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THE IMPACT OF INDIVIDUALS' ATTITUDES ON
ORGANIZATIONAL CHANGE, APPLIED RESEARCH FOR
A SAMPLE OF EMPLOYEES IN THE MINISTRY OF
ELECTRICITY

تأثير مواقف الأفراد في التغيير التنظيمي _ بحث تطبيقي لعينة من الموظفين في وزارة

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الملخص

تناول البحث تأثير مواقف الأفراد في المنظمات نحو التغيير التنظيمي إذ أضحى التغيير التنظيمي من أهم القضايا التي تشغل المنظمات ، كون التغيير هو الثابت الوحيد في عمل المنظمات و بان اعتبار المنظمة نظاماً مفتوحاً يضمن استقرارها ونموها، تنمو وتتفاعل وتتطور في ضوء التحديات والفرص المحيطة ، التي تنشط فيه .

ويأتي أهمية البحث من خلال محتواه النظري والتطبيقي لموضوع التغيير التنظيمي وتأثيره على اهداف المنظمة ، حيث نتناول في هذا البحث الأطار النظري والفلسفي لمواضيع مواقف الافراد والتغيير التنظيمي كون الفرد العامل في المنظمة هو جزء أساس منها وأهداف المنظمة هي جزء من أهداف المنظمة، فيما يهدف البحث للتعرف على الدور التأثيري لمواقف الأفراد تجاه التغيير التنظيمي، وشمل البحث مجموعة من الموظفين في مختلف المستويات الإدارية وتم حصر المعلومات والبيانات عن طريق أستبيان أعد لهذا الغرض ، وتم معالجة البيانات فيها بأساليب أحصائية محوسبة .

وخرج البحث بمجموعة من أستنتاجات وتوصيات التي تجيب على تساؤلات البحث وفرضياته والتي تنص (ماهي

مديات التباين في المواقف التي يتخذها الافراد في مواجهة التغيير التنظيمي ؟)

الكلمات المفتاحية: مواقف الأفراد ، التغيير التنظيمي .

Abstract

The study tackled the impact of the attitudes of individuals in organizations toward organizational change. Organizational change has become one of the most important issues that concern organizations. The change is the only constant in the work of organizations. The organization is an open system imposed on it to ensure its stability and growth. Light of the opportunities and challenges of the environment in which it is active. The importance of research is based on its theoretical and applied content on the subject of organizational change and its impact on the objectives of the organization. In this research, we address the theoretical and philosophical framework of the subjects of individuals' attitudes and organizational change. The fact that the individual working in the organization is a fundamental part of the organization is part of the objectives of the organization. On the influential role of individual attitudes towards organizational change. The research included a group of employees at various administrative levels. The data and data were collected through a questionnaire prepared for this purpose. The data were processed using computerized statistical methods. The research came out with a set of conclusions and recommendations that answer the research questions and hypotheses, which states: What are the dimensions of variation in attitudes taken by individuals in the face of organizational change?

Keywords: individuals' attitudes , organizational change.

Introduction:

Organizations are trying to coexist with their environment on a continuous basis, where a number of obstacles impede their progress and require them to make changes in their procedures, tasks or strategies, and even in the performance of their employees. The organizations' environment is dynamic and the pace of change and change is very important. Therefore, the managers of the organization have to adopt specific strategies that fit these situations and adopt administrative approaches that focus on change for the better.

It is natural that the Attitudes and situations of human resources vary with the change process adopted by the organizations. Therefore, the process of change is a complex and difficult process because it requires the concerted efforts of many parties in the organization, especially the human resources. Therefore, the process of change depends on the situations and situations of the workers towards change. The importance of change and the reasons for it.

Therefore, the structure of the research consists of four axes, the first of which was devoted to the methodological framework for research regarding the problem of research and its importance and objectives. While the third axis was devoted to the practical framework, and the conclusion of the research a number of conclusions and recommendations related to the subject of research.

