. The researcher assessed the practices of change management in the telecom sector by studying and analyzing all factors and inputs that control these practices in order to determine gaps and devise best practices that help companies to navigate successfully through change. The researcher utilized a mixed methodology of qualitative and quantitative research tools. A questionnaire was the quantitative tool whereas the qualitative tool was conducting interviews in the telecom companies. The data from the questionnaire was analyzed with SPSS program whereas the data from the conducted interviews was analyzed by thematic analysis. The results of the research are that a weakness was found in some communication practices in the targeted companies, change resistance practices, top management weakness in supporting change was found, and some of weakness in the awareness practices about change.

A framework was developed by the researcher as the main output of this research to enable telecom companies to adopt the concept of change

management. This framework provides process that help telecom organization to navigate successfully through change. The framework was validated by leading managers in the Palestinian telecom sector.

Chapter One

Introduction

Chapter One
Introduction

1.1 Overview

Ahluwaia and Joshi (2008) mentioned that change is inevitable in the organizational life because everything outside the organization changes rapidly, such as politics, law, technology, and the demands of the stakeholders, globalization, competition and the exchange in internal culture. This competitive environment in which the organization lives will be effected by fast challenges from new technologies, competitors, markets and products (Teskoa, 2002).

Scholarly studies confirmed that managing change has a moderate level in success scoring (Metre, 2009). Some studies found that the initiative of change has a low success rate because of neglecting the people side during change (Bareil, 2004; Callan, 1993; Hallgrimsson, 2008; Hiatt and Creasey, 2003). However, Bareil (2004) found that this problem is caused by leadership weakness too.

The main challenge today is adapting effectively to the rapidly changing environment in which the telecommunication sector exists, while taking the people side of change into account.

Change management scarcity occurs in noticeable events in the organization such as: valued employees leaving the organization, a lack of change funding, and a manager's opposition to assign adequate resources to the project (Hiatt and Creasey, 2003).

Change in organizations is most apparent at the supervisor-employee level; whereas change direction comes from the top management level. Actual change does not happen without a change in employee's day-to-day activities. Change in the supervisor-employee level is straight forward and easy to be understood (Endeavor management, 2012). So, this study targeted this level and the top management level to evaluate the current change management practices in the Telecommunication sector in Palestine.

This study seeks to make an assessment of the current practices in the telecommunication sector in Palestine. This study highlights the main gaps to be avoided by applying best practices techniques proposed by a change management model or a framework to help telecommunication companies navigate successfully through change.

This chapter aims to introduce an overview about the research title, research approach and background. Moreover, this chapter clearly shows the problem statement, research questions, research objectives, research hypothesis and research structure.

1.2 Problem of the research

These days communication companies undergo dramatic changes. There are many drivers for change in the telecommunication sector, which are: technological advancement, competition, which has risen drastically in the last years, and the development of new services in the

telecommunication sector (Hodges, 1995). Kanter (1991) and Tsekoa (2002) emphasized that there is increasing in competition in the telecommunication sector in the world as a result of scientific achievements.

Therefore, there seems to be lack of managerial frameworks that help telecommunication companies implement effective change management practicesand that give them the intended guidance through change.

So, the researcher aims to answer the following research questions through this research project:

1) What are the current change management practices in the telecom companies?

2) How can Palestinian telecom companies navigate successfully during change?

1.3 Importance of the research

According to McNamara (2001) and Mowat (2002) every organization in this world will face globalization, technology growth or legislation force, so organizations have two ways to deal with these changes, which are 'inspiration' or 'desperation' for organizational survival. Change management is the process, techniques and tools that are used to manage the people issues during change in an organization. This process helps individuals in the organization move successfully from a current state to a future state while achieving the desired output (Prosci,

2003) in order to establish competitive advantages and sustain them. Change is not a goal in itself; it needs hard work, so it is always reactive, but how to deal with change can be proactive (Mowat, 2002).

The most important role of managing change in the telecommunication sector is promoting the competitive position in this sector to guarantee the survival of this sector. Carnall (2003) added that organizations require radical changes to build competitive advantage over other competitors.

Thus, change management is a very important and vital topic to be adopted by the telecommunication sector in Palestine in greater depth. Because the change and competitive environment that telecom sector find in. so, change management topic has a greater importance in this sector than other sectors.

The importance of this study is related to the uniqueness of this study in the Palestinian Territories, because it aims to develop a model that helps Palestinian telecom companies navigate successfully through change initiatives.

1.4 Objectives of the study

The aim of this study, which will be conducted on the telecommunication sector in Palestine, is to study change management that will be through:

- Understanding the nature of change management.

- Assessing the current change management practices in Palestinian telecom companies.

- Developing a change management model that could help Palestinian Telecom companies to navigate successfully through any change initiative.

1.5 Research Hypothesis

To assess the change management practices that are adopted by the Palestinian telecom sector, the researcher investigated the relationship between current change management practices in the Palestinian telecom sector and the research variables. In order to check these relations the following hypothesis were developed and examined:

$H1_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of change resistance in the telecom sector in Palestine can be attributed to the administrative level.

$H2_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of change resistance in the telecom sector in Palestine can be attributed to the experience years.

$H3_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of change resistance in the telecom sector in Palestine can be attributed to the individuals age.

$H4_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of change management communication practice in the telecom sector in Palestine can be attributed to the administrative level.

$H5_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of Change management communication practice at the telecom sector in Palestine can be attributed to the experience years.

$H6_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of the top management roles in change management it the telecom sector in Palestine can be attributed to the experience years.

$H7_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of top management roles in change management in the telecom sector in Palestine can be attributed to the administrative level.

$H8_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of the Change Awareness practice in the telecom sector in Palestine can be attributed to the experience years.

$H9_o$: No statistically significant differences at $\alpha = 0.05$ in the degree of the Change Awareness practice in the telecom sector in Palestine can be attributed to the administrative level.

1.6 Research Methodology

The researcher utilized different research tools to highlight the weakness that exists in the change management practices in the Palestinian

telecommunication sector and proposes a framework to guide change initiatives by adopting best practices and techniques.

The methodology used in this analytical study combines qualitative and quantitative research tools to identify and interpret the current situation in the best possible way:

- Desk research is basically used to review the literature available on change management concepts, processes, practices, tools. It is based on library books, previous studies, reports, journal databases and web-based research.

- Collection of data which is used for the assessment of the current change management practices through on line and on site survey and semi-structured interviews with key managers and employees in the telecom sector in Palestine.

- Analysis of the data collected from questionnaire using different statistical analysis tools.

- Analysis of the data collected from interviews by using thematic analysis.

- Description and evaluation of current change management practices.

- Identification of gaps to improve process efficiency.

- Introduction of change management framework with best practices and techniques to be adopted by the telecom sector in Palestine.

- Framework validation

1.7 Research outputs

- An assessment of change management practices currently adopted in the telecom sector in Palestine.

- A change management framework that provides guidance for the Palestinian telecom sector to navigate through any change initiative successfully.

1.8 Research Limitations

Each research project, no matter how well constructed is bounded with certain limitations; these limitations can be utilized while addressing the same project in future research projects. Below are the key limitations that bound this research:

1. **Firm's Reluctance**: Two firms did not allow the researcher to conduct the study in them. Others allowed distribution of the questionnaire but prevented the conduct of interviews with their employees.

2. **Lack of previous research studies on change management in Palestine:** While the researcher reviewed the Palestinian research studies about managing change, the researcher found few studies related to this subject.

3. **Response rate**: Although the response rate was satisfactory, the researcher hoped it to be higher.

4. **Security issues**: The managers and the employees whom were interviewed, they were selected by their companies because of security issues related to them.

1.9 Thesis Structure

The thesis is comprised of six chapters. Chapter 1 is an introduction that outlines the whole thesis; while chapter 2 describes all previous studies related to change management and related subjects. Chapter 3 presents and defends the selected research methodology. Data Analysis is provided in chapter 4. Chapter 5 provides the discussions of the data analysis results and presents the change management devised framework. Chapter 6 provides thesis conclusions and recommendations.

Chapter Two

Literature Review

Chapter Two
Literature Review

2.1 Overview

As organizations are continuously interacting with the external forces, they cannot be completely static in this rapid revolution which forces organizations to adapt accordingly. Therefore, the requirement for change adaption exists in all organizations, whereas the extent of change differs from one organization to another (Bashir and Afzal, 2011; Harvey and Brown, 1996). The change period is not easy and is full of difficulties that are presented in a high opposition, low spirits, less production and confusion (Calvello and Seamon, 1995).

Change management is one of the difficult challenges that business organizations face these days. Change is everywhere, it is unavoidable and it needs successful handling to make organizations navigate successfully though it (Davidson, 2002; Kurdray and Kleiner, 1997). Change management makes it easier for organizations to achieve success in meeting demand and face internal and external challenges (Bashir and Afzal, 2011).

Organizational change is affected by outside drivers that cause growth to the next level in the lifecycle (McNamara, 2001; Mowat, 2002). Hiatt emphasis what McNamara says that change is affected by the external environment that begins outside the organization long before the change happens inside the organization (Hiatt, 2004).

The external changes from the marketplace can result in loss of market share, competitors' acceleration in creating new offers, capabilities and business, lower prices, and new business opportunities for growth (Hiatt, 2004). In his book titled Managing Change, Walmsley (2009, p.6) mentioned other external change triggers, which are "mergers or acquisitions", "a serious business downturn", and "legislative changes". He mentioned other change trigger which need a proactive approach such as organization decisions in rising cost, building a new strategy, making a sales review or new technology available.

O'Neill (2012, p.1) stated five driving forces that affect organizational change: A high degree of talent needed to solve problem in "high level activities", "mobile technology", the need of innovation, and distributed work that relates to "the evolution toward less centralized organizational structures, location and work practices" and "sustainability".

2.2 Definitions of Change and Change Management

Raftery (2009) and Thompson (1992) stated that to perform a new system is the most difficult matter and it is questionable of success and it always has enemies whom are beneficiaries from the old system. A study made by the Human Resources for Organizational and Employee Effectiveness in Ryerson University (2011, p.1) defines the 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. It is an organizational process aimed at

empowering employees to accept and embrace changes in their current environment". Robbins (2003) said that change is defined as making things different. Garber (2013) mentioned that change is inevitable in the workplace, so the role of the manager is to embrace change by making the transition process easier.

Hiatt (2004), Davidson (2002) and Kurdray and Kleiner (1997). described the concept of change by saying that Change refers to an important difference in what was before. Change in work can include doing work in new ways, using new tools or systems, using new reporting structures, new roles in the job, producing new products or introducing new services, following new managerial procedures, merging, reorganizing or other unrest and change in job location or markets.

Another definition mentioned by Del Val and Fuentes (2003)andVan de Ven and Poole (1995)of organizational change is an "empirical observation in an organizational entity of variations in shape, quality or state over time"(p.3), and after making changes in thinking ways, execution and operation (Del Val and Fuentes,2003; Schalk, Campbell and Freese, 1998).

Hiatt and Creasey (2012) mentioned that change management can help employees to be involved with the process of change in their organizations, and he likened change management to the bridge between results and solutions. He stated that change management is fundamentally

about people, and the most important effort is to transform change into useful and successful events in the organizations.

Merrell mentioned that effective change management will be realized when the organization attains its goals as stated on time, within budget and achieve sustainable benefit (Merrell, 2012).

Walmsley (2009) defined change management as taking a proactive approach about how the change is treated within an organization; it involves adapting to the change and monitoring the need for change within an organization, starting that change and then controlling it.

According to By (2005) and Moran and Brightman (2001) Change management has been defined as "the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers" (p.111).

Hiatt and Creasey (2012) stated that change management is a set of tools, practices and methods to manage the people side of change that are important to transit individuals from a current state to the preferred future one to achieve objectives of a needed change. They mentioned that change management making ability for groups and individuals to participate in the change and support it in a way that everyone works to achieve change objectives. Jain (2007) added that change management is not a process that stands alone for designing a business solution but it is about realizing business results.

All these studies that defines the change management process supports the objective of the study to understanding the nature of change management.

2.3 The Risk of not changing

Walmsley stated that if managers see that thinking about change in an organization is unnecessary, then no plans and no strategies will be prepared to embrace change, and this kind of manager deals with changes by firefighting to keep stability for his/her organization. Whereas managing other changes and planning for them will be more useful for organization (Walmsley, 2009).

Hiatt (2004) found that when the effect of external changes from the marketplace impact an organization, then managers will know the risk of not changing. There are many risks of not changing that impact businesses and employees. According his study the results of being static for businesses are:

- Loss of employment

- Failure in the marketplace

- Loss in revenue

Employees of businesses that do not implement change will be impacted as follows:

- Less satisfaction with their jobs

- Decrease in promotional chances.

- Decrease in job security

- Lowering in the employment rate.

Other consequences that will happen are mentioned by Walmsley (2009) as:

- Decrease in the organizational efficiency

- Decrease in productivity

- Decrease in profit

- increase in costs

- Loss of valuable members

- Falling in sales

So without change the organization will be harmed, so it is better to manage change and plan for it to get many benefits such as increasing productivity and viability, decreasing cost and improving productivity (Walmsley, 2009).

2.4 The Importance of Change Management

There are many reasons for change and many benefits for managing these changes in the organization. Change is very important because every organization is affected by several external and internal factors that make

change inevitable (Ahluwalia and Jushi, 2008). Theydescribed the external factors that forces organizations to make changes, to be: the policies of government, economy, competition, raw material costs, labor scarcity, social pressures and others. They stated that other internal changes are: leadership change, profit decline, morale of employees, new technology implementation and others.

Managing change in the workplace facilitates employees getting back to their work after change happens and makes it faster and more effective (O'Neill, 2012). Hiatt and Creasey (2012) added that change management helps employees adapt and embrace change to attain the objectives of business.

Hiatt and Creasey (2012) created many tenets that explain why to manage change. Change initiatives are always undertaken because there is a better chance or there is a problem to solve in the current state. The change always happens in order to see that the specific and desired outcome is achieved in the future state. There are many reasons for change such as improved quality of services and products, improved customer satisfaction, reduced costs, revenue growth, reduced risk exposure and so on. Other tenets state that thinking about change from an organizational perspective is not as difficult as building new systems, but this requires certain individuals to do their work differently. This shifting in individual behaviors represents that change is a very important issue. This is not to reduce the importance of other change enablers such as new technologies and better tools and improved process but to build integration with skill

development and better capacity building. All individuals must be embraced in change. Organizations must manage change to ensure that it produces the expected results. So, change management help individuals to embrace change and adapt new skills, behaviors, and values by change leaders, whom make individuals able to transit successfully from the current state to the future one (Hiatt and Creasey, 2012).

Therefore, change leaders must persuade and show their employees and external stakeholders the importance of change in order to implement the planned change generally (Armenakis, Harris and Feild 1999; Burke 2002; Fernandezand Rainey, 2006; Judson 1991; Kotter, 1995; Laurent, 2003; Nadler and Nadler, 1998). The persuasion process will formulate a compelling vision that must be attractive for employees in presenting the image of the future state, and it must be easy to communicate (Fernandez and Rainey, 2006; Kotter, 1995).

2.5 Change Management Team

To manage change an effective change management team is needed. Davidson (2002, p.108) wrote that team is "a gathering of individuals who assemble to accomplish a purpose. These individuals collaboratively achieve a greater result than any single individual could, while respecting and appreciating their differences and collectively learning from the experience".

According to Davidson (2002, p.108) and Katzenbach and Douglas (1994) there are different types of teams:

1. **Work group**: the members of this group interact to share practices, information, perspectives, there is "no incremental performance need" in this group. They are not really committed to a common purpose that makes mutual accountability or team approach.

2. **Real team**: members in the real team have a small number whom are committed to a common purpose or goal that calls for a mutual accountability and team working approach.

3. **High performance team**: this team includes 6-12 members who have a high commitment between them in achieving personal growth and success.

2.5.1 Team Members Criteria

Davidson (2002) comments that to prepare a team for a change campaign, it is very important to know the skills and the background of each member in order to have the ability "to deploy them in the highest good-in a way that is worthy of them, supportive of you, and most importantly, highly effective toward the achievement of the desired change" (p.108).

According to Prosci'sresearch (2003) the most important criteria forteam members are:

- Excellent skills in communication. They must listen well to the employees, making things easier for them, and they have the ability to communicate the business change to all individuals in the organization.

- Team members must have authority, trust and credibility with individuals in the organization.

- They must be aware of change importance and value and be committed to change.

- They have experience in managing change

- Business Knowledge

- They must have ability to work in teams successfully.

The main other character attributes concluded by Prosci (2003, p.26) for the members of any team are:

- Creative.

- Able to see overall picture and to think in a strategic way.

- Able to solve problems in an innovative way.

- Thinking independently.

- Flexible.

- Having a resilience and persistence.

- Being patient.

- Empathetic.

- Enthusiastic.

- Responsible.

- Providing positive support to individuals.

However, in the change management team there are special features of the members of the change management team (Prosci, 2003). These special criteria that are found by Prosci's research are:

- Ability to allocate sufficient resources to the activities that are implemented in managing change, such as: increasing overall number of team members, increasing the number of the most committed members, "providing the team with the specific expertise"(p.26).

- Ability to represent a set of departments, functions, and the levels within the organization.

- Taking a formal training in the areas of managing change, effective communication, how to resolve conflicts and manage projects.

- Ability to define roles clearly to make all team members understand their responsibilities.

2.5.2 Team Member's Responsibilities

The top team member's responsibilities according to Prosci (2003) are:

- Communication

- Training

- Education

According to Davidson (2002) there are other responsibilities for the change management team, which are:

- Managing projects.

- Coordinating multiple projects.

- Managing natural resistance.

- Measuring the implementation effects.

- Ensuring that team members make their contributions in an effective way in sharing information freely.

- Sharing change management tools with the staff members freely, to help to ensure that everyone does his/her work in the same way to achieve the same goals for the same team.

Scott and Jaffe (1989) mentioned that the team of the change management process is responsible for:

- Planning the change process.

- Anticipating.

- Coordinating change projects.

- Troubleshooting.

Walmsley (2009) emphasized that the manager should communicate with the team in a good, direct, brief, easy, and positive way and understand a way to overcome all barriers in the communication process.

2.5.3 Leading Change Management Team

Creative leadership approaches are crucial for dealing with the team during change. Leadership is more than holding meetings, circulating memos and speaking with team members. "It requires a hands-on approach"to addressing issues with the peoplethrough change (Davidson, 2002, p.119).

According to Brookes (2011) and Davidson (2002),dealing with positive change is making all things positive, such as energy, and emotions, and including: hope, confidence, creativity, belief and persistence.

