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Impact of Change Management Dimensions on Performance Criteria at Greater Amman Municipality (GAM)

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Abstract

The purpose of this study is to investigate the possible impact of change management and its five dimensions (leadership, organizational dimension of change management, change culture, technological dimension , employee involvement), on organizational performance and represented in the six selected criteria (overall performance, customer satisfaction, obtaining quality and excellence awards, implementing the organization plans, improving relationships with stakeholders and realizing quality of e-government services) in Greater Amman Municipality (GAM).

The study sample consisted of 162 respondents from top, middle and lower management. Results of the study showed that there is a positive effect of the five dimensions of change management on all performance criteria. These results confirm that the change management can contribute to improve organizational performance in government institutions such as the Greater Amman Municipality in the same way in which businesses achieve these improvements.

Key terms: Change, Change Management, Performance Criteria.

1- Introduction

"Everything changes and nothing stands still", Heraclitus's two thousand years old saying, yet powerful truth that can help us understand and accept that change is a common feature in everything. Change can be inspiring for companies and individuals, as it may be a source of extreme concern to both. However, the majority of individuals (managers or non-mangers) do not embrace constant change, and many resist such change in a way that could lead to negative and harmful results. Change is a planned journey, a process of taking an organization on a journey from its current state to a desired future state and dealing with all the problems that arise along the journey. Analogously, management is in fact change management as well as leadership (Gill, 2003, p. 309; Stewart and Kringas, 2003, p. 676; Ellis, 1998, p. 231, cited in Diefenbach, T., 2006, p.130).

In today's business environment, there are many factors that can lead to rapid and constant change such as: technological development, intense competition, globalization, the digital and knowledge economy, and visionary leaders. In turbulent environment, the adoption of change management can help increase the ability of organizations to face the different challenges of the business environment. Effective change management ensures that individuals affected by change, are aware of the reasons behind the changes, the necessity of such changes, how these changes will be implemented, their individual role in the change process, and the benefits that the change will bring. Change needs to be well thought out, have the support of senior managers, the support of the majority of those affected, and to result in something better than what was already in place (Lockitt, 2004, p14).

Change processes often face resistance, which is due to many reasons including: uncertainty, economic, cultural, or other reasons. The management's role is to clarify how to deal with this resistance, and how to lead the change to achieve success without harming their individuals or at least with little damage. Effective change management is able to make change a continuous practice and a fundamental part of the efficiency and profitability concepts in the organization.

2- Literature review

For change management, change is important to create a desired situation, however, from employees' perspective; change can be either good or bad. Also for a distinct organization, change is a renewable way to lead the industry in which it operates. In relation with technological advancements, change is a new hardware, but in relation with people, change is new software as in new skills, knowledge, culture and so forth. On another level, for companies working to achieve a merger or alliance, change means the integration. These examples reveal the many forms and manifestations of change, which led to multiple definitions of the concept of change. Table (1) shows the many definitions. Despite the diversity of definitions, however they all agree that change refers to introducing new methods or the transiting to a desirable state.

Change management is a fertile field in which it was conducted numerous studies, many models have been developed on the process and change management. It is certain that interest in the study and models of change is still strong and constantly growing in the rapidly changing business environment. In (1951) Lewin provided his three-step model which is the first model that provided a convincing explanation for the process of change. According to Lewin's model, change management has clear tasks to move from the present status quo (what organization should unfreeze) through change (adoption of new concepts and practices for change) to the future desired state (installation of what has been achieved in the rules and culture of the organization). There are many definitions of change management. According to Weiss (2003), change management is the discipline that ensures that both organizations and employees meet new performance targets rapidly and effectively. Change management can be viewed as an art to transform into a better situation, as a science it depends on the organized method to improve performance in the new situation(Golden-Biddle etal.,2013, Woodman,2014), or as role of leadership, it is achieved through the organizational transformation process (Mutihac,2010,p15).