1. Research Methodology

1.1 ReSearch problem

Organizational change occurs as a reaction to the ever-changing environment. Organizational change is not just a process of adaptation but requires effective management capabilities and positive situations from individuals in the organization. Most researchers have suggested that one of the most important reasons for the failure of the process of change are the negative situations of individuals towards the process of change as a result of a number of factors, the most important of which is the uncertainty and ambiguity associated with change. The problem of research can be formulated in the form of a set of questions as follows:

1. What are the differences in situations taken by individuals in the face of organizational change?
2. Is organizational change an inevitable necessity for organizations to confront?
3. What are the difficulties and problems facing the organization that result from organizational change?
4. How does the organization face resistance to change by individuals? And what solutions to face it?

1.2 Importance of Research

The importance of research stems from the importance of its topics, which address the contemporary challenges of organizations in general and business organizations in particular because they operate in a renewable and changing environment. In this paper we discuss the theoretical and philosophical framework of the subjects of individuals' situations and organizational change, and then present the theoretical and field conclusions of the research, through which appropriate remedies can be developed for the problems and obstacles that Facing change processes in business organizations.

1.3 Research Objectives

Research in the light of the problem and the importance of achieving a number of goals, including:

1 - laying the theoretical foundations for each of the concepts of individuals' situations and organizational change and how to address their challenges in the organization.

2 - know the type of relationship between individuals' situations and organizational change.

3. Identify the influential role of individual situations in organizational change.

4 - The development of a number of proposals and recommendations related to research topics in order to contribute to the development of work in business organizations.

1.4 Research hypotheses : We can determine the main hypotheses and secondary research according to the problem presented in the question:

1 - The first main hypothesis: There is a significant correlation between the situations of individuals and organizational change. The following sub-assumptions are subdivided:

A) There is a relationship between the cognitive aspect of individuals and organizational change.

B - There is a relationship between the emotional side of individuals and organizational change.

There is a correlation between the behavioral side of individuals and organizational change.

2 - The second main hypothesis: There is a significant impact of the situations of individuals in organizational change. The following sub-assumptions are subdivided:

A - There is a significant effect of the cognitive aspect of individuals in organizational change.

B - There is a significant effect of the emotional side of individuals in organizational change.

There is a significant effect on the behavior of individuals in organizational change.

1.5 :Research model: Figure (1) shows the relations between the variables of research as a model for research according to the theoretical perceptions of the research subjects, which includes the following variables:

1. The independent variable, which is represented by the Situations of individuals, is divided into a group of sub-changes:

- a . The cognitive aspect of individuals.
 - B . The emotional side of individuals.
 - c . Behavioral side of individuals.
2. The dependent variable is organizational change.

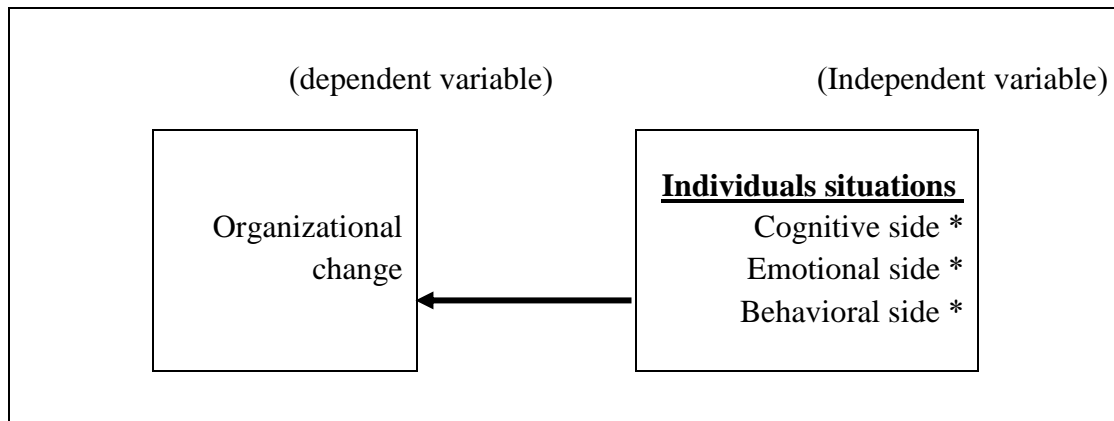


Figure 1: Research model

1.6: The research community and sample

The research community was identified by government organizations, institutions, intermediaries and producers operating in different sectors. A number of these organizations were selected. The questionnaire was distributed to a number of employees, at The Ministry of Electricity. A questionnaire distributed manually and electronically.