Change leaders must give support to their team to achieve great results, and they must get rid of problems that beset teams such as: unclear goals, ineffective leadership, lack of resources, problems between team people, lack of support from outside the team, ineffective communication and lack of focus (Walmsely, 2009). Walmselysaid that many aspects of the roles of the team leaders, when combined, provide the needed support. These aspects are: leadership, training, coaching, communication, resources providing, and being the connection between the team and other parts of the organization. He stated that leadership is the most important factor because it includes direction setting and team focus. He added that the team

leader must create clear goals of the team performance, and he/she must make the team aware of these goals and guide them to achieve them.

Davidson (2002) advised change leaders to: consider the resistance, to overcome resistance, to help persons manage their change, to create a more a flexible staff, to let them learn lessons from their previous mistakes, to communicate well with staff and to avoid unreasonable and rigid approaches to change.

2.6 Levels of Change

There are two levels of change: individual change management and organizational change management.

2.6.1 Individual Change Management

The first challenge is individual change management, which is from the employee's perspective. It concerns helping individuals in how to transit change successfully by teaching them good tools and techniques and understanding their roles through the change process (Hiatt and Creasey, 2003). This includes: managers coaching to help their employees though change, holding focus conversations with employees, especially resistant ones, determining diagnose gaps in the program of managing change for each department, and identifying corrective actions which are based on desired results (Hiatt and Creasey, 2012).

2.6.2 Organizational Change Management

The other challenge is organizational change management and it is defined as the manager's perspective from the top looking down in the organization. It concerns the skills and practices that help the organization navigate the needed change easily and successfully with understanding and acceptance and good support. It includes using individual change management tools with organizational tools like communications, and training the overall culture of the organization (Hiatt and Creasey, 2003).

2.7 Communication in Change Management

O'Neill (2012) comments that the message of the organizational change must be clear, consistent and based on what is in the change for individuals and for the organization. Minerich(2008) emphasized that communication must be clear and simple and he discussed that communication must be realistic and linked to the vision in the company. The most important messages to communicate are stated by Prosci (2003) and Wanger (2006), which are: messages about the change, the reason of the change, the nature of the change and its impact on employees, how the change will be moving forward. It is very important that change implementers explain the effects of the change on the responsibilities, roles, tasks, day -to-day activities and the career opportunities of the employees (O'Connor, 1990;Prosci, 2003; Richardson and Denton, 1996; Wanger,2006).

Effective communication during change enhances understanding, leads to organizational consistency from the top to bottom and provides employees motivation and guidance (Merrel, 2012).

Clear and effective communication must be implemented to build sufficient awareness about change to the employees. The change management team is responsible for implementing communication and planning by analyzing and considering these components: the time of saying, audience and the key message. The message must be delivered comprehensively containing: message about business today, which is shared during the earliest stages of change about the current business situation, financial issues, change drivers and competitive issues (Hiatt andCreasey, 2012).

After employees understand the situation of the business and the change reasons, the message about change must be delivered to them. This message contains the vision of organization, change scope, change objectives, the alignment of change with business strategy, who is the most affected with change, the basics of what is changing and how it will change and when it will change, including what will not change. Concurrently with the change message, another message must be shared about the change influence on employees. This schedule consists of: change time frame, availability of new information and how it will be shared, key decision points and early success process (Hiatt and Creasey, 2012).

2.7.1 Communication Activities

The most important communication activity is the personal conversation between the manger and his/her middle subordinate (Doppler and Lauterburg, 2002; Quirke, 1999;Wanger,2006).This personal conversation provides the exact information the recipient requires to listen and reduce the emotional stress so it must be part of every communication program (Mast, 2002a; Wanger,2006).

After teaching employees about change basics via presentations or intranet, employees need to listen to their supervisors and hear their assessment of the intranet information (Mast, 2002b; Wanger, 2006).

The most effective way to communicate is face-to-face communication (Barrett, 2002; Buchholz, 2002;Katzenbach, 1996;Klein, 1996; Larkin and Larkin, 1996;Lewis, 1999;Mast, 2002a; MasterMedia, 2000;Mohr, 1997;Pfannenberg, 2001,Prosci,2003;Quirke, 1999;Young and Post, 1993), which includes: team meetings and groups, demonstrations and presentations, and one-on-one discussion (Prosci, 2003). Klein (1996) added thatface-to-face communicationis beneficial because it has an influence on the emotions of recipients.

Written communication activities are utilized in many change projects (Wanger, 2006), where publications of the organization are often used to announce organizational-wide changes and to tell recipients about change progress (Mast, 2002a). Written activities include newsletters,

which are often used to convey topical information about change (Klöfer, 2003; Mast, 2002a;Marlow & O'Connor-Wilson, 1997). Wanger (2006) found in this study that the best instrument to communicate regularly is the newsletter.

Other written communication activity is in the form of brochures, which aim at conveying background information (Wagner, 2006;Dotzler, 1997; Mast, 2002a). Face-to-face communication must be a supplementary tool to the written communication activities (Wanger, 2006). A website is another activity which has the benefit of information availability any time and any place (Hoffmann, 2001; Wanger, 2006). Baskin (2012) added mobile technology as a way to communicate with employees.

Many authors (i.e.Marlow and O'Connor-Wilson, 1997; Buchholz, 2002;Mast, 2002a; Pfannenberg, 2001; Wuck, 2000;Wanger, 2006) suggested using television and videos in order to convey information during change. The most suitable activity to tell the employees quickly about change is to use the television (Young and Post, 1993;Wanger, 2006).
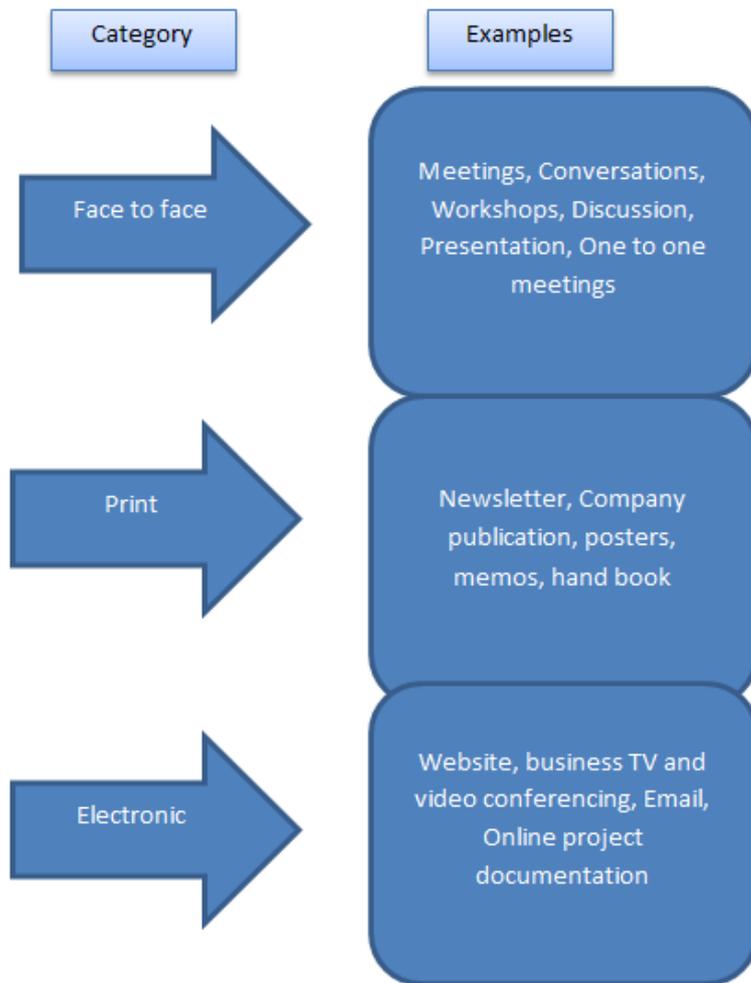
Figure (1): Communication Activities

Adapted from Prosci (2003, p.27) and Wanger(2006, p.54)

Many studies (Quirke, 1996; Bernecker and Reiss, 2003; Mast, 2002a; Wanger, 2006) found that it is preferable to combine electronic and face-to-face activities to be quicker and to achieve more benefits. These interferences between communication activities and different activities were examined by Wanger (2006) who found that "the series of face-to-face activities provides regular possibilities for dialogue" whereas, "print and electronic communication activities provide the information that can be discussed, or asked about, during the face-to-face activities"(p.279).

2.8 Change Leadership

Change leadership is the most important factor in the change management process (Prosci, 2012; Hiatt, Creasey, 2012; Welamely, 2009; Moat, 2002). The leadership factor in many studies is the most important requirement for effective implementation for change. The leadership is called sponsorship in the common language of change management (Prosci, 2012; Hiatt and Creasey,2012).

Conner (1993) defines the sponsor as the individual or group who has the authority to punish or to legitimize change. So, leaders are persons who enable the identified change to be implemented (Hiatt and Creasey, 2012). Whereas Davidson (2002) mentioned that the sponsor has the power and the authority to start, approve and supervise a change campaign. The sponsor is the person who passes instructions to you in the chain of command, so he is the boss.

Leaders enhance change and prepare a suitable environment for change while managers are concerned with organizational stability and ensuring the proper running of the process of change implementation (Lucey, 2008; Metre, 2009).

2.8.1 The Responsibilities of the leaders of change

Most of the companies that manage change effectively had a clear vision that was based on change purposes and aims with top sponsorship (Merrel, 2012). He found that these companies told their leaders to promote

confidence in change and enhance the sense of community. He added in his study that leaders must be fully involved in the change from the beginning.

Prosci (2012) and Hiatt and Creasey (2012) found in their studies the main roles that define sponsorship during change:

- Sponsors fully participate in the change in an active and remarkable way.

- Sponsors form a coalition between major leaders in the organization for sponsorship.

- Sponsors communicate directly with employees to make them aware of the need for change.

The results of their study showthat there are many benefits following the effective implementation of these roles: adequate resources, available funding and the establishment of priorities between competing initiatives. Sponsor responsibilities, according to ProsciResearch (2003) include:

- Acquiring the resources for the project,

- Building a management support with stakeholders,

- Creating employee awareness

- Employee education

- Reinforcing change and rewarding,

- Providing a direct support,

- Aligning leadership and change resistance

Davidson (2002, p.31) said that the sponsor "has the authority or power to initiate, approve, oversee for change campaign" and the sponsor should determine the potential risks, the alternatives and their potential results.

Conner (1993) stated other responsibilities for sponsors such as: to determine which change will be implemented, communicate new priorities to the company and apply reinforcement.

By building employees' awareness, their opposition to change will be reduced. But if sponsorship is lacking in the organizational change, this will lead to unavailability of resources and confusion in the competing changes. So, people in this case don't know why the change is happening now, the resistance will not manage well, and employees will not realize the risk of not changing, so the change will not produce the desired results(Hiatt and Craesey ,2012)

Lord, De Vader and Alliger (1986) and Senior (2002, p.224) found that there are "six traits which distinguish successful leaders from others, these are: intelligence, dominance, conservatism, having an extravert personality, masculinity, and being better adjusted than non-leaders".

Hiatt and Creasey (2012) found in their study that inexperienced project managers make a common mistake that is not assessing if the change has sufficient leadership. Three possibilities for failure consist of:

- The sponsor not having the appropriate level in the organization

- To have the right level of the sponsor but to lack the ability to act as an effective manager.

- To have the right level of sponsor but to lack desire in change implementation.

To move forward with a project without sufficient sponsorship leads to: time wasting, project delaying or failure during implementation (Hiatt and Creasey, 2012).

The study that made by Human Resources for Organizational and Employee Effectiveness in Ryerson University (2011) recommended change leaders to take care of their employees and provide them with information they will need and they must tell them about the expected feelings that they may face in each stage in order to reduce anxiety and confusion. They also recommended the leader of change to encourage employees to think in an innovative way in order to increase motivation.

Fullan (2002) stated that leaders need more experience years to be more efficient. This study is in-line with the hypothesis of this research that tested the existence of the relation between the top management roles and the experience years.

2.9 Resistance to Change

The most difficult phase to deal with in change is resistance, even though it is predictable (Scott and Jaffe,1989). Many authors (i.e. Del Val

and Fuentes, 2003; Lawrence, 1954; Maurer, 1996; Strebel, 1994; Waddell and Sohal, 1998) emphasized in their researchesthat the reasons for the many change initiative failures can be found in resistance to change. When an organization implements change it forces people to convert how they relate to one another. It alerts the very way they deal with the organizational changes, not only changing their goals, process, equipment, and changing their reality. All these reasons cause anxiety which in turn causes resistance. So, only individuals who trigger change enjoy it, but others ought to suffer it (Marsh, 2001; Moat, 2002).

People trust the familiar and follow the current behaviors and strategies that work for them. When change happens, people will keep applying the current unsuitable behaviors and they will be surprised as to why these behaviors no longer work (Moat, 2002). However, when management persuades that change is "fully established", this will make them ensure that people will embrace it (Gingerella, 1993; Moat, 2002, p.4)."This is a terrible and costly misconception"(Moat, 2002, p.4).

Research undertaken in the United Kingdom by Oakland and Sohal (1987) also found that resistance was one of the major obstacles that face British managers in using the techniques of the production management. Similarly, other research made in the Australian manufacturing industryby Eisen et al. (1992) and Terziovski et al. (1997) found resistance by workers and managers to be the major obstacle in using practices of quality management.Thisstudyis in-line with the hypothesis of this research that examines resistance to change with the administrative level.

Many business leaders make a common mistake, which is the assumption that if you build awareness for your change you will also create a desire to make change. The assumption is that one of them follows another automatically. Some managers think if they design a good solution for a business problem, employees will naturally embrace that solution (Hiatt and Creasey, 2012).

"Organizational change causes individuals to experience a reaction process" (Bovey and Hede, 2001, p.372; Kyle, 1993). This process, according to Bovey and Hede (2001, p.327) andScott and Jaffe (1988) consists of four phases: "initial denial, resistance, gradual exploration and eventual commitment".

So, resistance is a normal response to change because change involves moving from the "known to the unknown" (Bovey and Hede 2001, p.327;Coghlan, 1993;Myers and Robbins, 1991; Nadler, 1981; Steinburg, 1992; Zaltman and Dancan,1977). People's opposition to change is the main reason for the permanent change difficulty (Walmsley,2009). Fear of the unknown is the main answer to the question why do people oppose change (Paton and McCalman, 2008).

2.9.1 Reasons for Change Resistance

According to Davidson (2002), the process of embracing change will take time and effort, so participants will not have a desire to invest in it. Talking about change involves giving up what is comfortable and familiar,

as well as giving up comfortable and predictable behaviors, so people turn to resistance. Annoyance or fear of disruption may hinder people from initiating change, even if they know that the result will be to their extreme benefit.

There are many reasons for change resistance. When individuals are faced with change they will have fear of losing their control, prestige and security. They think that the change in the organization will be beyond their control, outside their influence environment, so they fear it (Moat, 2002). Anxiety, uncertainty and fear are powerful emotions that create resistance to change. Employees want to know how the change will impact their personal situation. Organizational culture or history will impact change too. In managing change resistance and putting a proactive change management program, employees will be engaged and supported in the change process (Hiatt and Creasey, 2012).

Richardson and Denton (1996) found from their study that the presence of negative and inaccurate rumors were the most common reason for change initiatives' failure.

The top five reasons for employee resistance to change,asfound by (Prosci, 2003) are:

- Scarcity of change awareness and why the change is needed,

- Comfort with the current state role and fear of the unknown,

- The culture and past performance of the organization, especially if they have a failure in old change initiatives,

- Opposition to the requirements of the new process and new technologies,

- Fear of losing jobs.

Whereas Kirkpatrick (1993) and Moat (2002) mentioned other reasonsfor people opposition to change if employees:

- Don't respect or like the person who introduced change.

- Don't like the way of introducing change.

- Consider change as a 'personal criticism'.

- Want to make an organizational test to see if they can prevent the implementation of change.

- Have a bad feeling about the company

- Don't have a sufficient awareness about change reasons.

- Weren't informed about change before it happens.

Walmsley (2009) emphasized that most of the reasons mentioned above and added another barrier which causes employee resistance, which is 'Office politics'. This is considered an internal barrier caused by how internal departments and teams deal with each other.

Prosci (2003) found that there is a manager resistance to change for the following reasons:

- Manager is fearful of losing power and control,

- Manager's feeling that he/she will have additional tasks and pressures of daily activities with limited resources.

- Managers have a fear of lack of skills and experience needed to achieve effectively change management.

- Fear of losing their jobs, disagreement of the new way and their doubt about the need for change are other reasons about manager resistance to change.

According to some literature, there is a relationship between resistance to change and age. Abdulhamid (2011) found that there is a progressive relation between change resistance and employee's age. However, Kunze, Bohm and Bruch (2013) found that there is a negative relation between change resistance and employee's age. These studiesare in-line with the hypothesis of this research that examines the individuals age with the resistance to change.

Employees want to believe in the importance of the change that will happen, want to know what will be waiting forthem, what is expected of them, and how they will become involved in it, all of which they need to hear in a timely and encouraging manner (Frady, 1997; Moat,2002).

2.9.2 Dealing with Resistance

The common aim to the change management is individual's adaption to the environment (Barr, Stimpert and Huff, 1992; Child and Smith, 1987; Del Val and Fuentes, 2003; Leana and Barry, 2000) or improving the performance (Boeker, 1997; Del Val. and Fuentes, 2003; Keck and Tushman, 1993).

The following strategies are utilized to optimize change resistance:

- **Participation and Involvement.** This approach is very important to reduce the resistance to change (Bareil, 2004; Daft, 1995; Hayes, 1996; Smith, 1995; Kotter and Schlesinger, 2008; Kulvisaechana, 2001). Metre (2009) and Waddel and Sohal (1989) emphasized that the best way to deal with resistance is participation. Employees' involvement in all change process stages such as implementing, learning and planning will build commitment to change and reduce resistance (Coch and French, 1948; Lewin, 1991; Metre, 2009; Waddel and Sohal, 1989).

- **Facilitation and Support.** This approach in dealing with resistance can help in reducing resistance (Daft, 1995;Hayes, 1996; Kirkpatrick, 1985;Kulvisaechana, 2001). Managers must be supportive to the individuals by training them and giving them new skills to facilitate individual adaption to change (Metre, 2009).

- **Education and communication**. Metre (2009) believes that it is important to educate employees about change before it happens and to

communicate with employees to make them aware about the need of change. It is also important to listen to the people who are involved in change and take their opinions into account. Bareil (2004) and Kotter and Schlesinger (2008) stated that the education strategy will reduce resistance to change.