Table (1) Main Definitions of Change

Author	Definition
Kotelnikov,V., 2008	The window through which the future enters your personal and organizational life.
Becker and Davidson, 2007	A linear model containing specific elements.
Griffin and Moorhead, 2006	The movement from an old way of doing things to a new way.
Diefenbach,2006	The gradual change process over two or three years about attitude, behavior, ways of thinking, ways decisions are made.
Chiaburu,D., 2006	Change is a phenomenon of time, involving both identity and process.
Hunsaker, P., 2005	The process of moving a present state to a more desired state in response to dynamic internal and external factors.
Weiss, W., 2003	A process that moves organizations from a present to desired future state, with the goal of enhancing their effectiveness.
Robbins, S., 2003	Change is making things different
Dawson, P., 2003	Change is new ways of organizing and working.
Bamford, and Forrester,2003	A process that moves from one "fixed state" to another through a series of pre-planned steps.
Beckhard and Pritchard, 1992	Change is a learning process and learning is a change process.
Porras and Robertson, 1992	Change is a set of behavioral science-based theories, values, strategies, and techniques aimed at the planned change of the organizational work setting for the purpose of enhancing individual development and improving organizational performance, through the alteration of organizational members' on-the-job behaviors.
Dunphy, and Stace, 1990	Change is a gradual and ongoing process which is aimed at fine tuning of the ``fit" or match between the organization's current strategy, structure, people and processes refining policies, methods and procedures, fostering commitment to the organizational vision, promoting confidence in accepted norms and beliefs, clarifying established roles and mechanisms for allocating resources, etc
March, 1981	Change is a solution package from various parties within an organization that responds to various interconnected parties within the environment.

Change is a composite process that may include all departments and units of the organization in its hard and soft dimensions. It can be comprehensive (as in the adoption of a new strategy) or partially operational (as in the introduction of technology, product, or service). Change can be accomplished on either individual or

organizational level in a technological or a cultural approach. With the Internet, change in organizations can be physical (brick-based), a physical-digital combination (brick and click mix), or digital (click-based)(Turban et al.,2002,p23). Consequently, change has many faces that can cover/affect many areas and aspects in the organization, and it can be achieved in different ways. Table (2) shows the different types of change.

Table (2): Types of change

Author	Type of Change
Romano et al.2009	- Regular change - Hyper-turbulence(high speed change) - Specific shock(speed and intense change) - Disruptive change
Thames and Webster (2009), Cited in Thames and Webster,2009	- Tangible change (technology, structures, and systems) - Intangible change(individual and organizational mindset)
Holman et al., 2007	- Whole Scale Change (Change as a system) - Smaller Changes over time (Change as a process)
Hunsaker,2005	- Predictable Change - Unpredictable Change
Cameron and Green, 2004	Individual Change:- - Behavioral approach to change - Cognitive psychology approach to change - Psychodynamic approach to change - Humanistic psychological approach to change
Cameron and Green, 2004	Organizational Change:- -Machine Metaphor -Political Metaphor -Organism Metaphor -Flux and Transformation Metaphor
Weiss, W.J.,2003	- Developmental Changes - Transitional Changes - Transformational Changes
Sweeney and McFarlin, 2002	- Strategic change - Technological Change - Structural Change - People Change
Anderson and Anderson, 2001	- Developmental Change - Transitional Change - Transformational Change

3- Method

3.1. Study variables

Study variables are two kinds of variables, Independent variables representing five dimensions of change management (leadership, organizational dimension of change management, change culture, technological dimension , employee involvement), and Independent variables that represent the six performance criteria (overall performance, customer satisfaction, obtaining quality and excellence awards, implementing the organization plans, improving relationships with stakeholders, and realizing quality of e-government services).

3.2. Questionnaire

The questionnaire consists of three main sections:

1-Personal and Functional Information of the Sample, this section was divided into two parts:
- Basic Personal and Functional Characteristics of the Sample, which is comprised of seven statements.
- Opinions of respondents about change management, which comprise nine questions about their opinions about change process.

2- Questionnaire phrases, this section insisted of (38) which covered five dimensions of change management

3- Performance criteria questions which represented the six performance criteria.