1.7 Statistical Processing: In order to test the hypotheses of the research and to reach the required conclusions, the following statistical methods were adopted in order to develop the required treatments for the relations between the search variables:

- 1- To adopt the frequencies, percentages, arithmetic mean and standard deviations in order to achieve descriptive aspect of the research sample and its variables.
- 2. Adopting the Pearson correlation method to test the first basic hypothesis of hypothesis and its hypotheses.
- 3- Adopting a simple and multiple linear regression method to test the relationship between the search variables and the data of the second main hypothesis and its sub-assumptions.

2. Theoretical framework

2.1: Situations of individuals

2.1.1. The concept of situations: The term "situation" is often used as a comprehensive expression that includes concepts such as preferences, feelings, emotions, beliefs, expectations, judgments, estimates, values, principles, opinions and intentions. Both (Vakola and Nikolaou,2005: 162) point out that situations are the tendency of the individual to feel, (Visagie, 2010: 70) suggests that situations are relatively static configurations of beliefs, feelings and behavioral intentions about things in the environment, while (Hettiararchchi et al., 2014: 75) as values and beliefs of individuals that lead to improved estimates Choices and how to contribute to the decision-making in everyday business, as defined by both (stroh & et al., 2002: 42) It is ready to respond in ways appropriate for some individuals, groups or ideas or situations.

2. Elements of Situations: Elements or components of Situations are determined in three respects, as shown in Figure 2 (Schermerhorn & et al., 2010: 70).

A. The cognitive aspect of the individual means the information that the individual possesses towards an individual or something based on what he believes to be true. It is an understanding, understanding and understanding of the subject, situation or event by the individual. The individual's knowledge, information, culture, past experiences and experiences His actions and feelings towards that subject (santillan & et al., 2012: 8-9).

B. The emotional aspect of the individual: This aspect is reflected in the feelings of the individual towards a particular Situation, and represents the individual's positive or negative situation towards the situation, the individual shows his feelings and feelings based on the emotional side is expressed by the individual preference or lack of preference and focuses most research on the emotional or emotional side (Agarwal&Malhotra,2004: 485).

C. Behavioral aspect: It relates to the way in which the individual intends to behave towards the subject of the situation, represents the final outcome of the previous aspects and shows the individual's willingness to change his or her point of view through his behavior (visagie,2010:18-19).

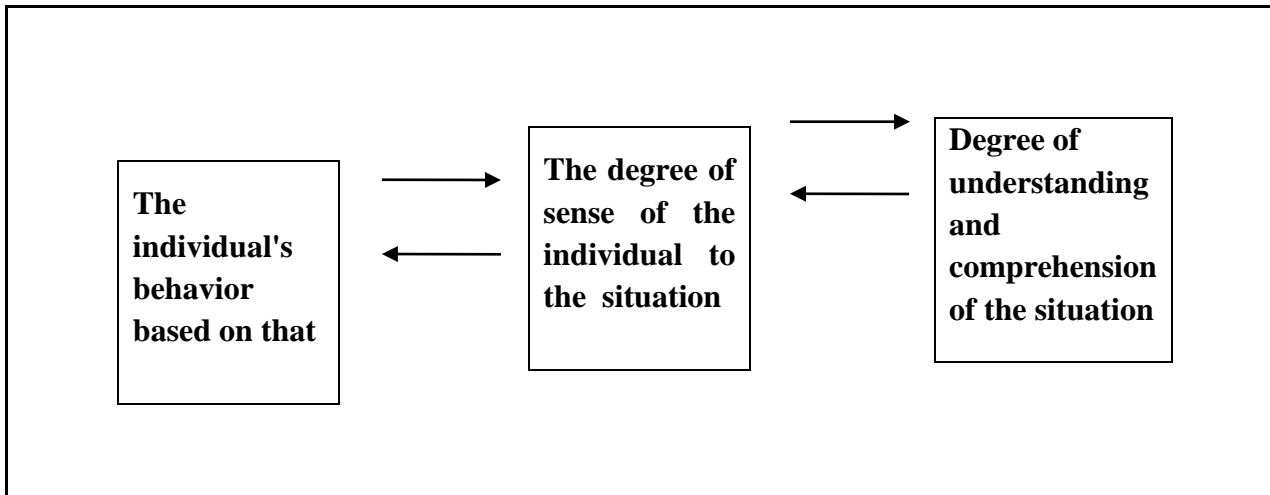


Figure 2: Basic elements of situation

Source: (Vakola and Nikolaou, 2005, Attitudes towards organizational change", *Employee Relations*, Vol. 27, No. 2, pp. (160-174)

