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a correlation study between resistance to change and
organizational justice**

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Pepperdine University
Graduate School of Education and Psychology

OVERCOMING RESISTANCE TO CHANGE IN SAUDI ARABIAN ORGANIZATIONS: A
CORRELATION STUDY BETWEEN RESISTANCE TO CHANGE AND
ORGANIZATIONAL JUSTICE

A dissertation submitted in partial satisfaction
of the requirements for the degree of
Doctor of Education in Organizational Leadership

by

Sultan AlDossari

December, 2016

June Schmieder-Ramirez, Ph.D. – Dissertation Chairperson

This dissertation, written by

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DOCTOR OF EDUCATION

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VITA

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ABSTRACT

After 12 years of negotiation, Saudi Arabia joined the World Trade Organization (WTO) in 2005. The impact of joining the WTO has caused many Saudi organizations to change some of their old ways to keep up with competition from all around the world. Foreign investments created a healthy competition that encouraged Saudi Arabian organizations to change, adapt, and thrive in the market. With the need for change, Saudi Arabian organizations are facing employees' resistance for unknown reasons. The purpose of this study was to analyze the reasons behind resistance to change in Saudi Arabian organizations and suggest approaches to minimize resistance and facilitate successful organizational change. Many researchers have found a relationship between organizational justice and employees' behavior, especially during organizational change. Additionally, Saudi Arabian culture influences employees' behavior towards change. Therefore, this correlational study examine the relationship between resistance to change and organizational justice, as well as the relationship between resistance to change and demographic measures in one Saudi Arabian organization. The scales that were used in this study are pre-existing and have been tested for validity and reliability. To measure resistance to change, the researcher used Oreg's (2003) Resistance to Change Scale, which divides resistance to change into four factors (routine seeking, emotional reaction, short-term focus, and cognitive rigidity), and Colquitt's (2001) Organizational Justice Scale, which divides organizational into four dimensions (distributive, procedural, interpersonal, and informational). A total of 55 completed surveys were collected with 76.4% male respondents, and 85.5% under the age of 40 years old, which showed how young and male dominant the workforce is in Saudi Arabia. The study concluded that the organizational justice dimensions of procedural and interpersonal justice have a negative significant relationship with employees' resistance, especially the short-

term focus factor. Moreover, from the demographic measures, the age factor also had a significant negative relationship with resistance to change, mostly with the short-term focus factor.

Chapter One: Background of the Study

The world is changing every day due to many factors, and the way to succeed in business is to create readiness for change in the workplace. This dissertation aimed to measure resistance to change with respect to organizational justice in a Saudi Arabian organization, with the goal of identifying the necessary skills for a successful organizational change. Organizational change causes organizations to deal with different types of resistance and difficulties. According to Kotter (1995), most of the struggles organizations go through originate from a lack of understanding of the purpose and benefits of the proposed changes, causing a loss of money, time, and other resources. The goal of this study was to understand what causes individuals to resist change in Saudi Arabian organizations to get a better understanding of how to help organizations implement a successful change. Schein (1970) stressed that for any organization to implement change successfully, individuals in that organization have to be willing to change. Saudi Arabia is dominated by a very strict culture, mostly based on Islamic rules and Arabic traditions. Given the strong influence of culture and religion and how different individuals react to change based on their background, this study analyzed resistance to change in relation to organizational justice and demographic measures.

This chapter will serve as the introductory section for this dissertation by outlining and discussing the background of the study, then discussing the problem, the purpose of the study, and the significance of the study. In addition, the chapter will present the research questions, along with the limitations to the study and the researcher's assumptions about the study. Lastly, the organization of the entire dissertation will be presented, as well as definitions of terms used in this research.

Background of the Study

Saudi Arabia is considered one of the most conservative countries in the world, governed by Islamic teachings and traditional Arabic values (Dadfar, Norberg, Helander, Schuster, & Zufferey, 2003) emerging from a tribal existence in a harsh desert climate (Ali, 2009). Multiple studies about the culture in Saudi Arabia have shown it to be homogenous, based on Islamic teaching and deeply rooted traditions. Islamic laws are embedded in every aspect of Saudi life, whether at home or at work (Lundgren, 1998). Most businesses in Arab countries are based on Islamic laws and culture, making implementing change a challenge in some instances. This makes Saudi Arabia very different from its Western counterparts, where the culture (i.e., the United States) relies on having strong control regarding the outcome of any given plan. In contrast, Saudi Arabian culture teaches people that everything is in the hands of God, and people have no control over situations or outcomes. With the purpose of encouraging people not to dwell on the past and focus on the future, Saudi Arabian people believe in a saying that translates as *Every delay brings out something good*, which could be misinterpreted and encourages laziness, whereas in the U.S. delays, especially in business, are viewed as unacceptable (Walker, Walker, & Schmitz, 2003).

Saudi culture should be taken under consideration when implementing changes, as should Saudi people's misguided interpretations of Islamic teachings and culture, which can negatively affect employees' commitment to reach the organization's goals. In order for a change to be implemented effectively, the individual's attitudes must also change and always be ready for new change (Dobrea & Găman, 2011). Change is the only constant; the main challenge is to follow it (Bold, 2010). The world today is moving faster with the constant emergence of new and more advanced technologies. Even though Saudi Arabia is sitting on a rich source of oil, the country is

still considered a developing country. There is a lot of room for Saudi Arabia to advance, and there is a constant need for organizations to change in order to compete for success.

After 12 years of negotiation, Saudi Arabia joined the World Trade Organization (WTO) in 2005. The impact of joining the WTO has caused many Saudi organizations to change some of their old ways to keep up with the competition from all around the world. It also left Saudi Arabia's previously protected oil-based economy open for competition (Evans, 2005), jeopardizing it in many respects. With that big step, many foreign investments entered the market, causing Saudi Arabia to alter its laws to be more suitable for foreign businesses and be able to compete as well. Those foreign investments created a healthy competition that encouraged Saudi Arabian organizations to change, adapt, and be able to thrive in the market. The impact affected not only the economy but also the culture in Saudi organizations. A lot of restrictions applied on imports (i.e., pork and pornography) based on Islamic laws does not allow some businesses to operate using the same standards, which leads to different quality in outcome. In order to thrive in a world business setting and compete and collaborate on a larger scale, Saudi businesses will need to adopt a global view. Regardless of the degree to which joining the WTO changed Saudi culture, it prompted changes that yielded a move in the right direction to allow businesses to be able to grow continuously. Those changes could mean that organizations in Saudi Arabia have to be more open-minded and less strict in their business practices.

Organizations have learned that change is the foundation of any organization, and businesses must be more alert to change to support growth (Dupuy, 2002). Saudi Arabian organizations are no exception especially after the country joined WTO in 2005. An example of Saudi Arabian organizations that undergoes change constantly is Alkhabeer Capital, an organization that thrives to be the best in the Middle East by coping with how the business world

changes every day. However, according to Abdulrahman Baroom, Alkhabeer Capital's representative, the organization is continuously dealing with resistance from their employees. Change happens by nature, and organizations have no control over it. Economic development, climate change, and advanced technology are major factors that affect change in any organization (Hatch, 2009). Change happens due to: competition, advanced technology, expansions, merging with other organizations, innovations, new business opportunities, expansion, product quality maintenance, enhancing employee efficiency, rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches (Madsen, Miller, & John, 2005).

Change responsibilities fall on the backs of executives and managers, who constantly face challenges regarding changes in their mission to achieve organizational goals. The most difficult dilemmas managers face are issues regarding culture and religions that limit the organization's performance level, causing it to be unable to compete with Western organizations. Executives in organizations with a strong, strict culture and religion are forced to change their organizational policies and strategies in order to compete with growing globalized businesses using advanced technology (Hampel, Maris, & Martinsons, 2009). Managers struggle with the behaviors related to their role, as culture is a major influence in their decisions. Under the Islamic tradition, managers act as father figures to their employees (Pillai, Scandura, & Williams, 1999). The manager may see the family environment as a distraction, and find it right to favor employees based on a personal level over their overall performance. Unfortunately, this type of organizational structure—where managers make all decisions and the rest of the employees are not part of the solution—will stand in the way of the process of change (Yavas, 1997).

Bhuian, Abdulmuhmin, and Kim (2001) added that employees in Saudi Arabia are in need of guiding and training to adapt to change and be part of the development process. An individual personal attitude toward any organizational change is based on whether the outcome of that change is positive or negative, according to the individual's evaluative judgment (Elias, 2009). It is the internal state that inspires individuals' choices of personal action, or a response tendency toward change (Bianey, Ulloa, & Adams, 2004). Individuals' feelings, thoughts, and predisposition toward certain aspects of their organization influence their attitude toward any given change (Visagie, 2010).

Organizational change can shift employees' reality from known to unknown, which might take employees out of their comfort zone and affect them negatively (Weber & Weber, 2001). Managers, employees, and the work environment all serve as main factors that affect employees' attitudes, and therefore help predict the organization's readiness to change. The best way to deal with employees' attitudes toward change is for management to take their behavior seriously and find ways to shift their attitude toward one that is positive with respect to change (Bernerth, 2004). Changing employees' perception or attitude is often limited by influence, stereotypes, fear of taking risks, intolerance to ambiguity, and the need to adapt to different cultures (Carnall, 1990). Effective change requires that people's attitudes and beliefs be challenged, because substantial and maintainable change depends on the human system at the core of every business system (Juechter, Caroline, & Alford 1998).

Leadership skills can play a significant role in changing individuals' behavior and attitude. One of the definitions of the term *leadership* is a trait of an individual who has influence over a group of individuals to accomplish a certain goal (Lussier & Archua, 2007), making leadership a critical factor in reducing resistance to change. For organizational leadership to be

effective, leaders must be able to understand different cultures and how they operate (Ali, 2009; House, Wright, & Aditya, 1997). Amidst limited research on ways in which Saudi Arabian organizational leaders and their employees describe their experience of change in leadership within the cultural context of Saudi Arabia, this research adds to the body of knowledge on this important topic.

Another important dimension of this dissertation is organizational justice, which refers to individuals' perceptions of fairness within organizations, and it is an important factor when implementing change. Areas in which justice is considered an important factor include: the leader-follower relationship, organizational citizenship behavior, and employees' reaction to change (Greenberg, 1994; Meindl, 1989; Moorman, 1991). Organizational justice can also result in employees being open to change, as well as accepting, cooperating, and more likely to being satisfied with the organization decision to change (Blader & Tyler, 2005; Greenberg, 1994; Wanberg & Banas, 2000). According to Wooten and White (1999), organizational justice is highly related to human resource development and organizational development. McLean (2006) added that organizational justice helps promote organizational development by creating a democratic and humanistic culture.

All organizations function differently based on their unique culture, which influences leaders' way of thinking and how they represent themselves in the organization (Hofstede, 1980/2001). Leaders' effectiveness, status, and influence are governed by the culture enforcements imposed on them (House, Hanges, Javidan, Dorfman, & Gupta, 2004; Thompson & Arsalan, 2007). An effective leadership approach with deeply rooted cultures like Saudi Arabia is not to completely enforce a new, Western style of management, but to actually build on the existing culture and make it more effective (Abdalla & Al-Homoud, 2001).

Alkhabeer Capital

Alkhabeer Capital is a leading Saudi Arabian asset management and investment firm. They provide financial products and services that help institutions, family groups, and qualified investors access and allocate capital to deliver real and enduring economic value. Alkhabeer's Sharia (Islamic)-compliant products and services are built upon strong deal sourcing that is distinguished by executional vigor, attractive values, and a profound understanding of clients' needs and risk profiles. Headquartered in Jeddah, Kingdom of Saudi Arabia, Alkhabeer Capital is regulated by the Capital Market Authority (CMA).

Alkhabeer's asset management services focus on alternative solutions in the areas of real estate, private equity, capital markets, and venture capital; additionally, the organization's advisory services help clients improve their capital structures with a wide range of investment banking and corporate finance solutions. Although Alkhabeer's expertise lies in the Saudi and GCC markets, the organization's experience and services span the border of the Middle East and North Africa region (MENA), and select mature global markets such as the United States and the United Kingdom.

Alkhabeer has also acquired several awards nationwide and across the Gulf Cooperation Council (GCC). Alkhabeer's GCC Equity Fund was awarded *Best GCC Equity Fund* by the Banker Middle East Awards. Also in the prestigious annual *Great Place to Work* survey, Alkhabeer was named one of the top 13 employers in the Kingdom of Saudi Arabia, and ranked number one out of all non-banking financial institutions in the Kingdom.

In order for Alkhabeer to maintain this level of efficiency and advance in the market, they encourage creativity and innovation. The organization is constantly undergoing changes in their policies and operational systems. For example, in December 2014, the firm introduced and

modified new policies, such as: delegation of authority communication policy, advance salary policy, emergency loan policy, and travel and entertainment policy. Another major change occurring in the organization recently is the implementation of Oracle's Human Resources Management System (HRMS). The HRMS had the ability to benefit both the organization and the employees in a variety of ways, including:

1. Supporting HR best practices
2. Reducing administrative costs
3. Improving employee, manager, and administrative productivity
4. Key new functionality and technology
5. Extended maintenance and support

Alkhabeer has been experiencing resistance from their employees every time they undergo any new change, hindering its overall advancement and making competing in the market more difficult. HRMS presents a new technology that might push individuals outside their comfort zone, and therefore create resistance. This resistance is a continuous challenge for Alkhabeer, and it is essential that management discover the reason behind that resistance to avoid it in any future changes.

Problem Statement

Although Saudi Arabia sits on tremendous financial resources, such as oil and mineral production, organizations in the nation did not feel the need to pay attention to change and advances until recently. Saudi Arabian organizations such as Alkhabeer Capital are facing difficulties implementing effective organizational change due to employee resistance. As an organization, Alkhabeer has noticed that they always encounter unforeseen difficulties when they embark upon new changes. The problem originates from the fact that the world is changing every

day and cannot be avoided, and Saudi organizations are no exception, especially after Saudi Arabia joined the WTO in 2005, and the market became more competitive and technologically advanced. Saudi organizations face resistance from their employees based on the heavy influence of religion and traditions, which in turn affect employees' judgment. For example, Alkhabeer understands that change is inevitable, but resistance has always been a major concern for the organization, whether it is related to culture, religion, gender, age, or position.

It appears that commitment to change is an issue that Alkhabeer faces when they propose a new change. Many authors such as Judge, Thoresen, Pucik, and Welbourne (1999), and Kotter (1995) confirm that commitment is necessary for successful change efforts. From a narrower view, Klein and Sorra (1996) Innovational change requires commitment from participants, and that it is essential for success (Klein & Sorra, 1996). Armenakis and Bedeian (1999) noted that commitment leads to a successful organizational change and is a critical variable that should be considered for any organizational change.

Purpose of the Study

This purpose of this quantitative correlational study, based on a postpositivism world view, was to study the reasons behind resistance to change in Saudi Arabian organizations, such as Alkhabeer Capital, and suggest approaches to minimize resistance and facilitate new successful organizational change. In doing so, the researcher shed some light on ways Saudi Arabian organizations could adapt and minimize resistance to change. This research discovered a sustainable way for Saudi Arabian organizations to be able to implement organizational changes successfully in the future. The effective way to succeed in adapting to new technology or a new work ethic is to find out what causes employees to resist and then respond to those issues. This study sought to explore the views of the respondents in Saudi Arabian organizations about the

causes, sources, and results of resistance, and the strategies the administration can use to reduce resistance to change.

Additionally, few similar studies that measure resistance to change in Saudi Arabia have been conducted, and the need exist for more studies to contribute knowledge to the nation's organizations that deal with such issues. The information that this study generated will be used specifically to help solve the issue at the participating organization, and generally will benefit all Saudi Arabian organizations. Therefore, this study will enrich the literature on the subject of addressing resistance to change in Saudi Arabia, and help give Saudi organizations a competitive edge.

The study examined resistance to change in relation to organizational justice because it was believed that workplace fairness leads to acceptance of new organizational change (Greenberg, 1994). These research findings will help to develop a better understanding of employees' reaction to organizational change, and will also help determine what factors lead to having a successful change.

Research Questions and Hypothesis

1. Within Alkhabeer Capital, what differences exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) in Saudi Arabian organizations?

Null 1. There are no differences among any of the four factors of resisting change in Saudi Arabian organizations.

Alternative 1. There will be at least one difference among the four factors of resisting change in Saudi Arabian organizations.

Statistical Test: Repeated measures ANOVA will be used to show the differences amongst the resistance to change factors.

2. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the four dimensions of organizational justice (distributive, procedural, interpersonal, and informational)?

Null 2. There will be no significant relationships among any of the four factors of resisting change with any of the four dimensions of organizational justice.

Alternative 2. There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four dimensions of organizational justice.

Statistical Test: Spearman-Rho correlations will be the instrument used to find the relationship among the four factors of resistance to change and the four organizational justice dimensions.

3. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the five demographic variables (age, position, level of education, nationality and gender)?

Null 3. There will be no significant relationships among any of the four factors of resisting change with any of the five demographic variables (age, position, level of education, nationality and gender).

Alternative 2. There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four demographic variables (age, position, the level of education, nationality and gender).

Statistical Test: Spearman-Rho correlations will also be used to find the relationship among the resistance to change factors and employees' demographic variables.

The primary focus of this dissertation was to measure resistance to change and try to determine the reasons behind it. Oreg's (2003) four-factor resistance to change scale was used in this study to measure individuals' resistance to change. This scale conferred a better and wider view about resistance because it offered insight into four dispositional factors: routine seeking, emotional reaction, short-term thinking, and cognitive rigidity. The four-factors scale has more implications for organizational change implementation efforts than other scales.

The other dimension this study measured was organizational justice. Colquitt's (2001) four-dimensional Organizational Justice Scale was used to measure workplace fairness. This scale provided a comprehensive view of measuring justice by measuring four dimensions: distributive justice, procedural justice, interpersonal justice, informational justice.

Finally, the researcher gathered demographic information for all participants (i.e., age, position, the level of education, and gender). The demographic information helped to place employees in groups based on their characteristics to determine if there was any relationship between any of those qualities and resistance to change.

Significance of the Study

It was deemed highly significant to study the attitudes of employees toward organizational change in Saudi Arabia, why they resist it, and what strategies administration can take to reduce resistance. Saudi Arabian businesses need to improve their performance now that the Kingdom is connected with the rest of the world. Organizations within Saudi Arabia are struggling with change management due to lack of resources to respond to culture and resistance. Therefore, the results of this study should encourage change management in Saudi Arabia to use

effective strategies while implementing change. The information that this study produced will be accessible for all Saudi Arabian business to benefit from, especially given that the study was tailored specifically for that country. In doing so, the study will enrich the literature about useful leadership skills and strategies to prevent resistance to change.

More research and resources on the topic could definitely help organizations enhance their performance. Saudi Arabia has the resources and ability to advance but is still miles behind most of advanced countries, even among some GCC, due to change resistance. Examining the relationship between resistance to change factors and organizational justice dimensions will contribute to the theoretical aspect of how individuals respond to change in a Saudi Arabian organization. As Herscovitch and Meyer (2002) noted, there are not enough studies that examine individuals' responses to change, and the need for such studies exists. Overall, this study will help Saudi Arabian leaders gain knowledge that they can use and promote for a new prosperous nation.

Lastly, unlike previous studies that analyzed resistance to change in Saudi Arabian organizations, this dissertation examined the relationship between resistance to change and organizational justice. Lewin (1951) mentioned the importance of the organizational justice in the initial stage of his change model, *unfreezing*, to minimize resistance to change. Moreover, all scales used in this study are well-known, are relatively new, and have passed their validity and reliability tests in different contexts (i.e., Colquitt, 2001; Oreg, 2003).

Organization of the Study

This research was divided into five chapters. Chapter One introduced the topic of this dissertation and its goals, as well as the background of the country to shed some light on the culture of Saudi Arabia and how the nation is coping with organizational change. After that, the

problem statement was presented along with the purpose of the study, research questions, definitions of key terms, and the significance of the study. Finally, the chapter will conclude with the assumptions of this research, mentioning some limitations that affected the dissertation.

Chapter Two presents an in-depth exploration of the topic of resistance to change, and explains the theory in detail according to different authors and experts in the field. Then, the chapter discusses resistance to change in Saudi Arabia, presenting a variety of factors that could result in resistance. Also, the chapter discusses the importance of organizational justice and its factors that could help organizational change to be successful. Lastly, literature will be presented regarding change management strategies that could lead to a smooth organizational change.

Chapter Three explains the methodology, starting with and sampling and all the strategies for distributing the surveys until collecting them. The chapter discusses the method of study that was executed to measure resistance to change and organizational justice (Colquitt, 2001; Oreg, 2003), the source of the collected data, and the various tools that was administered for analysis. Also, the chapter clarifies the validity and reliability of the methods.

Chapter Four shows all the results and findings of the study, and provides tables that explain the key findings to answers the research questions. Finally, Chapter Five articulates the relationship between resistance to change and both of organizational justice and demographic measures. Then, the chapter presents recommendations for practice and further research to help reduce resistance to change in Saudi Arabian organizations.

Assumptions

In conducting this study, the researcher makes the following assumptions:

1. There is a definitive correlation between resistance to change and organizational justice. Based on Lewin's (1951) model, at the unfreezing stage resistance may arises

- as a result of individuals' feeling that the change is unfair. That means that the researcher assumes that a lack of organizational justice leads to resistance to change.
2. There is a correlation between resistance to change and some of the demographic qualities of individuals (i.e., age, position, the level of education, and gender). For example, with regard to gender roles, even though Saudi Arabia has progressed in the past 10-15 years, it still gives the males the majority of the power. Age can also play an important factor in organizational positions as most higher positions are filled with older males. Those situations might cause some males or older males to resist change to save their current positions in the organization.
 3. This study on resistance to change in Saudi Arabia and the findings of the dissertation will provide useful data and ideas regarding successful implementation of organizational change.

Limitations to the Study

Limitations of the study refer to the uncontrollable events that might affect the progress of the research and its outcome. Kumar (2011) added that these uncontrollable events are usually related to resources, methodology, or analysis. Since the concept of organizational change is relatively new to Saudi Arabia, one of the limitations that this research faced was the lack of literature on resistance to change in Saudi Arabia. Moreover, Saudi Arabia is not very transparent when it comes to publishing information and data. Another issue this research predicted to face was respondent dishonesty in answering a survey. As mentioned earlier, the workplace environment could become very family oriented, which causes some employees to choose an answer that they believe will not harm a coworker, even if the correct answer, while it could harm a coworker, would benefit the organization highly.

Another limitation of this study was, that it only used one source of data (employees' responses) through one method (a questionnaire). Other methods could have been used in this study, such as interviews or direct observation, but doing so was not possible due to the geographical distance between the researcher and potential participants. Finally, the research was limited to the population of only one organization due to time and resource restrictions.

Operational Definitions

Resistance to Change: A person's behavioral tendency to resist change (Oreg, 2003). This concept is focused on the individual's behavior rather than the operating system. Oreg's (2003) resistance to change theory conceptualizes resistance to change as comprising four psychological factors: routine seeking, emotional reaction, short-term thinking, and cognitive rigidity. Resistance to change can also be seen as commitment to remain in the current state or status quo (Armenakis & Bedeian, 1999).

Readiness for Change: The cognitive precursor to the behaviors of either resistance to or support of a change effort (Armenakis, Harris, & Mossholder, 1993).

Organizational Learning: The collective acquired knowledge that exists in an organization and the ability of the organization to utilize this knowledge to improve itself. Organizational learning is the process of improving actions through better knowledge. Organizations acquire knowledge by (a) holding discussions where generative thinking occurs, (b) sharing interpretations of events, and (c) experiencing trial and error (Huber, 1991).