- **Negotiation.** This strategy is advised by (Daft, 1995; Hayes, 1996; Ivancevich et al., 1994; Kulvisaechana, 2001).Negotiation and agreement with all employees using a win-win scenario will minimize the resistance effect without making any of them losing. Provide a consistent and a clear message about change and its benefits (Metre, 2009).

- **Coercion**. Humphreys (1996), Hayes (1996) and Kulvisaechana, (2001) stated that coercion is a way to deal with change resistance. Kotter and Schlesinger (2008) mentioned that this way is used when speed is important and when change initiatives require power.

- **Manipulation.** It uses when other cases will not succeed or they are too costly to use (KotterandSchlesinger, 2008).

- **Co-optation.** It is used in special cases when it is costly to use other strategies, or when they are useless (Kotter and Schlesinger, 2008).

- **Resisting the Resistance**. This strategy means meeting force with force (Maurer, 1996)

2.10 Degrees of Change

Change can be broken down in to two types:

2.10.1 Incremental Change

This type of change describes first order changes, evolutionary, and incremental ones, which alter certain small aspects in order to make present improvements while maintaining the general framework (Blumenthal and Haspeslagh, 1994; Del Val. and Fuentes, 2003; Goodstein and Burke, 1991; Greiner, 1972; Levy, 1986; Mezias and Glynn, 1993; Nadler and Tushman, 1989; 1990). This type of change will take a long period of time. Incremental change focuses generally on improving specific operation and key business areas overtime. An example of incremental changes is Six Sigma and Total Quality Management (Hiatt and Creasey, 2012).

2.10.2 Radical Change

The second type of change is revolutionary, transformational, strategic and second order change. In this kind of change the transformations are radical to change the essential framework totally in the organizations(Blumenthal and Haspeslagh, 1994; Del Val. and Fuentes, 2003;Ghoshal and Bartlett, 1996; Goodstein and Burke, 1991; Marshak, 1993; Nadler and Tushman, 1989, 1990),"Looking generally forcompetitiveadvantage" (Hutt,Walker and Frankwick, 1995; Del Val and Fuentes, 2003, p.4)and significant opportunity (Hiatt and Creasey, 2012) and it causes effects on the basic capabilities in the firm (Del Val and

Fuentes, 2003). In this type of change, dramatic and immediate changes are required over a short time period. They aim at producing huge improvements in the performance of the business process, system and structure. Some examples on radical changes are mergers, acquisitions and business process reengineering (Hiatt and Creasey, 2012).
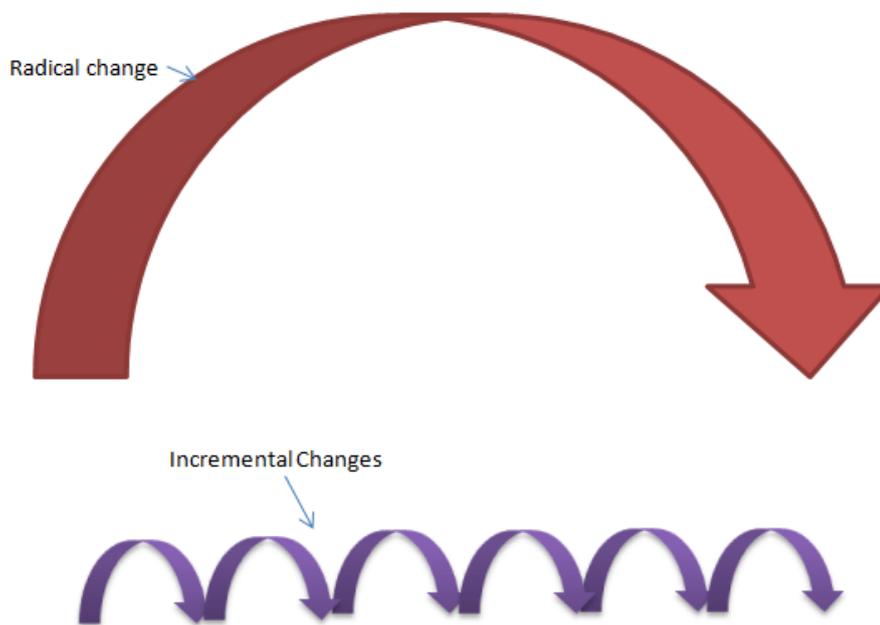
Figure (2): Degrees of Change

Source: Adapted from Hiatt and Craesey (2012,p.29)

Hiatt and Creasey (2012) added that incremental changes require less change management than radical changes, because incremental change requires small leaps from employees, whereas radical changes goes to a more uncertain future. The process of change management "is most effective when it is flexible and scaled to fit the particular change at hand" (p.30).

2.11 The Four approaches to Change Management

Every organization has a different culture, and when these environments are classified into categories there will be a better opportunity to devise the suitable change management (Davidson, 2002). He stated four approaches in change management, which are: The Rational-Empirical approach, the Normative-Re-educative approach, the Power-Coercive approach, the Environmental-Adaptive approach.

2.11.1 The Rational-Empirical Approach

People are rational and intelligent and have the capability to follow their self-interest once it is revealed to them. Change is based on the communication of information and availability of incentives (Davidson, 2002;Nickolos, 2010). A change manger must be a master of persuasion to persuade rational people that change is good for them. He/she must use the power of expertise to accelerate embracing staff in change (Davidson, 2002).

2.11.2 The Normative-Re-educative Approach

People are social beings and will stick to cultural norms and values. Change is based on redefining and reinterpreting and explaining the existing norms, values, relationships and connections to embrace change. It is very important to develop commitments to new changes (Davidson, 2002; Nickolos, 2010).

2.11.3 The Power-Coercive Approach

People are basically compliant and will generally do what they are told or can be made to do with a little or no convincing. Change is based on the exercise of authority and the imposition of sanctions. This approach can be effective when the targets of change recognize the authenticity and expertise of whoever is wielding the power (Davidson, 2002; Nickolos, 2010).

2.11.4 The Environmental-Adaptive Approach

People resist change but they adapt readily to new circumstances. Change is based on building a new structure and the transition from the old structure to the new one must be gradual and smooth (Davidson, 2002; Nickolos, 2010).

2.11.5 Selecting the right approach

If there is a radical change in the organization it should use an Environmental-Adaptive approach. But if there is an incremental change, a mix of other approaches can be used (Dastur, 2011). A mix of the Normative-re-educative approach andthe rational-empirical approach can be used if there is weak resistance in the organization (Nickolos, 2010). Power-Coercive approach can be used in many cases: strong opposition is expected, a shorter time frame is available, area experts are not available and if there are high stakes in the organization (Dastur, 2011; Nickolos, 2010).

2.12 Change Management Models

HiattandCreasey (2012) stated that the change management models that are utilized these days are a series of steps or activities that are developed by experts in managing change by "trial and error" (p.13).

Bashir and Afzal (2011, p.5) and Nielsen (2008) wrote about the complexity of change management. All changes, even small ones are not easy to undertake. They added that many theoretical perspectives are used to analyze a single change process and the resulting fragments "have made the creative management scholars confident enough to use various theories and concepts" to make explanations about how organizational change stands up under different change models.

Models and approaches of change play an important role in change management. Change models provide process guidance, as they show actions and steps from one to another. Models are used as roadmaps which provide guidance and warning measures throughout the way. So they are useful to show how to transit from the current state to the desired future state in a consequentially order of steps. Change alwayshas overlaps between processes, as presented in any framework.(Bashir and Afzal,2011; Biech, 2007).

Also,Bezboruah (2008) indicated the necessity of change frameworks by reflecting the importance of these models in simplifying and explaining any change implemented in a firm. According to him,

models can help in demonstrating any factors and inconsistencies which influence the change largely. Therefore, models of change must be holistic and include abroad array of factors such as organizational structures, culture, people, and process, roles of leadership, knowledge and capabilities.

2.12.1 The ADKAR Model for Change Management

ADKAR is a model for managing change resulting from research in change management and business process design lasted four years with 700companies across the world (Hiatt, 2004). Hiatt founded this model based on twenty years of experience working as a project leader and engineer. He applied his theory that projects fail as a result of change resistance, therefore managing this effectively enhances the project success greatly (Hiatt,2006; Rafetry, 2009).

This change management framework is developed for managing people through organizational change as it is a toolkit to understand change at an individual level (Bashir and Afzal, 2011; Hiatt, 2006). This model can help in determining where we are in the change process and to create an action plan successfully for personal and professional advancement through the change process (Hiatt, 2004).

The ADKAR model value was realized as one structured framework (Hiatt, 2006; Raftery,2009). Five required areas were described in this model for change to be successful at an individual level. These five building blocks are stated by Bashir and Afzal(2011),Hiatt (2006), Hiatt

and Creasey (2003) and Raftery (2009). The individual who can go through change are those who have:

A–**Awareness** of the need of change.

D–**Desire** to support and participate in the change.

K- **Knowledge** about how to change and what the change looks like.

A- **Ability**tobuild new skills and behaviors on a day to day basis.

R- **Reinforcement** to keep a change in place and sustain it.

The ADKAR Model characterizes the individual change process into five steps:
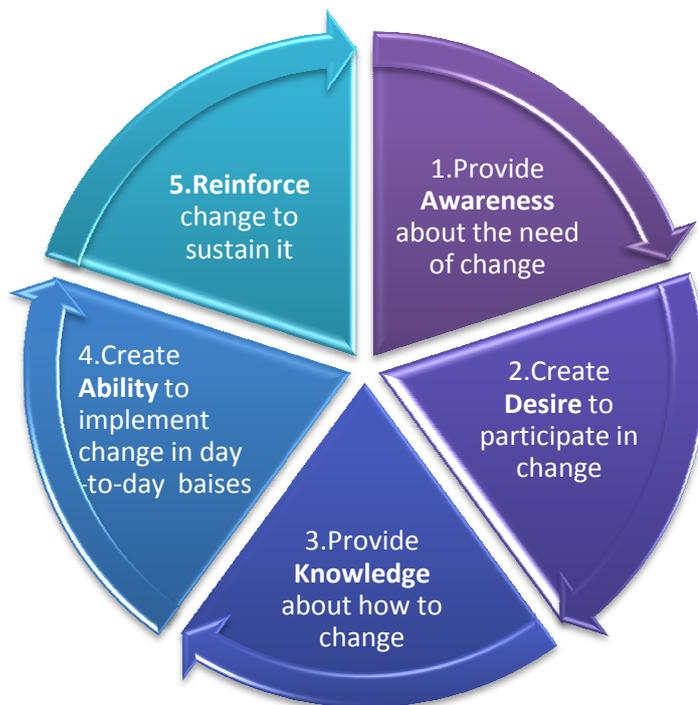
Figure (3): The ADKAR model

Source: Adapted from Hiatt (2004, Cover page)and Bashir and Afzal (2011, p.9)

The elements of ADKAR model are exhibited in the order that shows how the individual experiences the change process. (Hiatt, 2006; Hiatt and Creasey, 2003).Each element in this model was defined by Hiatt andCreaseyand the factors that affect the success of these elementsareanalyzed. Through understanding each of these elements, metrics were developed to measure it (Hiatt, 2006). The speed for every individual to go through each phase is different (Hiatt and Creasey, 2012).

The ADKAR model from this initiation point provides a sequence and framework to manage the people side of change (Bashir and Afzal, 2011; Hiatt, 2006).

Raftery (2009) stated that the ADKAR model can be applied as:

- A learning tool: to analyze the performance of past projects, to evaluate the change readiness by project teams and to manage coaching through the process of change.

- As a tool to diagnose projects that is in execution phase which are facing difficulty.

- As a tool for change planning.

2.12.2 Kotter Eight Step Model

Kotter (1996)is a very famous leader in managing change. He studied over 100 organizations to see how they manage change (Kotter, 1996; Raftery, 2009).He found myriad difficulties attributed to the change

efforts; he classified the main themes and designed a model for a change management (Kotter, 1995;Metre,2009). Kotter's model concentrates on some essential issues which include: making change occur, highlighting the importance of the feeling about the necessity of the change in the organization, and highlighting the need of effective communication through change process (Bashir and Afzal, 2011; Cameron and Green, 2004).

Kotter (1996) stated steps that are critical in managing change successfully. These steps are:

1. Establish a sense of urgency

2. Form a leading coalition

3. Construct a vision

4. Communicate the vision

5. Empower others to act on the vision.

6. Plan for and create quick wins

7. Consolidate improvements and create more change.

8. Institutionalize the changes.

It is very essential to go through these eight steps sequentially; however it is normal that one operates in multiple phases at once (Kotter, 1996).
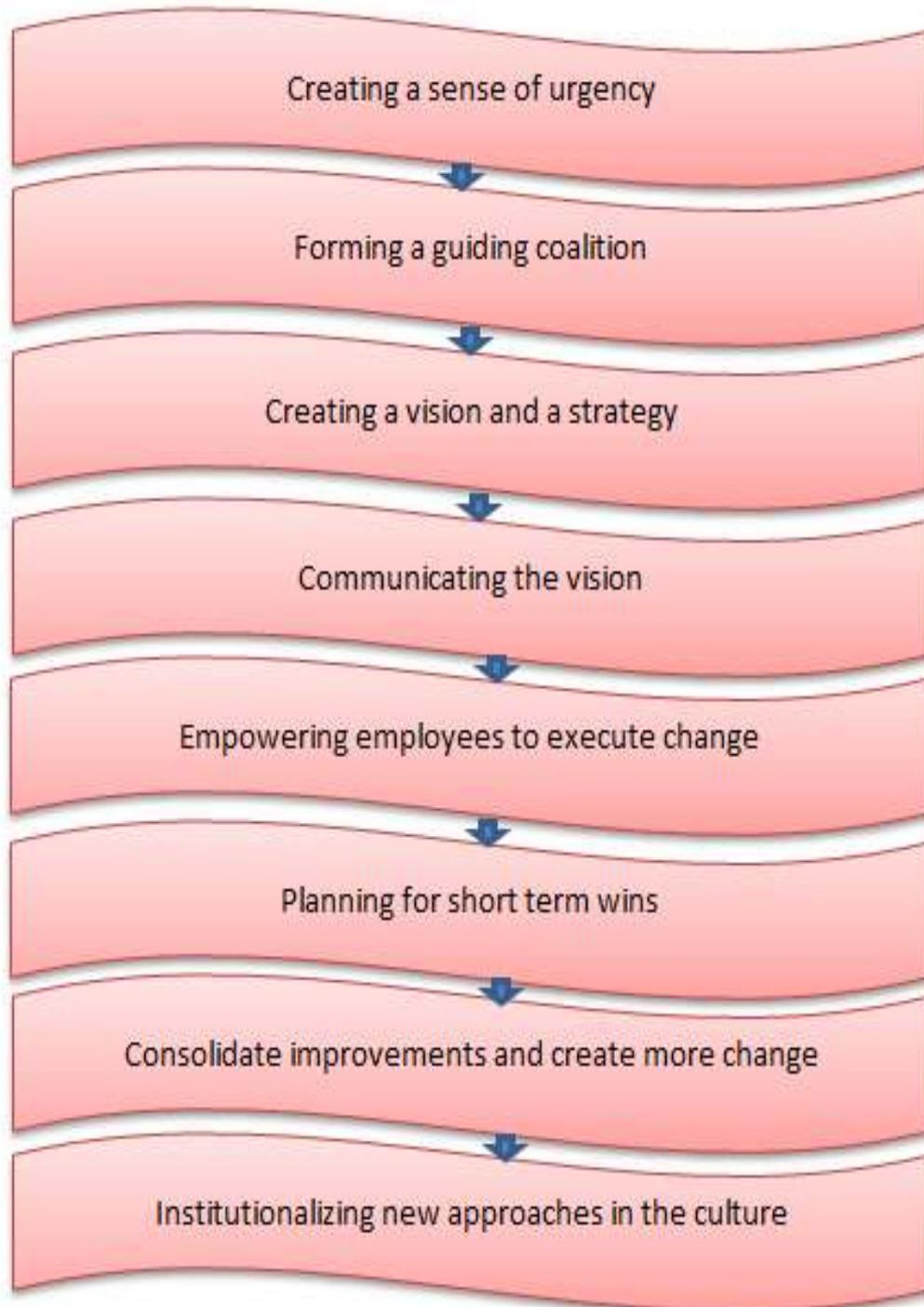
Figure 4: Kotter's 8-Step Change Model

Source: Adapted from Kotter (1996) and Bashir and Afzal (2011, p. 11)

1. **The first step** in the Kotter's eight step model is creating a sense of urgency. This means that management has to provide awareness to the employees and convince them about the change necessity for the

organizational survival, and should communicate that the change is attainable without any harmful effects to their jobs (Bashir and Afzal, 2011; Cellars, 2007).

2. **The second step** is building the change management team to help employees in implementing change (Bashir and Afzal, 2011; Cellars, 2007).So this team must have the relevant authority to lead the change (Kotter, 1996; Raftery,2009).

3. **The third step** is to establish a vision which shows the direction to how the change will benefit the future state of the organization and employee's job, in this step a clear and suitable direction will be put to guide change implementation (Bashir and Afzal, 2011; Cellar, 2007). The created vision according toKotter (1996) and Raftery (2009) must be "SMART–Specific; Measurable; Achievable\Appropriate; Realistic\ Relevant; and Timely or Time bound" (p.27). This step includes developing the strategy that helps in achieving the vision (Kotter, 1996).

4. **The fourth step** is communicating the vision and the vision must be followed by the leaders of change to help employees in understanding the vision (Bashir and Afzal, 2011; Cellar, 2007). So the plan must be communicated to all stakeholders in the company (Kotter, 1996; Raftery, 2009).

5. **The fifth step** is empowering employees to execute change in the organization (Bashir and Afzal, 2011; Cellar, 2007) and it is important

to get rid of all obstacles that face them (Kotter, 1996) and to supply sufficient resources (Kotter, 1996; Raftery, 2009).

6. **The sixth step** is to put short term goals to motivate employees to embrace change by making employees show the progress. Giving rewards to employees is very essential to motivate them (Bashir and Afzal, 2011; Cellar, 2007). Early success will increase motivation (Kotter, 1996; Raftery, 2009).

7. **The seventh step** is about making improvements continuously (Raftery, 2009) and about continuation because after the short term goals were achieved or the original plan will finish, management should create more changes (Bashir and Afzal, 2011; Cellar, 2007).The focus in this stage is centered on system, procedures and policies,which "inhibit the vision, hiring, promoting and developing people who can implement the vision" (Kotter, 1995; Metre, 2009, p.9).