3. Factors affecting the formation of situations: There are many factors that affect the formation of situations of individuals :

A . **Culture:** Culture plays a vital role in the formation of situations of individuals towards different issues and subjects since a large percentage of situations are acquired from education in a society with a certain culture and therefore we find that the individual acts according to the dictates of his culture.

B: **Family:** The family greatly affects the situations of individuals through the instigation of parents of ideas affect the situations of their children and thus affect their behavior within their communities. (champoux, 2011: 107)

C. **Customs and traditions:** Man is by nature social, which necessitates the association with certain groups have customs and traditions, reflecting the situations of the individual beliefs and values and traditions of those groups.

D. **Factors related to the individual:** and be associated with the same individual experiences and previous experiences, which play an important role in the comSituation of Situations, if the individual passed a good situation was positive situation towards them and vice versa.(Tavor,2019:8)

4. Situations and types of situations: The Situations take many forms and images of them

A **.general and particular**: The general trends are meant to be general, as public situations mean that the tendency or direction of the individual does not change subject change, but the special Situations are changing Situations according to the change of the situation or subject, that is, it is directed to a particular subject.

B. **Positive and negative**: Situations are positive when an individual supports or accepts a particular subject. His rejection of the subject and his opSituation represents a negative situation . (Brannon & Gawronski, 2018:151)

C. **Collective and individual**: Collective situations mean that they are present in the majority of individuals around a given situation, while individual situations represent individual orientation or situations of one person regarding a given situation.

D. **Publicity and confidentiality**: Situations are public when an individual can show them without embarrassment or reservation to others. Secret situations are those which the individual can not publicly express to others or for fear or other reasons. (Vakola & Nikolaou, 2005: 162).

E. **Strong and weak**: The strength or weakness of situations is linked to the strength of the individual's tendency and the extent of his interaction with others. Strong trends are linked to the religious beliefs, customs and values held by the individual. The weak tendencies are the weak Situation of the individual. (Cadsby, et.al, 2019: 70)

2: organizational change

1.The concept of organizational change: organizational change is meant to respond to some of the opportunities or threats that occur outside the organization (ALKAYA & HEPAKTAN, 2003: 32), while Andrew & Mark defined it as a process aimed at increasing organizational effectiveness by unifying individuals' needs for growth and development with organizational goals using knowledge and methods of behavioral science (Boikhutso, 2013: 18), In individuals or organizations helps to move from the current situation to a desirable future state. (Spagnoli et.al, 2017:15).

2. Types of organizational change: Four types of change within the organizations are as follows:

A-Technological changes: Changes in the production process in the organization, including the skill base and knowledge, which enable the distinctive efficiency, that these changes are designed to make production more efficient or to produce larger volume, changes in technology involve techniques for making products or services.

B-Changes in products and services: Product and service changes relate to the organization's output of products or services, including new products or minor modifications to existing products or entirely new production lines. New products and services are usually designed to increase market share or develop new markets. (daft,2008:414-415).

C. Structural and strategic changes: Strategic and structural changes relate to the administrative area of the Organization. This includes supervision and management of the organization, including changes in organizational structure and strategy, policies, remuneration systems, labor relations, coordination organs, management information systems and accounting systems.(Cui and Jiao,2019:1530).

D. Cultural changes: refers to changes in values, situations, expectations, beliefs, abilities, and staff behavior. Cultural changes are related to changes in the way employees think. He believes that it can distinguish between several types of change

1. **Overall Change and Partial Change:** Partial change involves only one aspect of the organization, while the overall change addresses all aspects of the organization.

2. **Physical Change and Moral Change:** The material change is reflected in technological changes in the organization as well as in other tidal aspects. Moral change is the psychological and behavioral aspect of individuals in the organization.