Organizational Justice: Discusses individual perceptions of fairness within organizations. There are four dimensions of organizational justice: distributive justice, procedural justice, interpersonal justice, and informational justice (Colquitt, 2001). Organizational justice has been

an element that influenced human behavior and decisions at work place, resistance to change is one of those behaviors.

Equity Theory: Based on the idea that individuals are driven by justice, meaning that individuals measure the ration of input (effort) and output (rewards) and compare that ratio to their colleagues (Adams, 1965).

Postpositivism: The state of mind after positivism, which refers to the theory that laws are to be followed as social rules because they are enforced by from superiors or derived from logic, tradition, or morals, with that the researcher challenges the belief of the absolute truth of knowledge, and that people cannot be certain about their knowledge about human behavior and their actions (Creswell, 2009).

Summary

Change is happening in Saudi Arabia, and it is unavoidable. Therefore, Saudi Arabian organizations have to keep up with their competition by changing to gain a competitive edge. The purpose of this dissertation was to measure resistance to change in Saudi Arabian organizations and explore the factors that were causing individual to resist new change. The challenges that organizations in Saudi Arabia face compared to westernized nations are in part due to the country's strong culture. This study's goal to find strategies that help organizations implement change successfully, and hopefully benefit Saudi Arabia with resources that can be used to help them advance in the world market.

Chapter Two: Literature Review

This chapter will discuss different aspects of organizational change, including resistance to change and organizational justice. The first part will discuss the concept of organizational change, and why is it important. Then various issues that stem from organizational change will be explored. After that, the chapter will discuss resistance to change from Arabic researchers' points of view to explore more about the Arab world and what drives resistance in the workplace. Then the chapter will go into detail to define resistance to change from different authors' perspectives. Within the context of resistance to change, the chapter will list factors and reasons that influence resistance in the workplace. Subsequently, the chapter will discuss the concept of organizational commitment, focusing on commitment to change. Within the subject of commitment to change, the section will present layers of commitment, as well as a three-component model of commitment, to confer a better understanding of individuals' levels of commitment within an organization. The next section will discuss the organizational justice perceived by employees. Organizational justice includes four different dimensions that will be introduced later in this chapter. The assumption in this study is that resistance to change is connected in some way to organizational justice. Additionally, the chapter will explain different waves of organizational justice. The last part of this chapter will discuss key aspects of change management, stressing the benefits of motivation towards implementing change. Finally, Lewin's (1951) change model (*unfreezing, movement, refreezing*) will be discussed because it is a model on which many other models were based.

Theoretical Framework

To understand how to overcome resistance to change at workplace, the researcher focused on few theories, and they are resistance to change, organizational change, and

organizational justice. Studying these three theories will give the researcher more knowledge about resistance to change and what might cause it in Saudi Arabian organizations. The researcher also believes that there is a relationship between organizational justice and resistance to change, thus the researcher studied organizational justice theory. Organizational change has many theories and strategies by many authors such as Lewin (1951) and Kotter (1995). In this study the researcher focused on Lewin's (1951) change model because it sums up other change models in three main steps: unfreezing, movement, and refreezing. In addition to the three main theories the researcher will also look at equity theories and motivation as part of the solution when administering change.

The researcher believes that all the theories are connected and have effect on each other. The researcher assumes that a lack of organizational justice could lead to resistance to change. Another assumption is with good human resource development, which includes proper training, leads to higher level of organizational justice and readiness to change.

To summarize the literature, review about all the theories, the researcher gathered materials from textbooks, internet articles, and articles found through academic databases. In the process of searching for literature, the researcher used keywords such as: resistance to change, organizational justice, organizational change, equity, cultural barriers. Since this dissertation is about Saudi Arabian organizations, the researcher added key words to the search engine such as Saudi Arabia, Arab, and Middle east with each theory search to find information about how all the theories operate in Saudi Arabian organizations. Several hundred sources were collected and reviewed by the researcher to finalize the reference list of approximately 200 references.

Organizational Change

Organizational change is a phenomenon that occurs continually in the world. The concept of organizational change has been studied by many researchers for many years using different methods. Failing to understand the importance of change could create difficulties for organizations when dealing with a new change that could cause the change process to fail, costing the organization money, time, and other resources (Kotter, 1995). According to Armenakis and Bedeian (1999), five types of issues that might occur due to an organizational change: (a) *content* issues, which relate to the content and substance of an organizational change; (b) *contextual* issues, which refer to the nature of an organization's environment, internal and external; (c) *process* issues, which relate to the issues that occur while implementing the desired change; (d) *criterion* issues, which refer to the end result assessment of an organizational change; and (e) *affective and behavioral reactions* .

Arab Organizations

Saudi organizations are young compared to the U.S. organizations, as industrialization was introduced in the country with the discovery of oil in the mid-20th century. Saudi Arabia was announced a country in 1932, which makes it 156 years younger than the US with an independence day of 1776. Moreover, the Saudi Arabian government monopolized all major business such as oil, telecom, and airline businesses, before they joined WTO. The fact that Saudi Arabia negotiated joining the WTO for ten years confirms how strict the laws and regulations regarding businesses are in the Kingdom. With cultural influence at the forefront of Saudi Arabian society, the advancement of change is challenged by the stronghold of cultural values. Doing so is perceived to maintain the country's integrity and solidarity. Two schools of thought influence organizations in Saudi Arabia. On one side, there is the conservative structure,

with Islamic tradition, tribal family orientations, and the autocratic Ottoman system already in place. On the other side, there is a strong Western influence with industrialization in place. Modern technology has changed the face of Saudi organizations, which have adopted a more global approach. The government recognizes that in order to gain and maintain a stronghold in the global economy, it must adopt a more contemporary view on organizational leadership.

Saudi culture is heavily influenced by Bedouin culture, with close connections to family, sect, and tribe. As the culture is nomadic in nature, it is understood that family and tribal connections are directly related to success (Ali, 2009). Furthermore, leadership in Saudi culture is built upon the individual's ability to build trust in his followers (Ali, 2011). Many factors affect change and drive resistance to change in Saudi Arabia that do not exist anywhere else around the world. The following sections will discuss some of these factors that might affect change in Saudi Arabia, including Islam (religion), culture and traditions, technology, westernization, and government administration.

Islam

Islamic teachings and values play a large role in organizational development and leadership (Yousef, 2000, 2001). Islam is a religion that influences and guides people on all levels in their daily lives (Ali, 2008; Maznil, 1997). The main foundation for Muslims is to promote a life of peace and health by living the will of God in both words and actions (Abuznaid, 2006). Saudi society is built upon these virtues and creeds (Ali, 2009; Branine & Pollard, 2010; Patai, 1976). Saudi society promotes a disciplined life, which is indoctrinated into the education and behavior of the populace. Strict adherence to these values is required, and those who do not adhere face clear consequences.

The view of leadership within Islamic culture suggests that true leadership is relevant to society only if the leader/follower relationship builds a supportive commitment, and that influence is attained through work toward a cohesive goal (Ali, 2011). Leaders feel a sense of responsibility to protect their workers from extreme change so as not to create distrust within the organization. With Islamic law, firmly in place in most Arab countries, the organizational focus in these areas comes more from a social perspective. In Western countries, however, the focus within organizations leans toward management and economic principles (Branine & Pollard, 2010; Dadfar et al., 2003). Without an apparent shift toward either traditional or western organizational leadership, Saudi Arabia has seen a slow growth in industrial and economic development (Branine & Pollard, 2010).

With Islam being at the center of Saudi Arabia's lifestyle, it shapes all aspects of one's personal life, values, and beliefs (Bakhtari, 1995; Yousef, 2001). Al-Shaikh (2003) concluded that within Islamic culture, it is understood that all aspects of business, economics, and social structure are influenced by Islamic doctrine. With the faith aspect introduced in business, a strong emphasis on honesty and morality plays a role in business conduct (Yousef, 2001). Collaboration in business settings supports the overcoming of obstacles and problem solving. With these beliefs and through Islam, a person can connect his/her personal and professional lives.

Even though the work ethic in the Arab region is overly guided by the principles and teachings of Islam that is not the sole influence that dictates organizational structure and conduct. Rather, the region is showing a growing influence by capitalism, socialism, and secularism (Al-Shaikh, 2003). The differences between these value systems and Islam can have a distinct impact on business and economic development. Saudi Arabia is committed to the use of Islamic (Sharia)

law as a way to guide economic and social behaviors and structure, yet they still break those laws because of the influence of some cultural values. As an example of this growing influence is gender role, while Islam advocate for gender equality, women are still not remotely equal to men at workplace as far as positions and pays (Al-Shaikh, 2003)

Researchers have conducted studies to determine to what extent Islam influences the workplace. For example, Ali and Al-Kazemi (2007) explored the impact of Islamic beliefs on the daily lives of managers in Kuwait. After observing 762 managers, the researchers found a high shared commitment to Islamic ethics in the workplace. A similar study was done by Marshall Hunt and Al-Twajjri (1996) in Saudi Arabian organizations, which observed a high level of commitment toward Islamic teaching and beliefs, with a moderate leaning toward individualism. Saudi Arabians demonstrate strong loyalty to Islamic law and tribe affiliation. Another study in the United Arab Emirates by Yousef (2001) observed 425 managers of the Muslim faith in 30 different organizations, finding a strong connection to Islamic values in the workplace. The results from those studies have shown that, in terms of job satisfaction, which can possibly be related to organizational justice, and organizational commitment, individuals and Arab organizations that focus on the Islamic work ethic have more loyalty and job satisfaction overall.

Culture

Culture affects a variety of factors, including economic, educational, and environmental levels of life (Al-Dossary, While, & Barriball, 2008). According to Schein (1994), culture is based on three principles; (a) artifacts, or observable actions within a group, (b) understanding and embracing the values, beliefs, and goals in place; and (c) fully understanding and embracing

the nature of relationships, even as they apply to time and nature. Schein also provided a formal definition of culture:

A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (p. 12)

With Arabic culture being firmly connected to morals, ethics, and the importance of family, organizational structure is built on the principle of autocratic leadership. The general rule in Saudi Arabia is to avoid conflict, the majority allows leadership to make decisions, and success is measured by pre-destiny rather than structure, including personal growth and development (Ali, 1996). In terms of promotion, Saudi Arabian managers often put relationships before merit, regardless of earned achievement (Asaf, 1983). In Saudi management, the desire to maintain strong personal relationships often earns precedence over achievement. Members of Saudi organizations believe that great personal relationships lead to higher levels of job satisfaction (Marshall Hunt & At-Twajiri, 1996).

Family and tribe. Family and tribe play a strong role in determining one's responsibility within Arab society. Individuals are expected to help all family members before anyone else, including responsibilities to any organization (Al-Faleh, 1998). Family names in Saudi Arabia usually represent the tribe where each person comes from and each tribe has its own culture and tradition. Tribal affiliations that include a family name usually create corruption in the hiring or promotions process. Arab culture is based on the principal of a collective society, where individuals thrive as a member of the group (Chhokar, Brodbeck, & House, 2007). Tribalism exists within the cultural system of Saudi Arabia and creates a hierarchical system within

society. Members on top of the hierarchy make decisions with no involvement of others. The same is true in business as well; the utilization of the hierarchy system in business doesn't allow employees to participate openly in decisions and changes. The idea of nepotism, or as Arabs call it, *wasta*, also plays a larger part in business roles, with many upper management positions gained by the practice of nepotism. This practice has the potential to create issues for the organization, as individuals are not put into a role by merit or qualifications (see Ali, 1995; Hutchings & Weir, 2006). Overcoming traditional thought and motivation is a major roadblock for change and movement within the Arab workplace.

Generations. While the tide of change is slow in Arab culture, there is a new generation of leaders within organizations that have adopted the skills and technology to advance an organization in a contemporary fashion. The group in power still has the ability to resist change, for the time being. This is a leadership issue, as individuals with fewer leadership skills are in higher positions, and might resist change out of fear that they will lose their high position in the organization. The age of Saudi managers is important to some organizations; the older the manager is in age, the more he is respected and followed (Marshall Hunt & At-Twajiri, 1996). Young people are considered the main driving force of Saudi Arabia for adopting and introducing new successful ideas (Fatany, 2013). The matter of age is a serious issue, as there are more talented individuals who are qualified for certain positions that are not able to serve the organization to the best of their ability (Yamani, 2000).

Nepotism (Wasta). In Arab society, the term *wasta* emphasizes the importance of helping others. Within an organization, it is defined as favoritism when it comes to employing or rewarding workers who have a close relationship with the friends or family in the organization. Employment can occur without regard to qualifications (Branine, 2002; Metcalfe,

2007). Wasta can have a two-way effect on leadership. Negatively, it can create a team that is not organized or competent, which can impact productivity significantly. Those that have skills and are competent are devalued and lack personal confidence and esteem to perform at a higher level. Wasta has the potential to slow down the progress of change within the workplace, as less qualified managers and leadership are ill-equipped to influence productive change and yield results. The resistance, in this case, may be created by the inability to understand and lead through the group or team. A positive aspect of wasta is creating a safe haven for employees during a time of uncertainty, allowing morale to remain high within the organization (Jreisat, 1990). When focusing on achievement within the Arab culture, there is a divide between task identification and relationship identification (Chhokar et al., 2007). When it comes to gender roles, there are clear divisions and expectations, with the values of ambition and persistence highly regarded. The values of helping others, modesty, and unity are highly regarded.

Communication. In the Arab culture, the preferred method of communication is face to face: the tradition of everyday life (Mellahi, 2006). The same is true in business, as face to face interaction is preferred over indirect methods (i.e., phones and email). This communication preference allows leaders to maintain a strong rapport with their teams, building trust and open communication (Weir, 2000). When working in a negotiation setting, through face to face communication, some employees may become defensive due to a sense of pride and the desire for a winning outcome by allowing each issue to be heard in full (Ali, 1993, 1996). Leadership style greatly impacts effectiveness. In Islamic tradition, the Prophet Mohammed led through open debate and two-way communication, which supported his base of followers (Ali, 2011).

Respect. Respect in the Arab culture is dominated by a sense of paternalism; respect is expected to be given to members of the older generation, a group with a strong sense of power

and influence (Branine & Pollard, 2010). Regarding the topic of employee performance for Westernized performance reviews, which focus on goals and feedback on qualitative performance. In contrast, Arab culture focuses its reviews based on how good the relationships with a certain employee instead of the employees' Level of performance. Both Arabs and Western nations tend to avoid the tough conversations that seem *uncomfortable*, and would ultimately support the employee's growth and development (Al-Faleh, 1998; Branine, 2002; Branine & Pollard, 2010; Metcalfe, 2007; Seddon, 1987). As stated earlier, Saudi managers often times put relationships before merit, regardless of earned achievement (Asaf, 1983). In Saudi management, the desire to maintain strong personal relationships often takes precedence over achievement. Unfortunately, many members of Saudi organizations believe that great personal relationships lead to higher levels of job satisfaction and advanced positions (Marshall Hunt & At-Twajjri, 1996).

Hofstede's Four-Dimensional Culture Model

Culture can play a large role in organizational leadership. Hofstede (1980/2001) conducted a cross-cultural research in 40 different countries and found out there are four cultural dimensions: power distance, uncertainty avoidance, collectivism-individualism, and masculinity-femininity. Power distance refers to how accepting a culture is to hierarchical structure in general, for example, if a culture scores high in power distance that means the culture accepts the hierarchical. Uncertainty avoidance is the dimension that calculates resistance to risk and vagueness. Collectivism-individualism measures individuals' association with teams and the organization. Masculinity-femininity dimension measures the gender equality within a society (Hofstede, 1980/2001). When measuring those four cultural dimensions in the Arab culture, the main element that influence Arab organization performance is high masculinity, low certainty

avoidance when accepting organizational change, high power distance (Hofstede, 1980/2001; Jaeger, 1986)

Power distance. Within Arab culture, factors such as power, authority, and age all have influence over all aspects of society and are respected and followed by the society, and all those factors referred to as power distance (Chhokar et al., 2007; Kabasakal & Bodur, 2002). The Islamic faith encourages an unchallenged approval of people in power (Ali, 1990). Autocratic management dominates the structure, with clear roles and responsibilities in place. The people accept that those with power are privileged, and it put those privileged ones on higher level of the hierarchy. Workers give a level of formal respect and feel dependent upon the leader for direction and guidance.

Uncertainty avoidance. Individuals in the Arab culture prefer not to make decisions based on the unknown which creates long unnecessary future planning to avoid failing. These traits are observed in the social hierarchy and the emphasis on relationships over task management (Chhokar et al., 2007; Kabasakal & Bodur, 2002). With the influence of culture and religion in the workplace, Arab culture uses a conservative approach to structure because of the personal impact it would have on people's lives. With rules and codes always dictating personal conduct, any outside influence or change may negatively impact the status quo. Deviating from this structure is highly discouraged, and could be punishable.

Collectivism-individualism. Arabic culture measured really high on collectivism, considering all tribal and familial (family name affiliation) to be very strong factor on how individual gravitate to their own tribes (Chhokar et al., 2007). Arab managers usually feel the responsibility that they are obligated to help their extended tribe and family get hired or promoted in workplace, even if they do not deserve it (Jreisat, 1990). The individualism in Arab

cultures is shown when leaders directly make decision solely (Hinkley, 1985), and limits input given by followers (Ali, Al-Shakhis, & Naturaj, 1991). Without a sense of individualism, the tendency is to depend on the decisions of the leader (Yukl, 2006). It is shown in Arab culture that tribal decisions are made as a consensus, yet in business, this is not common practice and behaviors do not always match the expectations within the organization (Ali, 2011). Often times within Middle Eastern business practices, decisions are made by upper management, while subordinates are not involved in the decision-making. When decisions are made, specific roll out with expectations set to a directive (Al-Twajjri, 1989; Badawy, 1980).

Masculinity-femininity. The male role (masculinity) in Arab culture is characterized most as more influential than the female role and is defined as the dominant gender role in society (Jaeger, 1986). According to Ali and Camp (1995), within the Arab family structure, the father figure is always the leader and authority. According to the Saudi Central Department of Statistics and information, women represent 44.8% of the Saudi Arabian population, yet women workforce is still not up to par. Arab culture has a low level of gender equality, and people typically expect the family is led with a strong, male lineage (Kabasakal & Bodur, 2002). Gender roles in Saudi Arabia are very clear with even clearer expectations. As a result of this social standard, opportunities for women in the workplace are limited, with most being in the nursing and teaching fields (Elamin & Alomaim, 2011). Hofstede (1980/2001) conducted a study that introduced a cross-cultural questionnaire to employees within one multi-national company in 40 countries. In Arab culture, change will not occur without widespread approval and support (with the outcome known in advance), with the hierarchal pyramid of power, beginning with the power of the male leader (Hofstede, 1980/2001; Jaeger, 1986).

Technology

As cultural values shift, the introduction of technology has the potential to change traditional cultural behavior within an organization, like face to face communication (Shore & Venkatachalam, 1996; Yavas, 1998). As part of Saudi Arabia's autocratic society, management has the potential to limit access to technology and communication as a way to control the hierarchy of power within the organization (Cunningham & Sarayrah, 1994; Yavas, 1998). In general Saudi Arabia controls and limits new technology including internet access to websites and software applications such as social media and what is considered to be pornography. With those limitations from accessing technology, most Arabs lost confidence and/or desire to use technologies related to internet (Al-Shaikh, 2003). As far as communication goes, Saudi Arabia still prefers face-to-face interactions than electronically, such as emails (Mellahi, 2006).

Hayajneh and Zaghoul (2012) introduced five barriers to adopt technology including: (a) the cost of implementing new technology, (b) poor management and bureaucracy, (c) absence of skillful staff, (d) lack of qualified IT staff, and (e) absence of awareness about the benefits of technology. After conducting a study in four Arab countries, including Saudi Arabia, the results showed that cost of implementation and bureaucracy/ poor management seem to be the most reasons to resist new technology change. As an example of new technologies applications in Saudi Arabian organizations is Alkhabeer implementation of the HRMS (Human Resources Management System) and other operation systems. As mentioned earlier, Alkhabeer has dealt with some resistance involving the implementation of new technology.

Government Administration

Saudi Arabia and other Arab countries have failed to make certain advancements in economic development because the use of a top-down approach to leadership. This approach is

mostly influenced by political leaders that are lobbying for personal gain rather than for the success of the organization. Employees in Saudi Arabian organizations are celebrated for their compliance to rules rather than for merit or success, which means that government focus more of compliance of rules than success of the organizations (Assad, 2002). This model is adopted from the Ottoman bureaucracy in which decision-making took place at multiple levels before changes were put into place. Government administrations bureaucracy in Saudi Arabia plays a role in hindering change by slowing down the process of implementing new change.

Westernization

Arab life has demonstrated an increasing focus on Western business practices after joining WTO, from local government to business practices. This focus has significantly impacted leadership approaches across the Middle East. Television and satellite broadcast have also influenced the behavior of younger generation, making young people hang out at malls and purchase westernized products (Ali, 2009), There are now structures such as chain of command, a more collaborative decision-making focus, and the scalar approach to communication (Ali, 2009). Arab think that Westernization could damage society, with increased corruption, materialism, and ultimately an impact on the family unit (Ayubi, 1988).

The influence of tribal culture leadership that derives from an authoritative style conflicts with traditional Islamic principles of inclusion and consensus (Branine & Pollard, 2010). As leaders present their leadership style to subordinates, Leaders hope that the difference between authoritative leadership and Islamic principles will go unnoticed. While continuing to show the authoritarian leadership to the group, the leader begins to create a false reality that he is leading with the ideal form of leadership (Ali, 2011). Although Islamic principles guide and influence people, those Islamic principles are often introduced into policy and expectations in a lenient

manner (Fontaine, 2008). A crucial aspect of change is the timeline. Understanding objectives and timeliness of the implementation of change is part of the influential impact of the initiative. In this case, a fundamental belief that actions will either take place at the will of God or not at all limits the opportunity to create a successful timeline and expectation for change (Jreisat, 1990).

Resistance to Change

Generally speaking, there are two types of people in the world; those who embrace change and those who resist change. Both are motivated by a common factor: the personal effect that change will have on them and their environment (Bovey & Hede, 2001; Self, Achilles, & Schraeder, 2007). The concept of resistance to change began to receive more attention in the 1950s, after Lewin (1951) developed field theories of the change process. Since that time, the concept of resistance to change has become part of the organizational development process. Also, the concept was included by authors such as Cummings and Worley (2005) in areas such as management and organizational behavior.

This section will discuss more authors that have addressed the concept of resistance to change. Research and development related to the ideology of resistance to change have been in place for over 50 years. Several works make up the earliest research on resistance to change, including:

- “Overcoming Resistance to Change” by Coch and French (1948).
- “Resistance to Change—Its Analysis and Prevention” by Zander (1950).
- “How to Deal with Resistance to Change” by Lawrence (1954).

Three of these five titles are identical, “Overcoming Resistance to Change,” and the other two are directly related. Resistance to change is largely psychological in nature, and it is the role of the manager to overcome this resistance.

Coch and French Jr.: “Overcoming Resistance to Change.” The first work written on this topic was “Overcoming Resistance to Change” by Coch and French Jr. in 1948. Their initial research was done at Harwood Manufacturing Company, a pajama factory in Virginia. They asked two questions; “(1) Why do people resist change so strongly?” and “(2) What can be done to overcome the resistance” (p. 512)? Based on their initial research, preliminary results showed that to understand why people resist change, one must also understand their motivation to change. It is theorized that resistance to change is a product of frustration with the view of the majority. Coch and French stressed the importance of engaging employees’ participation as an effective way to prevent resistance when implementing change. After conducting a series of experiments, the authors determined that with collaboration amongst the group, the likelihood of resistance significantly reduces. Coch and French (1948) concluded that “participation through representation results in slower recovery than does total participation” (p. 524). The authors also recommended encouraging management to allow the team’s total participation in change making decisions.