8. **The final step** is making change permanent by making it embraced in the organizational culture and practices (Bashir and Afzal, 2011; Cellar, 2007).So the process of change will be integratedinto the organization (Kotter, 1996; Raftery, 2009). Kotter (1995) and Metre (2009) argued that in this final stage creating new approaches happens and the links between the new approach and the corporate success is clarified and it is very important to develop leadership in this step.

2.12.3 Lewin's Model of Change

Bashir and Afzal (2011) and Cummings and Worley (2004) pointed out that Kurt Lewin provided one of the early primary models in change management, which is called the Lewin three step model. Lewin's model visualizes the change as the process which keeps the forces that affect the behavior of the system stable (BashirandAfzal, 2011; Duffy, 1996). Lewin considers behavior as a group of forces working in opposing directions, which are in a dynamic balance. The driving forces benefit in pushing employees in the desired direction so it makes change easier, whereas other forces pushing employees in the oppose direction. Lewin's model has three steps, these steps and the analysis of the opposing forces can help in shifting balance to the desired change (Kritsonis, 2005).

Unfreeze **Change** **Refreeze**
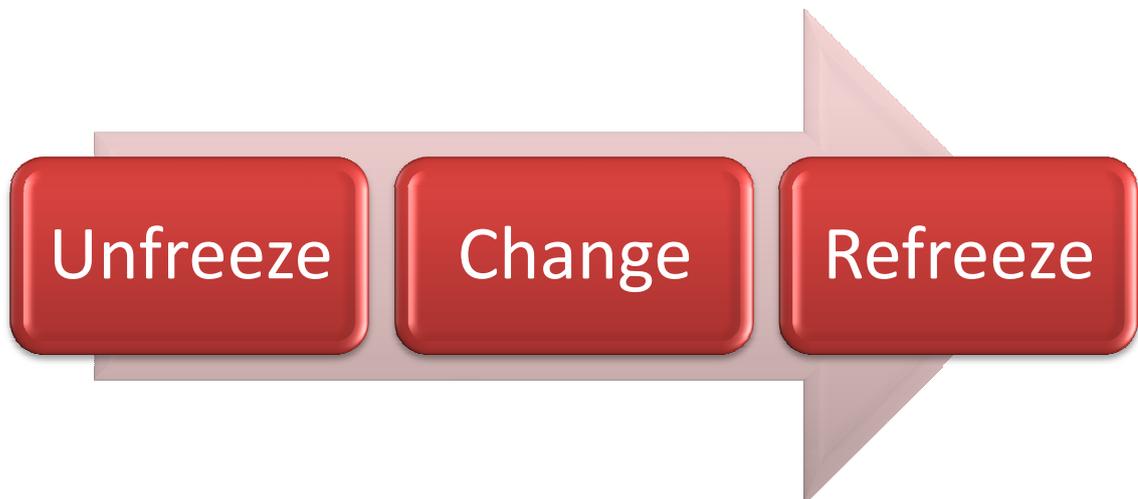
Figure (5): Lewin's Change model

Adapted from Bashir and Afzal (2011, p.7) and Mind Tools Letter (2006) http://www.mindtools.com/pages/article/newPPM_94.htm

The change process according to Lewin's model of change includes three steps: unfreezing the status quo, then changing to the desired future

state and refreezing the new state (Price and Chahal, 2006; Vakery and Antonio, 2010).

1. **The First step is Unfreeze** in which there is an acceptance of the need for change and unfreezing the current ways things are done. There is awareness about change and its benefits, and what the risk is of not changing (Welamsely,2009).In this step forces that keep the status quo in the organization must be reduced by either decreasing restraining forces or increasing the driving forces or a combination of both(Bashir and Afzal, 2011; Kritsonis, 2005).

2. **The second step is Change**, which is the stage of planning and implementation in which actual change takes place (Welamsely, 2009).This step involves transition the target system into the preferred equilibrium state and intervenes in the system to develop new values, behaviors and attitudes by making changes to the organizational structure and organizational process (Bashir and Afzal, 2011; Kritsonis, 2005). In this step instability happensin order to adapt new behavior and new approaches that will be instead of the old ones (Ford and Greer, 2006).

3. **The Third step is Refreeze**-which is needed to sustain the change which has been embraced in the organization by reinforcing new patterns and institutionalizing them in the mechanisms either formally or informally (Bashir and Afzal, 2011; Kritsonis, 2005). After institutionalization of the new behavior, stability must be achieved at

the new equilibrium (Ford and Greer, 2006).To prevent going back to the past methods, it is vital to settle any problems and to celebrate successful changes by recognition and closing the project of change (Welamsely, 2009).
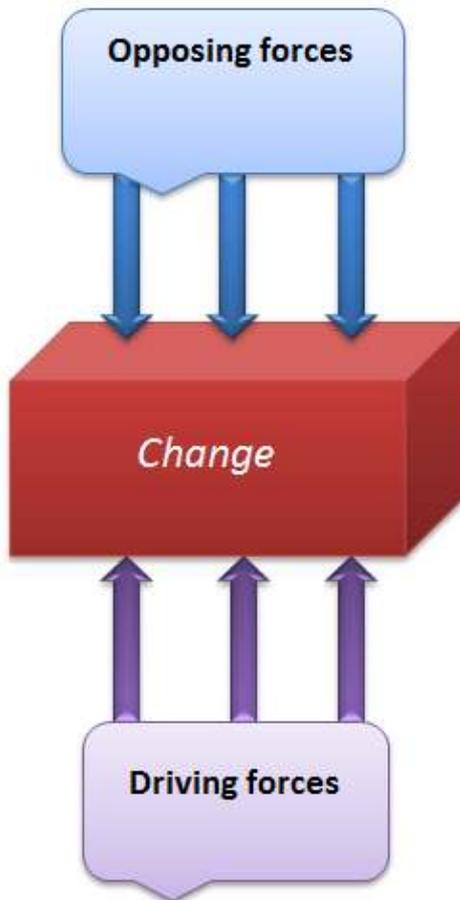
Figure (6): Forces affecting change

Source: Adapted from Walmsley (2009, p.18)

In this three step model Lewin explains the effect of the forces which either promote or restrain change. Thus, change will occur when the combined effect of one force is greater than the combined effect of the opposing ones (Robbins, 2003).

2.12.4 Deming Cycle

Another models referring to change management is the Deming Cycle as presented by Van Bon et al. (2007) and Raftery (2009). Thismodel, which consists of four steps was developed as an approach for improvement but is also applicable to any type of change:

- **Plan** – what needs to happen and how it needs to happen

- **Do** – execute the activities

- **Check** – check if the desired results are achieved

- **Act** – adjust the plan as appropriate to the checks

2.12.5 McKinsey's 7-S Model

Tom Peters and Robert Waterman were the creators of The McKinsey 7-S Model while they were working in the McKinsey Company and by Richard Pascale and Anthony Athos at a meeting in 1978. This model is a holistic approach for organizations, which collectively determines the operation of the company. Seven factors formthis model, which are: shared values, strategy, structure, system, style, staff and skills, which all work to form the model collectively. (Cellars, 2007; 12 Manage, 2007).
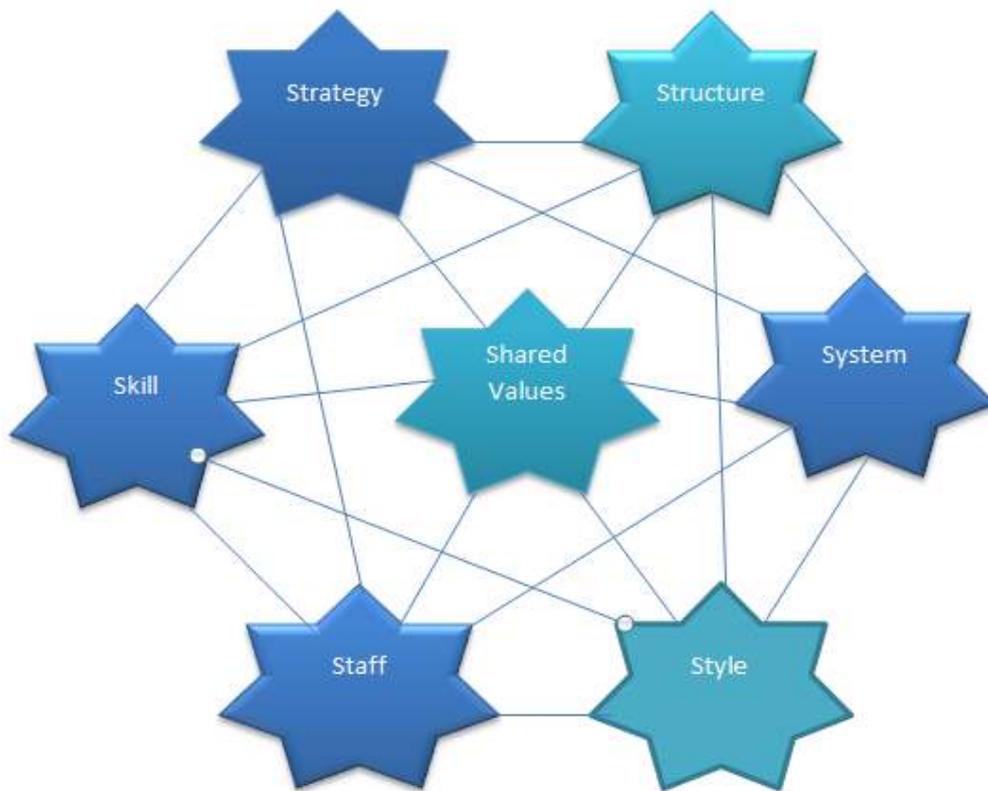
Figure (7): McKinsey's 7-S Model
Source: Adapted from Mindtools(2007)
http://www.mindtools.com/pages/article/newSTR_91.htm

Cellars (2007) and 12 Manage (2007) explained the seven parts of this model as follows:

1. **Shared values** represent the heart of this model because they show the organizational beliefs such as the organizational mission.

2. **Strategy** is the second factor in this model, which represents the plans of the company to make reaction to the external surrounding change (Recklies, 2007).

3. **Structure** is another factor which refers to the structure of the organization.

4. **Systems** represent the procedures, processes and routines that describe how the work must be done.

5. **Staff** represents the numbers and types of persons who are employed by the organization and what they do within it.

6. **Style** signifies the cultural styles in the organizations and the managerial behaviors in achieving organizational aims.

7. **Skills** indicate the competencies and capabilities of employees as a whole.

There are many advantages mentioned byCellars (2007) and 12Manage (2007)to this model, such as:

- It is used in diagnosing and understanding the organization;

- It consists of both an emotional and a rational approach;

- It is used as organizational change guidance;

- All parts are interrelated.

2.12.6 O'Neill Five Step model

O'Neill (2012) stated that the process of the organizational change can be successfully managed in five steps:

1. **Create the big message**. In this step managers must identify What's In It For Me? (WIIFM) They must also share the message of the change,

and the need for the change, as well as the benefits of changes in the workplace with their employees. Putting the big message will make priorities and makes everything that follows likewise.

2. **Take the Pulse of the Organization.** In this step, change managers must use many approaches to determine the readiness of the change and attitudes of employees and holding short informal meetings and conversations to make people invested in the plan. A survey about change management assessment must be distributed for all affected individuals by the planned change in this step.

3. **Deliver the Message.** Creating an overall communication plan must be put in this step to communicate the reasons of the change, the change benefits, and the schedule. Communication must be applied by many multimedia approaches. This plan of communication must be applied in parallel with other project activities.

4. **Support the Move.** This step includes celebration and organizing a ribbon cutting for starting the move process. Having a staff that is ready to help in answering questions and solving problems and offer a new guideline about new workplace is also necessary.

5. **Evaluating the process.** This last step includes conducting interviews and distributing surveys to evaluate the process as well as summarizing the lessons and applying them to improve the process of change, which is essential in this step.
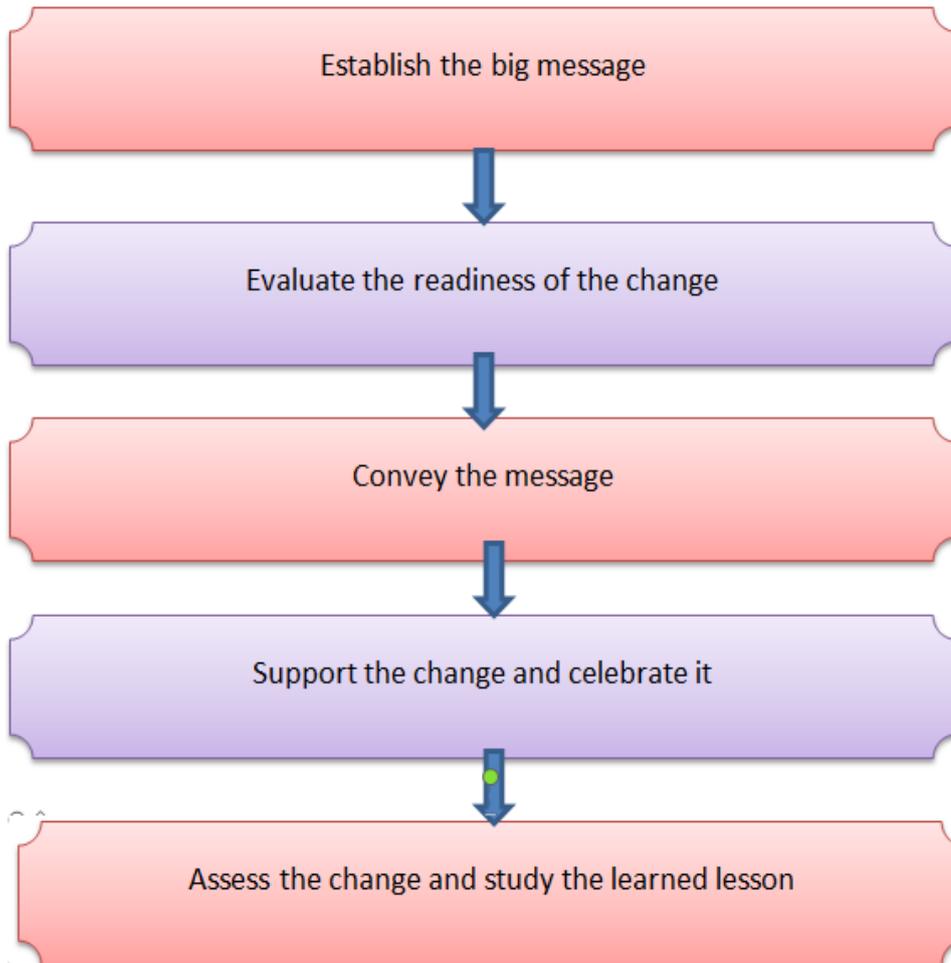
Figure (8): O'Neill Five step model

Adapted from O'Neill (2012, p.3)

All these studies that show change management models support the main objectives of this research that seeks to find how Palestinian telecom companies can navigate successfully through change initiates.

Summary

In the end of this chapter, the researcher shows a wide array of details about change management and the main themes related to this topic. The importance of change management, teams in change management, change leadership, communication in change management as well as

resistance to change. In addition, degrees of change, approaches of change management and change management models were mentioned. After presenting these topics, a comprehensive view must be formed about change management and the high scientific value was shown of this topic. The following chapter will show the methodology of the research.

Chapter Three

Research Methodology

Chapter Three
Research Methodology

3.1 Overview

In this chapter, the methodology of the research is described. The type of the case study, the sample, the qualitative and quantitative tools in collection of data that were used, the advantages and the disadvantages of each tool and the data analysis for each tool are stated. Finally, the validity and the reliability of this research are discussed in this chapter. The methodology steps are presented in the diagram below.

```
┌─────────────────────────────────────┐
│         Literature Review           │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│    Device the items of Questionnaire │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│       Distribute Questionnaire      │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│    SPSS Program was used to analyze  │
│            Questionnaire             │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│     Develop Interview's questions    │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│          Conduct interviews          │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│  Thematic analysis was used to analyze │
│         Interviews Questions         │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│          Model Formulation           │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│           Model Validation           │
└─────────────────────────────────────┘
```
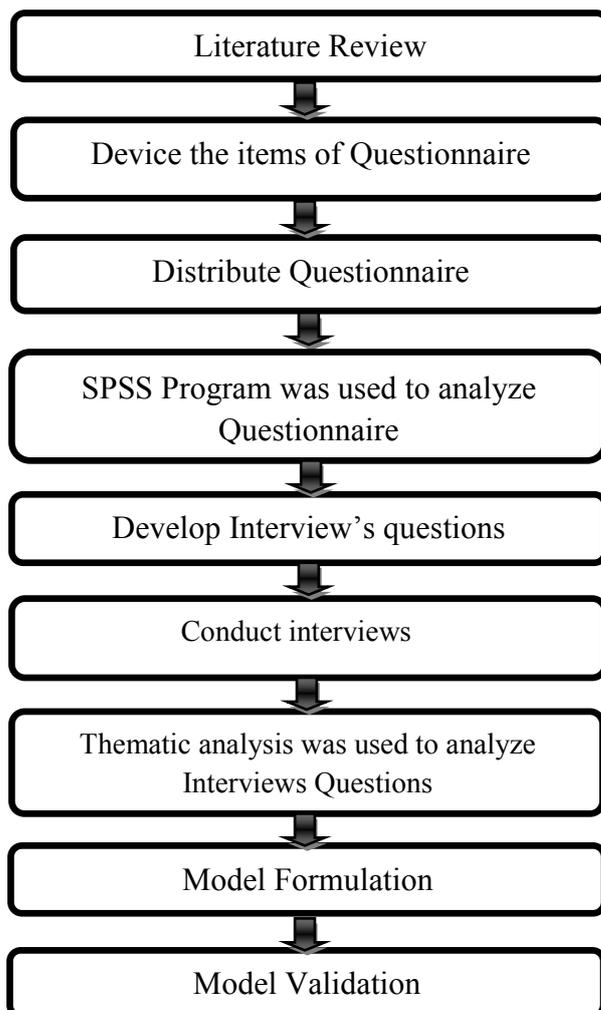
Figure (9): Methodology Diagram

3.2 Case Study Approach

The case study approach, according to Baxter and Jack (2008) and Yin (2003) is used when the aims of the study should typically answer questions such as: How? and Why? This approach is also used when there is little or no possibility for the investigator to control the behavioral events, when the researcher believes that there is relevance between the phenomena and the study and "when the boundaries between the study and the context are not clearly evident"(p. 545).