(Day et.al, 2017:10)

3. **Rapid change and gradual change:** According to this criterion (speed of change), the conditions surrounding the organization play a role in choosing which of the two most appropriate types where conditions and Situations dictate that change is rapid and at other times gradual or slow change is more acceptable than rapid change.

4. **Planned change and random change:** The planned change includes a clear plan for change and leads to concrete goals. Random change does not follow a specific plan and is implemented by organizations as emotional measures or responses to emergency situations. (Král and Králová,2016:5171).

3. **Sources of change:** The need for change is continuous and accompanied by all the activities of the organization and the need is increased because of the growth of the organization and its complexity because it deals with the environment and open systems and variables with multiple dimensions and we can attribute the sources of change to the following:

1. **Classification (Kast & Rosenzweig):** The driving forces of change are classified as (Booher,1990: 66-67):

A . **External environment:** The external environment includes a set of social, political, cultural and economic factors, as any change in one or all of these factors is reflected in the requirements of organizational change and is one of the main sources of change.

B . **The level of technology:** The modern methods and advanced in the completion of the work have a significant impact on the effectiveness and efficiency of the organization and which constantly push towards complexity.

C. **Values and Goals:** Change in values can lead to the need for the organization to change its objectives to suit each other, making values and goals one of the sources of change.(Sardesai et.al., 2017:403)

D. **Organizational Structure:** Changes in the organizational structure, whether at the sub-system or macro level, lead to change in the organization.

E. **Social and psychological motives:** Social and psychological motives play an important role in implementing change and in resisting it as well.(Hottenrott et,al.,2016:180)

F. **Administrative motivations:** Managers at various levels of the organization seek to achieve an effective balance between the objective of the stability and continuity of the organization in the conduct of its business on the one hand and its continuing need for adaptation and innovation in the

field of administrative process in the context of change on the other hand.(Pakdel ,2016:441)

2. **Classification (Luthans):** Class items as follows : (Hornstein,2015:295)

A. **External factors:** Factors related to external environment variables include, for example, increased competition, changes in the social environment, changes caused by technological developments.

B . **Internal factors:** The variables related to the nature of the organization and its organizational structure, the methods, policies and procedures necessary to achieve the objectives or to address the problems associated with the work and individuals working in the organization. (Nohe and Michaelis,2016: 890)

4. **Change Models:** Change models help managers understand what change is, and literature reveals many models designed to illustrate the stages of change, individual acceptance rates for change, and implementation steps

1. **Kurt Lewin:** Kurt Lewin proposed a three-phase theory commonly referred to as ice melting, change, freezing or freezing (Bel et al, 2018:9).

First Stage (ice melt): At this stage, individuals are transferred from being non- They are ready to change to individuals willing to change, and this is probably the most important stage, as it is concerned with the numbers of individuals and making them changeable, removing old values, situations and behavior because they are no longer effective or suitable for new situations.

Second stage (stage of change): Kurt Lewin on this stage of the transition process is not an event but a process, and this stage is often difficult because people are afraid or uncertain, and include the implementation of specific changes through the development of new values and trends and patterns of behavior.

Third Phase (Freeze): At this stage, individuals are transferred to a stable and productive situation after absorbing change to achieve a new equilibrium (Cabiati et al., 2016:100)

2. **The kotter model:** Organizations can avoid failure to change by following a set of steps developed by kotter that enable organizations to improve their ability to change and increase their chances of success. Kotter has developed eight steps that help organizations succeed in a constantly changing world: (Gilley, 2009: 78):

Phase 1: Creating a sense of urgency for change

Phase 2: Formation of an alliance to lead change

Stage 3: Develop a new vision

Stage 4: Connecting the new vision

Stage 5: Enabling others to work

Stage 6: Plan to create short-term victories

Stage7: Further Change

Stage 8:Promoting change or establishing a culture of change.

5. Resistance to change: Individuals differ in their perception of change. Some are perceived as positive and some are perceived negatively. Although change is being implemented for positive reasons such as adapting to volatile environmental conditions and continuing competition, members often interact This change may be due to pressure, stress and uncertainty associated with change. In order to understand the logic behind resistance to change in educational organizations, it is necessary to consider the type of resistance (Yılmaz & kilikcglu, 2013: 16):

Blind resistance: Few people in the organization are afraid of change and have a defensive reaction at first and not get used to the idea of change.