3.3. Sample

This study was conducted with a sample of (191) respondents which were distributed at three levels: (17) questionnaires were distributed for all members of the top management of GAM and (12) were recovered, (74) questionnaires were distributed for all members of the middle management of GAM and (64) were recovered, and (100) questionnaires were distributed randomly for the third level – sections chiefs, the recovered were (86). A total questionnaire recovered is 162, which represents 84% of the questionnaires distributed. The study sample represented (13 %) of total sum of employees in GAM. Table (3) demonstrates sample characteristics.

3.4. Hypotheses of the study

$Ho_{1:}$ There is no statistically significant impact of leadership (first dimension of change management) on performance criteria in GAM. According to six performance criteria, this hypothesis is divided into six sub-hypotheses (Ho_{1a-f}).

$Ho_{2:}$ There is no statistically significant impact of organizational dimension (second dimension of change management) on six performance criteria in GAM.

$Ho_{3:}$ There is no statistically significant impact of change culture (third dimension of change management) on performance criteria.

$Ho_{4:}$ There is no statistically significant impact of technological dimension (fourth dimension of change management) on performance criteria.

$Ho_{5:}$ There is no statistically significant impact of employee involvement (fifth dimension of change management) on performance criteria.

3.5. Study Validity

To testify the validity of the study, a number of questionnaires were distributed to a number of referees, of a specialized academic staff, where their notes have been taken into account to develop the questionnaire. To examine the harmony of questionnaire statements, Cronbach's alpha were used for this purpose. Validity test: the statements of the questionnaire were tested by six professors from Alzaytoonah University of Jordan and by five brokers, to ensure that the content represents what needs to be tested and meets the research variables. The draft questionnaire was returned and adjusted based on the recommendations from the reviewers to build the final version that was used in the research.

3.6. Reliability Analysis:

Using reliability analysis we can determine the extent to which the items, in our questionnaire, are related to each other and check the internal consistency. This analysis is necessary to study scale features and internal consistency between the questionnaire items, and their correlation. The analysis was done by calculating Cronbach's alpha for the of change management dimensions in the questionnaire. All values of Cronbach's alpha were between (0.668) and (0.799) which means larger than (0.60). The result indicated that there is a strong correlation between these dimensions and the questionnaire was good fit to be used in the study.

3.7. Sample characteristics

Table (3) demonstrates demographic and functional characteristics of respondents (where n = 162).

Table (3): The Personal and Functional Characteristics of Study Sample

Characteristics		Frequency	%
Sex	Male	145	90
	Female	17	10
Age	Less than25	-	0
	25-34	26	16
	35-44	56	35
	45-54	72	44
	> 54	8	5
Social status	Single	14	9
	Married	148	91
Education	Secondary	1	1
	Diploma	18	11
	Bachelor	118	73
	Master	20	12
	Doctorate	5	3
Occupation	Top management	11	7
	Middle management	64	40
	Lower management	86	53
Experience(years)	1-5	7	4
	6-10	17	11
	11-15	47	29
	> 15	91	56
Number of training courses	Inside GAM		
	Non	6	4
	1-10	111	68
	11-20	37	23
	> 20	8	5
	Outside GAM		
	Non	32	20
	1-10	105	65
	11-20	12	7
	> 20	13	8

3.8. Factors of change

The questionnaire included a section relating to the factors that cause a change in the GAM. These factors are important in achieving change such as: Top management initiative and pressures of external environment, individual initiative and group work, Current or planned requirement to change, Introducing new procedure& system and Motivating and empowering employees etc. Table (4) shows the results of the respondents' answers.

Table (4): Factor of change in the GAM

Factors		Frequency	%
1.	- Top management initiative	128	79
	- pressures of external environment	28	21
		162	100
2.	Individual initiative	122	75
	Group work	40	25
		162	100
3.	- Current requirement	126	78
	- Planned	36	22
		162	100
4.	- Introducing new procedure& system	125	77
	- Motivating and empowering employees	37	23
		162	100
5.	- Slow & gradual change	59	36
	- Fast & sudden change	103	64
		162	100
6.	- Positive influence of change	35	22
	- Negative influence of change	127	78
		162	100
7.	- Encouraging change	51	31
	- Discouraging change	111	69
		162	100
8.	- Meeting citizens needs	83	51
	- Increasing its financial resources	79	49
		162	100
9.	- Trust in their top management	23	14
	- Fear for their future	139	86
		162	100

3.9. Hypotheses testing

To test study's hypotheses, the determination and the regression coefficients were used, to determine the relationship and impact of independent on dependent variables.