Types of the case studies are: Explanatory, Exploratory or Descriptive (Yin, 1994, p.4-6).

3.2.1 Explanatory Research

This kind of research would be utilized when the researcher requires answering a question that needs explanation to the supposed casual connection in the interventions in the real time, which are complex in strategies of experiment or survey, or to evaluate language. These explanations would connect the effect of the program with the program implementation (Baxter and Jack, 2008; Yin, 2003). These kindsof studies are designed to establish the relationship through variables casually. These studies require procedure to provide measuring characteristics accurately and unbiased estimation (Majumdar, 2011).

3.2.2 Exploratory Research

Exploratory research aims at gathering information which help in defining problems and suggesting hypothesis (kotler and Armestrong, 2006).

Baxter and Jack (2008) and Yin (2003) stated that this kind of case study is utilized in exploring the cases when the intervention "being evaluated has no clear, single set of outcomes" (p. 548).Majumdar (2011) stated that this type of study focuses on obtaining ideas and insights into the problem, to be familiar with the process of the research and phenomenon in order to attain insight into it. According to him, this type of research has no end and is oriented to results.

3.2.3 Descriptive Research

In this kind of research the main aim is to get an accurate, reliable description of the phenomena characteristics or particular social individuals or group, and to know the frequency of occurrence of events and characteristics in the study sample (Majumdar,2011). According to him, these studies attempt to answer the questions with "'what' of a behavior and 'how' are behavioral aspects related to each other. The descriptive approach is used in description of the intervention and the context of real life in which it occurs (Baxter and Jack, 2008; Yin, 2003).

In this study the researcher utilized exploratory research in the telecommunication companies because of the uniqueness of this study in the Palestinian Territories.

3.3 Case Selection

The researcher chose the case study to be in the telecommunication sector in Palestine as a very essential and vital sector, which needs change management because of the rapid change environment as a result of the technological advances, globalization and the competitive environment.

Change management is a vital issue in the telecommunication sector so the researcher chose this sector to study the current practices in managing change, in order to develop a framework that will facilitate navigating successfully through change.

The researcher selected six companies from this sector,two of them refused to accept distributing surveys or conducting interviewsbecause of security issues, so the researcher implemented this study in four companies, which are: Jawwal, Paltel Company, Wataniya Mobile andCallYou. The first three companies are the biggest companies in the Palstinian telecommunication sector. These companies are targeted in Gaza and the West Bank.

3.4 Research Approach

The researcher wanted to assess change management practices through an analytical study of companies in the telecom sector in Palestine. The researcher used a mixed method in this study.Creswell (2003) defined mixed method research as an approach that combines both qualitative and quantitative data to gear them to answer 'pragmatic knowledge claims' in

order to finish the wars of the paradigm between qualitative and quantitative approaches (Flick, 2011).

Crewsell (2003) and Flick(2011) discussed three forms of mixed method strategies, which are:

- **Sequential procedures**: in which qualitative and quantitative approaches are applied one after the other to utilize the data from one approach to refine the data from the other approach as an exploratory tool.

- **Concurrent procedures**: in which the researcher collects data by both qualitative and quantitative forms at same time in order to obtain comprehensive analysis about the problem of the research.

- **Transformative procedures**: in which the researcher links the two approaches in all research process phases.

The researcher used a sequential approach as a strategy of mixed method. She distributed the questionnaires, then she analyzed them, and then conducted interviews. So, interviews were conducted as a secondary and exploratory tool to refine the data collected from the questionnaire.

Descriptive and inferential analysis was also used to make an evaluation of the current situation in order to reach a broader understanding that helped in designing a suitable framework for managing change effectively in the Palestinian telecom sector.

The methodology used mixed qualitative and quantitative research tools. This combination reduces the limitation of the two approaches (Flick, 2011).

In this research, the researcher utilized primary sources and secondary sources of data.

- **Primary sources:** This source of data was used to address the analytical factors of change management. The researcher used some of these primary sources such as: the questionnaire and semi-structured interviews.

- **Secondary source:** The researcher utilized this source of data to address the theoretical factors of change management by searching in the secondary sources of data, which includes all published sources such as: articles, books, journals, reports, and the related previous studies.

3.5 Sampling

The researcher targeted the entire population that consists of: top management, middle managers or supervisors and front_line employees who are impacted directly with the change process. The researcher targeted the entire population in order to obtain more accurate results. These administrative levels were targeted by the researcher because they are very important levels that are affected and impacted by the change directly and

these levels are very important in determining the current practices in managing change.

3.6 Data Collection

Data collection is the common aspect in research conduction. Kajornboon (2005) and O'Leary(2004) stated that it is difficult work to gather credible data, "and it is worth remembering that one method of data collection is not inherently better than another"(p.150).

First of all, the researcher conducted a pilot study with many managers in the Palestinian telecom sector.Pilot studies are conducted according to Van Teijlingen and Hundley (2004) in order to develop and test the adequacy of research instruments, to assess the feasibility of conducting a full-scale questionnaire in order to establish whether the sampling frame and technique are effective, to collect preliminary data, to develop a research questions and a research plan and to identify logistical problems that might occur using proposed methods.

There are many approaches to collecting data such as: asking individuals using interviews and surveys, observation and studying documents (Flick, 2011). The first approach was used by the researcher in this research which is conducting interviews and distributing questionnaires.

Quantitative data from the questionnaire were received after the researcher was assured of the firms' willingness to fill in the questionnaire;

the researcher went to the firms and distributed the on-site questionnaire or on-line questionnaire according to the company's desire, and mailed the on-line questionnaire to other employees in the branches of these companies in the Gaza Strip. The questionnaire's items were devised inEnglish, and then translated to Arabic upon telecom companies' request, and then questionnaires were distributed to the companies.

Qualitative data were gathered by answering the questions of the interview. These answers were noted and written by the researcher.Interviews also were conducted in Arabic.

3.7 Research Tools

3.7.1 Interviews

Kajornboon (2005, p.3) discussed several approaches to interviews: "Structured interviews, semi-structured interviews, unstructured interviews and non-directive interviews".

1-Structured interviews: This approach to interviewing is standardized so the same questionsare asked to all interviewees. The data can be aggregated (Kajornboon, 2005).

2-Semi-structured interview: this approach to interviews is often used in qualitative analysis and they are non-standardized and there is no specific hypothesis to be tested in this type of interview (DavidandSutton, 2004;Kajornboon, 2005). There are many central themes, issues and questions to be dealt with in the semi-structured

interviews. The interviewer can change or add questions, so he/she can conduct a deeper investigation (Kajornboon, 2005).

3-Unstrucherd interviews: In this approach to interviews there is flexibility, no direction, no restriction and no guide for the interview. Theseinterviews are open and differ from one to another. "It is more casual than the aforementioned interviews" (Kajornboon, 2005, p.6).

4-Non directive interviews: In this approach to interviews there is no "preset topic to pursue" and in this approach "the interviewer follows what the interviewee has to say. The interviewee leads the conversation" (p.7). Thus, there are no previous planned questions by the interviewer.

Semi-structured interviews were conducted by the researcher in the telecom sector in Palestine to gather more data, to get a deeper investigation and to refine data that was collected by the questionnaire.

The researcher conducted twenty-two interviews in the targeted companies in the telecommunication sector in Palestine. These interviews are distributed as follows: thirteen managers were interviewed, and nine employees.

The managers who were interviewed by the researcher are presented in the following table.

Table (1): List of Managers who were interviewed

#	The manager position	Company name
1	Senior engineer	Paltel
2	Financial manager	Paltel
3	Technical manager	Paltel
4	Technical manager	Paltel
5	Procurement manager	Jawwal
6	Human resources manager	Call you
7	Technical manager	Call you
8	Supervisor	Paltel
9	Supervisor	Jawwal
10	Supervisor	Jawwal
11	Supervisor	Jawwal
12	Supervisor	Wataniya mobile
13	Supervisor	Wataniya mobile

The selection of these managers was made by telecom companies because of security issues.

3.7.2 Questionnaire

There are two types of questionnaires: on-line and on-site questionnaires. The researcher utilized both types of questionnaires according to the company's desire. The researcher got access to distribute the questionnaire in the targeted firms by distributing the on-line questionnaire in some firms while distributing the on-site ones in other firms according to the accessibility limits by the administrator. The researcher mailed the other part of employees to fill the on-line questionnaire. The Gaza Strip employees in the surveyed firms were mailed by the researcher, who then received the response electronically.

The response rate of each type of survey, on-line and on-site questionnaires, was 50%.

Most research that uses the internet is quantitative and includes on-line questionnaires, web-based questionnaires or experiments on the internet (Flick, 2011; Hewson et al., 2003).One-third of all surveys in the world are online surveys (Evan and Mathor, 2005; Flick,2011) and the trend is increasing (Flick, 2011).

3.7.2.1 On-line Questionnaire

Bryman (2008) and Flick (2011) discussed e-mail questionnaires and we-based questionnaires. An e-mail questionnaire is sent by e-mail to the recipients, by attaching it to an e-mail with the expectation that they will answer the questions of the questionnaire and then they attached it to the e-mail to reply.

A web-based questionnaire has the flexibility to format the whole questionnaire and the answer options; it can also be designed in an attractive way and it is easierto skip or filter questions. This form of survey makes it easier to address the participants on web pages and inform them to fill out this questionnaire by pressing a button to the advertisement on the webpage.

According to Flick (2011) there are many advantages of the on-line questionnaire. These questionnaires:

- Save money because the questionnaire will be sent and received via computer without printing the questionnaire.

- Save time as they come back quicker than postal ones.

- Are easier to reach people where they are without waiting for the survey to travel back, so less restriction is found.

- The number of unanswered questions is less in this kind of survey, and the open questions are answered in a more detailed way.

According to Bryman(2008),Flick (2011) andHewson et al. (2003), on-line questionnaires have many disadvantages, some of these are:

- Less response rate.

- Less motivation to respond the questionnaire because of doubt about non-disclosure about identity.

- Possibility of replying more than one time.

3.7.2.2 On-Site Questionnaire

According to Martins (2010) this type of questionnaire has many advantages:

- It is the most common approach in surveys

- Has more flexibility related to scales and types.

- Participants work with the questionnaire document directly

- Moderate level on confidentiality

- Easy to make modification

- Can be completed any time, any where

This type of questionnaire has many disadvantages according to Martins (2010) they are:

- Costly to print questionnaire

- Appears too low technology

- May require good skills in writing

- The processing of data is consuming, costly, time-consuming

- The burden of response may be high with long documents.

3.8 Data Analysis

The submitted on-line questionnaires were automatically stored in a database in the Google form itself. Other questionnaireswere entered by the researcher to the on-line questionnaire. The overall data was then exported to the SPSS database and analyzed.

Descriptive and inferential analyses were conducted by the researcher. Descriptive analysis was used as the representation of the percentages and means, while inferential analysis was used to test the research questions by using One Way ANOVA tests (Sawyers, 2007).

The researcher examined the existence of statistical differences in the targeted companies attributed to the experience years, administrative level and age. Therefore, when there is a significant difference the researcher conducted other Post-hoc tests to understand the differences between the

surveyed companies due to a specific independent variable (Hilton and Armstrong, 2006).

The researcher used thematic analysis in order to analyze the data that was collected from the semi-structured interviews. The thematic method is a qualitative analytic method used to analyze, and identify themes within data. This method organizes and describes the data in details that are rich, and it often interprets the main factors of the topic of the research (Boyatzis, 1998; Braun and Clarke, 2006).

3.8.1 Thematic Analysis

Braun and Clarke (2006) mentioned the steps of the thematic method:

- The first step in this method is to become familiar with data. This will happen when the data is read repeatedly and actively to search for the meanings and the patterns.Braun and Clarke(2006)and Riessman (1993)stated that transcription of verbal data in interviews, although it is boring and consumes time, will make the researcher familiar with the data.

- The second step is to generate the initial codes. After being familiar with data and preparing initial ideas, codes must be produced from these ideas. Codes will be the features that the researcher is interested in that refer to the most important segment, or element, of the raw data or information that can be evaluated in a way with full meaning related to the phenomenon (Boyatzis, 1998).

- The third step is to search for themes by reviewing the codes and collecting and sorting them under broader themes. After that thinking about the relationships between codes and themes.

- The forth step is to review the themes. The candidate themes that are prepared in the previous step will be refined and modified in this step. This step has two levels, the first one is reviewing all the themes and the data which each theme contains, and to build a pattern in a consistent way. The other level is to consider the validity of themes related to the entire data and find the accurate relations between them to reach a satisfactory building map.

- The fifth step is to define and name the themes. Further refinement and definitions must be made in this step, by defining the necessity of each theme and the aspects that affect it.

- The final step is to produce the report. A final analysis in this step must be made and written in a final report that tells the overall story of the data. This story must be coherent, complex, summarized and rational.

Braun and Clarke (2006) stated many advantages to the thematic method, which are:

- Flexibility that allows a broad domain analysis.

- Quick and easy method to learn and to do.

- It is suitable for the inexperienced researcher and accessible for them.

- It offers 'think description' of set of data.

- Unanticipated insights can be generated in this method.

- Data can be interpreted in social and physiological insights.

- It has the benefit of producing qualitative analysis that can be utilized to inform policy development.

Braun and Clarke (2006) mentioned disadvantages of the thematic method and they mentioned that these disadvantages depend on poorly conducted analysis or inappropriate research questions. Some of these disadvantages are:

- It can be too flexible so it is difficult to concentrate on data aspects

- It tends to be descriptive

- It has limited power of interoperation if the analysis excludes theoretical framework

- It is difficult to keep continuity sense in accounts of individuals

3.9 Response Rate

In the quantitative research the researcher targeted the entire population was 600in the four companies. 300 questionnaires were returned. 218 questionnaires were accepted while the other 82 questionnaires were excluded because they had many missing fields in the

returned questionnaire. The total response rate for this questionnaire was 50% from the targeted population which is a satisfactory response rate.

3.10 Research Validity and Reliability

Reliability and availability are two essential challenges that the researcher must take into account, and assure that the research is reliable and valid in all possible ways.

3.10.1 The Validity of the Research

Test validity relies on what it was supposed to measure and how the test measures (Majumdar, 2011). The researcher implements some steps to achieve the research validity.

- The researcher asked 6 arbitrators who are specialist in business and change management to refine the research tools and the modifications were made in order to assure the research tool can achieve the research aims.

- The researcher has utilized multiple research methods in data collection, including quantitative methods represented by the online questionnaire and qualitative methods represented by the semi-structured interview.

- The researcher used many sources in collecting data involving primary and secondary sources of data that are credible and reliable.

- The researcher developed a framework and validated it by taking managers' opinions and suggestions about this model.

3.10.2 The Reliability of the Research

According to Majumdar (2011) there are essential aspects in reliability which are objectivity and consistency.

In this research, the researcher checked reliability of the quantitative tool (the questionnaire) by checking consistency through Cronbach Alpha test, which was calculated for all statements in the questionnaire and the result was 84% which indicates good consistency. Therefore the research is considered reliable.

3-11 Ethical Consideration

In this study, ethical considerations occur at all stages of the research process. "Preserving participants anonymity" (Smith and Quelch,1992, p. 162) is a very important issue to achieve confidence. The researcher kept the identity of individuals who were surveyed and interviewed confidential, and she did not utilize them except in achieving the purposing of the scientific research. Companies and individuals had complete willingness to participate in this study and there was not any type of coercion to participate in this study.

Summary

In the end of this chapter, the methodology was clearly evident. Starting with a review of credible literature and utilizing a mixed

methodology of qualitative and quantitative tools, the researcher highlights the different approaches in utilizing these tools, the advantages and disadvantages of each one and the explanation of selecting the research tools. The researcher highlights to whom these tools were conducted, and how they were analyzed. Therefore, the researcher explained how the resulted model was validated. In the end,ethical considerations were clarified.

After implementing this methodology in collecting data, this data was analyzed to obtain the result of the research. The following chapter shows the data analysis.

Chapter Four

Data Analysis

Chapter Four
Data Analysis

4.1 Overview

As mentioned in the methodology chapter in this research, the researcher used both the quantitative research through survey and the qualitative through the semi-structured interviews. Combining the two research methods improves the research reliability and validity.

This chapter includes two parts, the first part presents and discusses the findings from the analysis of returned questionnaires, and the other part discusses findings from the semi-structured interviews.

The SPSS program was used to analyze the data from the questionnaire by using a one way ANOVA test and when there were significant differences the researcher conducted other Post-hoc tests to understand the differences between the surveyed companies due to specific independent variable (Hilton and Armstrong, 2006). Interviews were analyzed by thematic analysis.

4.2 Questionnaire Analysis

Questionnaire was analyzed by different statistical tools. The distribution of the targeted sample in the telecom sector will be presented here. Refer to the questionnaire in Appendix A.

4.2.1 Sample Distribution

4.2.1.1 Distribution of the study sample according to number of experience years

Table (2), below, presents the surveyed individuals' distribution according to the experience years. The highest percentage is (37.6%), which is located in the 5-10 years class.

Table (2): Sample Distribution attributed to the experience years variable

Number of experience years	Frequency	Percentage
>5	75	34.4
5-10	82	37.6
10>	61	28.0
Total	218	100.0

4.2.1.2 Distribution of the study sample attributed to the variable of age of individual

As shown in the sample distribution according to the age variable, there are three categories of the age of individuals are presented in the Table (3). The Highest category in the sample is from 25 to 35 years with a percentage of 47.7%, while the least category is less than 25 years old with a percentage of 12.8%.

Table (3) Distribution of the study sample attributed to the age of individuals variable

Individual's age	Frequency	Percentage%
>25	28	12.8
25-35	104	47.7
36-45	86	39.4
Total	218	100.0

4.2.1.3 Distribution of the study sample according to administrative level

As shown in the Table (4), below, there are three administrative levels targeted by the study, which are: Top level management, Middle management and Supervisors,then Front_line employees that are impacted directly with change.

It is noted from the figure that the highest percentage is 48.2% which is the front employee level.

Table (4): Sample distribution attributed to administrative level

Administrative level	Frequency	Percentage %
Top Management	19	8.7
Middle manager and supervisor	94	43.1
Front-line employee	105	48.2
Total	218	100.0

4.2.1.4 Distribution of the study sample according to Individuals' Gender

Sample distribution according to gender is shown in the table (5) below, 45 % are females and 55% are males.

Table (5): Sample distribution attributed to gender variable

Gender	Frequency	Percentage %
Male	120	55.0
Female	98	45.0
Total	218	100.0

4.2.1.5 Distribution of the study sample according to Academic qualification

In the table (6) below, it was noted that a Bachelor's Degree is the highest category, which has a percentage of 75.7%.