B. Political Resistance: Members of the organization with political resistance believe that they will lose something of value when implementing the change, such as losing the power base, their Situation and their role in the organization.

C) Ideological resistance: Intellectually honest individuals can disagree about organizational change. Some sincerely believe that the proposed change is inappropriate, will not work simply or will cause more damage than improvement. This means that the resistance to change results from intellectual differences in beliefs, feelings or philosophies. The real.(Sroufe,2017:320)

Lewin, one of the pioneers of the development of the concept of resistance to change, refers to the theory of the field of power, which includes two different types of forces within the organization. The first group supports change, while the second group opposes it, and the organization should strengthen the forces of change and weaken the forces of resistance. Weakening the forces of resistance and strengthening the forces of change, according to Zander, there are six reasons to resist change (kebapci & erkal, 2009: 34)

1. Ambiguity in the mind of those who are affected by change about the nature of change.
2. There are various interpretations of change and its impact
3. There are forces that prevent individuals from changing
4. Force the change from top to bottom on without the presence of participation
5. The existence of personal interests that guide change
6. The ignorance of organizations.

3. View and analyze research data

The responses of the members of the research sample were analyzed to identify the characteristics of the sample members as well as to determine the nature of the relations between the research variables and according to the following paragraphs:

3.1: Personality traits for sample members Research:

Table (1) provides a description of the characteristics of the individual sample of the research which were as follows:

1. Gender: It was found that the majority of the sample was male, with 51.1% of the sample compared to 48.9% for females.
2. Age: It was found that most of the sample members are under 30 years of age (59.5%), 30-45 years, and 29.7% (45 years and over) and by (10.6%).
3. Certificate: The majority of the sample members are holders of bachelor's degree, with 36.1% of the sample being followed by the technical diploma certificate, 34%, and 25.5% (4.2%).
4. Duration of service: It was found that the majority of the sample of those who had served in the job less than (10) years, where they accounted for (70.2%) followed by the category (10-20) years in second place and by 27.6% 20 years and over) ranked last by (2.2%).

Table (1) Personal characteristics of the research sample

Percent	number	Categories	Personal Attributes
%51.1	24	Male	Gender
%48.9	23	Female	
%59.5	28	Less than 30	Age
%29.7	14	45– 30	
%10.6	5	45more than	
%4.2	2	Postgraduate	Certificate
%36.1	17	Bachelor	
%34	16	Technical Diploma	
%25.5	12	High school	
%70.2	33	Less than 10 years	Experience
%27.6	13	year 20 – 10	
%2.2	1	more than Year20	

Second: T

The responses of the members of the research sample were analyzed on their opinions and situations towards the research variables. The results were as follows:

1. Benchmark Measurements of Individual Situation Variables: The results in Table (2) show that the opinions of the research sample members on this variable were as follows:

a . The sample of the research (X2) shows that it is doing everything in its power to support change in the work procedures and its objectives, with an approval rate of (82.6%) compared to (2.1%) disagree with this and 14.7% Subject. And the mean (4.37) and the standard deviation (0.65).

B. The search sample (3X) shows that the change supports the workers more than the non-change rate, with a percentage of (78.3%) versus (10.5) disagreeing with that, while 10.6% have no opinion on the subject. Where the mean of this expression is (4.2) and the standard deviation was (0.69).

T . The study sample (1X) found it difficult to apply the changes in the work procedures as required and with an approval rate of (76%) compared to (14.7%) do not agree and 8.4% remained neutral and have no opinion on the subject . And the mean (3.72) and the standard deviation (0.837).

* Emotional side: The results of Table (2) show the following:

a . The sample of the research (6X) believes that most of the time the change has been applied for a long time, with an approval rate of (93.4%) compared to 4.2%, while 4.2% have no opinion on the subject. The mean was 4.34 and a standard deviation (0.763).

B . The sample of the research (4X) shows that the change drives it to work better and with an approval rate of (89%) compared to (11%) has no opinion on the subject. And the mean (4.08) and the standard deviation (0.942).