Zander: “Resistance to Change: Its Analysis and Prevention.” Alvin Zander and Kurt Lewin were close colleagues, with much of Zander’s work inspired by the work of Lewin. Zander, however, offered a different take on resistance to change. Zander’s work is focused on an employee’s resistance to management-initiated change. Zander (1950) offered a definition of resistance to change; “behavior which is intended to protect an individual from the effects of real or imagined change” (p. 9). Managers are encouraged to look at what the

resistance means in order to work on the root causes rather than symptoms. Zander offered six reasons why resistance may occur within an organization:

1. If the reasons for and causes of the change are not made clear to employees.
2. If the outline of change is not specified explicitly.
3. If the employees impacted by the change have a strong point of view against the change.
4. If the change is not part of a democratic collaboration, but rather a change enforced without discussion.
5. If the change is created to impact an individual or group specifically.
6. If the change does not take into consideration policies and institutions already in place within the organization.

Lawrence: “How to Deal with Resistance to Change.” Lawrence (1954) argued that Coch and French (1948) misinterpreted their results, offering a different point of view. Lawrence (1954) stated that resistance to change by employees is the most complex issue that executives need to face in the workplace. He again emphasizes that there are both technical and social characteristics of resistance. While technical and social change are part of the everyday work environment presently, it was not the norm when this work was published in 1954. Lawrence suggested that resistance to change occurred for either of two reasons. First, the engineer doesn't see the impact that change has on the environment the change was intended to improve and instead is more concerned with the change itself. Second, resistance to change takes place when the leader makes a change that does not represent the worker's best interest.

Lawrence (1954) offered a five-point perspective that supports management in response to resistance to change:

1. See change from the employee perspective. The staff is focused on owning their individual objective that outside influence and change seem unacceptable.
2. Staff specialists need to create a cohesive environment to allow production employees to participate in the change and understand its impact on the team.
3. Assuming positive intention is key to understanding change. Assuming resistance doesn't allow the process to be organic.
4. Develop new job descriptions to include collaboration in the implementation of change. Doing so creates an environment of team leadership.
5. There is a significant gap between leadership and management as it applies to roles within a group. Modifying the role of manager to leader allows for a reduction in resistance. A leader is someone that supports and guides their people through development and change. A manager facilitates processes and responds only to the reaction to change.

In *Management and Organization*, Dubrin and Ireland (1993) introduce a new approach to resistance to change. The authors look at ways to manage change and what the process of change means, including resistance. They identify three factors that affect resistance to change:

1. Assuming negative outcomes (reduction in pay, being inconvenienced, or being asked to take on additional responsibility).
2. Fear of the unknown.
3. Employees are seeing problems in the change process of which management is unaware.

Other researchers linked resistance to change with emotions instead of behaviors. Some employees might take a defensive stance toward a new change, followed by frustration (Argyris

& Schon, 1978). Other employees might fear losing control and the uncertainty of the new change (Kanter, 1985). Kreitner (1992) compared organizational change to a stone thrown into a still pond that causes ripples in the water that extend in all directions, with no clear pattern or intensity. Resistance to change is a product of being affected directly by change, which can manifest both rationally and irrationally. Management needs to be able to find the root cause of resistance in order to overcome it effectively.

Piderit (2000) viewed resistance to change not as a one-dimensional issue, but as a multi-dimensional concept, meaning that employees can be ambivalent about change. Piderit introduced a three-dimensional resistance to change model that consists of three main elements: (a) emotional (affective), (b) intentional (behavioral), and (c) cognitive (thoughts). The model provides a better and a more comprehensive understanding of why employees resist change. An example of Piderit's ambivalent situation occurs when an employee wants to participate in a change process, but the change goes against his/her values.

Dent and Goldberg (1999) viewed the current concept of resistance to change as flawed and inconsistent. Dent and Goldberg considered Lewin's (1951) concept of resistance to change as correct. Lewin established the concept of resistance to change as a situation caused by factors within a system; however, many current researchers only view resistance to change only as a subordinates' problem. Dent and Goldberg suggested that the change process is better when it starts by the studying employees' knowledge and attitude.

Dent and Goldberg (1999) presented a whole other point of view when they suggested that resistance to change is not caused by subordinates, but rather by managers. Before Dent and Goldberg (1999), Kotter (1995) shared similar statements through his research, which asserted that it is highly unlikely that employees intentionally resist change due to overt, malicious

reasons. Spreitzer and Quinn (1996) also added that lower level employees are usually more eager to make changes, but might face some challenges and resistance from upper management. This gives an opposing perspective on resistance to change with more focus on managerial issues rather than lower level employees. Oreg's (2006) statement that higher-level employees tend to resist change because it represents a threat to their power and prestige, thus potentially causing them to lose their positions.

Oreg's Resistance to Change Model

Influenced by Oreg's (2003) work on the conceptualization of resistance to change, this study applied Oreg's four-factor view of resistance to change. Oreg based his concept on the notion that resistance can be measured by the individual's factors to resist change. This study examined the individual likelihood to resist change in general, and not to resist a particular change. This study's survey examined four resistance to change factors: routine seeking, emotional reaction, short-term thinking, and cognitive rigidity.

Routine seeking. People vary greatly in terms of how much they desire or can tolerate routine and stimulation. Employees tend to adjust to new routines when they join organizations, and when an organization faces any change, employees have to readjust, which might create some resistance (Tichy, 1983). Individuals also vary in terms of how they view change, whether they see it as positive or negative. Some view change as interfering with the current, satisfactory routine, whereas others might see it as an opportunity to be challenged and inspired. How individuals view routine, whether negative or positive, affects their reaction to any organizational change. For example, innovative individuals usually seek stimulation in the workplace, meaning they prefer change over the routine (Goldsmith, 1984).

Emotional reaction. Some types of emotional reaction to new change can result in resistance, such as if an individual views change as losing control (Conner, 1992; Kanter, 1985), if the change is perceived to create more stress (Judge et al., 1999), or if an individual believes the change will fail to deliver (Kanter, 1985). Oreg (2003) also added that the existence of a strong emotional reaction could lead to hesitation regarding change. Kanter (1985) focused on the human aspect of individuals facing change, noting that individuals experience different types of emotional reactions throughout different stages of a change. Management should take these reactions into consideration, otherwise the change could face difficulties. Successful managers can identify the source of the resistance, making it easier to find solutions to implement effective change.

Short-term focus. In the early stage of any particular change, participants go through a period of hard work, including giving up old routines and learning new ways, which could result in some resistance (Kanter, 1985). Some individuals might seem interested in a change and agree with it, yet face difficulties following through with the change (Piderit, 2000). According to Lewin (1951), more effort is required in the early stage of any organizational change. According to Oreg (2013), it is likely that individuals will feel reluctant to change in its early stage, and will judge the entire change on the discomfort of that period.

Cognitive rigidity. The way an individual reacts to organizational change also depends on the way he/she thinks and process information related to change. Individuals with a high level of cognitive rigidity are considered closed-minded and are less likely to flexible or open to change. Cognitive rigidity has become the main topic of resistance to change research (Bartunek & Moch, 1987). It is critical that cognitive rigidity is analyzed in this study because thinking and processing information have a direct effect on resistance to change (Oreg, 2003).

Commitment

There are different works discussing organizational commitment, with the commitment to change as a subtext. According to Meyer and Allen (1997), research shows that commitment is the main goal of an organization as a method to reduce turnover. As research began to advance and the concept of organizational commitment remained a topic within the workplace, there was a shift in mindset by developing the idea to multiple commitments. Meyer and Herscovitch (2001) suggested that commitment is not limited to an organization, but rather applies to multiple entities within (i.e., management and personnel). Individuals can also commit to different directions such as supervisor, role, union, or a goal.

After researching and creating a model of multiple commitments, Herscovitch and Meyer (2002) developed a tool was to measure and distinguish commitment to change within organizations. The ideologies researched and discussed up to now (organizational commitment, multiple commitments, and commitment to change) have several factors in common. They fall into one or more of three categories: affective commitment, continuance commitment, and normative commitment. The following sections will define the behaviors and actions that characterize each form of commitment.

There are different aspects of commitment, with both unidimensional (e.g., Mowday, Porter, & Steers, 1982) and multidimensional (e.g., Meyer & Allen, 1991; O'Reilly & Chatman, 1986). There are several definitions of commitment, each having a varied level of acceptance. According to Meyer and Herscovitch (2001), after researching and analyzing to identify the defining factors of commitment, they developed the following definition: “commitment is a force (mindset) that binds an individual to a course of action of relevance to one or more targets” (p. 301). People are committed to organizations or individuals that align

with their core values. That commitment comes from a belief in that specific target or course of action.

The three-level model of commitment. Meyer and Allen (1991) created the three-component model of commitment to demonstrate the multi-layer, complex aspect of commitment by individuals within an organization. Meyer and Allen's three-level model included the following components: affective commitment, continuance commitment, and normative commitment. *Affective commitment* shows how emotion connects an individual to commitment. *Continuance commitment* is the cost that the individual will endure because of the commitment. *Normative commitment* is connected to the feeling of obligation that the individual possesses toward the target or organization introducing change. According to Meyer and Allen (1997) and Meyer and Herscovitch (2001), successfully inspiring commitment to a target or organization depends upon the individual being aware of his/her motivation. He/she needs to weigh the desire to commit to one or more of the three levels: either emotional, consequential, or obligatory.

Although there is less research to support Herscovitch and Meyer's (2002) ideology of commitment to change, much of the research has supported Meyer and Allen's (1997) notion of commitment to the organization. The commitment to change model was created to incorporate ideas of organizational commitment (Meyer & Allen, 1991, 1997) with general commitment (Meyer & Herscovitch, 2001), supporting the affective, continuance, and normative components of commitment.

The intention of the component ideology is to demonstrate that there are targets independent of an organization that create individual commitment. The studies conducted by Meyer and Herscovitch (2002) concluded that commitment is essential in organizational change. The researchers defined commitment to change as "a force (mindset) that binds an

individual to a course of action deemed necessary for the successful implementation of a change initiative” (p. 475). Each component in the study of commitment to change was found to work independently of each other. Commitment to change is only successful when employees are committed to the entity introducing the change. There must be significant *buy in* at the employee level to significantly reduce the resistance to change (Jaffe, Scott, & Tobe, 1994; Kanter, 1985; Klein & Sorra, 1996; Kotter, 1995).

Affective commitment to change. The definition of affective commitment is a person’s commitment to an individual or organization. The research on commitment has shown that the outcome can be supported by the normative and continuance commitment models (Meyer & Allen, 1997; Meyer & Herscovitch, 2001). Meyer and Herscovitch (2001) noted that when an individual is committed to the target that is introducing change, that person is less likely to be influenced by opposing viewpoints. They introduced three factors that are involved in affective commitment: (a) being involved directly with the outcome, (b) common values as shared from the outcome, and (c) identifying with the outcome.

Continuance commitment to change. Continuance commitment to change is relate to an individual’s investment in the initial target or course of action. This individual sees commitment as an obligation, and is only committed to this particular initiative (Meyer & Herscovitch, 2001). This individual may either feel a lack of options, or alternate commitments (i.e., financial). Long-term commitment is less likely in this scenario unless feeling an obligation or potential loss in some way should commitment change. High continuance commitment has a limited sphere of influence that likely to connect an individual with a target (i.e., course of action), however it won’t connect individuals with targets that are beyond that target (Meyer & Herscovitch, 2001).

Normative commitment to change. Normative commitment stems from situational effects that may influence an individual's level of commitment. People who experience a normative commitment to change often have a feeling of responsibility, whether due to receiving benefits previously or being committed to the status quo. It has been observed that normative commitment influences an individual similarly to affective commitment, although at a reduced capacity (Meyer & Allen, 1997). Meyer and Allen (1991) suggested that normative commitment is a product of social influence or the obligation to commit based on benefit or the need to reciprocate a received benefit.

Affective and normative commitment are influenced by one another and are not independent of each other. Meyer and Allen (1997) stated that the impact of affective and normative commitment is at a higher level when they are observed independently. The three components of commitment, affective has the most pronounced sphere of influence, while continuance commitment creates the highest amount of uncertainty and is the most subject to change.

Jehanzeb, Rasheed, and Rasheed (2013) conducted a study in Saudi Arabia involving 251 employees to examine the influence of training on organizational commitment. Three factors of training were considered: the availability of training, support of training by supervisors, and training motivation. The authors used a self-administered questionnaire to identify the relationship between training and organization commitment. The finding presented a positive relationship between the training factors and organizational commitment. The results of this study show how training is important for to increase employees' commitment to organization, which might lead to a successful organizational change with less resistance.

Organizational Justice

Historically, there have been four waves of organizational justice: (a) distributive justice wave (1950s-1970s), (b) procedural justice wave (mid-1970s-mid-1990s), (c) interactional justice wave (mid-1980s-today), and (d) integrative wave (mid-1980s-today; Colquitt, Greenberg, & Zapata-Phelan, 2005). Many employees are concerned about organizational justice and fair treatment. Different researchers have found that fairness/organizational justice is connected to subjects like citizenship behavior (Moorman, 1991), retention, decision-making, and satisfaction (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Colquitt et al., 2005), and relationships between leaders and followers (Meindl, 1989). Organizational justice consists of four different types: (a) *distributive justice* (views on outcome allocation), (b) *procedural justice* (the view of decision making based on rules and processes), (c) *interpersonal justice* (the respect and compassion received by individuals), and (d) *informational justice* (the explanation and clarification given to individuals; Colquitt, 2001; Greenberg, 1993). All these types of organizational justice address justice from an individual point of view (Colquitt et al., 2005).

Distributive justice. According to the timeline (Colquitt et al., 2005), distributive justice is considered the first justice wave, focusing on resource distribution. In this wave, individuals evaluated the amount of input (i.e., effort and time) versus output (i.e., salary and reward) to decide how fair the process was (Adams, 1965). Adams (1965) introduced the *theory of equity*, based on input versus output. Input is basically what an individual brings to an organization, such as education, skills, experience, effort, or knowledge. The output is what an individual receives from the organization as a reward for what the individual provided to the organization, such as recognition, raises, pay, or promotions. For an individual to reach satisfaction with organizational justice, input and output have to be commensurate.

In addition to Adams's (1965) equity theory, distributive justice was based on some other foundations, such as Homans's (1958, 1961) ideas about social exchange and Blau's (1964) concepts related to trade expectations. Both authors' foundations influenced Adams's theory of equity (input versus output). Homans (1961) stressed the importance of individuals' perceptions when it comes to organizational justice depending on the fair exchange between individuals and organizations. Blau added that depending on someone's experience, the exchange between a person and his/her organization has a huge influence on his/her satisfaction. Lowe and Vodanovich's (1995) theory that distributive justice is more important than procedural justice

Other areas that have emerged in the research on distributive justice are the influence of higher position on performance level (Greenberg & Ornstein, 1983), and the corruption that might take place after a change, such as pay cuts (Greenberg, 1990). Greenberg (1990) studied pay cuts in depth, finding that they usually result in corruption at the workplace, such as theft and embezzlement. When asked for reasons behind the theft, employees said it was due to the pay cut that caused the feeling of inequity. This matter is very serious, and organizations want to prevent it from happening.

Procedural justice. Procedural justice emerged in the mid-1970s in response to a change in organizational decision making. Procedural justice focuses on the reasons that cause unfairness to happen compared to the equity theory (input versus output). Thibaut and Walker (1975) created a system that looks beyond inputs and outcomes, focusing on the causality behind organizational justice. The approach to procedural justice is focused on the legal perspective and its perceived impacts on the parties involved.

The main idea of procedural justice is to share the process of and information about any change with those who are involved in and affected by that decision. A study conducted by

Cropanzano and Floger (1989) found when employees feel the change procedures are perceived as unfair, they are most likely to resist change. Also, Van Dam, Oreg, and Schyns (2008) found that by providing more information and chances for employees to be part of the procedures, employees are less likely to resist. In contrast, some researchers disagree with the previous finding about providing information. Additional contributions to the foundation of procedural justice are included in the works of Lind and Tyler (1988) and Leventhal (1980). Leventhal concluded that fair procedures should be: consistent, unbiased, accurate, correctable, representative of involved parties, and ethical.

Informational justice. *“focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion”* (Colquitt et al., 2001, p. 427). Informational justice demonstrates the individual idea of the amount of information and explanation shared of the outcome and whether that information is accurate, timely, detailed, clear, and acceptable (Bies & Moag, 1986; Shapiro, Buttner, & Barry, 1994). Informational justice deals with valid and justified information regarding the decisions made by the organization when it comes to organizational decisions (Bies & Moag, 1986). A study that Oreg (2006) conducted found a positive correlation giving between more information and resistance, meaning that the more information given to the employees, the more they resist. Oreg explained that sometimes the information given reveals some facts that affect some employees negatively, which causes employees to resist.

Interpersonal justice. Is the justice that *“reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes”* (Colquitt et al., 2001, p. 427). There has been controversy about how similar interpersonal justice is to informational justice. Through some measures such

as meta-analysis and multiple confirmatory factor analyses, Colquitt (2001) demonstrated that interpersonal justice and informational justice are different dimensions. Interpersonal justice refers to individual perceived treatment that is right, proper, respectful, and appropriate (Bies & Moag, 1986).

The integrative approach to justice. The integrative approach to justice was developed based on theories and models that studied different dimensions of justice and their combined effects (e.g., Folger & Cropanzano, 1998; Lind & Van den Bos, 2002; Tyler & Blader, 2000). Three approaches to integrative justice were introduced by Colquitt (2005): (a) counterfactual conceptualizations (e.g., referent cognitions theory and fairness theory), (b) group-oriented conceptualizations (e.g., the group value model, the relational model, and the group engagement model), and (c) and heuristic conceptualizations (e.g., fairness heuristic theory and uncertainty management theory). Counterfactual conceptualization describes justice in a sense of *What might have been*, like when an individual finds a current situation unsatisfactory, especially if there is a better or easier way. Group-oriented conceptualization describes justice when it is accepted by a group or if it is identified with some groups. An excellent example of group-oriented conceptualization is the group engagement model, which focuses on what makes individuals interested in helping the team to achieve its goal. Heuristic conceptualization describes justice as an act of fairness to all. Fairness is a mental stage that plays a huge role in the decision-making process.

Resistance to change and organizational justice are all critical factors in individuals' behavior, which in turn affect the organization overall. Two well-structured scales were chosen in this study to measure and analyze the three main variables. First, Oreg's (2003) scale was used to measure resistance to change, focusing on the behavioral, cognitive, and affective aspects of

the resistance. Resistance to change is a sensitive issue and is related to several areas when it comes to implementing organizational change. Second, Colquitt's (2001) scale was used to measure organizational justice, evaluating individuals' perceptions about justice in regard to change processes (procedural justice) or the way they are treated throughout the change process (interpersonal justice).

Fairness in the workplace helps people feel more confident about the outcome of a change, which eliminates uncertainty (Lind & Van Den Bos, 2002). Shah (2011) added that organizational justice has a significant effect on individuals' resistance to change. Furthermore, the atmosphere that organizational justice creates in a workplace influences employees to have a more positive attitude towards change (Guo & Giacobbe-Miller, 2012). Kiefer (2005) added that most employees are concerned about organizational justice when it comes to organizational change. Moreover, justice during the process of change can make employees feel that the change is fair and plays an important role in a successful change process (Fedor, Caldwell, & Herold, 2006).

Pioneers have developed many change models on the subject of management and organizational change, such as Armenakis, Harris, and Field (1999), Judson (1991), and Kotter (1995). With that being said, Armenakis and Bedeian (1999) pointed out that that most of the models were developed based on Lewin's (1951) model. Lewin's model consists of three stages, and they are unfreezing, moving, refreezing. In line with what the study intends to analyze, Lewin's model include all three variables: resistance to change, organizational justice, and commitment to change. Resistance to change is more likely to emerge in the unfreezing stage, organizational justice is more likely to emerge in the unfreezing and/or moving steps, and commitment to change is more likely to emerge in the refreezing stage.

Elamin (2012) conducted a study in Saudi Arabia that examined the effect of organizational justice on job satisfaction and organizational commitment among Saudi Arabian employees. The author used a self-administered questionnaire that he distributed in 24 organizations, with 600 participants, in the eastern region of Saudi Arabia. The finding showed that organizational commitment and job satisfaction are both significantly influenced by organizational justice. Management needs to pay more attention to improving the justice at workplace because it will lead to a successful outcome.

Lewin's Change Model

Lewin's (1951) theory revolved around human behavior being affected by numerous factors. Lewin described behavior as a function of an individual's interactions with the environment around him/her. Most of those environmental factors affect people in a psychological way that sometimes generates tension. Some of these environmental factors encourage individuals to maintain the status quo, whereas other factors encourage individuals to embrace change. There are two main types of forces: *driving forces*, which are the forces that favor change and improvement, and *restraining forces*, which are the obstacles that resist change (Lewin, 1951). The only way to determine the direction of these forces is to conduct a force field analysis. Lewin describes as *quasi-stationary social equilibrium* when both forces are in the same state. In contrast, when the forces are not at an equal level, the status quo is interrupted, and change takes place. For the individual, group, and organization, the workplace, or the field, is considered their personal space. At all levels (individuals, groups, and organizations), the forces and the field are always changing, and if the driving forces are stronger than restraining forces the status quo will change, forces the organization to implement changes (Lewin, 1951).

For a change to go smoothly, it is essential to minimize the forces acting to preserve the status quo, which will necessitate an increase in the forces that drive change (Lewin, 1951). His model is simple to understand framework for managing change known as *Unfreezing - Moving - Refreezing* as shown in Figure 1. For the unfreezing stage to start, an initial force is required. After that, the equilibrium level will change, which in turn causes the status quo state to move; this is called the *movement*. Finally, the refreezing stage occurs, when the new equilibrium is established and needs to be reinforced. Armenakis and Bedeian (1999) added that most change models include the same change phases: (a) unfreezing (depending on how strong is the resistant to change and the organization's readiness to change), (b) moving with adjustment and exploration, (c) refreezing (depending on participants' commitment to the change).

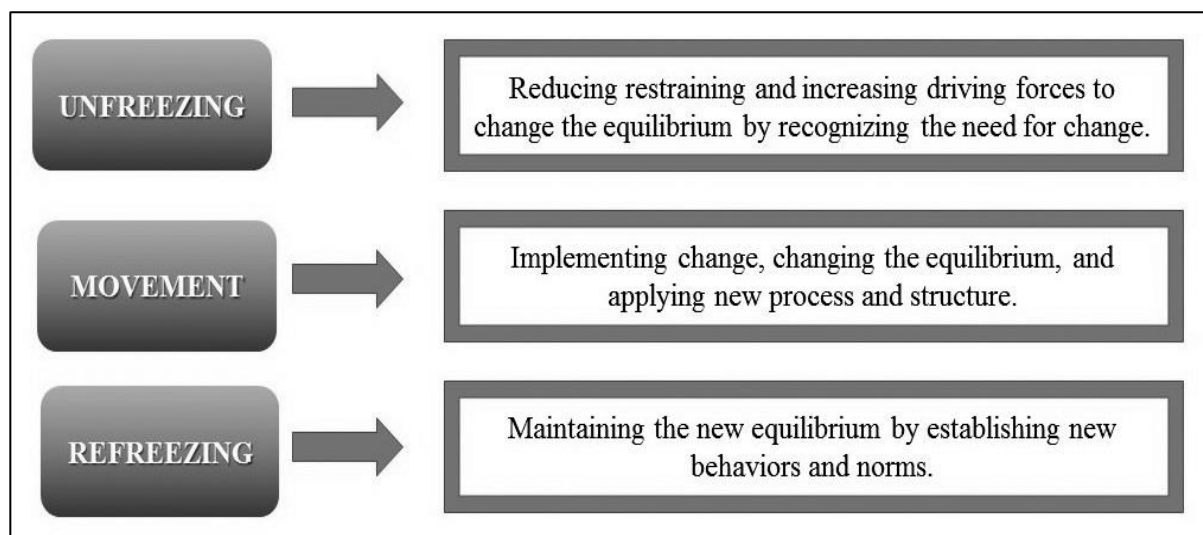


Figure 1. Lewin's change model.