Hypotheses testing (Ho_1): in table (5) coefficients of determination (R_2) indicated that there is a positive relationship between leadership (first dimension of change management) and six performance criteria.Also in this table, values of the calculated-t were ranged between (1.982-4.718) for all performance criteria, and values of the calculated-t are higher than tabulated-t (tabulated-t at $p<0.05$ and $n = 162$ is 1.65), therefore, the null hypothesis is rejected for all six sub-hypotheses (Ho_{1a-f}).

The results of regression coefficient (value of ß parameter at the table) indicated that there is a significant impact of leadership on all six-performance criteria.

(Wang et al., 2011; Judge and Piccolo, 2004)

Table (5): Impact of leadership on performance criteria (n=162)

Dimension	Performance Criteria	R	R^2	ß	t	Sig
Leadership	OP	0.222	0.049	0.120	2.878	0.005
	CS	0.349	0.122	0.120	4.718	0.000
	QEA	0.176	0.031	0.096	2.266	0.025
	IP	0.167	0.028	0.099	2.144	0.034
	IRS	0.199	0.025	0.082	2.032	0.044
	EG	0.155	0.024	0.088	1.982	0.049
OP = Overall performance, CS = Customer satisfaction, QEA = obtaining quality and excellence awards, IOP = Implementing GAM plans, IRS = improving relationships with stakeholders, EG = realizing quality of e-government services						

Hypotheses testing (Ho_2): in table (6) coefficients of determination (R_2) demonstrate that there is a positive relationship between organizational dimension (second dimension of change management) and the six-performance criteria. The results in the table shows that the calculated-t is higher than the tabulated-t in all sub-hypotheses, therefore all null sub-hypotheses (Ho_{2a-f}) are rejected and the alternative sub-hypotheses are accepted. This result indicates that there is a positive impact of organizational dimension on all six-performance criteria (overall performance, customer satisfaction, obtaining quality and excellence awards, and implementing GAM plans, improving relationships with stakeholders and realizing quality of e-government services).
(This is also in line with the results from the studies by Nahm et al. 2003, and Becker and Gerhart, 1996)

Table (6): Impact of organizational dimension on performance criteria (n=162)

Dimension	Performance Criteria	R	R^2	ß	t	Sig
Organizational dimension	OP	0.361	0.133	0.376	4.902	0.000
	CS	0.312	0.097	0.360	4.149	0.000
	QEA	0.369	0.157	0.412	5.453	0.000
	IP	0.282	0.079	0.319	3.713	0.000
	IRS	0.194	0.037	0.192	2.495	0.014
	EG	0.287	0.082	0.312	3.793	0.000

Hypotheses testing (Ho_3): in table (7) coefficients of determination (R_2) demonstrate that there is a positive relationship between culture change (the third dimension of change management) and the six-performance criteria. The results shows that the calculated-t is higher than the tabulated-t in five sub-hypotheses, therefore five null sub-hypotheses (Ho_{3a-e}) are rejected and the alternative sub-hypotheses are accepted. This result indicates that there is a positive impact of culture change on five performance criteria (overall performance, customer satisfaction, obtaining quality and excellence awards, implementing GAM plans, and improving relationships with stakeholders), but there is no significant impact of culture change (Ho_{3f}) on realizing quality of e-government services.

Table (7): Impact of change culture on performance criteria (n=162)

Dimension	Performance Criteria	R	R^2	ß	T	Sig
Change culture	OP	0.287	0.082	0.243	3.786	0.000
	CS	0.277	0.077	0.260	3.644	0.000
	QEA	0.159	0.025	0.134	2.031	0.044
	IP	0.165	0.027	0.151	2.110	0.036
	IRS	0.099	0.010	0.080	1.683	0.212
	EG	0.128	0.016	0.114	1.253	0.103

Hypotheses testing (Ho_4): in table (8) coefficients of determination (R_2) demonstrate that there is a positive relationship between the technological dimension (fourth dimension of change management) and the six-performance criteria. The results shows that the calculated-t is higher than the tabulated-t in all sub-hypotheses, therefore all null sub-hypotheses (Ho_{2a-f}) are rejected and the alternative sub-hypotheses are accepted. This result indicates that there is a positive impact of technological dimension on the six-performance criteria.