Table (6): Sample distribution attributed to scientific qualification

Academic qualification	Frequency	Percentage %
Diploma	40	18.3
Bachelor	165	75.7
Master degree or higher	13	6.0
Total	218	100.0

4.2.2 Questionnaire Themes

The researcher designed the questionnaire in order to examine the current practices of change management in the telecom sector in Palestine, according to two variables which are experience years and the administrative level. The researcher studied change resistance as well according to the individualage variable in addition to the experience years and administrative level variables because there is literature that finds that there is a relationship between age and resistance to change.

The questionnaire that was designed by the researcher has two parts: the first part is divided into five subparts that are: The age, the experience years, the administrative level, the academic qualification and the individual's gender.

The second part of the questionnaire has (29) questions addressing four main themes that are considered by their importance to the change

management practices in the telecom sector in Palestine as discussed previously in the literature review. These themes are:

1) Communication in change management

2) Change Resistance

3) The role of top management in managing change

4) Change Awareness

Each theme contained one type of questions that are designed based on a Likert scale. Questions in the Likert format were grouped and analyzed in each theme.

Likert items ranked from 1(strongly disagree) to 5(strongly agree).So, averages of response were classified into five intervals ranging from very low to very high extents of application.

The intervals were determined as follows:

Table (7): Interval Classification

Very low	1-1.80
Low	1.80-2.60
Moderate	2.60-3.40
High	3.40-4.20
Very high	4.20-5

In the Table(7) there are five intervals ranging from very low to very high practices. The degrees of these intervals were calculated by subtracting the range of response 1 (strongly disagree) from the 5 which corresponds to (strongly agree), and dividing the result by 5 which is the number of intervals. (5-1)/5=0.8. So, the questionnaire results were

classified into five degrees, in order to determine practice degree for each item.

The table below shows the percentage of respondents, the means and the application level for all statements of the survey.

Table (8): Questionnaire Analysis

Statement	Percentage of Respondents %					Number of participant	Mean	Application level
	very low	low	moderate	high	Very high			
Communication in change management								
1. Information,instructions necessary to change, change's objectives and potential benefits are clearly communicated with all individuals in the organization.	0	14.2	40.8	22.9	22	218	3.64	High
2.After change is determined, an open dialogue is held to discuss the difficulties that may be created in change environment.	9.6	11.9	5.5	50.9	0	218	4.01	High
3.When I have difficulties in change implementation, I can communicate freely and I know how to get assistance.	0	29.4	39.9	30.7	0	218	2.48	Moderate
4.When a new process is used, I don't know to whom I must call for assistance.	0	29.4	19.3	25.7	25.7	218	3.41	High
Total (valid)						**218**	**3.64**	**High**
Change Resistance								
5.The management tends to reach compromises with the resisters to change.	**0**	**5**	**50.4**	**54.6**	**0**	218	3.50	High
6.The management provides all information to employees about change to remove any ambiguity regarding the change process that may lead to change resistance.	**0**	**16.5**	**11.5**	**52.8**	**19.3**	218	3.75	High

Statement	Percentage of Respondents %					Number of participant	Mean	Application level
	very low	low	moderate	high	Very high			
7.I have a desire to change the status quo.	3.7	9.8	11	25.6	50	218	4.17	High
8. I believe that change will support my financial interest.	0	36.3	8.9	30	24.8	218	3.57	High
9. I believe that changing my tasks will make me satisfied.	0	16.1	3.9	70	10	218	3.78	High
10.I'm not afraid of losing my job because of change.	0	0	16.5	80.7	2.8	218	3.86	High
11.I see that change doesn't neglect the humanistic aspect of change.	0	4.6	42.2	53.2	0	218	3.49	High
12.I'm afraid of the unknown because of change.	38.5	28	23.4	10.1	0	218	3.05	Moderate
13.I don't believe that change will increase the workload.	0	27.1	30.7	33.5	8.7	218	3.24	Moderate
14. I trust administration where I believe that the decisions it takes are the best.	0	21.6	37.6	30.7	10.1	218	3.29	Moderate
Total (valid)						218	3.57	High
The Role of top management in managing change								
15.Top management provides effective& inspiring leaderships to make the process of change successful.	0	16.5	28	35.8	19.7	218	3.59	High
16. I believe that enough time is being spent on the planning process of change.	0	0.5	57.3	42.2	0	218	3.42	High
17.I think that an enough time is spent to learn from the prior change efforts i.e. failed.	0	11.9	35.8	40.8	11.5	218	3.43	High
18.Top management motivates all administrative levels to accomplish the change process.	0	4.6	28.4	36.2	30.7	218	3.93	High

Statement	Percentage of Respondents %					Number of participant	Mean	Application level
	very low	low	moderate	high	Very high			
19.We have studied the successful changes and celebrated with them too.	0	16.5	20.6	54.1	2.8	218	3.52	High
20.Top management has a clear vision for the objectives and results of the change process.	0	4.6	38.5	56.9	0	218	3.52	High
21.I participate in the planning process.	0	6	16.5	51.8	25.7	218	3.97	High
22. The general objectives, aims for change, and development plan were explained in the organization.	0	26.6	16.5	34.9	22	218	3.52	High
23.Top management encourages the initiatives and innovation which contribute to the change process.	0	5	47.7	30.7	16.5	218	3.59	High
Total (valid)						**218**	**3.61**	**High**
Change Awareness								
24.I have been informed about changes before they commence.	21.6	21.1	0	37.6	19.7	218	3.13	Moderate
25.I believe that changes are very important for the organization.	0	0	16.1	42.7	41.3	218	4.25	Very high
26. I know how the change affects my daily activities.	0	4.6	0.5	54.1	40.8	218	4.31	Very high
27.I believe that change will improve our situation.	11.5	5	0	61.5	22	218	3.78	High
28.There is a training that gives employees the sufficient skills and knowledge to help them in following the change successfully.	0	11.9	32.6	35.8	19.7	218	3.63	High
29.I feel that I have sufficient experience for change.	0	0	35.8	42.2	22	218	3.86	High
Total (valid)						**218**	**3.83**	**High**
Total for all questionnaire (valid)						**218**	**3.66**	**High**

4.2.2.1 Communication in Change Management

The first objective of this questionnaire is to evaluate the current practices of change management in the surveyed firms in the telecom sector; communication in managing change is the first theme of the four themes we mentioned previously to be explored.

In the light of the analysis in the table (8) it can be noted that the total average response for the communication in the change management is 3.64 which is considered High degree of communication application in the telecom sector in Palestine.

The researcher noticed that there is a moderate level in communicating freely about problems and getting assistance during the change process.

- As mentioned above, research findings showed that Communication in managing change as a practice in the telecom sector in Palestine has high level of application.

- The average of responses is calculated by adding each statement answer and dividing by the number of valid answers (218).

- The overall average of themes is calculated after that by adding the averages of responses and dividing by the number of statements (4) and the answer is 3.64.

4.2.2.2 Change Resistance

The second theme that researcher studied in this questionnaire is the resistance to change, the researcher checked the existence of change resistance or not in the telecom sector by asking about best practices that, if these practices exists, then the resistance to change will not exist. The researcher checkedthe status of dealing with resistance too. These statements in the table (8)were designed to achieve this objective.

From the above table(8) the researcher observed a high degree of the best practices, which is 3.57, so change resistance is low. However, the researcher noticed a moderate level of some change resistance practices such as: confidence in the administration, having ambiguous feelings during change process, believing that change will increase their workloads, which leads to fearing change.

4.2.2.3 The role of top management in managing change

The Third theme in the questionnaire is to study the effectiveness of the roles of the top management in the change management process. The researcher asked about role of top management in: providing motivation, change planning, creating change leaders, establishing of a clear vision and other related issues.

Table (8) shows that there is a high degree of effectiveness of the top management's roles in managing change, which is 3.61.

4.2.2.4 Change Awareness

The forth theme is change awareness practices, which are presented in Table (8). The researcher studied many awareness practices in this theme such as training, individual realization the change necessity, knowledge about how the change will affect individual's day-to-day activities.

The result that summarizes the above table is that there is a high degree in implementing change awareness practices in the telecommunication sector in Palestine that is 3.83.

4.3 Testing hypothesis

The first hypothesis

$H1_0$: No statistically significant differences at $\alpha = 0.05$ in the degree of Change resistance at the telecom sector in Palestine can be attributed to the administrative level.

Table (9): Arithmetic Means of change resistance attributed to administrative level

Administrative level	Average
Top Management	3.20
Middle managers and supervisors	3.49
Employee	3.53
Total	3.48

Table (9)shows the arithmetic means of change resistance. These arithmetic means were extracted from the SPSS program. They show the degrees of practices that checked change resistance for each administrative level, according to each level of response in the survey.

The total average was calculated by multiplying each administrative level's mean with the number of this administrative level. Then it was added to these multiplication results. The addition result was divided by all numbers at these levels.

To clarify how the total average resulted in the table (9), we multiplied the number of top management (19) with the average of the top management responses (3.20) to get the result 60.8. We multiplied the number of the middle managers (94) with the average (3.49) to get 328.06. We multiplied the number of employees (105) by the average (3.53) to get 370.65. The results from the three multiplications were added to each other (60.8+328.06+370.65=759.51). The result of the addition was 759.51, subtracted by the number of the participants (218) to get 3.48.

To check the validity of this hypothesis, the researcher use One Way ANOVA test:

Table (10): One Way ANOVA test for H1

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.117	2	.059	.191	.827
Within Groups	11.621	38	.306		
Total	11.738	40			

From Table (8) we can see that significant probability is 0.827, thus we cannot reject the null hypothesis because it is greater than 0.05.

So, no statistically significant differences in the degree of change resistance among telecom sector in Palestine can be attributed to the administrative level.

$H2_0$: No statistically significant differences at $\alpha = 0.05$ in the degree of Change resistance practices at the telecom sector in Palestine can be attributed to the experience years.

Table (11): Arithmetic means of change resistance attributed to years of experience

Experience years	Arithmetic means
>5	3.41
5-10	3.60
10>	3.37
Total	3.47

Table (12): one Way ANOVA Test for H2

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.089	2	.045	.146	.865
Within Groups	11.649	38	.307		
Total	11.738	40			

From Table (10) above we can notice that significant probability is 0.865, thus we cannot reject the null hypothesis. No statistically significant differences in the degree of change resistance among telecom sector in Palestine can be attributed to the experience years.

The third hypothesis

H3$_o$: No statistically significant differences at α = 0.05 in the degree of Change resistance at the telecom sector in Palestine can be attributed to the individual's age.

Table (13): Arithmetic means of change resistance attributed to the age variable

Age of individuals	Arithmetic means
>25	2.40
25-35	2.39
36-45	2.41
Total	2.40

Table (14): One Way ANOVA Test for H3

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.117	2	.059	.191	.827
Within Groups	11.621	38	.306		
Total	11.738	40			

From Table (12) above we can notice that significant probability is 0.827, thus we cannot reject the null hypothesis. So, there no statistically significant differences in the degree of change resistance among telecom sector in Palestine can be attributed to the age variable.

The fourth hypothesis

H4$_o$: No statistically significant differences at α = 0.05 in the degree of communication practices in managing change at the telecom sector in Palestine can be attributed to the administrative level.

Table (15): Arithmetic means of communication practices attributed to Administrative Level

Administrative level	Arithmetic means
Top Management	3.18
Middle manager and supervisor	3.59
Front-Line Employee	3.30
Total	3.41

Table (16): One Way ANOVA Test for H4

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.206	2	2.603	5.395	.005
Within Groups	103.744	215	.483		
Total	108.950	217			

From the above table we can see that significant probability is 0.005 which is less than 0.05, thus we reject the null hypothesis.

So, there are statistically significant differences in the degree of communication practice in change management among the telecom sector in Palestine, which can be attributed to the administrative level.

The researcher used **Post Hoc Test** to determine the source of differences.

Table (17): Post Hoc Test to Measure the communication practice Differences for H4

(I) Level	(J) Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Top management	Middle manager	-.40356-*	.17473	.022	-.7480-	-.0592-
	Employee	-.11579-	.17318	.504	-.4571-	.2256
Middle managers	Top management	.40356*	.17473	.022	.0592	.7480
	Employee	.28777*	.09863	.004	.0934	.4822
Employee	Top management	.11579	.17318	.504	-.2256-	.4571
	middle managers	-.28777-*	.09863	.004	-.4822-	-.0934-

There is a significant difference between Front_line employees and middle managers and supervisors in favor of middle managers and supervisors.

The fifth hypotheses

H5$_0$: No statistically significant differences at $\alpha = 0.05$ in the degree of communication practice in change management at the telecom sector in Palestine can be attributed to the experience years.

Table (18): Arithmetic means of communication practices attributed to experience years

Experience Years	Arithmetic means
>5	3.30
5-10	3.48
10>	3.41
Total	3.39

Table (19):One Way ANOVA test for H5

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.849	2	.925	1.856	.159
Within Groups	107.101	215	.498		
Total	108.950	217			

From the above Table (17) we can see that significant probability is 0.159, thus we cannot reject the null hypothesis. Thus, no statistically significant differences in the degree of communication a change management among telecom sector in Palestine can be attributed to the experience years.

The sixth hypothesis

$H6_0$: No statistically significant differences at $\alpha = 0.05$ in the degree of the role of top management in managing change at the telecom sector in Palestine can be attributed to the experience years

Table (20): Arithmetic means of top management roles attributed to experience years

Experience years	Arithmetic means
>5	3.64
5-10	3.54
10>	3.67
Total	3.61

Table(21): One Way ANOVA Test for H6

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.738	2	.369	1.460	.235
Within Groups	54.354	215	.253		
Total	55.092	217			

From the above Table (19) we can see that significant probability is 0.235, thus we cannot reject the null hypothesis. No statistically significant

differences in the degree of top management roles in a change management among telecom sector in Palestine can be attributed to the experience years.

The seventh hypothesis

H7$_0$: No statistically significant differences at $\alpha = 0.05$ in the degree of the role of top management in Change management at the telecom sector in Palestine can be attributed to the administrative level.

Table (22): Arithmetic means of top management roles according to the administrative levels

Administrative level	Arithmetic means
Top management	3.46
Supervisors and middle managers	3.70
Employees	3.55
Total	3.60

Table(23): One Way ANOVA Test for H7

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.625	2	.812	3.267	.040
Within Groups	53.467	215	.249		
Total	55.092	217			

From The above table (21) we can see that significant probability is 0.04, thus we reject the null hypothesis. So, statistically significant differences in the degree of Leadership in change management among telecom sector in Palestine can be attributed to the administrative level.

The researcher used Ad Hoc Test to determine the source of differences.

Table (24): Post Hoc Test to Measure the role of top management practices in managing change Differences

(I) Level	(J) Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Top management	Middle manager	-.24835-*	.12544	.049	-.4956-	-.0011-
	Employee	-.09730-	.12433	.435	-.3424-	.1478
Middle managers	Top management	.24835*	.12544	.049	.0011	.4956
	Employee	.15105*	.07081	.034	.0115	.2906
Employee	Top management	.09730	.12433	.435	-.1478-	.3424
	middle managers	-.15105-*	.07081	.034	-.2906-	-.0115-

We can see from the above table (22) that there is a significant difference between top management and middle managers and supervisors in favor of middle managers and supervisors.

There is a significant difference between employees and middle managers and supervisors in favor of middle managers and supervisors.

The eighth hypothesis

H8$_0$: No statistically significant differences at $\alpha = 0.05$ in the degree of the Change awareness practice at the telecom sector in Palestine can be attributed to the experience years.

Table (25): Arithmetic means of change awareness attributed to experience years

Experience years	Arithmetic means
>5	3.82
5-10	3.83
10>	3.84
Total	3.82

Table (26): One Way ANOVA Test for H8

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.019	2	.009	.025	.976
Within Groups	81.362	215	.378		
Total	81.381	217			

From the above Table (24) we can see that significant probability is 0.976, thus we cannot reject the null hypothesis. No statistically significant differences in the degree of change awareness in change management among telecom sector in Palestine can be attributed to the experience years.

The ninth hypothesis

H9$_0$: No statistically significant differences at $\alpha = 0.05$ in the degree of the Change Awareness practice at the telecom sector in Palestine can be attributed to the administrative level.

Table (27): Arithmetic means of change awareness attributed to administrative level

Administrative Level	Arithmetic means
Top management	3.79
Supervisor	3.84
Employee	3.82
Total	3.82

Table (28): One Way ANOVA Test for H9

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.046	2	.023	.061	.941
Within Groups	81.335	215	.378		
Total	81.381	217			

From the above Table (26) we can see that significant probability is 0.976, thus we cannot reject the null hypothesis. So, no statistically significant differences in the degree of awareness in change management among telecom sector in Palestine can be attributed to the administrative level.

4.4 Interviews

The researcher decided to conduct interviews as a secondary and supplementary tool to the questionnaire. More information was obtained from the interviews that reflected the real situation of the change management in the Palestinian telecommunication sector and more insights of many themes that are difficult to be explored through the questionnaire.

The researcher conducted semi-structure interviews that were conducted in a face-to-face mode. The interviewees occupy different administrative levels that are distributed as the following: 13 managers and 9 employees. They have an experience ranging from 2-16 years. Many findings of these interviews can be summarized in the following sections.

4.4.1 Interviews Analysis

Thematic analysis was used to analyze these interviews; table (29) presents the initial codes, the issues discussed as well as the initial and central themes.

Table(29): Thematic Analysis

Codes	Issues discussed	Initial Themes	Central Themes
• Needs • Troubles	• Employee needs • Employee troubles	• Current Constraints • Employee Requirement	• Current problems
• Lack of awareness • Poorness	• Employee awareness • Individual's capability • Employee trainin	• Building awareness • Skill development • Employee engagement	• Capacity Building
• Ineffective • Insufficient	• Participation in Planning • Sharing information • Employee involvement	• Information sharing Channels • Communication activities	• Communic ation
• Discomfort • Reasons	• Fearful of change • Employee Discomfort • Dealing with discomfort	• Opposition to change • Dealing with Change opposition	• Change Resistance

There are four central themes devised from the thematic analysis: Current problems, Capacity Building, Communication and Resistance to Change.

4.4.1.1 Current problems

In the interviews the researcher tries to determine the main problems that the Palestinian telecom sector faces through the process of change from the manager's perspective and from employees' perspective.

Most managers and employees stated that the main problem they faced was not taking the people side of change into account.