Unfreezing is the first step of Lewin's (1951) change process. For change to happen, refreezing requires an adjustment in the equilibrium that forces the field to maintain the status quo. This can either happen by increasing the force that encourages change, or by decreasing the force that resists change. According to Lewin, this is a very complex stage due to inner resistance to change that is driven by culture, customs, habits, and group dynamics.

Other types of forces that result in unfreezing are those that come from outside and affect individuals or groups. Lewin (1951) stressed the importance of groups over individuals since groups usually embrace norms and standards more strongly than individuals. When groups favor maintaining a status quo, it is harder to deal with than when it is an individual on his/her own. A person is more likely to stick with the group than act on his/her own and defy the group due to fear of resentment from others.

There are different ways to implement the unfreezing step; the choice of which method to use based on the forces affecting individuals/groups. Kotter's (1995) eight-step change method process broke down the unfreezing step into three stages: (a) establishing a sense of urgency, (b) forming a coalition of individuals who support change, and (c) creating a vision. Judson (1991) stressed the fact that change resistance is more likely to happen than embracing it, developing his own two-step version of unfreezing: (a) analyzing and planning, and (b) communicating change.

In his change model, Lewin (1951) stressed the issues related to resistance to change that emerge during the unfreezing stage to as it is one of the more important stages to understand change (Armenakis & Bedeian, 1999). Lewin described resistance to change in the unfreezing stage as a restraining force fighting back to retain the status quo (Dent & Goldberg, 1999). The unfreezing phase is also associated with the concept of readiness to change (Armenakis et al., 1993). Armenakis et al. (1993) described readiness as the "cognitive precursor to the behaviors of either resistance to, or support for, a change effort" (p. 682). Change management is responsible for creating an organization that is ready to change through: (a) discrepancy (creating a need for change), (b) self-efficacy (the capacity to change), (c) personal valence (creating an

interest to change), (d) principal support (those affected are behind the change), and (e) appropriateness (suitability for the organization; Armenakis et al., 1999).

Moving is the second step in Lewin's (1951) model, where the real challenge occurs at all levels (individual, group, and organization). The moving phase is usually associated with different kind of outcomes, such as processes, behaviors, attitudes, and structures (Cummings & Worley, 2005). The forces in the moving stage change direction away from the status quo and toward the intended change (Judson, 1991). The change that happens in the moving stage also leads to changes in policies, systems, and structures (Kotter, 1995).

Refreezing is considered the last step of Lewin's (1951) model, with the purpose of maintaining the outcomes of the change. This step is essential for any change because refreezing protects the new change from going back to the old status quo. The best way to refreeze is to establish new norms and culture that enforce the new change. Burke and Litwin (1992) introduced his version of the refreezing stage by including both transformational and transactional aspects of management. Transformational factors include culture, strategy, and mission, whereas transactional factors include management, systems, and skills. Kotter (1995) stressed the importance of commitment to change in the refreezing phase for a complete successful change.

According to Dawson (1994), resistance to change usually takes place as a result of multiple factors. Sometimes employees resist change due to their inability to fulfill the organization's demands, their low expectation of success, or because the resulting risks are more than the benefits of the change (Hultman, 1979). After researching resistance to change, it appears that several reasons could lead employees to resist change, including:

1. Personal reasons that usually describe an individual's desires, whether social, emotional, or economic. Social impacts on change can create a feeling where employees find themselves in a different role or position in relation to their peers than they were previously (French & Bell, 1999). Emotional individuals usually worry about the ambiguity and uncertainty of the future or fear of the unknown. Economic reasons often stem from an individual's stress from affecting his/her financial comfort.
2. Organizational reasons occur when employees feel that the proposed change is unlikely to succeed due to either their unpreparedness or lack of required skills. Change could bring disorder to an organization, which might lead employees to resist, for example, if the proposed change affects the employees' authority. Lack of communication from the organization to its employees might result in some resistance due to ambiguity about the change (Zaltman & Duncan, 1977). Kotter and Schesinger (1999) added that when it is difficult to understand the change it is hard for individuals who are involved in the change to communicate. Also, trust should exist between management and employees to ensure an effective change that has all participants on board.
3. Cognitive reasons result from the absence of valuable information and knowledge about the proposed change. Lack of information can lead employees to evaluate the change as unimportant or not valuable for the organization. Employees' lack of information about an organizational change regarding how, when, and why the change is taking place could cause resistance. When employees see that the proposed

change goes against their beliefs, employees may feel the organization is doing the wrong thing, leading to resistance to change.

4. Cultural reasons come from the assumption that with a new change comes a new culture that might go against the perceived organizational values and principles (Schein, 1984). Balancing moral and cultural factors when creating change is crucial to response and acceptance. It is essential that leadership understand the fundamentals of how cultural influence will directly affect resistance to change.

Human Resource Development

Human resource development plays a significant role in facilitating numerous organizational functions that could lead to successful change. According to Walton (1999), human resource development is defined as a group of planned actions administered at a certain time and intended to create behavioral change. Garavan (1999) added that human resource development plays a role in improving skills to meet organizational change. Additionally, human resource development contributes to organizational learning through supporting training management (McCarthy, Garavan, & O'Toole, 2003).

Training and development as a function is considered a part of human resource management, and its role is to enhance individuals' skills and knowledge to be able to undergo organizational present or future projects, which lead to organizational growth. According to Nadler and Nadler (1989) training is defined as a learning experience offered by an organization to its employees with the intention of improving performance and personal advancement. Training and development is needed now more than ever due to the constant technological change that calls for human resource development to always be alert and provide training for employees to consciously adapt to change (Walton, 1999).

The first step of the training and development process is the training need assessment. In this step, human resource management decides what skills and knowledge are needed to serve the purpose of coping with a certain organizational change at a specific period of time (Nadler & Nadler, 1989). It is the human resource management role to also fit the training objective with the organizational culture and develop with the organization's goals. The main objective of need assessment is to discover the gap between the current performance of an organization and its goal, and create a training program that fills that gap with the required knowledge. Figure 2 demonstrates the factors that influence training need assessment.

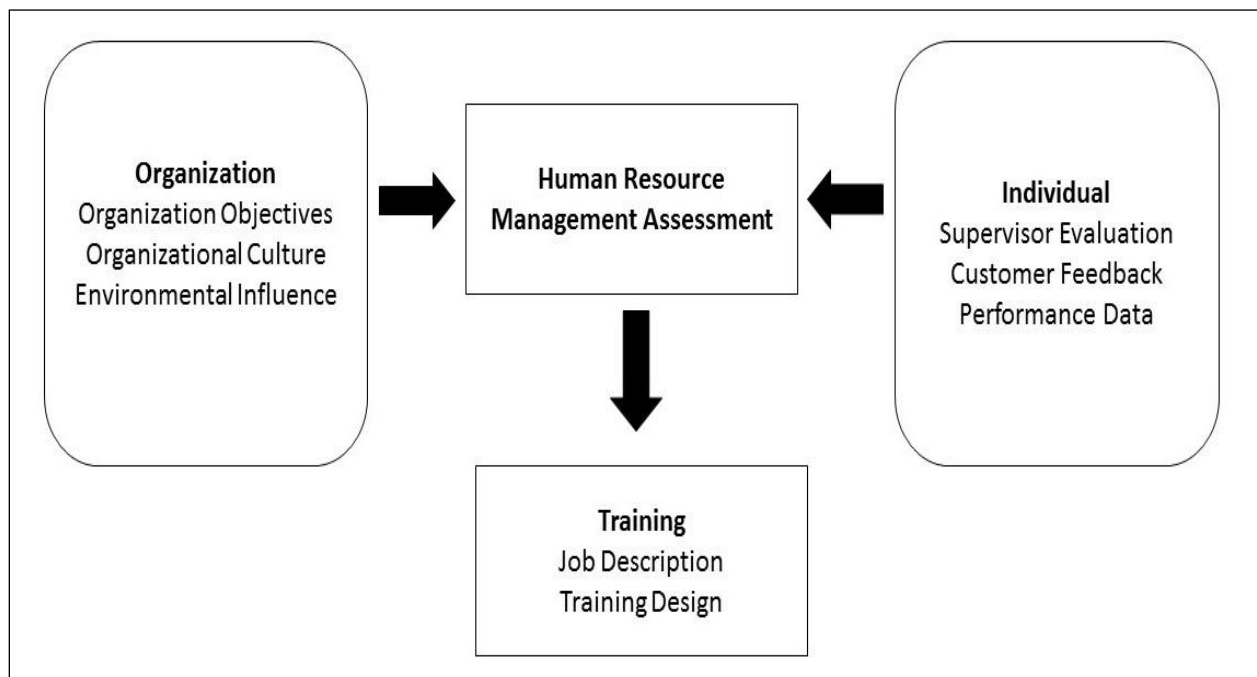


Figure 2. Training need assessment analysis.

According to Walton (1999), organizational factors refers to organizational objectives and culture, while studying the environmental influences. Moreover, an individual's factors analyze employees' performance through evaluation from supervisors and customers' feedback. After analyzing both factors, human resource management decides on the skills and knowledge

required for employees aligned with the organizational culture to achieve the organizational objectives.

Next, the human resource management undertakes the steps of training design, which includes all of the details regarding the course, such as time, location, cost, content, and methods. After the training design process is complete, the human resource management proceeds to the implementation step. At this stage the quality of the trainer is very critical, as unqualified trainers can cause loss of money and time with no benefits gained. To ensure that the training is serving the required purpose, human resource management has to continuously monitor the training process followed by an evaluation to assess the training as a whole.

Saudi Arabia as a late bloomer in the business world need to invest more into training and learning organizations to gain the necessary skills to thrive in the world economy. Economy changes constantly which forces organizations to adapt to new environment, the faster the organizations are able to adapt, the more successful the organization is. Unfortunately, Saudi Arabian organizations do not focus on training and development as part of their success strategies. Saudi Arabian organizations view training as an extra activity or a time off work, and not many employees are serious about the process of the training or its benefits. Some Saudi organizations consider it a privilege and only offer training to friends and close ones, instead of offering the training to those who actually need it (Al-Dosary & Rahman, 2009). Personal relationships at work place is very important in Saudi Arabian organizations and a part of the leadership style, which take us back to the *wasta* issue, that was mentioned earlier in this chapter. According to Abdalla, Maghrabi, and Raggad (1998), Saudi Arabian Organizations perform a sufficient amount of continuous training for development, but they lack the quality of training due to the absence of training need assessment. With training need assessment organizations are

able to assess the organizational issues, objectives, and strategies to build a training program that will benefit both employees and the organization. Training need assessment process can use methods such surveys, interviews, or focus groups to evaluate what is needed. Moreover, Saudi Arabia has limited methods of training. Lectures and discussion seem to be the most used methods of training, leaving a vast of me training methods unused such as group discussion and case studies (Al-Dosary, Rahman, 2009).

Motivation

In terms of a theoretical framework, this study focused mainly on motivation theory. According to Steers, Mowday, and Shapiro (2004), ideas that lead to motivation are those that “energize, channel, and sustain human behavior over time” (p. 379). When creating an organizational change effort, it is essential that the change is achieved in a progression. The ultimate goal is to gain cooperation and support from employees and to create the behaviors necessary to sustain the change. Herscovitch and Meyer (2002) stated that commitment is a key ingredient to the implementation of successful change. An organization’s ability to stay competitive and relevant is directly supported by its employees’ motivation and commitment (Steers et al., 2004). Adams (1963, 1965) definition of motivation theory revolves around the equity theory, which means that employees strive for equity between themselves and other employees. Equity is accomplished when the percentage of input (effort) over outcome (reward) is the same percentage as other employees (Adams, 1956).

The idea of motivation is summed up in Adams’s (1963, 1965) equity theory. The theory suggests that social exchanges, specifically ones that are not always mutual, create and motivate behaviors. In literature reviews about organizational behavior, it has been found that equity theory is among the most scientifically accurate (Miner, 2003). Homans (1961) and Blau (1964)

conducted some of the earliest work done on social exchanges, which led to the development of these ideas into equity theory (Adams, 1965).

Blau (1964) suggested that social exchanges are integral in understanding individual behavior. Homans (1958) suggested that individual behaviors can influence the behaviors of a larger group. Adams (1965) explained that social exchange occurs when an individual contributes through communication, and in turn receives a response. In an organization, the contributions are more global, and can include education, intelligence, experience, age, gender, skills, or any influential factor to create a response. The responses in an organizational setting can include pay, rewards, benefits, or anything that can be seen as an incentive or change factor. The final factor that can influence consideration is the role the individual plays, whether a co-worker, relative, neighbor, or acquaintance.

According to Adams (1965), when considering either equity or inequity in any exchange, one must measure the benefits and advantages of the results as compared to the delivery. When there is more reward or benefit than the value of the information being given, inequity has taken place. Positive equity occurs when the benefit or reward is perceived as greater than the information exchange. Negative equity occurs when the information given to employees is perceived as more valuable than the reward of the benefit. In situations of positive inequity, a feeling of guilt can ensue because there is a feeling of unequal compensation. In a negative equity situation, feelings of frustration and anger can emerge. Equity theory suggests that tension can influence change to reduce the inequitable situation.

According to Adams (1965), as an individual alters his/her perception of equity, so will his/her motivation to change also be altered. If the source of the benefit of reward changes, however, so could the quality of the output being delivered. The variables that ultimately affect

social interaction are resistance to change and justice. Whenever the term equity theory is used, resistance to change describes individuals' responses as a result of his perception of a situation to be unfair. Justice is the response that employees have as a perception of the outcome and how they are treated.

Summary

Organizational change has become a phenomenon that every organization experiences, and it is becoming more and more of a challenge every day. With the phenomenon of organizational change being indefinite, theories have been developed, such as resistance to change and readiness to change, to facilitate a successful change. Resistance to change has become a workplace challenge, especially given how the word is constantly changing. This study not only analyzed resistance to change but also connected resistance to change with organizational justice and commitment to change. Resistance to change and organizational justice are the main dimensions of this study. The culture, laws, and religion in Saudi Arabia add more complications to how employees view change. The perception of justice and commitment in Saudi Arabia is different from other westernized nations, given the strength of cultural and religious influences. Saudi Arabia embraces a very strict culture that is preventing the nation from advancing at a faster pace to compete with leading nations in business. Since the issue of resistance to change seems to be related to beliefs and perception, the researcher chose the equity theory and motivation to influence individuals and encourage them to embrace change for the better. As a change model, the researcher selected Lewin's (1951) change model, because it is very broad and other change models' steps fall into one of Lewin's models. Lewin's Change model consists of three main steps: Unfreezing, movement, and refreezing. Then the researcher goes deeper into management function to explain human resource development and its duties.

One of the human resource management roles is to provide the needed training to employees to be able to adapt to change to serve the organizational growth.

Chapter Three: Methodology

The purpose of this study was to analyze resistance to change in Saudi Arabian organizations, and to examine the relationship between resistance to change and organizational justice. Alkhabeer, a Saudi organization, has been experiencing many changes in their policies and systems, which made studying resistance to change a critical issue. The chapter discusses the study's method in detail, starting with restating the research questions and hypotheses. Then, it presents the research design, population and sample, data collection procedures, instruments, and data analysis. Finally, the chapter will discuss the reliability, validity, and ethical considerations of the study.

Problem Statement

Although Saudi Arabia sits on tremendous financial resources, such as oil and mineral production, organizations in the nation did not feel the need to pay attention to change and advances until recently. Saudi Arabian organizations such as Alkhabeer Capital are facing difficulties implementing effective organizational change due to employee resistance. As an organization, Alkhabeer has noticed that they always encounter unforeseen difficulties when they embark upon new changes. The problem originates from the fact that the world is changing every day and cannot be avoided, and Saudi organizations are no exception, especially after Saudi Arabia joined the WTO in 2005, and the market became more competitive and technologically advanced. Saudi organizations face resistance from their employees based on the heavy influence of religion and traditions, which in turn affect employees' judgment. For example, Alkhabeer understands that change is inevitable, but resistance has always been a major concern for the organization, whether it is related to culture, religion, gender, age, or position.

It appears that commitment to change is an issue that Alkhabeer faces when they propose a new change. Many authors such as Judge, Thoresen, Pucik, and Welbourne (1999), and Kotter (1995) confirm that commitment is necessary for successful change efforts. From a narrower view, Klein and Sorra (1996) Innovational change requires commitment from participants, and that it is essential for success (Klein & Sorra, 1996). Armenakis and Bedeian (1999) noted that commitment leads to a successful organizational change and is a critical variable that should be considered for any organizational change.

Research Questions and Hypothesis

1. Within Alkhabeer Capital, what differences exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) in Saudi Arabian organizations?

Null 1. There are no differences among any of the four factors of resisting change in Saudi Arabian organizations.

Alternative 1. There will be at least one difference among the four factors of resisting change in Saudi Arabian organizations.

Statistical Test: Repeated measures ANOVA will be used to show the differences amongst the resistance to change factors.

2. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the four dimensions of organizational justice (distributive, procedural, interpersonal, and informational)?

Null 2. There will be no significant relationships among any of the four factors of resisting change with any of the four dimensions of organizational justice.

Alternative 2. There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four dimensions of organizational justice.

Statistical Test: Pearson Correlations will be the instrument used to find the relationship among the four factors of resistance to change and the four organizational justice dimensions.

3. What relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the five demographic variables (age, position, level of education, nationality and gender)?

Null 3. There will be no significant relationships among any of the four factors of resisting change with any of the five demographic variables (age, position, level of education, nationality and gender).

Alternative 2. There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four demographic variables (age, position, the level of education, nationality and gender).

Statistical Test: Pearson Correlations will also be used to find the relationship among the resistance to change factors and employees' demographic variables.

After reviewing the research questions and based on the nature of the study, a survey was designed to measure and identify the relationship among the factors that might be creating resistance to change or hindering change. To measure the relationships between resistance to change and organizational justice, the analysis took the direction of a quantitative correlational approach. All data were gathered using a web-based survey, due to physical distance, time, and the simplicity of collecting the data. According to Gall, Gall, and Borg (2003), in a situation

where the researcher needs to gather data regarding a phenomenon that is not observable, as in the case of this study (resistance to change and organizational justice), it is common to use a survey. Questionnaire-type surveys have proven to be effective in areas such as minimizing cost and taking less time in comparison to other methods. One limitation with questionnaires over interviews is that it prevents the respondents from expressing their feelings in greater detail.

Study Approach

This dissertation's exploration of resistance to change took a different approach than traditional methods that have only focused on subordinates' attitudes as the primary source of the resistance to change. The sample for this study included not only one level of employees, but also both lower level employees and management in order to cultivate a better understanding of the cause of resistance. This study was also distinguished from previous studies because it examined resistance to change linked with organizational justice. The study explored the idea that resistance to change results from the interaction of other variables including organizational justice.

Research Design and Methodology

A quantitative nonexperimental correlational methodology, based on postpositivism worldview, was used to analyze the dataset gathered from the surveys. The correlational method gave the researcher the ability to describe and measure the relationship between two or more variables (Creswell, 2009). This is also a nonexperimental design study in which the researcher used surveys to collect the needed data for resistance to change, organizational justice, and the participants' demographics. The researcher followed a postpositivist approach because the study aimed to generalize from a sample and analyzed relationships between variables (Creswell, 2009). The method provided a comprehensive analysis of resistance to change in Saudi Arabia,

because the issue is specific and uses correlational approach (Creswell, 2009). The approach for gathering data in this research was surveys inspired by existing scales (Colquitt, 2001; Oreg, 2003). According to AlHussain and Bixler (2011), the best method to collect data in such a study as this research is through a survey instrument that uses the precise measurement that provides in a well-structured and validated measures.

The advantage of conducting quantitative research is that it gives the researcher the ability to explain the results accurately in addition to making comparisons and correlations statistically. Some outcomes can be generalized and be applied to other populations (McNabb, 2010). By using quantitative methods to analyze the dataset, the researcher was able to provide precise descriptive results that will help Saudi Arabian organizations determine what factors cause resistance, and help find solutions to avoid it in the future. The method also helped the researcher explore the relationship between resistance to change and organizational justice and employees' demographic variables.

Trustworthiness of the method. Ethics play an important role when administering an organized and well-managed study. To carry on with this study, the researcher pursued the American Psychological Association (APA) for permission from Colquitt (2001) and Oreg (2003) to utilize their existing surveys, the dissertation committee's approval, and the IRB committee. See Appendix A for the APA approvals for both scales.

The element of bias was taken into consideration. The researcher also realizes that the subjects are human beings who are driven by their level of interest and motivation. Participants' bias can also result in responses that they believe the researcher wants to hear. Additionally, non-response bias might lead to an incorrect representation of the situation (Creswell, 2009). In an

effort to minimize non-response bias, reminder emails were sent to all participants to remind them to complete the survey.

Research ethics. This study aimed to create mutual respect between participants and the researcher. Also, the participants were considered capable of undertaking the survey with full disclosure guaranteed by the researcher. Participation in the survey was completely voluntary and participants had the ability to withdraw from the survey at any time. Informed consent was sent to the participants along with the surveys, which indicated that they do not have to reveal any information they do not wish to disclose. That means all the participants' information remained unidentifiable.

Population Sample

Two major types of sampling are used widely in research studies: probability and non-probability sampling designs. Probability sampling design means that every individual has a chance to be selected to participate in the study, whereas non-probability sampling depends on the researcher's judgment or the nature of the study. Both probability and non-probability sampling include different methods. This study used non-probability sampling design, including all employees from all levels, genders, and ages from one Saudi Arabian organization in order to develop a better perspective on how resistance to change develops. Alkhabeer representative contacted all participants via emails with the information sheet about the study, see Appendix B, to inform them about the details about the survey and how it will benefit the organization and the employees. The researcher contacted Alkhabeer's representative to initiate the communication with the participants to inform them about the study and its goals, and how it will benefit both the organization and the employees. Specifically, this study implemented purposive sampling

because the selection was non-random and participants only came from one Saudi Arabian organization.

Based on the information from Alkhabeer Capital's representative, Abdulrahman Baroom, the researcher chose an organization—Alkhabeer Capital—that has been struggling with resistance to change issues and examined that entire organization at all levels. Alkhabeer Capital is an organization located in one of the major cities in Saudi Arabia, an hour away from the Islamic capital (Makkah). According to Alkhabeer representative Abdulrahman Baroom, the organization has been undergoing multiple changes, and they have been encountering resistance issues from the employees. Given Alkhabeer's circumstances, the researcher believed the organization would be a great fit for this study. Upon receiving committee approval, the researcher proceeded to invite Alkhabeer employees to be the population sample. The study survey was sent to all prospective participants—a total of 134 employees working for Alkhabeer Capital—electronically through Qualtrics.com, with no exception or limitations. This study examined resistance to change in Alkhabeer's workplace, exploring the factors' relationship to organizational justice.

Description of the Sample

The population sample of this research consisted of different levels of Alkhabeer's employees from all departments. Realistically, not all employees were interested in participating in the survey, but according to Alkhabeer Capital representative Abdulrahman Baroom, the survey response rate from the organization's employees is always above 50%, based on the surveys done before. According to Creswell (2009), at least 30 survey responses are required to complete a learning research study. The survey was sent to all 134 employees in an effort to

collect data that represent all levels of employees. Therefore, the minimum number of survey responses to continue the study was estimated at 30 to 40 completed surveys.