T . The sample of the research (5X) shows that it does not feel bored by the change that the organization is making. The percentage of approval is 63.5%. 21.8% disagree. 14.7% do not think so. The mean (3.9) and the standard deviation (0.988).

* Behavioral side: The results of Table (2) show the following:

a . The sample of the research (8X) shows that it implements every new procedure for the change for the better, with 57.1% against 23.3%, while 19.1% did not specify its opinion on the subject. The mean (3.83) and the standard deviation (1.041).

B . The sample of the research (7X) shows that it follows up all the new instructions that support the status of the change, with an approval rate of 53% against 21%, while 26% have no opinion on the matter. (3.64) and a standard deviation (0.998).

T. The sample of the study (9X) shows that it relies on continuous training in order to face the change in its organization, with a rate of approval (44.5%) compared to 33.8%, while 21.7% remain neutral. The mean of this expression (3.43) and the mean deviation (1.035).

Table (2) Descriptive Metrics of Sample Responses to Personnel Structures

standard deviation	mean	Scale										NO.
		Strongly Disagree		Disagree		neutral		Agree		Strongly Agree		
		percent	.no	percent	.no	percent	.no	percent	.no	percent	.no	
Cognitive side .A												

0.837	3.72	%6.3	3	%8.4	4	%8.4	4	%38	18	%38	18	X ₁
0.650	4.37	-	-	%2.1	1	%14.7	7	%31.8	15	%50.8	24	X ₂
0.691	4.20	%4.2	2	%6.3	3	%10.6	5	%33.8	16	%44.5	21	X ₃
Emotional side . B												
0.942	4.08	-	-	-	-	%10.6	5	%27.5	13	%61.5	26	X ₄
.0988	3.90	%12.6	6	%8.4	4	%14.7	7	%29.7	14	%33.8	16	X ₅
0.736	4.34	%2.1	1	%2.1	1	%2.1	1	%44.5	21	%49.9	23	X ₆
Behavioral side . D												
0.998	3.64	%14.7	7	%6.3	3	%25.4	12	%10.6	5	%42.4	20	X ₇
1.041	3.83	%21.2	10	%2.1	1	%19.1	9	%19.1	9	%38	18	X ₈
1.035	3.43	%21.2	10	%12.6	6	%21.2	10	%21.2	10	%23.3	11	X ₉

2. Descriptive Metrics of Organizational Change Variable: The results of Table (3) show that the opinions of the research sample members towards this variable were as follows:

a . The study sample (11x) shows that the change in working methods helps to gain new experiences and with approval rate of (91.1%) compared to (8.9%) do not have a specific opinion on the subject. The mean of this expression was 4.46 and a standard deviation (0.675).

B . The study sample (13X) found that the organizational change contributes to the elimination of boredom and the routine of the work, with an approval rate of (84.7%) compared to (8.4%) do not agree with the remaining (6.9%) to protect the subject and reached the mean (4.23)) And by a standard deviation (0.689).

T . The study sample (14x) shows that organizational change leads to an increase in the number of functional interactions between individuals in the organization and with approval rate of (72.6%) compared to (12.7%) disagree with this, while 14.7% do not have an opinion on the subject. And the mean (4.01) and the standard deviation (0.708).

W. The sample of the study (12X) shows that organizational change contributes to the development of the organization's goals for the better and with approval rate of (57.1%) compared to (21.2%) disagree with this while 21.7% have no opinion on the subject. And the mean (3.55) and the standard deviation (0.969).

C. The sample of the research (15X) shows that organizational change contributes to creative thinking to solve the problems of work, with approval rate reaching (55.3%) compared to (31.8%) disagree with this, while 12.9% do not have a specific opinion on the subject, (3.12) and the standard deviation (1.174).