The majority of the managers in the targeted companies emphasized that there is opposition to change they faced through change process. The difficulty is found in how to make employees embrace change and how to persuade them to adapt with the needed change. So, they faced problems in dealing with the people side of change. This existing resistance has two types: the direct type when employees do not want to work or the indirect one by complaint and opposing change.

The majority of managers suffer from rumors during the change process. These rumors publish fears from change and lies which increase opposition to change.

Most individuals face difficulty when a managerial change happens, because when a new manager comes, he has his way of thinking and managing, so they have to totally adapt to a new way of dealing with this new manager.

Misunderstanding the change is another problem they face. Often their employees didn't understand the change correctly.

Inefficient training is a big problem that most of individuals face in the change process. They stated that there are gaps in the content of the training courses, which leads to inefficiently dealing with change.

Most middle managers, supervisors and the front-line employees said that the meetings held to make aware the employees about the change has shortcomings because of one way channel and less transparency.

From the employees' perspective, the interviewees said that there is an employee discomfort; as they need more time to adapt to change and other technical problems.

Most managers told the researcher that there are financial risks, and risk of services stopping during change, where data was threatened when change was attributed to them.

Additionally, most of the managers said that they implement the new change in one part initially to study the main problems then they try to mitigate these problems before they implement the change in all parts of the organization.

If a technical change happens, there are many problems they may face such as customer satisfaction, failing in their campaigns after 6 or 7months, so they cannot expect the results of the new changes in services before that, delay in time of the operation period and not implementing in the determined time, and many other problems they don't take into consideration.

4.4.1.2 Change Resistance

Most of managers stated that they expected resistance to change from employees before it happened, and they do planning for change and take this problem into account.

The majority of the managers in the Palestinian telecom sector who were interviewed mentioned many reasons for the change resistance in their companies. These reasons are:

- Fear of losing jobs

- Insecurity

- Unexpected resistance

In order to avoid resistance they did incremental changes, which facilitates embracing employees in the change process. Most middle managers and supervisors made a discussion with their employees to reduce their opposition to change.

They listened to their employees' opinions and took them into account and forwarded them to the top management.

To reduce the resistance to change in some of these firms, they give an experimental period to receive questions and inquiries from employees during this period about the change.

4.4.1.3 Communication

Most of the managers in the targeted companies talked about the current communication activities they have in their companies, these activities are:

- Regular meetings

- Face to face meetings

- Sending Emails

- Distributing Publications

- Discussions

- Focus conversation

- Brainstorming

- Distributing guidelines

- Telephone

- Taking courses

- Workshops

The publication and guidelines employees obtained were automatically or by paper.

Top management holds meetings with directors every change, but in the big changes they hold meetings with the middle managers and employees.

Most of the managers said to the researcher that it is forbidden to close the door against any employee. Most of them argued that meetings which are held during the change process are not transparent and have a one way channel.

Most employees indicated that they were informed about change by many ways: Emails, telephone and meetings from the direct manager.

Most employees stated that they have a procedure for getting help and assistance during the change process and they told the researcher that they have no clear channels to provide feedback. They said that their managers listen to them, but the problem is in taking their opinions into account.

Most of the managers study and diagnose gaps in the training process and in the communication process to take mistakes into account in new changes.

4.4.1.4 Capacity building

Most of the interviewee managers noted that the effort which is spent on the capacity building process and skill development in the targeted firms is enough and good.

Most of them said that there is a training program provided by the Human Resources unit yearly to all administrative levels, it contains many important topics such as:

- Change management

- Time management

- Strategic planning

- Leadership

- Communication skills

In every part in the organization, managers study its needs and give their employees the needed skills, and then they decide to give them training and special courses and provide the needed knowledge.

Managers mentioned that they provide internal training, meetings and workshops to develop employees' skills continuously, and let them see new techniques and help the understanding of these techniques.

Most of the managers stated that they bring outside consultants and trainers when there is a change in the organization to help in navigating successfully though it.

The majority of employees in the telecommunication sector in Palestine who the researcher interviewed confirmed that they get inefficient training and they get sufficient guidelines about change.

Most of them claimed that they received the necessary support but they didn't receive sufficient reinforcement after change implementation. The majority of them mentioned that they were not rewarded after commitment to change.

Most of the employees see that they are aware about change necessity and they see that it must happen from period to period.

Summary

In this chapter, a comprehensive analysis of the questionnaire and the interviews were done. The statistical and analytical approaches were utilized to analyze the questionnaire whereas the thematic method was utilized to analyze the interviews. The research hypotheses were tested and the arithmetic means and the percentage of the respondents for the change management practices were obtained through the SPSS program. In addition, an ANOVA test checked the existence of the statistical differences in the targeted companies attributed to the experience years and the administration level. To see if there was a statistical difference, a Post Hock test was utilized.

From the resulting analysis, many important results were obtained to help in evaluating the current practices in the telecom companies. These results will be discussed in the next Chapter.

Chapter Five

Discussion

Chapter Five
Discussion

5.1 Overview

This chapter discusses results obtained from this thesis' data analysis methods (questionnaire and interviews). The four survey factors are communication in managing change, the role of the top management in managing change, awareness to change and resistance to change. All of the factors that are analyzed in the previous chapter will be discussed here. The four themes obtained from the interviews are: current practices in change management, current problems faced in the telecom sector in change management, dealing with resistance and capacity building, and these themes will be discussed in this chapter too.

5.2 Discussion of the results

This section is an evaluation of the results that were obtained from the questionnaire and interviews. The tool that was used to analyze the questionnaire was the "SPSS" program, and for the interviews it was thematic analysis.

In this discussion the researcher will assess the current change management practices in change management in the telecom sector in Palestine.

5.2.1 Communication in change management

The researcher noticed that there were administrative levels that have core roles in managing change practices, such as supervisors and middle

managers. They are the direct contact between top management and front-line employees. The questionnaire analysis results show a high degree of communication practices in managing change and the highest means of all individuals is for supervisors and middle managers.

So, middle managers must be informed of the effective communication practices more and more, when and how to communicate, the tools of communication to be able to explain the message and communicate the vision clearly with all levels in the organization. This will help in aligning employees with the organizational objectives and goals (Tribe, 2013).

Front-line employees are very important level that is affected by communication; they have a good degree according to communication practices, they must be given training about communication practices to increase their awareness about change, and to give their managers the needed feedback, all of which will help them to navigate successfully through change.

Top management level have the least mean in communication practices, which may show that they believe that communication practices not their responsibility, or communication practices do not have core importance in managing change. This may prove to be problematic in managing change in the telecom sector in Palestine, and if this top management realizes the importance of communication practices and the

ways to share information, this will help in facilitating change management and increase its efficiency.

Current communication activities are fairly good, but they must be implemented in a more active way. Another issue noted by the researcher is the individual misunderstanding; this point can be attributed to the ineffectiveness of the communication process, the lack in the change leader's skills and a defect in the communication activities to reduce misunderstanding. One of the sources of misunderstanding in the change process is mentioned by Hiatt and Creasey(2012), that there are two perspectives of change, sender perspective and receiver perspective: senders are persons who send and provide information about the change, whereas receivers are persons who receive information about the change. Senders always focus on business issues whereas receivers focus on the personal implications. There is a disconnection between what a sender says and what a receiver hears so, it is two different messages and this forms an important source of misunderstanding.

Holding Meetings, as one of the communication activities, was discussed with individuals by the researcher. Employees discussed that these activities should be activated in a correct way and it should be done in two ways. The managers should listen to their employees, take their opinions and suggestions into account and submit them to the top management; in order to study their views and take into consideration, the top management should listen to the middle managers more and more. This

practice will help in increasing the probability of the change management success. These meetings need more transparency to increase individual's commitment to change. Walmsely (2009) emphasized that the leader of change should communicate with the individuals in a two-way setting, not give them orders only but to listen to them too. Two-way communication gives a chance to the individual to ask questions, to provide feedback and to clarify points which are not clear (Tribe, 2013).

Using many kinds of communication activities and new technology may help in increasing the effectiveness of managing change; this facilitates the communication process through change, to convey the message faster and to help in embracing employees in change.

The researcher noticed that half of respondents are facing difficulties in getting assistance when the change is going on. This indicated that communication channels were not clear enough in the telecom sector. This problem indicates that top management and change leaders in this sector do not offer the sufficient efforts to activate communication practices to help individuals to get help in the change process; they neglect the importance to make communication channels clear and understandable for employees.

It is very important to determine the communication channels clearly and to inform employees about these channels; to help the change leaders to get feedback in order to assess the change process, to assess its efficiency and to evaluate their achievements. So gap analysis must be done in an effective way to help in determining where the problems were.

5.2.2 Change Resistance

The research shows that change resistance is the biggest problem that faces the change process in the telecom sector in Palestine and there are many sources of resistance which are found in the telecom sector while managing change such as: fear of losing jobs, fear of ambiguity, insecurity and lack in top management confidence.

The reason of this resistance is due to the lack of efficiency of the change leaders' roles. They do not take enough care of the human aspect of change; they do not offer enough security feelings to the individuals, and less of awareness is provided by them about change process. The reason of major scarcity in dealing with change opposition is excluding employees and ignoring their participation in the change process. This part of employees who were excluded didn't get sufficient learning about the change process, their opinions are not taken into account always and they do not take enough support from the top management.

Lack of top management confidence may be related to pervious failing experiences in managing change, lack of respect and attention from top managers for the individuals, giving them orders without making them understand the reason and without listening to individual opinions or inquiries. Baskin(2012) mentioned that to get confidence from employees you must respect them. Other aspects to building trust with employees are that one must share information with them as much as possible.

This discussion in addition to data analysis can be considered as an answer to the first research question, which was: What are the current change management practices in the telecom companies?

Combining all these factors together will give us a framework that includes the best practices and techniques to help Palestinian telecommunication companies to navigate successfully through change.

5.2.3 Top management roles in managing change

As shown in the previous chapter, there is a high degree of effectiveness in the role of the top management in the change process. This indicates that top management has the main role in supporting the change process.

The output of the research is that the top management level has the least degree of good practices in evaluation of the practices of the top management role in managing change, because they think that these roles are not their responsibility. They think that it's other administrative levels responsibility as middle managers or front-line employees who should implement these practices from the top management point of view. This belief forms a problem in managing change that there is no commitment from the top management to the main roles of change management.

Research shows that supervisors and middle managers have core roles during change management. The results show that they get the highest degree attributed to realizing the roles of top management. This is related to

the fact that middle managers may think that they are responsible for managing change practices, so they are engaged well in the change management process.

Change planning, such as change management practice, is the responsibility of the top management, which in turn involves other administrative levels in order to engage them in the change management process. Research results show that 77.5 % of respondents indicated that they were engaged in the change planning, 6% of them indicated that they did not engage in the process, while others may have been engaged or not. So, although there is a good involvement of staff in the whole change process, there is a percentage of individuals who were excluded from the change process. This may be related to top management thinking that those individuals are ineligible or not important to be involved in the change process.

The results of the research shows that 42.2% of respondents think that that sufficient time was spent on the planning process, where 57% are not sure. This significant portion indicated that change planning require spending more time in order to obtain a more effective change process.

The output of this study shows that change reinforcement wasn't taken into account in the current change management practices. The results of the research show that there are no rewards and no recognition after change implementation to those who committed to the change. In addition, there is no celebration of the early success. This is related to the fact that

top management and change leaders were not informed about the importance of change reinforcement in the continuity of this change. The absence of change reinforcement leads to difficulties in involving individuals in the change.

5.2.4 Change awareness and training

The results show that the practices of building awareness for change have a high degree in the telecom sector in Palestine. And she noticed that this sector has features in giving individuals the sufficient awareness about change and how it will affect the day-to-day activities.

However, there are 42.7% of respondents who were not informed about change before it happened, which appeared in the results. This big portion of individuals will face difficulties to be involved in the change process, and they may create a problem in awareness about change and it may be a source of resistance that opposes the change process. This insufficiency is related to the fact that if they are true change leaders, they will not believe that it is not important to inform individuals about change before it happens because this will affect negatively in the change management process.

There were many respondents and interviewees who indicated that more effective training that meets the objectives of the change project is needed in the telecom sector. The researcher noticed that there is a gap between the training objectives and the content of training courses, which

may be related to the fact that the training that is provided to individual is traditional and may not match the courses objectives, and trainers may be ineffective. So, the skills that are built from these courses were poor. Change leaders should be concerned about this issue because it leads to waste in time, efforts and money.

It was noted that managers need more coaching. Smither et al. (2003) stated that managers who took external coaching are better in putting specific goals and setting improvement ideas than other managers who did not take it.

The experimental period that is determined by change leaders is very important to increase change awareness, to get rid of the employees' concerns about change, to give them awareness and training, to increase their efficiency in managing change, to increase readiness to change and to reduce ambiguity.

5.3 Change Management Framework

In this discussion, there is a clarification about many factors and practices that govern change management in the telecom sector in Palestine. To combine these factors together and help stop all wrong current practices, the researcher developed a framework consisting of the best practices in managing change in the telecom sector in Palestine.

This framework provides different process that help companies to assess their practices and identify gaps between these practices and the

current practices to improve their performance and to navigate successfully through change.

This model consists of four main stages:

1. Change planning

2. Change management

3. Change reinforcement

4. Getting feedback

Top management support must be found through all processes, to achieve more effective implementation of this model.

The change management framework presents many factors, which must be implemented in each stage to make managing change more efficient.

Top Management Support

- Change Alighment with Organizational Strategy
- Create change leaders
- Build Change Management Team
- Assess the Readiness to Change
- Involve Employees I... Change Planning

- Effective Communications
- Build Change Awareness
- Manage Resistance
- Implement Change Plans

1.Change Planning

2.Change Management

4.Get Feedback

3.Change Reinforcement

- Lessons learned From the Change Process
- Evaluate Change Management Process

- Reward and Recognition
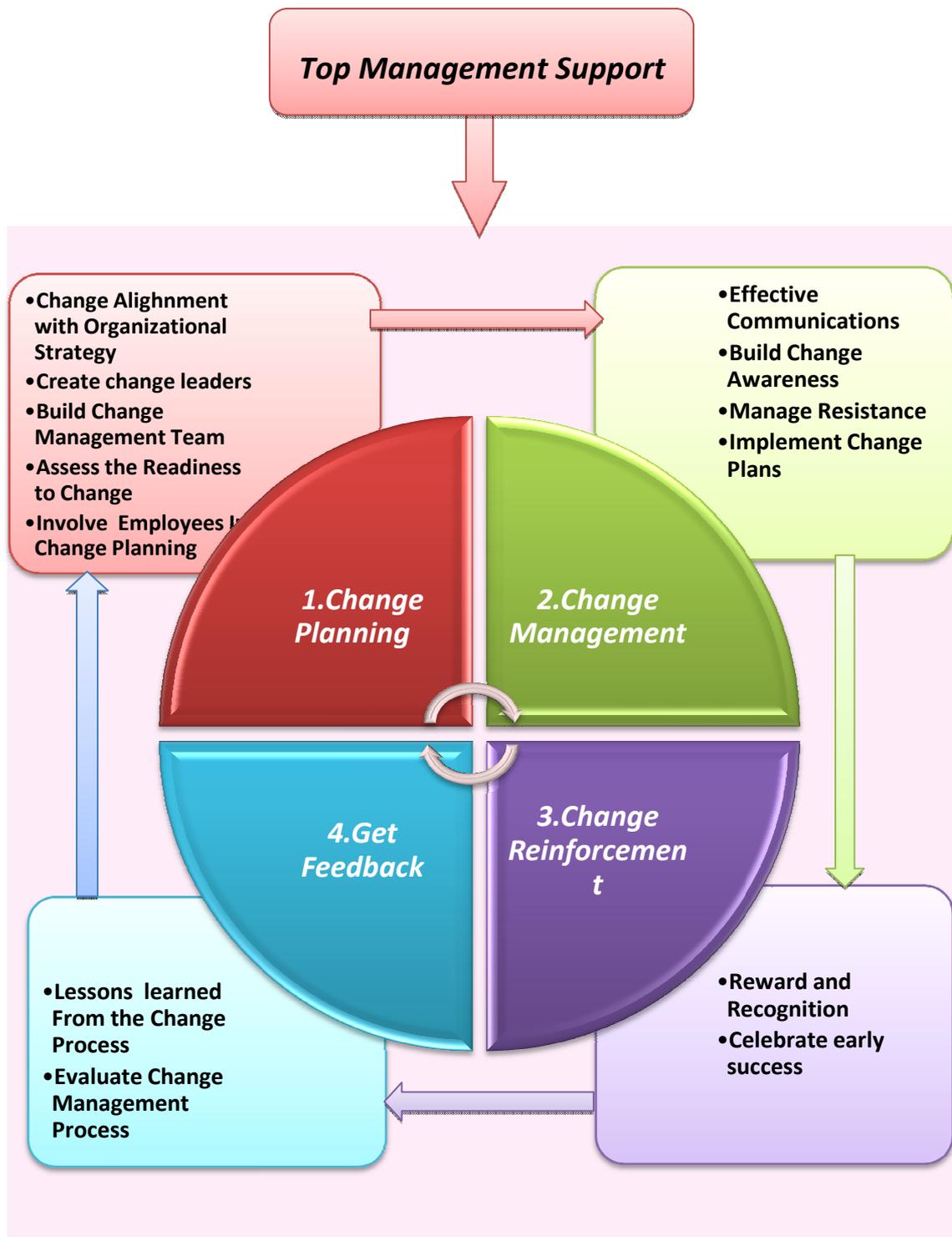- Celebrate early success

Figure (15): Change Management Model for the Telecom Sector in Palestine

This model can be considered as the answer for the second research question, which was: How can Palestinian telecom companies navigate successfully through change?

This model was validated by leading managers in the Palestinian telecom sector. All of them said that it is suitable to be implemented and that this model will help telecom companies to navigate successfully through change. They emphasized the importance of top management support and involving employees in the change planning process.

Four main stages form this model; these stages are:

- **Change Planning**: this stage is the most important step. It makes the change process easier and going on the specific plans that guide the change process to achieve success. Many factors help in supporting the process of change planning,as creating change management teams and change leaders that will lead the change initiative in the organization. It is very important to make changes that align with the organizational strategy, to help organizations to implement their strategies in more effective way.

Assessing readiness for the change during this process will help to evaluate the preparedness level for the planned change in the company. This assessment must cover all affected individuals with change. This assessment might be as a survey distributed to the employees. In this process, all employees who will be affected with the planned change must be involved in the planning process to get more engagement in the change process. This will help in reducing opposition to change during change implementation and make them aware about the change process.