Data Collection

The main goal of this study was to generalize the data collected from the population sample to the actual population of Saudi Arabian employees. The data collection method for this study was a web-based survey. When compared to paper-based surveys, web-based surveys are more popular and more convenient for data collection. Other benefits of web-based data collection are lower cost, time efficiency, survey design flexibility, and minimal to no cost in increasing the sample size (Dillman, 2007; Singleton & Straits, 2005). According to Hayslett and Wildemuth, (2004), web-based surveys have faster return rate than paper-based surveys. Kwak and Radler (2002) added that with web-based surveys it is unlikely to leave questions unanswered when compared to other survey methods.

One of the disadvantages of web-based surveys is the lower response rate when compared to other means of surveys. Other disadvantages of web-based surveys in Saudi Arabia are that not all population members are Internet users (Singleton & Straits, 2005), which can result in some employees not having access to the survey (Couper, 2000). However, recently, more people have access to the web as a result of portable devices. The gap in the demographic concerning Internet access has become smaller, and the number of Internet users has grown (Fleming & Bowden, 2009; Mitra, 2005). In this study specifically, the web-based survey was accessible to all HRMS users since HRMS is a web-based system itself.

In a counter argument regarding potential low response rates, Schalm and Kelloway (2001) argued that a high response rate is not as important for the outcome of the study as most think it is. Moreover, web-based surveys distribution process can reach more of the population,

which can result in better quality data (Gosling, Vazire, Srivastava, & John, 2004; Kaplowitz, Hadlock, & Levine, 2004).

As mentioned previously, the issue of nonresponse rates in web-based surveys is a significant concern, especially when compared to other types of administration (Couper, 2000). In web-based surveys it is likely to have response rates as low as 15% (Baldauf, Reisinger, & Moncrief, 1999). Addressing this concern, Schalm and Kelloway (2001) argued that response rates may not be as significant of a factor in the outcomes of research as was once thought-

Since the response rate issue seems to be an obstacle for the web-based method, another approach was used to help increase the response rate. Cole, Palmer, and Schwanz (1997) have proposed ways to increase the response rate: saliency of the topic, response requirement by the organization, offering incentives, and following up after sending the surveys out. Out of all four ways to increase the response rate, following up with respondents proved most effective. King and Delana (2002) added that response rate after distributing web surveys did not change based on the size of the organization, but increased among organizations that followed up with respondents and sent out reminders to the ones who had not taken the survey. The researcher sent reminder emails after sending out the questionnaires in an effort to increase the participants' response rate.

According to Cook, Heath, and Thompson (2000) and Dillman (2007), to increase the response rate, participants should be contacted multiple times. In an effort to increase the response rate, the HR department at Alkhabeer was asked to send out a pre-notice e-mail to all participants 3 days before the sending the survey to explain the purpose of the study. Another email was sent as a reminder 1 week after the survey email was sent to all participants to increase the response rate. The researcher also offered three awards of SR100 (an equivalent of \$35) each

for three participants after completing the survey. The winners were chosen after receiving all the surveys back, 2 weeks after distributing the questionnaires. The drawing was held at the end of the study and the winners were notified via email. The purpose of the award was to encourage more participation in the study.

To increase the response rate, a reminder email should be sent within 7 days to remind the participants to complete the survey (King & Delana, 2002). Dillman (1978) added that, when administering a survey, reminders in general usually result in a smaller peak in response rates when compared to the first few days that follow an initial request. In keeping with findings and recommendations from King and Delana (2002), the researcher sent out a reminder following to the first email to increase the response rates from all participants.

Since the study used existing surveys by Oreg (2003) and Colquitt (2001), the researcher transferred the questionnaires into Qualtrics.com to be accessible to all participants. As soon as the survey was constructed, it was uploaded into Qualtrics.com, where it generated a web-based hyperlink to the survey. The hyperlink was sent to all participants via email where they had easy access to the questionnaire at Qualtrics.com. The email also included thorough information about the study and the problem it aims to solve to encourage participants to voice their opinions and point of view about the issues at hand. The email also assured all participants that all the responses would remain anonymous. The electronic survey was distributed, then responses were collected via the website to gather the data for the study. After discussing the study protocol with the HR representative from Alkhabeer Capital, it was determined that a timeframe of 4 weeks would be given for all participants to complete the questionnaire.

The data collected from the participants were saved in an external hard drive and kept in a safe box hard drive, and only the researcher had access to the data. Keeping the individuals'

identities confidential might encourage more employees to join and participate in the survey. Prior to the survey, the researcher communicated the purpose of the study to the participants to motivate them that participating was for a good cause. The findings of the survey enlightened the researcher and readers on the factors leading individuals to resist change at Alkhabeer.

Data Gathering Instruments

A web-based platform was used to distribute the surveys and collect data on the two primary dimensions of this dissertation: resistance to change and organizational justice. A survey is the most common way to conduct questionnaires, and it can be administered in different ways, such as web-based, telephone, face-to-face, or on paper (Kumar, 2011). In this study the researcher decided to choose the Internet as the method to distribute the survey and collect the data. One of the advantages of Internet-based surveys is the speed of sending and receiving the surveys, which saves time for the researcher. Since the participants took the surveys in Saudi Arabia, it made sense that the researcher would use the Internet to collect data. Qualtrics.com was used to design and develop the questionnaire survey.

The questionnaire was administered to measure and gather information about individuals' resistance to change, their perspective on organizational justice, and their demographic information. The survey started with the demographic section first, followed by the resistance to change section, and finally, the organizational justice section. Although the study took place in a Saudi Arabian organization, all surveys used English as the primary language in administering the questionnaires. The two sections of the questionnaire that measure resistance to change and organizational justice were based on existing surveys conducted by Oreg (2003) and Colquitt (2001). These scales have been used and tested; the following sections will discuss those two scales in detail. Scales permissions by the researchers are obtained in order to proceed with the

study. A copy of the survey is shown in Appendix C, and scale permission shown in Appendix A.

Upon receiving the chairperson and committee approval of the survey content, the researcher proceeded to conduct a pilot study. The pilot study helped the researcher to find any issues regarding the questions in the survey before actually sending it to the intended subject. Validity and reliability can also be measured from the pilot study.

Demographic measures. Based on the nature and the location of this study, demographic information was also gathered. Culture dominates how individuals act in Saudi Arabia, and in recent years Saudi Arabian culture, after the influence of westernized culture, has begun to show progress and break barriers of gender, religion, Saudi versus non-Saudi, and level of education. Gathering demographic information might help the study demographic characteristics that correlate with resistance to change. The survey started with a demographic section to collect all the needed information. All respondents were asked to provide information about their gender, age, level of formal education, Saudi or non-Saudi background, and current position in the organization.

Also, there was an open-ended response box allowing respondents to make additional comments. This allowed participants to express their opinions freely, in case an individual want to add a demographic concern that is not included in the questionnaire.

Measuring resistance to change. The method that was used to measure resistance to change is the 17-item Resistance to Change Scale (RTCS), created by Oreg (2003). Oreg's RTCS is one of the most widely-used scales to measure resistance change and is considered to be highly reliable. The RTCS consists of four main factors: routine seeking, emotional reaction, short-term thinking, and cognitive rigidity. Each factor is important on its own, and giving some

examples of each factor clarifies what each it represents. Examples of the routine seeking factor statements are: “I generally consider changes to be a negative thing” and “I’d rather be bored than surprised.” Examples of emotional reaction factor statements include: “When I’m informed of a change of plans, I tense up a bit” and “When things aren’t going according to plan it stresses me out.” Examples of the short-term thinking factor include: “Changing plans seems like a real hassle to me” and “I sometimes feel myself avoiding changes that I know will be good for me.” Examples of cognitive rigidity factor statements include “I often change my mind” and “My views are very consistent over time.” The main goal of using the RTCS was to measure the respondents’ disposition toward change. Each of these factors was measured by applying the 6-point Likert-type scale, which ranges from 1 (*strongly disagree*) to 6 (*strongly agree*).

Measuring organizational justice. To measure individuals’ perceived organizational justice, this study used Colquitt’s (2001) 20-item Organizational Justice Scale, which consists of four dimensions: procedural justice, distributive justice, interpersonal justice, and informational justice. These dimensions are measured using a 5-point Likert-type scale, starting from 1 (*to a very small extent*) to 5 (*to a very large extent*).

The procedural justice dimension measured perceived fairness regarding decisions made by the organization. Issues related to justice when it comes to an organizational decision include process consistency and the sharing of accurate and unbiased information. Examples of items in this dimension include: “Have you been able to express your views and feelings during the procedures?” and “Have the procedures been free of bias?”

The distributive justice dimension section measured the individuals’ perceptions of organizational fairness regarding two aspects: input (e.g., education), and output (e.g., reward). Examples of distributive justice dimension section include: “Do the outcomes received from

your job reflect the effort you have put into your work?” and “Are the outcomes received from your job justified, given your performance?” ratio of inputs such as education, knowledge, or effort, to outcomes such as pay, rewards, or satisfaction.

The interpersonal justice dimension section measured the individuals’ perceived notion of respect when faced with organizational operations. Bies and Moag (1986) introduce four rules for impartial interpersonal interactions: truthfulness, justification, respect, and propriety.

Examples of interpersonal justice items include: “Has (he/she) treated you in a polite manner?” and “Has (he/she) treated you with dignity?”

The section of informational justice dimension measured if employees received the information about the procedures and decisions, and if it is sufficient and on time, or not.

Examples of items include: “Were (his/her) explanations regarding the procedures reasonable?” and “Has (he/she) communicated details in a timely manner?”

Reliability and Validity

Since the primary data collection in this dissertation was via the Internet, the online survey had to be constructed in a way that guarantees truthful data collection. The reliability and validity of the pre-existing instruments have been tested and measured by the authors (Colquitt, 2001; Oreg 2003) and have been shown to be valid and reliable by other researchers in the past. The researcher aimed to make the questionnaire very clear and easy to understand. Since this is a web-based survey the, all questionnaires were distributed via email, including the researcher’s contact information in case participants have any questions.

Reliability. According to Pyrczak and Bruce (2007), an instrument is considered reliable if the data are consistent when gathered at more than once using the same research instrument. Creswell (2009) described many uncontrollable factors that can affect reliability, for example,

the way questions are worded or the mental state of the respondents. Reliability was measured during this study. To guarantee that all scales in this dissertation were reliable, Cronbach's alpha was measured for all scales by the original authors Colquitt (2001) and Oreg (2003). Cronbach's alpha scale is a way to evaluate the consistency of each scale chosen for this study. According to Gall et al. (2003), Cronbach's alpha scale is used to calculate the level of consistency of responses per individual. A scale reliability is considered acceptable if Cronbach's alpha scores 0.70 or higher (Nunnally, 1970). The Cronbach's alpha for both instruments was measured and are shown in Table 1. As shown in Table 1, Cronbach's alpha for all resistance to change factors scored above 0.70, and the scale. The findings for Cronbach's alpha shown that routine seeking, emotional reaction, short-term thinking, cognitive rigidity calculated as 0.74, 0.75, 0.74, and 0.84 respectively. All score more than 0.70, which proves that the scale reliability does exist.

Table 1

Cronbach's Alpha for Resistance to Change Scale Factors

Resistance to change factors	α
1. Routine Seeking	0.74
2. Emotional Reaction	0.75
3. Short-term Thinking	0.74
4. Cognitive Rigidity	0.84

Table 2 also shows that the Organizational Justice Scale is reliable after calculating the Cronbach alpha for all four dimension of the scale. Cronbach's alpha was calculated for all four Organizational Justice Scale dimensions: Procedural, interpersonal, informational, and distributive justice, and calculated as 0.93, 0.92, 0.90, and 0.93 respectively. Both scales that were used in this study are reliable and have been used widely by other researchers.

Table 2

Cronbach's Alpha results for Organizational Justice Scale Dimensions

Organizational Justice Dimensions	α
1. Procedural Justice	0.93
2. Interpersonal Justice	0.92
3. Informational Justice	0.90
4. Distributive Justice	0.93

Validity. According to Pyrczak and Bruce (2007), an instrument's validity is defined as "the extent to which the instrument measures what it is designed to measure" (p. 86). The validity for the scales used in this research have also been measured in previous researches. In an effort to validate the instrument, Oreg (2003) conducted seven studies using the RTCS. On the first study the author started the process of structuring the scale and was validated on studies 2 and 3. On studies 3 and 4, Oreg established convergent and discriminant validity, and on studies 5 through 7 he found that the scale to be concurrent and predictive valid. On his effort to prove RTCS is valid, Oreg conducted a confirmatory factor analysis (CFA). The CFA supported all four factors: (a) routine seeking, (b) emotional reaction, (c) short-term thinking, and (d) cognitive rigidity. After measuring CFA for all four factors of the scales, the results showed the scale to be a good fit. The scale was not custom-made to measure a precise type of change, and yet was able to determine reason for resistance behavior in different situations. Also, the fact the instrument subscales were highlighted in variety of frameworks, with the agreement of their theoretical content is an evidence for validity of the RTCS.

Colquitt (2001) conducted two independent studies summarized in his journal to prove that his scale of four dimensions is valid. The first study examined justice in a university classrooms and the second study examine justice at workplace, and both studies found evidence for the scale validity. For the purpose of this study, being in a workplace setting, the researcher

discussed the validity of Colquitt's study 2. In analyzing the outcome of study 2 correlation among the latent variables with the structural model results, thirteen out of 16 justice outcome were significant. The result is an evidence that the scale has predictive validity. Colquitt used the CFA to explore if his four-dimensional scale is valid. CFA supported a four-dimensional scale to the measure. Colquitt also used tested several models including the four-dimensional model that was used in this study, which was found to be fitting.

Data Analysis

To address the research questions, several statistical data analysis methods were used, starting with gathering information about demographics, RTCS by Oreg (2003), and Organizational Justice Scale by Colquitt (2001), which included the process of editing and coding the raw data. The researcher attempted to clean the collected data if it was not consistent to reduce any chance of errors (Kumar, 2011). Then, a descriptive analysis was conducted, including means, medians, standard deviations, and percentages. Most of the descriptive data were calculated for the demographics to understand the population of the organization, and resistance to change factors to determine which factor scores more in the resistance to change. This information is essential for this study to ascertain the nature of the problem.

The software that the researcher used to analyze and display the data was Statistical Package for Social Science (SPSS). This software is widely utilized by researchers to analyze data and is a useful method to identify data trends (Creswell, 2009). When collecting the data, the initial step was to enter all the data into a Microsoft Excel spreadsheet before entering all the data into SPSS. The descriptive analysis included statistical measures, frequencies, and percentages. Some other measures were calculated such as repeated measures ANOVA and Spearman-Rho correlation coefficient. The product-moment correlation coefficients were

calculated to discover if there was a relationship among any of the variables involved in this study. Since the study aimed to study linear relationships between different variables, Spearman-Rho's correlation method was applied in the calculation process (Gall et al., 2003). Oreg's (2003) RTCS was the instrument to gather the required data to answer the first research question, *1. Within Alkhabeer Capital, what differences exist (if any) among the four factors of resisting change in Saudi Arabian organizations?* To analyze the first research question, the researcher used repeated measures ANOVA to show the differences amongst the resistance to change factors. For the second research question, *2. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change and the four dimensions of organizational justice?* the researcher studied the relationship between resistance to change factors and organizational justice dimensions, by using two different scales to gather data, Oreg's (2003) RTCS and Colquitt's (2001) Organizational Justice Scale. To analyze the data for second research question, Spearman-Rho correlations was the instrument used to find the relationship among the four factors of resistance to change and the four organizational justice dimensions. For the third and last question *3. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change and the five demographic variables?* The researcher used both Oreg's (2003) scale and the demographic survey to gather the data to study the relationship between the resistance to change factors and demographic variables, then Spearman-Rho correlations were used to find the relationship among the resistance to change factors and employees' demographic variables. All the data analysis steps are shown in Table 3.

While cultural values represent an essential part of Saudi Arabian's lives, this study did not focus on the studying the relationship between resistance to change and Saudi Arabian cultural values. The reason was simply because there was not a specific scale to measure the

level of culture influencing resistance to change. The researcher believed that studying the Saudi Arabian culture is a very critical subject that needs to be analyzed in depth. Given that this study is analyzing organizational justice and demographic characteristics about Saudi Arabian organizations, the researcher believed that this study is satisfactory.

Table 3

Data Analysis, Including Research Questions, Hypothesis, Scales, and Statistical Approach

Research Question	Related Null Hypothesis	Scales/Survey Items	Statistical Approach
1. Within Alkhabeer, what differences exist (if any) among the four factors of resisting change in Saudi Arabian organizations?	There are no differences among any of the four factors of resisting change in Saudi Arabian organizations.	Oreg's (2003) RTCS including: (a) Routine seeking: Items 1-5 (b) Emotional reaction: Items 6-9 (c) Short-term focus: Items 10-13 (d) Cognitive rigidity: Items 14-17	Repeated measures ANOVA were used to show the differences amongst the resistance to change factors.
2. Within Alkhabeer, what relationships exist (if any) among the four factors of resisting change and the four dimensions of organizational justice?	There will be no significant relationships among any of the four factors of resisting change with any of the four dimensions of organizational justice.	Oreg's (2003) RTCS including: (a) Routine seeking: Items 1-5 (b) Emotional reaction: Items 6-9 (c) Short-term focus: Items 10-13 (d) Cognitive rigidity: Items 14-17 & Organizational Justice Scale Colquitt (2001) including: (a) Procedural justice: Item 1-7 (b) Distributive justice: Items 8-11 (c) Interpersonal Justice: Items 12-15 (d) Informational Justice: Items 16-20	Spearman-Rho Correlations were used to find the relationship among the four factors of resistance to change and the four organizational justice dimensions.
3. Within Alkhabeer, what relationships exist (if any) among the four factors of resisting change and the five demographic variables (age, position, level of education, and gender)?	There will be no significant relationships among any of the four factors of resisting change with any of the five demographic variables (age, position, level of education, and gender).	Oreg's (2003) RTCS including: (a) Routine seeking: Items 1-5 (b) Emotional reaction: Items 6-9 (c) Short-term focus: Items 10-13 (d) Cognitive rigidity: Items 14-17 & Demographic Survey	Spearman-Rho Correlations were also used to find the relationship among the resistance to change factors and employees' demographic variables.

IRB Plan for Human Subject Considerations

This section of the dissertation discusses the protection of participants. The Institutional Review Board (IRB) committee is responsible for reviewing the research regarding human

subjects and has developed steps that include multiple applications along with a set of requirements that have to be met for approval. Pepperdine University's IRB primary goals are to protect the welfare of human subjects and guide researchers to lead an ethical study that complies with its regulations. The researcher completed the Pepperdine IRB application by following the standard instructions. Then the form was submitted to the dissertation chairperson and Pepperdine University approvals before submitting the application to be reviewed by the IRB committee. The researcher submitted the documents and materials needed to complete an expedited IRB approval. The Collaborative Institutional Training Initiative (CITI) training is completed by the researcher and shown in Appendix D.

Consent Procedure

To ensure that the human subject is protected in terms of privacy and confidentiality, the researcher sent out an email to all participants with an electronic informational consent. The consent included information about the study, such as the purpose of the study and what it aims to solve in the organization. the consent also assured that participating in the survey was not mandatory and that the participants' information remained confidential. The researcher's contact information was added to the consent sheet in case participants have any questions or concerns.

Participants were given a sufficient amount of time to read and review the consent agreement, and then they had absolute freedom to participate in the survey or not, since participation in this study was voluntarily. Once an employee chooses to participate in the survey, he/she must sign the consent electronically before proceeding to the questions of the survey. The only granted access to the survey was after signing the consent agreement, but participants still had the right to quit the survey without completing it at any time.

Confidentiality. Ethics in research refers to the norms, values, and rules that the study must follow. All the data and information that were collected from this study were confidential and were kept safe on the researcher's personal computer. The survey was confidential, which means that the researcher was the only person that could view the data from the survey. Participants were not required to provide any identification information unless they wish to enter the drawing for a cash reward of SR100, an equivalent of \$35. For participants to enter the drawing, he/she must complete the survey, and there were five winners. The data collected were only used for the purpose of this study and nothing else. Participants were informed that they were not required to provide any personal information, assuring them that their personal information would be kept confidential. Since protecting participants was a priority, the researcher took the following steps:

- No names were required in completing the surveys, unless if participants want to join the drawing for the SR100.
- No IP addresses were collected from any survey.
- The only person with access to the data was the researcher. Additionally, the data was saved on a hard drive and locked in a safe.
- All data and information collected will be deleted after 5 years after the completion of the dissertation.

The researcher made sure to follow all of the IRB's guidelines and complete all the documents needed. After completing the preliminary defense, the researcher sought a recruitment letter from Alkhabeer Capital. The letter of acceptance from the organization was uploaded with the IRB's request along with the online IRB application.

Summary

This chapter explained the research methodology, discussing the techniques and instruments used to collect and analyze the data. This study utilized a quantitative methodology using the Internet as a way to collect data through a web-based survey. Data were collected through a questionnaire survey. The population sample was chosen from all levels of employment at Alkhabeer Capital to find out what factors are related to resistance to organizational change. The population sample included over 134 employees from Alkhabeer Capital. The data gathering instruments to gather the needed data for this study were: RTCS by Oreg (2003), Organizational Justice Scale by Colquitt (2001), and a survey to collect the demographic variables. The researcher used SPSS as software to execute all data analysis. Several descriptive statistical measures were calculated in addition to Repeated measures ANOVA and Spearman-Rho correlations. The repeated measures ANOVA was used to show the differences amongst the resistance to change factors. Then the Spearman-Rho correlation was the instrument used to find the relationship among the four factors of resistance to change and the four organizational justice dimensions, and the relationship among the resistance to change factors and employees' demographic variables. Throughout this study, the researcher made sure all the process abided by IRB's regulations to protect human subjects.

Chapter Four: Data Analysis

The purpose of this quantitative correlational study, based on a post positivist worldview, was to study the reasons behind resistance to change in Saudi Arabian organizations, such as Alkhabeer Capital, and suggest approaches to minimize resistance and facilitate successful organizational change. This chapter will present and interpret the findings from the survey questionnaires. The result of the data analysis will be presented in tables with descriptions. The study included a total of 55 participants who work in Alkhabeer Capital, a Saudi Arabian organization. The design of this research revolved around three research questions:

1. Within Alkhabeer Capital, what differences exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) in Saudi Arabian organizations?
 - Null 1. There are no differences among any of the four factors of resisting change in Saudi Arabian organizations.
 - Alternative 1. There will be at least one difference among the four factors of resisting change in Saudi Arabian organizations.
 - Statistical Test: Repeated measures ANOVA will be used to show the differences amongst the resistance to change factors.
2. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the four dimensions of organizational justice (distributive, procedural, interpersonal, and informational)?
 - Null 2. There will be no significant relationships among any of the four factors of resisting change with any of the four dimensions of organizational justice.

- Alternative 2. There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four dimensions of organizational justice.
 - Statistical Test: Pearson Correlations will be the instrument used to find the relationship among the four factors of resistance to change and the four organizational justice dimensions.
3. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the five demographic variables (age, position, level of education, nationality and gender)?
- Null 3. There will be no significant relationships among any of the four factors of resisting change with any of the five demographic variables (age, position, level of education, nationality and gender).
 - Alternative 2. There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four demographic variables (age, position, the level of education, nationality and gender).