Table (3) Metrixs of sample responses to organizational change

standard deviation	mean	Scale										No.
		Strongly Disagree		Disagree		neutral		Agree		Strongly Agree		
		percent	.no	percent	.no	percent	.no	percent	.no	percent	.no	
1.174	3.21	%21.2	10	%10.6	5	%12.6	6	%35.9	17	%19.1	9	X ₁₅
0.675	4.46	-	9	-	-	%8.4	4	%25.4	12	%65.7	31	X ₁₆
0.969	3.55	%19.1	-	%2.1	1	%21.2	10	%19.1	9	%38	18	X ₁₇
0.689	4.23	-	3	%8.4	4	%6.3	3	%29.7	14	%55	26	X ₁₈
0.708	4.01	%6.3	-	%6.3	3	%14.7	7	%23.2	11	%48.9	23	X ₁₉

4. Test search hypotheses

The research hypotheses were tested by analyzing the field data according to the following axes:

4.1: Testing the hypothesis of correlation: The Pearson method was adopted to investigate the correlation between the search variables and the use of the statistical program (sSPS). The results shown in Table 4 show the following:

1. There was a significant and positive correlation between the individual variable variable and the organizational change variable (the dependent variable). The correlation coefficient between them was 0.405 and at a significant level (0.01).

2. There was a correlation between the elements of the variable and the organizational change. The correlation values (0.449), (0.378) and (0.239) between the variables of the situational side and the emotional aspect of the behavioral side and the variable of organizational change respectively at significant levels (0.01) and (0.05).

Table (4) partial and total correlation between search variables

	dependent variable
Organizational change	Independent variable
0.449**	Cognitive side
0.378**	Emotional side
0.239*	Behavioral side
0.405**	TOTAL index

** P ≤ 0.01 * P ≤ 0.05 N = 47

From the previous results, it is possible to conclude by accepting the main research hypothesis and the correlation at the macro level between the individual Situation variable and the organizational change variable.

4.2: Probability hypothesis test: Linear regression method was adopted to verify the relationship of influence between the search variables and the results were as follows:

1. The results in Table (5) show that there is an effect of the variables of the individual Situation variables (cognitive, emotional and behavioral aspects) of the organizational change variable where the values of the significance level of these elements (0.008), (0.000) and (0.000) respectively, The mean level of search and the maximum (0.05). This confirms that all calculated values (t) of these elements were greater than (t) and (0.66), indicating a significant effect of these elements in organizational change.

Table (5): Effect relationship of the elements of the variable of individuals' Situations in the variable of organizational change

significant	t-test	Standard	Non-standard		Model
		Beta	Standard Error	B	
0.000	14.322		0.554	3.016	
0.008	8.111	0.093	0.153	0.255	Cognitive side
0.000	11.324	0.411	0.07	0.471	Emotional side
0.000	10.041	0.372	0.081	0.392	Behavioral side

Variable Approved: Organizational Change
1.66

The value (t) of the table (46.43.1) =

2. The results in Table (6) show that there is a significant effect of the variable of the Situations of individuals in the organizational change variable where the value of (t) calculated (7.241) is greater than the tabular value of (66./) (0.000) and is significantly lower than the default level of the research (0.05).

Table (6) Relationship of the influence of the variable of the Situations of individuals in

significant	t-test	standard variable	Non-standard variable		Model
		Beta	Standard Error	B	
0.000	11.821		0.597	3.634	
0.000	7.241	1.062	0.157	0.281	individuals situations

the organizational change variable

Among the results in Table (6), we can accept the hypothesis of the main effect, as well as the hypotheses that are subdivided, indicating that there is a significant effect on the variable of individuals' situations and elements in the variable of organizational change.

5. Conclusions and Recommendations

5.1 Conclusions:

We can identify the most important theoretical and field conclusions that have been revealed in our present research, as follows:

1. Individuals' situations are considered behavioral topics that have a direct impact on the development and change of working methods in organizations.
2. The organization did not attempt to identify the situations of its employees towards its organizational change processes. It also revealed the absence of planned cases for change and according to the views of its employees.
3. It was found that there is a significant correlation between the variables of individual situations in the variable of organizational change and according to the opinions of the research sample.

5.2 Recommendations:

The present research recommends that the following measures be taken:

1. Adopting the method of planning for organizational change and the need for the participation of the workers in order to guide their cognitive, emotional and behavioral situations towards supporting the change experienced by the organization.
2. Pay attention to training employees to increase their ability to cope with situations of change that cannot be ignored during work.
3. The development of material and moral incentives to support workers in the face of organizational change and thus reduce or reduce cases of resistance to change in individuals.
4. The need for future studies to identify the situations and behaviors of individuals towards strategic change, which has a broader range of organizational change.

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