Table (8): Impact of technological dimension on performance criteria (n=162)

Dimension	Performance Criteria	R	R^2	ß	T	Sig
Technological dimension	OP	0.183	0.033	0.105	2.349	0.020
	CS	0.293	0.086	0.186	3.869	0.000
	QEA	0.249	0.062	0.142	3.248	0.001
	IP	0.231	0.053	0.144	3.003	0.003
	IRS	0.170	0.029	0.093	2.186	0.030
	EG	0.135	0.018	0.081	1.728	0.086

Hypotheses testing (Ho_5): in table (9) coefficients of determination (R_2) demonstrate that there is a positive relationship between employee involvement (fifth dimension of change management) and the six-performance criteria. The results shows that the calculated-t is higher than the tabulated-t in all sub-hypotheses, therefore all alternative sub-hypotheses (Ho_{5a-f}) are accepted. This result indicates that there is a positive impact of employee involvement on the six-performance criteria.

Table (9): Impact of employee involvement on performance criteria (n=162)

Dimension	Performance Criteria	R	R^2	ß	t	Sig
Employee involvement	OP	0.286	0.082	0.248	3.782	0.000
	CS	0.126	0.016	0.121	1.661	0.109
	QEA	0.323	0.104	0.279	4.313	0.000
	IP	0.165	0.027	0.155	2.117	0.036
	IRS	0.209	0.044	0.173	2.702	0.008
	EG	0.287	0.082	0.260	3.783	0.000

4. Discussion

Change management is a powerful approach to help organizations keeping up with rapid environmental changes and the fast-paced technological advancements in various fields. Certainly, the adoption of change management by companies and government institutions such as GAM was associated with many difficulties and challenges, including resistance to change. These difficulties and challenges lead to undesirable results in a modest and performance criteria. Otherwise, the effective management of change can achieve the desired results through the improvement of performance criteria. The results of this study confirm that change management dimensions have a positive impact on the performance criteria in GAM. The results also confirm that leadership has a positive effect on all six-performance criteria. Moreover, all dimensions of change management were found to have a positive impact on performance criteria.

This result for the leadership (first dimension of change management) is consistent with several previous studies (Wang et al., 2011, Judge and Piccolo, 2004). Leadership can create a new vision for change, but the organizational dimension can play a negative role and hinder the success of leadership's vision (McGuire, 2003). In the GAM, the organizational dimension had a positive effect. Interpretation of this result can be found in the organizational flexibility of the GAM units because of the wide geographic spread of these units in the capital Amman. The result of study related to organizational dimension (second dimension of change management) As a result of the study on the organizational dimension is supported by several studies (Nahm et al.2003; Becker and Gerhart, 1996). Fixing, unhealthy, and maladaptive culture represent a major obstacle to change management (Gamble and Thompson, 2009). Also, culture change is a determining factor for successful change management in achieving the organization's goals and improving organizational performance. Results of the study confirmed that there is a positive effect of culture change on the performance criteria. This result confirmed by other studies (Xenikou and Simosi, 2006; Yu, 2004; Sorensen, 2002; Gordon and DiTomaso, 1992; Barney, 1986).

Technology includes two basic types: industrial technology (production of goods or services) and information technology (information transfer and sharing). Both types are widely used in GAM. In this study, the technological dimension was found to have a positive effect on all performance criteria. The same conclusion reached by previous studies (Dauda and Akingbade, 2011; Duada, 2010; Kim, 2004; Gagnon and Dragon, 1996). Employee involvement is usually associated with high motivation and job performance (Kuyea and Sulaimon, 2011; Jones and Kato, 2005; Hamilton et al., 2003). These results are consistent with the findings of this study that the employee involvement has a positive impact on performance criteria.

These results confirm that the change management can contribute to improve organizational performance in government institutions such as the Greater Amman Municipality in the same way in which businesses achieve these improvements.

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