To analyze the dataset, the researcher divided the survey questionnaire into three sections: demographic information, Organizational Justice Scale, and RTCS. The dataset for demographic information is presented in Table 1 as frequencies and percentages. Then, the researcher ran multiple tests and statistical analyses on the data set to answer the research questions, including descriptive statistical measures, ANOVA, and Spearman-Rho correlation factor. The descriptive statistical analysis were calculated to show the mean and standard deviation to determine what scored high amongst all demographic measures, resistance to change

factors, and organizational justice dimensions. The descriptive statistical measures helped the researcher with areas such as knowing who participated in the study, determining which resistance factors scored higher than others, and ascertaining which organizational justice dimensions scored higher than others. Moreover, ANOVA was used to answer Research Question One to determine if there was any significant difference among resistance to change factors. Finally, Spearman-Rho correlations were calculated to determine if there were significant relationships between resistance to change factors and both organizational justice dimensions and demographic measures.

Table 4 displays the frequency counts for selected variables. The majority of the participants were male (76.4%) as expected from a business operated in Saudi Arabia. Ages ranged from “20 or Under (1.8%)” to “50 or older (1.8%)” with the median being 35.50 years old. The data set also included five age groups of Saudi Arabian employees with a median of 35.5 years old, and the majority (45.5%) of the respondents ranging between 31 and 40 years old, followed by the age group between 21 and 30 years old (38.2%). About three-quarters (74.5%) had at least a 4-year college degree, and 23.6% of the participants completed their Master’s degrees. Most of the participants were of Saudi nationality (69.1%). Organizational roles ranged from “entry level (12.7%)” to “senior management / executive (18.2%),” with the median role level being “middle management.” The study included all positions and levels of management, with both junior management and middle management scoring the highest with a percentage (34.5%), followed by senior management/executives (18.2%), which leaves the smallest percentage of participation to entry level employees (12.7%).

Table 4

Frequency Counts for Selected Variables (N = 55)

Variable	Category	<i>n</i>	%
Gender	Male	42	76.4
	Female	13	23.6
Age ^a	20 or under	1	1.8
	21-30	21	38.2
	31-40	25	45.5
	41-50	7	12.7
	50 or older	1	1.8
Education ^b	High school diploma	3	5.5
	Two-year college/certificate (Associate)	11	20.0
	Four-year college (Bachelor degree)	26	47.3
	Master's degree	13	23.6
	Doctoral degree	2	3.6
Nationality	Saudi	38	69.1
	Non-Saudi	17	30.9
Role ^c	Entry Level	7	12.7
	Junior Management	19	34.5
	Middle Management	19	34.5
	Senior Management/ Executive	10	18.2

^a Age: *Mdn* = 35.50 years^b Education: *Mdn* = 4-year college (Bachelor's degree)^c Role: *Mdn* = Middle Management

Table 5 displays the psychometric characteristics for the 10 summated scale scores (resistance to change factors and organizational justice dimensions). The total justice score had a mean of 3.01 falling in the “neutral” range on the Organizational Justice Scale. Procedural justice scored the lowest out of all Organizational Justice Scale dimensions with a mean of 2.81. Informational justice earned a slightly higher mean than procedural justice ($M = 2.98$), followed by distributive justice ($M = 3.03$), while interpersonal justice earned the highest justice subscale score ($M = 3.37$).

In measuring the mean scores of the RTCS factors, total resistance scored a mean of 3.28, which is basically the mean of all four factors of resistance to change. Routine seeking scored

the lowest out of all four factors ($M = 2.97$), and the short-time focus score was higher ($M = 3.30$). Cognitive rigidity scored just a bit higher than short-time thinking ($M = 3.35$), and the resistance factor that scored highest was emotional reaction ($M = 3.58$).

The Cronbach alpha reliability coefficients ranged in size from $\alpha = .59$ to $\alpha = .92$, with the median sized alpha being $\alpha = .83$. A common reliability standard is that the Cronbach alpha reliability coefficient needs to be $\alpha \geq .70$ (Nunnally, 1970). The findings suggested that nine of 10 scales had adequate levels of internal reliability, with the cognitive rigidity scale being the outlier ($\alpha = .59$), which could be a result of a translation issue (Table 5).

Table 5

Psychometric Characteristics for Summated Scale Scores (N = 55)

Score	# of Items	<i>M</i>	<i>SD</i>	Low	High	α
1. Total Justice	20	3.01	0.65	1.85	4.55	.90
2. Procedural Justice	7	2.81	0.76	1.14	4.71	.83
3. Distributive Justice	4	3.03	0.79	1.50	5.00	.77
4. Interpersonal Justice	4	3.37	1.02	1.00	5.00	.92
5. Informational Justice	5	2.98	0.90	1.00	5.00	.84
6. Total Resistance	17	3.28	0.76	1.29	4.53	.87
7. Routine Seeking	5	2.97	0.97	1.00	4.80	.72
8. Emotional Reaction	4	3.58	1.06	1.00	5.25	.83
9. Short-Term Focus	4	3.30	1.11	1.00	5.00	.82
10. Rigidity	4	3.35	0.83	1.25	5.25	.59

Note. Justice scales were based on a 5-point scale: 1 = *To a Very Small Extent* to 5 = *To a Very Great Extent* while the resistance scales were based on a 6-point metric: 1 = *Strongly Disagree* to 6 = *Strongly Agree*.

Answering the Research Questions

Research Question One. Research Question One asked, “Within Alkhabeer Capital, what differences exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) in Saudi Arabian organizations?”

The alternative hypothesis stated, “There will be at least one difference among the four factors of resisting change in Saudi Arabian organizations,” and the related null hypothesis stated, “There

are no differences among any of the four factors of resisting change in Saudi Arabian organizations.”

To answer this question, Table 6 displays the results of the repeated measures ANOVA test comparing the four factors of resisting change. The overall ANOVA model was significant ($p = .001$). Bonferroni post hoc tests found the routine seeking factor ($M = 2.97$) to be significantly lower than either the scores for emotional reaction ($M = 3.58, p = .001$). Also, routine seeking was significantly lower than short-term focus ($M = 3.3, p = .10$). No other pair of factor means was significantly different from each other at the $p = .10$ level. This combination of findings provided support for the alternative hypothesis, “There is at least one difference among the four factors of resisting change in Saudi Arabian organizations.”

Table 6

Repeated Measures ANOVA Test Comparing the Four Factors of Resisting Change (N = 55)

Factor ^a	<i>M</i>	<i>SD</i>
1. Routine Seeking	2.97	0.97
2. Emotional Reaction	3.58	1.06
3. Short-Term Focus	3.30	1.11
4. Rigidity	3.35	0.83

Note. The resistance scales were based on a 6-point metric: 1 = *Strongly Disagree* to 6 = *Strongly Agree*. ANOVA Model: $F(3, 162) = 6.19, p = .001$.

^a Bonferroni Post Hoc Tests: $2 > 1 (p = .001)$; $3 > 1 (p = .10)$; no other pair was significant at the $p = .10$ level.

Research Question Two. Research Question Two asked, “Within Alkhabeer Capital, what relationships exist (if any) among the five factors of resisting change (total, routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the five dimensions of organizational justice (total, distributive, procedural, interpersonal, and informational)?” The alternative hypothesis stated, “There will be at least one significant relationship between at least one of the five factors of resisting change and at least one of the five dimensions of organizational justice,” and the related null hypothesis stated, “There will be no significant

relationships among any of the five factors of resisting change with any of the five dimensions of organizational justice.”

Cohen (1988) suggested some guidelines for interpreting the strength of linear correlations. He suggested that a *weak correlation* typically had an absolute value of $r = .10$ (about one percent of the variance explained), a *moderate correlation* typically had an absolute value of $r = .30$ (about nine percent of the variance explained) and a *strong correlation* typically had an absolute value of $r = .50$ (about 25% of the variance explained). For the sake of parsimony, this discussion will primarily highlight those correlations that were at least of moderate strength to minimize the potential of numerous Type I errors stemming from interpreting and drawing conclusions based on potentially spurious correlations.

Table 7 displays the Spearman-Rho correlations among the five dimensions of organizational justice and the five factors of resisting change. Spearman correlations were used instead of the more common Pearson correlations due to the sample size ($N = 55$). In addition, due to the exploratory nature of this study, findings significant at the $p < .10$ level were noted to suggest possible avenues for future research. Out of the resulting 25 correlations, seven were significant at the $p < .10$ level, with four of those correlations being of moderate strength using the Cohen (1988) criteria. Total Justice had a significant negative relationship with total resistance ($r_s = -.28, p = .03$) and short-term focus ($r_s = -.30, p = .03$), which implies that with more justice there will be less resistance from employees.

After analyzing procedural justice with resistance to change and its factors, negative significant relationships were found with all the factors except cognitive rigidity. Procedural justice significant relationships were with: the total resistance to change ($r_s = -.34, p = .01$), routine seeking ($r_s = -.26, p = .05$), emotional reaction ($r_s = -.23, p = .08$), and short-term

thinking ($r_s = -.31, p = .02$). Interpersonal Justice had one negative significant relationship with the resistance to change factor short-term focus ($r_s = -.31, p = .01$; see Table 7). The findings from these correlations support the alternative hypothesis, “There will be at least one significant relationship between at least one of the five factors of resisting change and at least one of the five dimensions of organizational justice.”

Table 7

Spearman-Rho Correlations Between the Five Dimensions of Organizational Justice and the Five Factors of Resisting Change (N = 55)

Justice Dimension	Resisting Change Factors				
	Total Resistance	Routine Seeking	Emotional Reaction	Short-Term Focus	Rigidity
1. Total Justice	-.28 **	-.18	-.20	-.30 **	.05
2. Procedural Justice	-.34 ***	-.26 *	-.23 *	-.31 **	-.05
3. Distributive Justice	.06	.16	.01	.01	.03
4. Interpersonal Justice	-.22	-.15	-.07	-.35 ***	.16
5. Informational Justice	-.22	-.11	-.21	-.17	.07

* $p < .10$. ** $p < .05$. *** $p < .01$. **** $p < .005$. ***** $p < .001$

Research Question Three. Research Question Three asked, “What relationships exist (if any) among the five factors of resisting change (total, routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the five demographic variables (age, position, level of education, nationality and gender)?” The alternative hypothesis stated, “There will be at least one significant relationship between at least one of the five factors of resisting change and at least one of the four demographic variables (age, position, the level of education, nationality and gender),” and the related null hypothesis stated, “There will be no significant relationships among any of the five factors of resisting change with any of the five demographic variables

(age, position, level of education, nationality and gender).” Table 8 displays the Spearman-Rho correlations among the five resistance scale scores and the five demographic variables. Out of the 25 resulting correlations, four were found to be significant at the $p < .10$ level; however, none of those correlations were of moderate strength using the Cohen (1988) criteria. Specifically, age had significant negative correlations with total resistance ($r_s = -.25, p = .07$), emotional reaction ($r_s = -.25, p = .06$), and short-term focus ($r_s = -.29, p = .03$). In addition, role had a significant negative correlation with total resistance ($r_s = -.23, p = .09$) in that respondents working at lower levels in their organization had more total resistance. These findings provided support for the alternative hypothesis, “There will be at least one significant relationship between at least one of the five factors of resisting change and at least one of the four demographic variables (age, position, the level of education, nationality and gender)” (Table 8).

Table 8

Spearman-Rho Correlations Between Summated Scale Scores and Demographic Variables

($N = 55$)

Scale Score	Gender ^a	Age	Education	Nationality ^b	Role ^c
1. Total Resistance	-.07	-.25*	.02	.02	-.23*
2. Routine Seeking	.06	-.13	.02	-.04	-.10
3. Emotional Reaction	-.03	-.25*	-.01	.00	-.19
4. Short-Term Focus	-.10	-.29**	-.09	.02	-.22
5. Rigidity	-.10	-.15	.19	-.04	-.13
6. Total Justice	.04	-.02	.21	-.14	-.02
7. Procedural Justice	.02	.03	.10	-.19	.16
8. Distributive Justice	-.25*	.09	.14	.13	.05
9. Interpersonal Justice	.16	-.07	.26**	-.07	-.15
10 Informational Justice	.08	-.15	.08	-.02	-.11

* $p < .10$. ** $p < .05$. *** $p < .01$. **** $p < .005$. ***** $p < .001$

^a Gender: 1 = Male, 2 = Female.

^b Nationality: 1 = Saudi 2 = Non-Saudi.

^c Role: 1 = Entry Level to 4 = Senior Management / Executive.

Additional Findings

Table 8 also presents the Spearman-Rho correlations among the five dimensions of organizational justice and the five demographic variables. Out of the resulting 25 correlations, two were significant at the $p < .10$ level, with none of those correlations being of moderate strength using the Cohen (1988) criteria. Specifically, gender was negatively correlated with distributive justice, meaning females received less distributive justice as compared to males ($r_s = -.25, p = .06$). In addition, education was positively correlated with interpersonal justice ($r_s = .26, p = .05$).

Summary

In summary, this study used data gathered from 55 participants who worked for a Saudi Arabian organization in order to explore the reasons behind resistance to change in Saudi Arabian organizations, such as Alkhabeer Capital, and suggest approaches to minimize resistance and facilitate successful organizational change when using a post positivist worldview. In doing so, the researcher studied the relationship between resistance to change and both organizational justice and demographic characteristics. The researcher believed that organizational justice and some demographic characteristics can affect resistance to change, whether that affect is positive or negative.

Hypothesis One, “There will be at least one difference among the four factors of resisting change in Saudi Arabian organizations,” was supported after finding scores for routine seeking factor to be significantly lower than either the scores for emotional reaction and short-term focus (See Table 3). Hypothesis Two, “There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four dimensions of organizational justice,” was also supported by seven significant relationship between some of the

resistance to change factors and the organizational justice dimensions. Total justice had a significant negative relationship with total resistance and short-term focus. Moreover, interpersonal justice had a significant negative relationship with short-term focus. Lastly, procedural justice significant negative relationship with total resistance and all the factors, except for cognitive rigidity (See Table 4). Hypothesis Three, “There will be at least one significant relationship between at least one of the four factors of resisting change and at least one of the four demographic variables,” was supported by four significant negative relationships. Age had a significant negative relationship with total resistance, emotional reaction, and short-term focus. Also, role had a significant negative relationship with total resistance (See Table 5). All hypotheses were supported by the study findings in more than one way. In the final chapter, these findings will be compared to the literature, conclusions and implications will be drawn, and a series of recommendations for practice and future research will be suggested.

Chapter Five: Discussion

The purpose of this correlational study was to examine the relationship between resistance to change and organizational justice, as well as the relationship between resistance to change and demographic measures of Saudi Arabian organizations. The findings will help identify the reasons behind employees' resistance to change in order to provide recommendations for practice and the general literature. The scales that were used in this study are pre-existing have been tested for validity and reliability. To measure resistance to change, the researcher used Oreg's (2003) RTCS because the scale divides the reasons for resisting change into four factors (routine seeking, emotional reaction, short-term focus, and cognitive rigidity). Colquitt's (2001) Organizational Justice Scale was used to measure workplace fairness as perceived by employees because the scale categorizes justice into four dimensions (distributive, procedural, interpersonal, and informational).

The research design was based on a quantitative research method, collecting primary data from employees who work in Saudi Arabian organization through online survey questionnaires. The data were collected from 65 employees out a sample of 134 employees from Alkhabeer Capital. The researcher waited a week before sending out a friendly reminder email to all participants to complete the survey in case they had forgotten to do so. The process of sending reminders lasted for 3 more weeks before the researcher closed the survey after exactly 4 weeks from the day the surveys were distributed. After collecting the data from Alkhabeer Capital's employees, the researcher closed the survey and sent a thank you email to Alkhabeer Capital organization for allowing the researcher to conduct the study. The researcher sent another email to the Alkhabeer's representative to be forwarded to all employees to thank them for

participating in this study, and helping the researcher and the organization to understand the resistance to change in Saudi Arabia.

This chapter will discuss the key findings from this study as they relate to the study's guiding research questions. The key findings will be discussed in comparison to the review of literature, in terms of the findings agree or disagree with the literature. This chapter will also present a series of recommendations for practice regarding implementing successful change with less resistance. In addition, the researcher will propose recommendations for further research in the subject that this study could not achieve, or other ways the researcher believes will be better fit for Saudi Arabia. To remind the reader about the objective of this dissertation, the researcher will briefly restate the problem statement, the purpose of the study, and the research questions.

Statement of the problem. Saudi Arabian organizations are facing difficulties implementing effective organizational change due to employees' resistance. The problem originates from the fact that the world is changing every day and such change cannot be avoided. Saudi Arabian organizations are no exception, especially after Saudi Arabia joined the WYO in 2005, and the market became more competitive and technologically advanced. Saudi organizations face resistance from their employees based on the heavy influence of religion and traditions, which in turn affect employees' judgment. Alkhabeer Capital understands that change is inevitable, but resistance has always been a major concern for the organization, whether it is related to culture, religion, gender, age, or position.

Purpose of the study. This purpose of this quantitative correlational study was to study the reasons behind resistance to change in Saudi Arabian organizations, and suggest approaches to minimize resistance and facilitate successful organizational change. In doing so, the researcher hoped to shed some light on ways Saudi Arabian organizations could adapt and minimize

resistance to change. Such research sought to discover a sustainable way for Saudi Arabian organizations to be able to implement organizational changes successfully in the future. The most effective way to succeed in adapting to new technology or a new work ethic is to determine what causes employees to resist and then respond to those issues. This study explored the views of respondents in Saudi Arabian organizations about the causes, sources, and results of resistance, and the strategies the administration can use to reduce resistance to change.

Research questions. This research investigated three research question to study resistance to change in Saudi Arabian organizations considering the environment and its influences:

1. Within Alkhabeer Capital, what differences exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) in Saudi Arabian organizations?
2. Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the four dimensions of organizational justice (distributive, procedural, interpersonal, and informational)?
3. What relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the five demographic variables (age, position, level of education, nationality and gender)?

Key Findings

The data were collected from all employees from Alkhabeer Capital including a diverse representation of genders, ages, positions, and nationalities. The total number of completed surveys was 65 surveys, but after cleaning the dataset and eliminating the missing data, the final

number was a total of 55 completed surveys. The number of male participants was noticeably larger than the females, with a percentage of 76.4% respondents; this is understandable because there are fewer females than males in Alkhabeer Capital specifically, and in the Saudi workplace in general. Female workers at Alkhabeer Capital represent nearly 20% according to the organization's representative Abdulrahman Baroom, which makes women's participation in this study high at 23.6%. Women's participation in the Saudi workplace has been increasing in recent years, but still not close to women occupancy percentage, which is 44.8% of Saudi Arabia's population (Saudi Central Department of Statistics and Information, 2007). This study's findings about gender are in agreement with the findings of Al-Shaikh (2003), who stated that gender role is improving by giving women more opportunities in the workforce, since Islam promotes gender equality, yet women are still not remotely equal to men in the workplace with regard to pay and position.

The data set also included five age groups of Saudi Arabian employees, with a median age of 35.5 years old, and the majority (45.5%) of respondents between the ages of 31 and 40 years old, followed by respondents between the ages of 21 and 30 years old (38.2%). These findings support the notion that the population of Saudi Arabia is considered young, generally under the age of 30; this age group represents more than half the population (Saudi Central Department of Statistics and Information, 2007).

In terms of respondents' nationalities, there were more Saudi Arabian employees (69.1%) than non-Saudi Arabians, which makes sense since Saudi Arabia enforces Saudization laws on Saudi Arabian organizations to provide more jobs for citizens of the kingdom. The purpose of studying Saudi Arabians versus non-Saudi Arabians was to determine if there is

correlation between nationality and resistance to change, but no significant relationship was found between these variables.

Another demographic measure collected was respondents' level of education. Employees who completed 4-year college degree scored a high percentage (47.3%), followed by employees who completed their Masters degrees (23.6%). This finding shows that Alkhabeer Capital's employees are highly educated, which might make the subject of organizational change familiar. No significant relationship was found between level of education of Alkhabeer's employees and resistance to change

Finally, the study included all positions and levels of management, with both junior management and middle management scoring the highest (34.5%), followed by senior management/executives (18.2%), rendering entry level employees the smallest group of participants (12.7%). According to Baroom, Alkhabeer Capital's representative, the organization is facing resistance from the subordinates' level, which had the lowest percentage of participation in this study. The findings showed a significant negative relationship between resistance to change and employees' position, indicating that higher positions at Alkhabeer tend to show less resistance than lower positions. Dent and Goldberg (1999) disagreed with this finding, as they suggested that resistance to change is not caused by subordinates, but rather by managers. Spreitzer and Quinn (1996) added that lower level employees are usually more eager to make changes, but might face some challenges and resistance from upper management.

After analyzing the dataset from the Organizational Justice Scale, the total justice mean was calculated at $M = 3.01$. The higher the mean is, the more justice is perceived by employees. This study's mean was approximately 3, which represents *neutral* on the Organizational Justice Scale. This does not show any sign of the employees' satisfaction with or disapproval of the

organization's organizational justice. Among the four dimensions of organizational justice, the dimension that scored the highest score was interpersonal justice with a mean of $M = 3.37$. This means that the employees feel Alkhabeer Capital treats them with respect and appreciation. Recall that the majority of the survey participants were in the management level. Higher management usually receives better treatment than employees in lower positions, which explains the high score in the interpersonal justice dimension. Next, distributive justice, which refers to input versus output at any given change, received a mean ($M = 3.03$). Informational justice scored a low mean ($M = 2.98$), which means the employees feel like the organization does not share enough information about change with its employees. Procedural justice, which refers to the process and methods that facilitates any organizational change, scored the lowest out of all Organizational Justice Scale dimensions with a mean of $M = 2.81$. This shows that Alkhabeer's employees do not agree with the procedures that accompany change.

The researcher then analyzed the dataset from the RTCS, which is divided into four resistance factors: (a) routine seeking, (b) emotional reaction, (c) short-term thinking, and (d) cognitive rigidity. Total resistance scored a mean of $M = 3.28$, which is basically the mean of all four factors of resistance to change. Routine seeking scored the lowest out of all four factors ($M = 2.97$), which mean that the employees are unlikely to resist change because they prefer the same daily comfortable routine. Short-time focus score earned a higher mean ($M = 3.30$), which falls into an area between *tend to disagree* and *tend to agree*, but leans more toward *disagree*, showing employees' unlikeliness to disagree with change during its early stage due to the hard work and stress characteristic of that period. Cognitive rigidity scored just a bit higher than short-term thinking ($M = 3.35$); this finding also means that employees are more likely to disagree with change due to the insufficiency of the information given. This finding also shows that Alkhabeer

Capital's employees are set on their own ways and there is no way to change their minds. The resistance factor that scored highest was emotional reaction ($M = 3.58$); the score shows that employees are likely to resist change due to the stressful and uncomfortable emotional reactions resulting from new organizational change.

Findings in Relation to the Research Questions

The researcher developed three research questions to study resistance to change in Saudi Arabia. In the following section the researcher will discuss the findings in relation with the three research questions. In addition, the researcher will compare the findings with the review of literature. The researcher ran multiple test and statistical measures on the data set to answer the research questions, including descriptive statistical measures, ANOVA, and Spearman-Rho correlation factor. The descriptive statistical measures were calculated to show the mean and standard deviation to show what scored high amongst all demographic measures, resistance to change factors, and organizational justice dimensions. The descriptive statistical measures helped the researcher with areas such as; know who participated in the study, which resistance factors scored higher than others, and which organizational justice dimension scored higher than others. The detailed discussion of the key findings in relation with the research question and the review of literature led to valuable conclusion in addition to practice and future research recommendations.