- **Change Management**: in this stage change plan implementation happens. Thus, resistance to change will appear accompanied by change implementation as a natural reaction. Therefore, resistance management must be started in order to reduce this resistance.

  Effective communication must be implemented in order to facilitate delivering the message of change and in order to engage all individuals in the change process.

  It is very important to build awareness about the change process to achieve effective involvement of the individuals in the change process and this will make them have more ability to achieve change. Effective communication and building awareness when they are implemented will make change plans implemented effectively.

- **Change Reinforcement**: Reinforcing the positive actions that employees make through the change process has high importance in change continuation. The implementation of this process can be in giving rewards and recognition to individuals committed to the change process. Also, celebrating early success gives positive morale to the individuals who are committed to change and motivates them to continue.

- **Get Feedback:** this is the last stage in this model that includes lessons learned from the change process to take advantage of them in other change initiatives. After that an evaluation process must be implemented to show what was achieved from the change process.

- **Top Management Support**: With all these stages top management support must be found. This support will activate these processes and it will make insurance that the change process is well implemented.

Summary

In the end of the discussion chapter, the current change management practices were clarified, the gaps between the current practices and the best ones were identified and the results of the survey and interviews analysis were explained. Therefore, a suitable managerial framework was designed and clarified by showing and explaining its stages. This model was made in order to help telecom companies to navigate successfully through change initiatives.

After this study, there are many conclusions and recommendations thart will appear in the following chapter.

Chapter Six

Conclusions and Recommendations

Chapter Six
Conclusions and Recommendations

6.1 Overview

This chapter contains the main conclusions, recommendations and suggested future work.

Walliman (2006) emphasized that coming to writing conclusions is the most important work in the research; if these conclusions are insufficient, then the efforts and the output of the research would be worthless.

6.2 Research Contribution

The findings of this research project formulize a basis for the telecommunication companies in Palestine to assess their change management process, in order to evaluate their current practices because this study examined change management process and identified the characteristics of the practices that control these processes.

This study can be utilized by companies in order to structure their change management assessment, and to determine the gaps in the current performance that can be mitigated by adopting the provided framework that overcome these gaps.

Thus, the contribution of this research is the suggested model that can help Palestinian telecom companies to navigate successfully through change.

6.3 Conclusions

- There are weak communication practices that exist in the telecom sector.

- Communication is not given the needed importance in the change process.

- There is not a sufficient awareness about change in the targeted companies.

- Training is not effective and does not achieve the needed degree in the change process.

- There is a poor capacity building that helps individuals navigate successfully through change.

- There isa low percentage of the participating firms that have a change plans.

- Big resistance to change was found in the telecom sector.

- Fear of ambiguity and fear of losing job are the main resistance reasons found.

- A weak dealing with resistance was found by the change leaders.

- A weak supporting role from the top management to the change process was found clearly in the telecom sector.

- Poor reinforcement to the change was found in the targeted companies.

- Change was not celebrated in the early success stage after implementation in the telecom sector.

- There was no reward or recognition to of individuals committed to change.

- The people side of change is not taken into account during the change process.

- Top management has a weak role in the communication process, whereas middle managers and supervisors have a strong role in communication through the change process.

- Middle managers and supervisors are the most effective level in supporting change, while top management has the least effective one.

6.4 Recommendations

To improve change management processes, telecommunication companies in Palestine should follow the following advice:

1) Top management must be more supportive to the change management process and to lead by example.

2) All administrative levels must be involved in the change planning.

3) Awareness about change must be increased and to be received by all individuals in the companies.

4) Resistance must be reduced by using appropriate strategies such as participation and involvement, education and communication, negotiation, facilitation and support.

5) Change leaders shall build the desire to change with all individuals in the organization.

6) Effective communication should be used in the companies to facilitate conveying the change message to all individuals and in making them involved in the change process.

7) Change reinforcement must be implemented in the telecom companies to ensure change continuation.

8) Reward and recognition is very important to encourage employees to commit to change at the highest degree.

9) Change planning must take sufficient time to be effective.

10) Change management teams must be formed in the telecom companies, which this will help in making the change management process more efficient.

11) Change must be aligned with the telecom firm's strategy.

12) Effective training must be provided to all impacted individuals with change to facilitate adaption in the change process.

13) Telecom companies must celebrate change to reinforce change.

14) Top management must be educated about change management importance.

6.5 Future Work

Change Management is one of the vital subjects today that every organization must learn and practice into survive in this rapid change environment. So, it is a rich subject to be studied in different case studies, and to explore the factors that affect change management.

In Palestine there is lack of studies about this topic; this topic is new for Palestinian organizations and it is very important that it be embraced in the Palestinian environment for development and improving performance. This will encourage researchers to go to study this topic in other sectors in Palestine.

Researchers can utilize this research as a starting point for conducting further research projects that approach other aspects of managing change.

Future work can be implementing the developed model in the Palestinian telecom companies by developing a suitable methodology that helps in implementing this model and embracing it in the telecom sector.

Summary

The conclusions and then the recommendations to this research were done in this chapter.The contribution of this study is the developed change management framework for the telecom companies. Therefore, the future work was suggested in the end of the chapter to be the implementation of this model in the Palestinian companies to help them in navigating successfully through any change initiative.

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Appendices

Appendix (1): Questionnaire

جامعة النجاح الوطنية

كلية الدراسات العليا

برنامج الإدارة هندسية

السيد/ة....العزيز/ة ،،،حفظهم الله

السلام عليكم ورحمة الله وبركاته

الموضوع: واقع إدارة التغيير لدىقطاع الاتصالات في فلسطين

تسعى هذه الاستبانه للتعرف على واقع ادارة التغيير في قطاع الاتصالات في فلسطين ، وذلك ضمن متطلبات رسالة الماجستير في الادارة الهندسية، ويطيــب لنــا ان نتقــدم لكــم بوافرالشكرعلى إعطائنا وقتكم وجهدكم لتعبئة هذه الاستبانة، مثمنين لكم دعمكم للعلم والمعرفة. كماونؤكد ان المعلومات التي سيتم الحصول عليها لن تستخدم الا لأغراض البحث العلمي.

الباحثة: مريم "محمدأمين" بشتاوي

	*العمر
	*الجنس
	*المؤهل العلمي
	*عدد سنوات العمل بالشركة
*ما هو المستوى الاداري الاقرب الى دوركم في المؤسسة:	
3-موظف 2-مدير او مشرف 1-مدير في الادارة العليا	

أولا : التواصل خلال عملية ادارة التغيير

أعراض بشدة	أعارض	محايد	أوافق	أوافق بشدة	العبارة
					يـتم التواصــل بوضــوح بالمعلومــات والإرشادات اللازمــة للتغييــر وبأهـداف التغيير وفوائـده المحتملة مـع جميـع أفرادالشركة
					عندما يتقرر التغيير عادة ما يعقد حـوارا مفتوحا لمناقشة الصعوبات والاضطرابات المحتمل أن تخلق في جو التغيير لصــناعة تغيير ناجح
					عندما يكون لدي مشاكل في تطبيق التغيير أو استفسارات، استطيع التواصل بحريـه بشأنهم وأعرف كيف احصل على المساعدة
					عند استخدام عمليــات جديـدة للعمــل لا أعرف لمن أتوجه بالسؤال وطلب المساعدة

ثانيا: مقاومة التغيير

أعراض بشدة	أعارض	محايد	أوافق	أوافق بشدة	العبارة
					لا أشعر بالخوف من فقدان وظيفتي نتيجــة التغيير
					أعتقد أن تغيير مهام عملي سيكون سببا في شعوري بالارتياح
					أشعر بالرغبة في تغيير الوضع الحالي
					أعتقد أن التغيير يدعم مصالحي المادية
					تقدم الإدارة كافة المعلومات المتعلقة بعملية التغيير للموظفين حتى تزيل أي غموض قد يسبب مقاومة للتغيير

					تميل الشركة للتوصل لحلـول وسـط مـع مقاومي التغيير
					أنا أثق بالإدارة وأعتبر أن القرارات التـي تتخذها هي الأفضل
					أرى أن التغيير لا يهمل الجوانب الإنسانية
					أشعر بالخوف من المجهول بسبب التغيير
					لا اعتقد أن التغيير يعمل على زيادة عـبء العمل

ثالثا: دور الإدارة العليا في عملية التغيير

أعارض بشدة	أعارض	محايد	اوافق	اوافق بشدة	العبارة
					توفر الإدارة العليا قيـادة فعالـة وملهمـة لإنجاح عملية التغيير
					اعتقد أن وقتا كافيا يصرف علـى عمليـة التخطيط للتغيير
					لقد صرفنا وقتا كافيا للـتعلم مـن جهـود التغييرات السابقة التي لم تنجح
					لقد تم دراسة التغييرات الناجحة والاحتفـاء بها
					تحفز الإدارة العليا المسـتويات الإداريـة المختلفة على التعاون لانجاز عملية التغيير
					يتوفر لدى الإدارة العليـا رؤيـة واضـحة لأهداف ونتائج عملية التغيير
					أناأشارك في عملية التخطيط للتغيير
					لقد تم تعليل سبب والأهداف العامة لخطـة التنمية والتغيير في الشركة
					تشجع الإدارة العليا الابتكارات والمبادرات المساهمة في عملية التغيير

رابعا: التوعية بأهمية إدارة التغيير

أعراض بشدة	أعارض	محايد	أوافق	أوافق بشدة	العبارة
					لقد تم إعلامي بالتغييرات قبل البداية بها
					أنا اعتقد بأن التغييرات مهمة جدا للشركة
					أنا اعرف كيف يؤثر التغيير في عملي اليومي
					أنا أؤمن بأن التغيير سيحسن من أوضاعنا
					يوجد تدريب للموظفين يزودهم بالمهارات المهمة والمعرفة الكافية ليكونوا ناجحين في إتباع التغيير
					أشعر أنني امتلك الخبرة الكافية للتغيير

Appendix (2): Questions of Interviews

<div dir="rtl">

أسئلة المقابلات

Semi- Structured Interview

المحور الأول :معلومات عامة

اسم الشركة:
اسم الشخص المُقابَل:
المسمى الوظيفي:
عدد سنوات الخبرة في الشركة:
اليوم :
الموافق:
الساعة:

المحور الثاني :تقديم عن الرسالة.

السلام عليكم ورحمة الله وبركاته،

بداية أود أن أشكرك على استجابة تلبية دعوتنا في المقابلة. واسمح لي بدايـــة أن أقـــوم بالتعريف عن نفسي: أنا الطالبة مريم بشتاوي- طالبة ماجستير في جامعة النجــاح الوطنيـــة - برنامج الإدارة الهندسية.

أقوم بتحضير رسالة الماجستير في مجال إدارة التغيير حيث أسعى مـــن خلالهــا الـــى التعرف على الممارسات التي تنتهجها شركات الاتصالات الفلسطينية الكبرى في إدارة التغييـــر بهدف تسليط الضوء على الممارسات الجيدة وترسيخها وتوعية الشـــركات حـــول الممارســـات الخاطئة التي تتم أثناء إدارة التغيير بهدف الحد منها وتقليلها ما أمكن.

</div>

الهدف من المقابلة: التعرف من خلالكم ومن خلال خبرتكم داخل الشركة على السلوك العام المتبع داخل الشركة فيما يعرف بإدارة التغيير والتي قد تكون مبهمة لديكم ولكن يتم ممارستها بشكل أو اخر، وأود أن أنوه الى أنه ليس هناك إجابات صحيحة وأخرى خاطئة وإجابات مرغوب بها وأخرى غير مرغوب بها.

ضمان السرية: سيتم التعامل مع هذه المعلومات بسرية تامة ولن يتم استخدامها الا لأغراض البحث العلمي.

تسجيل المقابلة: إذا لم يكن لدى حضرتكم مانع سيتم تسجيل هذه المقابلة وذلك بهدف إدارة حوار يقظ معك وحتى لا انشغل بأي بتدوين الملاحظات وأغفل عن تدوين أي ملاحظات قد تذكر في هذه المقابلة.

المدة الزمنية للمقابلة: قد تستغرق هذه المقابلة ما مدته 20-25 دقيقة.

المحور الثالث: الاسئلة.

<u>أسئلة المقابلات مع المدراء</u>

- متى يتم إجراء تغييرات في الشركة لديكم؟

- ما هو طبيعة التغيير في منظمتكم؟ هل هو تغيير تدريجي أو جذري؟

- هل لدى شركتكم نماذج لإدارة التغيير؟ اذا كان الجواب لا..كيف تتعاملون مع عملية إدارة التغيير؟

- هل تقومون بتزويد المدراء والمشرفين والموظفين لديكم بالتدريب والتوجيه الكافي لتوعيتهم ولزيادة قدرتهم على عملية ادارة التغيير؟

- ما هي المخاطر التي تواجهونها عندما يحدث تغيير في الشركة لديكم؟ هل هناك مخاطر مالية؟

- ما هي المشاكل التي تواجهونها عند حدوث تغيير في الشركة؟

- هل تتوقعون مقاومة من الموظفين عند حدوث التغيير؟

- هل تخططون لمعالجة وتقليص هذه المقاومة؟

- هل تقومون بدراسة أسباب مقاومة التغيير؟

- هل تعتقدون أن هناك تواصلاً فعالاً خلال عملية إدارة التغيير ؟

- ما هي أنواع وأنشطة التواصل التي تقومون بها؟

- هل تعتقدون أن الموظفين يدركون أهمية حدوث التغيير؟

- هل تعتقدون أن هناك ثقة واحترام بشكل كافي من الموظفين تجاه قادة التغيير؟

- هل لديكم نظام جيد للمكافأة والعقاب؟

- هل تقومون بتطوير قدرات موظفيكم ؟ إذا كان الجواب نعم ..فكيف يكون ذلك؟

- هل تقومون بتشخيص العوائق التي تحدث خلال ادارة التغيير؟ وهل تقومون بتشخيص الثغرات التي تحدث خلال عملية التواصل والتدريب؟

- هل لديكم فريق لإدارة التغيير؟ إذا كان الجواب نعم..ما مدى قوة وفعالية هذا الفريق؟

- هل هناك أي تغذية راجعة سلبية من الموظفين لديكم اثناء حدوث عملية التغيير؟

- هل لديكم قصص نجاح سابقة في عملية إدارة التغيير؟

أسئلة المقابلات مع الموظفين

- منذ كم سنة وأنت تعمل في قطاع الاتصالات الفلسطيني؟

- هل تتلقى التدريب الكافي وهل تُزَوَّد بالتوجيهات الكافية عن التغيير؟

- عندما يكون هناك عملية تغيير شاملة في الشركة..هل تشعر بأنك تعلم مـــاذا يحـــدث حولك؟

- بأي الطرق تتلقى المعلومات عن عملية التغيير؟

- هل تدعى الى مقابلات هدفها إعلامك بحدوث التغيير؟ إذا كان الجواب نعم..مــا مـــدى فعالية هذه المقابلات؟

- هل هناك طرق أخرى تتلقى فيها المعلومات عن التغيير؟

- هل تشعر بأن التغيير أمر هام؟

- هل تشعر بأنك جزء من عملية التغيير؟ وهل تشعر بأنك جزء مـــن عمليـــة التخطـــيط للتغيير؟ إذا كان الجواب نعم..كيف ذلك؟

- هل تشعر بأن الإدارة تأخذ بآرائك وآراء زملائك ؟

- هل تتلقى الدعم الكافي من الادارة ؟

- هل هناك طرق وقنوات واضحة للحصول على المساعدة والاستفسارات أثناء حـــدوث عملية التغيير؟ما هي هذه الطرق؟

- هل هناك طرق واضحة للتزويد بالتغذية الراجعة؟

- ما هي المشاكل التي تحدث خلال عملية إدارة التغيير؟

- هل تكن الثقة والاحترام لقيادة التغيير في الشركة لديكم؟

- هل تزَوَّد بجوائز أو تقدير بعد التزامك بالتغيير؟

- هل تشعر بأن التغيير يحدث دون فائدة؟

جامعة النجاح الوطنية

كلية الدراسات العليا

إدارة التغيير في قطاع الاتصالات في فلسطين

إعداد

مريم "محمد أمين" بشتاوي

إشراف

د. أيهم جعرون

قدمت هذه الأطروحة استكمالا لمتطلبات الحصول على درجـة الماجسـتير فـي الإدارة الهندسية بكلية الدراسات العليا في جامعة النجاح الوطنية في نابلس، فلسطين

2014م

ب

إدارة التغيير في قطاع الاتصالات في فلسطين

إعداد

مريم "محمد أمين" بشتاوي

إشراف

د. أيهم جعرون

الملخص

إنّ التغيير في هذه الحياة لا مفر منه، لذا فإنّ موضوع إدارة التغيير ذو أهمية كبيرة في تبني هذا التغيير في المنظمات بنجاح. يهدف هذا البحث إلى تقييم واقع إدارة التغيير في أكبر شركات في قطاع الإتصالات الفلسطيني. قامت الباحثة بتقييم ممارسات إدارة التغيير في قطاع الإتصالات وذلك من خلال دراسة كافة العوامل والمدخلات التي تحكم ممارسات هذه العملية وتحليلها بهدف تحديد نقاط القوة والضعف في هذا الأداء من خلال ربط الممارسات الحالية في الشركات الفلسطينية بممارسات إدارة التغيير الصحيحة المتعارف عليها ، وذلك بهدف مساعدة قطاع الإتصالات القيام بعملية التغيير بنجاح.

ولقد قامت الباحثة بإستخدام أدوات بحثية كمية ممثلة بالإستبانة التي تم إعدادها وتوزيعها للشركات الكبرى في قطاع الإتصالات الفلسطيني، وأخرى نوعية من خلال المقابلات شبه المنظمة التي تم عقدها في شركات الإتصالات الفلسطينية الممثلة في عينة الدراسة، ولقد تم توظيف الوسائل الإحصائية لتحليل بيانات الاستبيان فيما تستخدم الباحث التحليل الموضوعي لتحليل المقابلات.

تتلخص نتائج الدراسة في أن هناك ضعف في بعض ممارسات التواصل بشأن إدارة التغيير في الشركات المستهدفة، ووجود ممارسات مقاومة للتغيير. كما أنه يوجد ضعف في أداء الإدارة العليا في دعم التغيير في قطاع الإتصالات، ويوجد بعض الضعف في ممارسات التوعية بأهمية التغيير.

كما قامت الباحثة بتطوير نموذج لإدارة التغيير لمساعدة شركات الاتصالات الفلسطينية على إنجاز التغيير بنجاح. ولقد تم اخذ آراء العديد من المدراء في قطاع الإتصالات للتحقق من صحة النموذج المطور.