Research Question One. Research Question One asked, Within Alkhabeer Capital, what differences exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) in Saudi Arabian organizations? To answer this question, the researcher applied repeated measures ANOVA to show the differences amongst the resistance to change factors. The scale consisted of 17 items divided into four main

factors: routine seeking, emotional reaction, short-term thinking, and cognitive rigidity. Each of these factors was measured by applying the 6-point Likert-type scale, which ranges from 1 (*strongly disagree*) to 6 (*strongly agree*). Table 6 displays the results of the repeated measures ANOVA test comparing the four factors of resisting change. The results of the statistical analysis showed that there are only two significant differences: routine seeking earned a significantly lower score than emotional reaction ($p = .001$), as well as short-term focus ($p = .10$). The mean for routine seeking ($M = 2.97$) showed that employees are unlikely to resist change and would prefer to keep the daily routine over a new change that could be more beneficial for the organization. Emotional reaction scored a mean of $M = 3.58$, meaning that the idea of organizational change tends to make employees feel tense and uncomfortable. No other pair of factor means was significantly other at the $p = .10$ level. This combination of findings provided support for the alternative hypothesis.

The researcher believes that there might have been bias in answering the RTCS part of the survey questionnaire. Some employees tend to answer according to what is the right thing to do, not what they actually feel toward organizational change. According to Baroom, the representative of Alkhabeer Capital, the organization has been undergoing changes in their company policy and operating system, which have been met with great resistance from their employees. That statement by Baroom contradicts the results. Another possible reason for the results was that most of the respondents were from middle management and higher, and are mostly involved in the decision making regarding organizational changes. Additionally, there is a possibility that employees answered in a way that avoids conflict. This assumption is in alignment with the assertions of Ali (1996), who stated that the general rule in Saudi Arabia is to avoid conflict, where the majority of people allow leadership to make decisions. The greatest

percentage of the respondents was highly educated individuals who may be familiar with organizational change theory and its advantages. Individuals with that background know what the right answer is even if they feel otherwise, and might have answered the survey according to that knowledge, not based on how they truly feel about change.

To sum up then findings for the first research question, the researcher believes that the respondents were very modest in answering the questions, or perhaps responded with what they believe is the right answer according to the subject of organizational change and its benefits. Although the mean scores were relatively low, the significant differences between the factors helped determine which factors might be causing resistance in Alkhabeer Capital. In this study, emotional reaction and short-term focus earned the highest scores, highlighting them as factors that cause resistance to change. Emotional reaction refers to the emotions that result from a new change. These findings are in accordance with Oreg's (2003) theory that strong emotions could lead to hesitation toward change. Conner's (1999) writings also support this finding by suggesting that individuals views change as losing control and creating more stress. The second factor was short-term thinking, which refers to the doubts employees develop in the early stage of an organizational change. This finding is in alignment with Piderit's (2000) theory about employees initially accepting change, then resisting it in the early stage once they face with any difficulties. Lewin (1951) mentioned that in the early stage employees must put in more effort, which might dampen their enthusiasm. Additionally, Oreg agrees that employees might judge the entire change on the early stage, which is a more difficult stage than other stages of change.

Research Question Two. Research Question Two asked, Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the four dimensions of

organizational justice (distributive, procedural, interpersonal, and informational)? To answer this question, the researcher applied Spearman-Rho correlations to the dataset of both the RTCS and the Organizational Justice Scale to determine the relationship among the four factors of resistance to change and the four organizational justice dimensions. As mentioned before, the RTCS is a 17-item scale that is divided into four factors: routine seeking, emotional reaction, short-term thinking, and cognitive rigidity, measured using a 6-point Likert-type scale, which ranges from 1 (*strongly disagree*) to 6 (*strongly agree*). The Organizational Justice Scale is a 20-item scale that is also divided into four dimensions: procedural justice, distributive justice, interpersonal justice, and informational justice. These dimensions are measured using a 5-point Likert-type scale, ranging from 1 (*to a very small extent*) to 5 (*to a very large extent*).

Out of the resulting 25 correlations, seven were significant at the $p < .10$ level, with four of those correlations being of moderate strength using Cohen's (1988) criteria. Total justice had significant negative relationship with total resistance ($r_s = -.28, p = .03$) and short-term focus ($r_s = -.30, p = .03$), which implies that with more justice there will be less resistance from the employees (Table 7). This finding agrees with the assertion of a number of authors in the literature review. Fairness in the workplace helps people feel more confident about the outcome of a change, which eliminates uncertainty (Lind & Van Den Bos, 2002). Shah (2011) added that organizational justice has a significant effect on individuals' resistance to change. Furthermore, the atmosphere that organizational justice creates in a workplace influences employees to have a more positive attitude towards change (Guo & Giacobbe-Miller, 2012). Kiefer (2005) added that most employees are concerned about organizational justice when it comes to organizational change. Moreover, justice during the process of change can make employees feel that the change is fair and plays an important role in a successful change process (Fedor et al., 2006).

After analyzing procedural justice in relation to resistance to change and its factors, negative significant relationships were found with all the factors except cognitive rigidity: namely with the total resistance to change ($r_s = -.34, p = .01$), routine seeking ($r_s = -.26, p = .05$), emotional reaction ($r_s = -.23, p = .08$), and short-term thinking ($r_s = -.31, p = .02$; See Table 7). This shows that the more employees feel that the organization is being fair and clear with its employees (such as by providing information regarding the methods and process involved in the change and the output required), the less likely the employees are to resist due to the difficulty the face in the early stage from not knowing what the outcome is. The finding indicates that by increasing the consistency, accuracy, and ethics, and by diminishing the bias of the procedures of any change, employees are less likely to resist change. This relationship makes sense and agrees with most of the literature review that mentioned resistance to change and organizational justice in the same context. These findings appears to demonstrate that there is a relationship between resistance to change and organizational justice, as mentioned in the literature review.

Organizational justice is affects with human behaviors, especially during change (Moorman, 1991). A study conducted by Cropanzano and Floger (1989) found when employees feel the procedures that goes along with change are perceived as unfair, they are most likely to resist change. Also, Van Dam et al. (2008) found that by providing more information and chances for employees to be part of the procedures, employees are less likely to resist. In contrast, some researchers disagree with the previous finding about providing information. A study that Oreg (2006) conducted found a positive correlation giving between more information and resistance, meaning that the more information given to the employees, the more they resist. Oreg explained that sometimes the information given reveals some facts that affect some employees negatively, which causes employees to resist.

Interpersonal justice had one negative significant relationship with short-term focus. Interpersonal justice refers to how respectfully, appropriately, and politely the organization treats its own employees (Greenberg, 1993). Interpersonal justice has a lot to do with leadership qualities. The statistically significant relationship between interpersonal justice and short-term focus was found to be negative, which suggests that the more Alkhabeer treats its employees in an appropriate and respectful way, the less likely there is to be resistance from employees in the early stage of an organizational change. It seems like employees in Alkhabeer Capital tend to feel like they are treated with respect and appreciation according to the survey with a mean of $M = 3.37$, which falls between *neutral* and *to a large extent*. This finding agrees with Herscovitch and Meyer (2002), who found in their leadership study that if leaders treat their employees fairly during change, the change go smoothly.

This section will discuss the rest of the dimension: distributive and informational justice. With regard to distributive justice correlations with resistance to change and its factors, no significant relationship was found. Distributive justice is considered one of the most important dimensions because it represents justice that is measured by evaluating input versus output. It also comes as a surprise because distributive justice scored the second highest mean out of all the organizational justice factors in this study. This finding contradicts Lowe and Vodanovich's (1995) theory that distributive justice is more important than procedural justice, which was not the case in this study. Informational justice also did not have any significant relationships with resistance to change or any of its four factors. One explanation for this finding could be that the majority of the respondents were from higher management, who usually are involved in the change.

Short-term focus and procedural justice demonstrated a negative significant relationship with total organizational justice and total resistance to change, respectively, which showed the importance of both short-term focus and procedural justice to Alkhabeer's employees. Moreover, no positive significant relationships were found between any of the resistance to change factors and the organizational justice dimensions. The researcher predicted the negative relationship between organizational justice and organizational justice. A main goal of this study was to demonstrate that when the employees are treated with justice and fairness, it builds employees' loyalty to the organization and decrease resistance to organizational change. Based on the results of this study that took place at Alkhabeer Capital, the researcher could not provide evidence for some of the theories that emerged during the review of the literature.

Research Question Three. Research Question Three asked, *Within Alkhabeer Capital, what relationships exist (if any) among the four factors of resisting change (routine seeking, emotional reaction, short-term focus, and cognitive rigidity) and the five demographic variables (age, position, level of education, nationality and gender)?* To answer the last research question, Spearman-Rho correlations were also applied to the Organizational Justice Scale and the demographic measures of Alkhabeer Capital. As mentioned previously, the RTCS is a 17-item scale that is divided into four factors: routine seeking, emotional reaction, short-term thinking, and cognitive rigidity, measured using a 6-point Likert-type scale, which ranges from 1 (*strongly disagree*) to 6 (*strongly agree*). The demographic measures were collected through a section in the survey questions that gathered five demographic characteristics of Alkhabeer's employees, including: gender, age, level of education, nationality, and position. Table 8 shows the data related to this question. Age demonstrated a significant negative relationship to total resistance ($r_s = -.25, p = .07$), emotional reaction ($r_s = -.25, p = .06$), and short-term focus ($r_s = -.29,$

$p = .03$). These negative relationships between the age of the employees and resistance to change and its factors implies that younger employees tend to resist change more than older employees, and that younger employees especially lose their patience in the early stage of organizational change due to the difficulties of the process and the unknown outcomes. Facing difficulties in the early stage can result in a feeling of stress or losing control, which also lead to more resistance. The majority of the employees in Alkhabeer's survey population are represented by a younger generation, with 38.2% of employees between the ages of 21-30 years old, and 45.5% between the ages of 30-40 years old. This creates an issue for Alkhabeer Capital and similar organizations, as more than half of Saudi Arabia is populated with people under 30 years old. The fact that the majority of Alkhabeer Capital's managers is young contradicts with the review of literature, which indicated that age is important for Saudi managers to obtain higher-level positions (Marshall Hunt & At-Twajiri, 1996). Short-term focus as a resistance factor represents an individual disposition to change in the early stage; with age being a factor that causes resistance, it makes sense that younger generations have less patience if they do not see the outcome. This could be a major problem because, according to Fatany (2013), young people are considered the main driving force of Saudi Arabia in terms of adopting and introducing new successful ways to prepare young people to embrace change. However, this research shows that young people are most likely to resist change, which might slow the advancement of Saudi Arabian organizations.

Another significant negative relationship was found between position in the organization and total resistance ($r_s = -.23, p = .09$) in that respondents working at lower levels in the organization had more total resistance. This negative relationship indicates that the higher the position, the less likely an employee is to resist change. The researcher noticed that there were

fewer low management and entry level management respondents (who usually resist change) than high and middle management (who usually who make the decisions regarding organizational change). Additionally, most of the respondents were highly educated and probably familiar with organizational change, which may have driven individuals to give the right answer instead of what they actually felt. This finding contradicts Oreg's (2006) statement that higher-level employees tend to resist change because it represents a threat to their power and prestige, thus potentially causing them to lose their positions. This research finding showed otherwise, but there is always a chance of bias that individuals in higher positions answered in a dishonest way. The findings also contradict the assertions of Dent and Goldberg (1999), who suggested that resistance to change is not caused by subordinates, but rather by managers. Spreitzer and Quinn (1996) also proposed that lower level employees are usually more eager to make changes, but might face some challenges from higher management.

Other Findings

No statistical significant relationship was found between gender and any resistance to change factors. This finding contradicts with the literature that indicates that women's role in business is repressed and there is no improvement in gender equality. When studying gender role in relationship to organizational justice dimensions, the researcher found a relationship between gender and justice dimension distributive justice ($r_s = -.25, p = .06$). Distributive justice refers to the perceived fairness after an individual's evaluation of input versus output (Adams, 1965). The relationship found was negative, meaning men perceive more distributive justice than women, indicating that men still get rewarded more than women. This finding substantiates a theory by Al-Shaikh (2003), which indicates that women's roles are improving, but women still are not remotely equal to men in the workplace with respect to position and salary. The finding also

agrees with the literature that indicates that the male role is more influential than the female role and is the dominant gender role in Saudi society (Jaeger, 1986). Gender had no other relationships with resistance to change or any of the resistance factors, showing no difference between men and women in terms of resistance to change. Female participants have proven to be well educated and aware of the benefits of organizational change; however, they are not as well rewarded as men. The findings regarding gender role indicate that:

- Women are also more eager to support change than men, and organizations should capitalize on that and have women lead change sometimes.
- Women should have the voice to explain how organizational change is beneficial, such as how it was good for them, to influence others to accept change.
- Women are well-respected in the workplace, yet still not equal to men when it comes to pay and role.
- Organizations should capitalize on the talents of educated women, and give females the confidence and authority they deserve to add more success for the organization.

The researcher noticed a trend of statistically significant relationships with the resistance factor short-term focus, which usually takes place in the early stage of an organizational change. The factor scored a mean of $M = 3.3$, which falls between *tend to agree* and *tend to disagree*. Short-term focus had a significant negative relationship with organizational justice in general and two justice dimensions in particular: procedural and interpersonal justice. Short-term focus also had a significant negative relationship with age. This factor seems to have more issues than any other issues in Alkhabeer Capital, and something must be done to overcome this obstacle. The findings regarding age and short-term focus indicate that:

- The younger generation has less patience than generations with experience. They are more eager to get to the finish line, but not to change their ways, which is part of organizational change.
- The lack of enough information about the mechanism of change in early stage causes stress and discomfort for employees.
- The way the organization treats their employees with respect and graciousness gives employees the push they need to get through the early stage of an organizational change. When employees feel underappreciated, they are likely to lose interest in putting more effort through the difficult steps of a change.
- The organization should focus on the importance of the early stage of an organizational change, because it seems that it is the stage where employees lose interest and resist change.
- Motivating employees and sharing information about the mechanisms and procedures of change might help employees understand change better and make them feel that they are part of that change.

The organizational justice dimension of procedural justice also appeared frequently in the finding of this study, which is associated with the mechanisms and methods of an organizational change (Folger & Cropanzano, 1998). Procedural justice scored the lowest out of all the organizational justice dimensions with a mean of $M = 2.81$, which is a very low score. The dimension had significant correlations with: total resistance, routine seeking, emotional reaction, and short-term focus. Employees feel that they are not involved in the decision making of any organizational change, and that they do not matter to the organization. When looking at the procedural justice section (see Appendix G) in the survey, given that part of the survey was

measured using a 6-point Likert-type scale ranging from 1 (*strongly disagree*) to 6 (*strongly agree*), the researcher found the following:

- In answering the first question – *Have you been able to express your views and feelings about those procedures?* – employees feel they are not welcome to express their feeling about change, with a low mean of $M = 2.95$. This state of affairs is very discomfoting and makes employees feel that they do not belong to the organization.
- With regard to the second question – *Have you had influence over the change arrived at by those procedures?* – employees do not feel that they have any influence on the change or its procedures ($M = 2.73$). Arabic culture scores high in collectivism, which means people prefer to make decisions based on consensus (Chhokar et al., 2007). However, the findings agree with the literature that in Arab businesses, decisions are made by upper management, while subordinates are not involved in the decision-making (Badawy, 1980).
- The third question – *Have those procedures been applied consistently?* – earned an even lower value of the mean ($M = 2.51$), meaning that employees do not think the organization is consistent with its procedures when it comes to change, which creates discomfort and uncertainty. This finding is in alignment with Kabasakal and Bodur's (2002) assertion that culturally Arabs prefer not to make decisions based on the unknown.
- The fourth question asked, *have those procedures been free of bias?* In answering this question, employees scored a mean of $M = 2.73$. This is considered a very low score, and it could mean that employees are not trusting their organization's decisions. According to Kotter and Schesinger (1999), the existence of trust between

management and employees will help ensure an effective change that has all participants on the same page. Trust is very important in Arab businesses because leadership in Saudi culture is built upon the individual's ability to build trust in his followers (Ali, 2011).

- The next question asked, *have those procedures been based on accurate information?* The mean for the responses to this question was $M = 3.04$, which means employees feel *neutral* about if the information they received about whether the procedures are accurate or not. To explain this finding, the researcher believes that employees in this situation were divided on the matter between agreeing and disagreeing.
- The sixth question asked, *have you been able to appeal the change arrived by those procedures?* Employees' answers showed a low mean ($M = 2.47$), which indicates that employees are not able to appeal the change, which means that the opinions of employees do not matter and will not make a difference. This finding agrees with the literature, which implies that when decisions are made, employees follow without questioning (Al-Twajri, 1989; Badawy, 1980).
- The last question of the procedural justice section was, *Have the procedures upheld ethical and moral standard?* The mean for this question was $M = 3.22$, which is still low when considering the subject of moral and ethics in Saudi Arabia, a country whose culture promote high ethics and morals. This result contradicts the findings of a study by Ali and Al-Kazemi (2007), indicating that Arab managers and leaders have a high commitment to Islamic ethics.

To summarize the findings related to procedural justice, the researcher found that employees scored very low in this dimension. Employees feel that they cannot express their

feelings about the change and the procedures that go with it. Respondents also expressed the feeling that they do not feel that they have any influence in the procedures of a change. The low score for consistency of the procedures might create a case of uncertainty avoidance. Employees showed concern about the accuracy of the information they were given regarding change. They expressed their feeling that the procedures are not free of bias, which might result in distrust between employees and the organization. These findings raise concerns for Saudi Arabians about how employees feel at this stage, and organizations need to do something to address this problem to implement a successful change.

Conclusions and Implications

This study aimed to study resistance to change in Saudi Arabian organizations in order to identify the reasons behind employees' resistance. In doing so the researcher studied the relationship between resistance to change and organizational justice, as well as with the demographic characteristics. The study was conducted in a Saudi Arabian organization—Alkhabeer Capital—that has been experiencing resistance from their employees. The survey was sent to the entire staff of Alkhabeer Capital, 48.5% of whom responded to the questionnaires. Male participation represented 76.4% of the study population, which is a good reflection of reality, since only 20% of Alkhabeer's workforce is female. Generally, most of the employees are in their 20s and 30s, and are highly educated. Junior management and middle management represented 69% of the respondents, and the lowest percentage of the respondents came from entry level employees (7%).

Based on the findings, the study found only two significant differences between the resistance to change factors; the routine seeking factor ($M = 2.97$) was significantly lower than the scores for emotional reaction ($p = .001$) and short-term focus ($p = .10$). The resistance to

change factors scored: emotional reaction ($M = 3.58$), cognitive rigidity ($M = 3.35$), short-term focus ($M = 3.3$), and routine seeking ($M = 2.97$). The highest factor statistically was emotional reaction, which deals with emotions that employees feel when they lose a sense of control, feel stressed, or are thoughtful (Conner, 1992; Kanter, 1985). Although emotional reaction scored the highest, short-term focus had the most relationship with organizational justice dimensions and demographic measures than any other factors. The findings showed negative relationships between short-term focus and two organizational justice dimensions: procedural justice and interpersonal justice. That relationship indicates that organizations can minimize resistance to change based on short-term focus by capitalizing on procedural and interpersonal justice. A significant negative relationship was also found between short-term focus and employees' age, which showed that younger employees have less patience, especially in the early stage of a change. Age also had a significant relationship with the resistance to change factor of emotional reaction, indicating that younger employees are more likely to resist change when they feel a loss of control, stress, or that the change will be a failure in the early stage.

The organizational justice dimension of procedural justice and the age factor from the demographic measures showed more relationships resistance to change factors, especially short-term thinking, than the other variables. Procedural justice is represented by the methods and procedures that facilitates an organizational change; this study demonstrated that it has significant correlations with almost all resistance to change factors. From the findings of this study, procedural justice showed that it was a critical dimension to Saudi Arabian organizations, and they need to involve their employees when designing that stage of change, especially employees who will participate in the change. Age is another important issue in this study, especially given that many Saudi Arabians are considered young. Organizations in Saudi Arabia

need to pay more attention to this matter and invest in special training programs that prepare young employees to be ready for change. Lastly, short-term focus had the most significant correlations with organizational justice and demographics, which means that early stages of are where employees mostly resist change.

The findings of this study supported the hypotheses for all three research questions. This study showed how important organizational justice is to Saudi Arabian organizations, and how the existence of justice will reduce employees' resistance. Businesses in Saudi Arabia need to focus on building a fair environment for their employees where employees can share their views and be involved in the organization's decisions. Moreover, since most of the Saudi Arabian population is young and are more likely to resist change than older employees, Saudi organizations should make some effort to educate young employees on how accept change. This study will benefit Saudi Arabian organizations by helping them understand how to create a ready to change workplace environment by changing policies to create a fair workplace. This study will also contribute to the literature and the knowledge base of the resistance to change subject.

Recommendations for Practice

The findings of this study demonstrated that organizational justice has a significant negative relationship with resistance to change. The findings generally mean that with more organizational justice, employees will demonstrate less resistance to change. Some of the organizational justice dimensions have stronger relationships with resistance to change factors than others, such as: procedural justice that shows the importance of the methods and mechanism that goes along with change. Additionally, the age factor had more relationships with resistance to change factors more than any other demographic measure.

In the review of literature in Chapter 2, the researcher explained the benefits of training employees. Before providing any type of training to employees, the organization should go through a training need assessment, which is used to find the gap between organization's need and employees' need, as shown in Figure 2. Training is not only for employees, but can be for managers too, especially in this case where justice is considered a main factor in the success equation. Saudi Arabian organizations should implement training need assessment to discover the gap between the organization's and employees' needs. After finding the gap, the best way to close that gap is by training programs that provides the knowledge and skills needed to minimize that gap (Nadler & Nadler, 1989). Training and development are considered a part of human resource management's duties, which comes after identifying the gap between organization's needs and employees' needs.

The findings of this study identified the importance to Alkhabeer Capital of some organizational justice dimensions, demographic factors, and resistance to change factors. Since the researcher could not conduct another study for training need assessment, the findings from this study will serve as a training need assessment. The significant correlations amongst organizational justice dimensions, demographic measures, and resistance to change factors are indicators of what factors can reduce employees' resistance. The researcher would like to offer the following practice recommendations based on the results of this study.

First, Saudi Arabian organizations should implement the fair exchange of information in implementing organizational change. Training managers and change leaders should promote fairness in the change process. The training should include skills on how to encourage employees to be involved with the change and share their opinions about the change and its procedures. According to this study's findings, procedural and interpersonal demonstrated significant

relationships with resistance to change. The purpose of involving employees is to gather information about how to lead a successful change (McLean, 2006). Such information can be gathered through encouraging employees to share their views, dialogue sessions, and staff meetings. Additionally, the way managers treat their employees is very important in reducing employees' resistance. Managers should treat their employees with respect and appreciation, and make them feel that employees are contributing to that change.

Second, age demonstrated a significant relationship with resistance to change, especially in the early stage of the change. The relationship indicates that younger employees are more likely to resist change than older employees. Young people under 30 years old represent more than half of the population in Saudi Arabia, and are considered the driving force for innovation (Fatany, 2013). Training programs should be designed to provide young employees and young managers with the knowledge and the benefits of organizational change. Since young people are likely to lose their patience in the early stage of the change, management should give employees involved in the change enough information to show the advantages of the process and the final product.

Third, the role of women in organizational change in Saudi Arabian organizations should be greater than what it is right now. Women in Saudi Arabia understand the need for change and support it, because without change the women's role in the workplace would have been much smaller if the society had not accepted that change of women to be working side by side with men. As part of motivating women to work hard, women's salaries should increase also. In this study's findings, gender had a significant negative relationship with distributive justice, which appears to translate as men being rewarded more than women. This result shows injustice for women, especially if they work as hard as men. In the context of organizational change, women

showed more significant relationships with the resistance to change factors, which could indicate women will not resist change more than men. Women should be given a voice and positions where they can promote change and the benefits that come with it. Additionally, women should be given the opportunity to lead change and be rewarded for it.

Recommendations for Future Research

After completing the data analysis and determining the findings, the researcher developed several recommendations for future research. First, although culture is a big influence in Saudi Arabian organizations, the researcher could not measure culture through the demographic questions. Culture should be measured using its own scale and then compared to resistance to change factors. Saudi Arabian culture governs the way people interact with each other or react to any organizational change (Ali, 1996). For example, would a male accept a female coworker to lead change as his superior? Or would it be acceptable that a young manager lead older employees? More examples could include the influence of culture on subjects such as working alongside with women, embracing westernized culture, and how decision are made.

Second, in the demographic section, it would have helped to add a question that asked about employees' years of experience, which would have given more depth to the question that asked about the employee's position in the organization. Knowing the employee's years of experience in relationship to the resistance to change factors would have helped the researcher discover if experienced employees show more or less resistance, and if work experience has any effect on organizational change. Additionally, the researcher suggests adding this question in the demographic/general questions section: *Have you participated in an organizational change before?* This question will determine if there is a relationship between prior experience with organizational change with resistance to change. This relationship could have indicated whether

only new people to change are resisting because it is new, or if all employees resist, even if they participated in organizational change before.

Third, a new study should be directed at leaders to identify the necessary skills to overcome resistance or implement successful change. This study aimed to analyze the relationship between resistance to change and both organizational justice and demographic measures. Such a study would help Saudi Arabian leaders learn how to lead a successful organizational change. The need for more literature that helps Saudi Arabian organizations is essential to lead successful organizational change. Identifying leaders' traits that can serve as a guidebook for will help Saudi Arabian leaders succeed.

Fourth, organizational change varies according the location, field of work, and size of the organization. The researcher studied resistance to change in general at a Saudi Arabian organization, but did not specify what kind of change. Different types of organizational change might face different levels of resistance or acceptance. Due to limited time and resources, the researcher decided to carry on with one organization to complete the research. Further research should be conducted with different Saudi Arabian organizations in different fields to compare how employees react to different types of organizational changes. For example, a study could follow the same methods as this research with include different organizations that specialize in information technology, financial, security, and retail, then compare the results to determine what factors create more resistance and how to overcome it.

Finally, based on the findings, most of the participants answered in a way that suggested they had no issues regarding resistance to change. The researcher suggests that to measure resistance to change, a survey should be sent to supervisors to evaluate their employees' resistance instead of making employees evaluate themselves. This method is only fair since the

Organizational Justice Scale was used for employees to evaluate the way they are treated by their superiors. Having supervisors evaluate their employees would have given the researcher a more honest view of what is taking place at Alkhabeer Capital.

Summary

The purpose of this study was to examine the relationship between resistance to change and both organizational justice and demographic measures of Saudi Arabian organizations to identify what causes employees to resist change. After presenting the findings in detail in Chapter 4, this chapter discussed the key findings and answered the research question in relation to the literature review from Chapter 2. Then a conclusion was presented to summarize the key findings and show what this research accomplished. After the conclusion, the researcher presented some recommendations for Saudi Arabian organizations to lead a successful change. Lastly, more recommendations were presented for further research based on what this study failed to achieve. This study demonstrated a relationship between organizational justice and resistance to change, which supports the hypothesis in Research Question Two. This finding shows the importance of organizational justice in overcoming resistance to change. Leaders in Saudi Arabian organizations should pay more attention to the way they treat, involve, reward, and share information with their employees. Overcoming employees' resistance to change could open new opportunities for Saudi Arabian organizations to compete internationally.

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APPENDIX A

Scales Approvals from American Psychological Association



INVOICE NO. N/A
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Date: May 19, 2016

IN MAKING PAYMENT REFER TO THE ABOVE INVOICE NUMBER

APA Permissions Office
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- Table 2, p. 939, from Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A., Barkauskiene, R., . . . van Dam, K. (2008). Dispositional resistance to change: Measurement equivalence and the link to personal values across 17 nations. *Journal of Applied Psychology*, 93(4), 935-944. <http://dx.doi.org/10.1037/0021-9010.93.4.935>

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File: AlDossari, Sultan (author)

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This agreement constitutes permission to reproduce only for the purposes specified on the attached request and does not extend to future editions or revisions, derivative works, translations, adaptations, promotional material, or any other formats or media. Permission applies solely to publication and distribution in the English language throughout the world, unless otherwise stated. No changes, additions, or deletions to the material other than any authorized in this correspondence shall be made without prior written consent by APA.

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ACCEPTED AND AGREED TO BY:

A handwritten signature in black ink, appearing to read "Sultan AlDossari".
Applicant

May 22, 2016
Date

PERMISSION GRANTED ON ABOVE TERMS:

A handwritten signature in black ink, appearing to read "Susan A. Thomas".
for the American Psychological Association

May 19, 2016
Date

_____ I wish to cancel my request for permission at this time.

APPENDIX B

Information/Fact Sheet for the Study

PEPPERDINE UNIVERSITY

Graduate School of Education and Psychology

INFORMATION/FACTS SHEET FOR THE STUDY

You are invited to participate in a research study conducted by Sultan AlDossari, a Doctoral Student in Organizational Leadership at Pepperdine University, because you are Alkhabeer's employee who participate and witness organizational change. Your participation is voluntary. You should read the information below, and ask questions about anything that you do not understand, before deciding whether to participate. Please take as much time as you need to read this document. You may also decide to discuss participation with your family or friends. All data collected will remain anonymous meaning that no identifying data will be collected.

The purpose of the study is to study the reasons behind resistance to change in Saudi Arabian organizations, such as Alkhabeer Capital, and suggest approaches to minimize resistance and facilitate new successful organizational change. In doing so, the researcher is hoping to shed some light on ways Saudi Arabian organizations could adapt and minimize resistance to change. Such research will hopefully discover a sustainable way for Saudi Arabian organizations to be able to implement organizational changes successfully in the future. The study will also examine the organizational justice and employees' perception of how fair Alkhabeer is to its employees. If you agree to voluntarily to take part in this study, you will be asked to complete an online survey. It should take approximately ten to fifteen minutes to complete the survey you have been asked to complete. You do not have to answer any questions you don't want to, click "next" or "N/A" in the survey to move to the next question. Please complete the survey alone in a single setting.

You will be entered into a drawing for a cash prize of SR100. The drawing will be held at the end of the study and the winners notified via email. There will be a total of three winners. Only participants who completed the survey are eligible to receive the award.

Your participation is voluntary, and your identification information will remain confidential if you wish to participate in cash drawing for a prize of SR100. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights, or remedies because of your participation in this research study.

After 1 week, a reminder note will be sent to you to complete and return the survey. Since this note will go out to everyone, I apologize ahead of time for sending you these reminders if you have complied with the deadline.

The alternative to participation in the study is not participating or completing only the items which you feel comfortable. Your alternative is to not participate. Your relationship with your employer will not be affected whether you participate or not in this study.

I will keep your records for this study anonymous as far as permitted by law. However, if I am required to do so by law, I may be required to disclose information collected about you.

Examples of the types of issues that would require me to break confidentiality are if you tell me about instances of child abuse and elder abuse. Pepperdine's University's Human Subjects Protection Program (HSPP) may also access the data collected. The HSPP occasionally reviews and monitors research studies to protect the rights and welfare of research subjects.

The data will be stored on a password protected computer in the principal investigators place of residence. Later the data will be transferred to an external hard drive, and the hard drive will be locked in a safe box. The data will be stored for three years after the study has been completed and then destroyed. The data collected will be coded, de-identified, identifiable, transcribed etc. There will be no identifiable information obtained in connection with this study. Your name, address or other identifiable information will not be collected.

If there is any further question concerning the research herein described, please do not hesitate to contact me at email address ([REDACTED]). If there are additional questions that you feel I did not cover, please contact Dr. June Schmieder-Ramirez at (june.schmieder@pepperdine.edu)

If you have questions, concerns or complaints about your rights as a research participant or research in general please contact Dr. Judy Ho, Chairperson of the Graduate & Professional Schools Institutional Review Board at Pepperdine University 6100 Center Drive Suite 500 Los Angeles, CA 90045, 310-568-5753 or gpsirb@pepperdine.edu.

By clicking on the link to the survey questions, you are acknowledging you have read the study information. You also understand that you may end your participation at end time, for any reason without penalty.

APPENDIX C

The Study Survey

PEPPERDINE UNIVERSITY
Graduate School of Education and Psychology
INFORMATION/FACTS SHEET FOR THE STUDY

You are invited to participate in a research study conducted by Sultan AlDossari, a Doctoral Student in Organizational Leadership at Pepperdine University, because you are Alkhabeer's employees who participate and witness organizational change. Your participation is voluntary. You should read the information below, and ask questions about anything that you do not understand, before deciding whether to participate. Please take as much time as you need to read this document. You may also decide to discuss participation with your family or friends. All data collected will remain anonymous meaning that no identifying data will be collected. The purpose of the study is to study the reasons behind resistance to change in Saudi Arabian organizations, such as Alkhabeer Capital, and suggest approaches to minimize resistance and facilitate new successful organizational change. In doing so, the researcher is hoping to shed some light on ways Saudi Arabian organizations could adapt and minimize resistance to change. Such research will hopefully discover a sustainable way for Saudi Arabian organizations to be able to implement organizational changes successfully in the future. The study will also examine the organizational justice and employees' perception of how fair Alkhabeer is to its employees. If you agree to voluntarily to take part in this study, you will be asked to complete an online survey. It should take approximately ten to fifteen minutes to complete the survey you have been asked to complete. You do not have to answer any questions you don't want to, click "next" or "N/A" in the survey to move to the next question. Please complete the survey alone in a single setting. Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights, or remedies because of your participation in this research study. After 1 week, a reminder note will be sent to you to complete and return the survey. Since this note will go out to everyone, I apologize ahead of time for sending you these reminders if you have complied with the deadline. The alternative to participation in the study is not participating or completing only the items which you feel comfortable. Your alternative is to not participate. Your relationship with your employer will not be affected whether you participate or not in this study. I will keep your records for this study anonymous as far as permitted by law. However, if I am required to do so by law, I may be required to disclose information collected about you. Examples of the types of issues that would require me to break confidentiality are if you tell me about instances of child abuse and elder abuse. Pepperdine's University's Human Subjects Protection Program (HSPP) may also access the data collected. The HSPP occasionally reviews and monitors research studies to protect the rights and welfare of research subjects. The data will be stored on a password protected computer in the principal investigators place of residence. Later the data will be transferred to an external hard drive, and the hard drive will be locked in a safe box. The

data will be stored for three years after the study has been completed and then destroyed. The data collected will be coded, de-identified, identifiable, transcribed etc. There will be no identifiable information obtained in connection with this study. Your name, address or other identifiable information will not be collected. If there is any further question concerning the research herein described please do not hesitate to contact me at email address ([REDACTED]). If there are additional questions that you feel I did not cover, please contact Dr. June Schmieder-Ramirez at (june.schmieder@pepperdine.edu) If you have questions, concerns or complaints about your rights as a research participant or research in general please contact Dr. Judy Ho, Chairperson of the Graduate & Professional Schools Institutional Review Board at Pepperdine University 6100 Center Drive Suite 500 Los Angeles, CA 90045, 310-568-5753 or gpsirb@pepperdine.edu. By continuing to the survey questions, you are acknowledging you have read the study information. You also understand that you may end your participation at end time, for any reason without penalty.

1-1 Gender:

- Male (1)
- Female (2)

1-2 Age:

- 20 or under (1)
- 21-30 (2)
- 31-40 (3)
- 41-50 (4)
- 50 or older (5)

1-3 What is the highest level of education you completed?

- High school diploma (1)
- Some College (2)
- Two-year college/certificate(Associate) (3)
- Four-year college (Bachelor degree) (4)
- Master's degree (5)
- Doctoral degree (6)

1-4 Nationality:

- Saudi (1)
- Non-Saudi (2)

1-5 Which of the following best describes your role in the organization?

- Senior manager/executive (1)
- Middle management (2)
- Junior Management (3)
- Entry Level (4)

2-1 The following questions refer to the procedures used to arrive at any organizational change.

	To a Very Small Extent (1)	To a Small Extent (2)	Neutral (3)	To a Large Extent (4)	To a Very Large Extent (5)
To what extent have you been able to express your views and feelings about those procedures? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent have you had influence over the change arrived at by those procedures? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent have those procedures been applied consistently? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent have those procedures been free of bias? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent have those procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>been based on accurate information? (5)</p> <p>To what extent have you been able to appeal the change arrived at by those procedures? (6)</p> <p>To what extent have the procedures upheld ethical and moral standards? (7)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2-2 The following items refer to the outcomes you receive from your job (outcomes refer to things such as salary, rewards, bonus, evaluations, and promotions).

	To a Very Small Extent (1)	To a Small Extent (2)	Neutral (3)	To a Large Extent (4)	To a Very Large Extent (5)
To what extent do the outcomes you receive from your job reflect the effort you put into your work? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent are the outcomes you receive from your job appropriate for the work you have completed? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>extent do the outcomes you receive from your job reflect what you have contributed to the organization? (3)</p> <p>To what extent are the outcomes you receive from your job justified, given your performance? (4)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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2-3 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who enacted the change.

	To a Very Small Extent (1)	To a Small Extent (2)	Neutral (3)	To a Large Extent (4)	To a Very Large Extent (5)
To what extent has (he/she) treated you in a polite manner? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent has (he/she) treated you with dignity? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent has (he/she) treated you with respect? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent has (he/she) refrained from improper remarks or comments? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent has (he/she)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

been candid in (his/her) communications with you? (5)					
To what extent has (he/she) explained the procedures thoroughly? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent were (his/her) explanations regarding the procedures reasonable? (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent has (he/she) communicated details in a timely manner? (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent has (he/she) seemed to tailor (his/her) communications to individuals' specific needs? (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3 The following items refer to how you feel about organizational change.

	Strongly Disagree (1)	Disagree (2)	Tend to Disagree (3)	Tend to Agree (4)	Agree (5)	Strongly Agree (6)
I generally consider changes to be a negative thing. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'll take a routine day over a day full of unexpected events any time. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to do the	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>same old things rather than try new and different things. (3)</p> <p>Whenever my life forms a stable routine, I look for ways to change it. (4)</p> <p>I'd rather be bored than surprised. (5)</p> <p>If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed. (6)</p> <p>When I am informed of a change of plans, I tense up a bit. (7)</p> <p>When things don't go according to plans, it stresses me out. (8)</p> <p>If my boss changed the criteria for evaluating employees, it would probably</p>	○	○	○	○	○	○
	○	○	○	○	○	○
	○	○	○	○	○	○
	○	○	○	○	○	○
	○	○	○	○	○	○

<p>make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work. (9)</p> <p>Changing plans seems like a real hassle to me. (10)</p> <p>Often, I feel a bit uncomfortable even about changes that may potentially improve my life. (11)</p> <p>When someone pressures me to change something, I tend to resist even if I think the change may ultimately benefit me. (12)</p> <p>I sometimes find myself avoiding changes that I know will be good for me. (13)</p> <p>I often change my mind. (14)</p>	○	○	○	○	○	○
	○	○	○	○	○	○
	○	○	○	○	○	○
	○	○	○	○	○	○
	○	○	○	○	○	○

Once I've come to a conclusion, I'm not likely to change my mind. (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't change my mind easily. (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My views are very consistent over time. (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4 Additional comments or concerns regarding organizational change:

APPENDIX D

Collaborative Institutional Training Initiative (CITI) Coursework Requirements Report

COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM) COURSEWORK REQUIREMENTS REPORT*

* NOTE: Scores on this Requirements Report reflect quiz completions at the time all requirements for the course were met. See list below for details. See separate Transcript Report for more recent quiz scores, including those on optional (supplemental) course elements.

- **Name:** Sultan AlDossari (ID: [REDACTED])
- **Email:** [REDACTED]
- **Institution Affiliation:** Pepperdine University (ID: 1729)
- **Institution Unit:** Management
- **Phone:** 7034773027

- **Curriculum Group:** GSEP Education Division
- **Course Learner Group:** GSEP Education Division - Social-Behavioral-Educational (SBE)
- **Stage:** Stage 1 - Basic Course

- **Report ID:** 20219399
- **Completion Date:** 07/15/2016
- **Expiration Date:** 07/14/2021
- **Minimum Passing:** 80
- **Reported Score*:** 94

REQUIRED AND ELECTIVE MODULES ONLY	DATE COMPLETED	SCORE
Belmont Report and CITI Course Introduction (ID: 1127)	07/15/16	3/3 (100%)
History and Ethical Principles - SBE (ID: 490)	07/15/16	5/5 (100%)
Defining Research with Human Subjects - SBE (ID: 491)	07/15/16	5/5 (100%)
The Federal Regulations - SBE (ID: 502)	07/15/16	5/5 (100%)
Assessing Risk - SBE (ID: 503)	07/15/16	5/5 (100%)
Informed Consent - SBE (ID: 504)	07/15/16	5/5 (100%)
Privacy and Confidentiality - SBE (ID: 505)	07/15/16	3/5 (60%)

For this Report to be valid, the learner identified above must have had a valid affiliation with the CITI Program subscribing institution identified above or have been a paid Independent Learner.

CITI Program
Email: citisupport@miami.edu
Phone: 305-243-7970
Web: <https://www.citiprogram.org>

Collaborative Institutional
Training Initiative
at the University of Miami

COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM)
COURSEWORK TRANSCRIPT REPORT**

** NOTE: Scores on this Transcript Report reflect the most current quiz completions, including quizzes on optional (supplemental) elements of the course. See list below for details. See separate Requirements Report for the reported scores at the time all requirements for the course were met.

- **Name:** Sultan AlDossari (ID: 5664727)
- **Email:** sultan.aldossari@pepperdine.edu
- **Institution Affiliation:** Pepperdine University (ID: 1729)
- **Institution Unit:** Management
- **Phone:** 7034773027

- **Curriculum Group:** GSEP Education Division
- **Course Learner Group:** GSEP Education Division - Social-Behavioral-Educational (SBE)
- **Stage:** Stage 1 - Basic Course

- **Report ID:** 20219399
- **Report Date:** 07/15/2016
- **Current Score**:** 94

REQUIRED, ELECTIVE, AND SUPPLEMENTAL MODULES	MOST RECENT	SCORE
History and Ethical Principles - SBE (ID: 490)	07/15/16	5/5 (100%)
Defining Research with Human Subjects - SBE (ID: 491)	07/15/16	5/5 (100%)
Belmont Report and CITI Course Introduction (ID: 1127)	07/15/16	3/3 (100%)
The Federal Regulations - SBE (ID: 502)	07/15/16	5/5 (100%)
Assessing Risk - SBE (ID: 503)	07/15/16	5/5 (100%)
Informed Consent - SBE (ID: 504)	07/15/16	5/5 (100%)
Privacy and Confidentiality - SBE (ID: 505)	07/15/16	3/5 (60%)

For this Report to be valid, the learner identified above must have had a valid affiliation with the CITI Program subscribing institution identified above or have been a paid Independent Learner.

CITI Program
Email: citisupport@miami.edu
Phone: 305-243-7970
Web: <https://www.citiprogram.org>

Collaborative Institutional
Training Initiative
at the University of Miami

APPENDIX E

Alkhabeer Capital Site Approval



May 8, 2016


Pepperdine University
Graduate and Professional Schools Institutional Review Board (GPS IRB)
6100 Center Drive – 5th Floor
Los Angeles, CA 90045

RE: Sultan AlDossari
[Analyzing Resistance to Change in Saudi Arabia: A Correlational Study between
Resistance to Change and Organizational Justice]

To GPSIRB:

This letter is to convey that I/we have reviewed the proposed research study being conducted by Sultan AlDossari intended to conduct a research to study resistance to change with relation to organizational justice at Alkhabeer Capital, located in Jeddah/ Saudi Arabia, and find a correlational study between resistance to change and organizational justice acceptable. we give permission for the above investigator to conduct research at this site. If you have any questions regarding site permission, please contact: Mr. Abdulrahman Omar Baroom.

Sincerely,


Abdulrahman O. Baroom
Senior Vice President, Corporate Communications
Alkhabeer Capital

APPENDIX F

IRB Approval



Pepperdine University
24255 Pacific Coast Highway
Malibu, CA 90263
TEL: 310-506-4000

NOTICE OF APPROVAL FOR HUMAN RESEARCH

Date: September 27, 2016

Protocol Investigator Name: Sultan AlDossari

Protocol #: 16-08-359

Project Title: OVERCOMING RESISTANCE TO CHANGE IN SAUDI ARABIAN ORGANIZATIONS: A CORRELATION STUDY BETWEEN RESISTANCE TO CHANGE AND ORGANIZATIONAL JUSTICE

School: Graduate School of Education and Psychology

Dear Sultan AlDossari:

[EXEMPT]

Thank you for submitting your application for exempt review to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations 45 CFR 46.101 that govern the protections of human subjects.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Since your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

[EXEMPT]

[EXPEDITED]

Thank you for submitting your application for expedited review to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. As the nature of the research met the requirements for expedited review under provision Title 45 CFR 46.110 of the federal Protection of Human Subjects Act, the IRB conducted a formal, but expedited, review of your application materials.

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Pepperdine University
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Malibu, CA 90263
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Based upon review, your IRB application has been approved. The IRB approval begins today September 27, 2016, and expires on December 31, 2999.

Your final consent form has been stamped by the IRB to indicate the expiration date of study approval. You can only use copies of the consent that have been stamped with the IRB expiration date to obtain consent from your participants.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Please be aware that changes to your protocol may prevent the research from qualifying for expedited review and will require a submission of a new IRB application or other materials to the IRB. If contact with subjects will extend beyond December 31, 2999, a continuing review must be submitted at least one month prior to the expiration date of study approval to avoid a lapse in approval.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

[/EXPEDITED]

[FULLBOARD]

Thank you for submitting your application for full board review to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Based upon review, your IRB application has been approved.

The IRB approval begins today September 27, 2016, and expires on December 31, 2999.

Your final consent form has been stamped by the IRB to indicate the expiration date of study approval. You can only use copies of the consent that have been stamped with the IRB expiration date to obtain consent from your participants.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Please be aware that changes to your protocol may prevent the research from qualifying for expedited review and will require a submission of a new IRB application or other materials to the IRB. If contact with subjects will extend beyond December 31, 2999, a continuing review must be submitted at least one month prior to the expiration date of study approval to avoid a lapse in approval.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the *Pepperdine University Protection of Human Participants in*



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Research: Policies and Procedures Manual at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

[FULLBOARD]

Sincerely,

Judy Ho, Ph.D., IRB Chair

cc: Dr. Lee Kats, Vice Provost for Research and Strategic Initiatives

Mr. Brett Leach, Regulatory Affairs Specialist

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APPENDIX G

Output Tables

Item Statistics

	Mean	Std. Deviation	N
o1 To what extent have you been able to express your views and feelings about those procedures?	2.95	1.079	55
o2 The following questions refer to the procedures used to arrive at any organizational ch-To what extent have you had influence over the change arrived at by those procedures?	2.73	.952	55
o3 The following questions refer to the procedures used to arrive at any organizational ch-To what extent have those procedures been applied consistently?	2.51	.998	55
o4 The following questions refer to the procedures used to arrive at any organizational ch-To what extent have those procedures been free of bias?	2.73	1.096	55
o5 The following questions refer to the procedures used to arrive at any organizational ch-To what extent have those procedures been based on accurate information?	3.04	1.053	55
o6 The following questions refer to the procedures used to arrive at any organizational ch-To what extent have you been able to appeal the change arrived at by those procedures?	2.47	1.230	55

Item Statistics

	Mean	Std. Deviation	N
o7 The following questions refer to the procedures used to arrive at any organizational ch-To what extent have the procedures upheld ethical and moral standards?	3.22	1.049	55
o8 The following items refer to the outcomes you receive from your job (outcomes refer to things suc...-To what extent do the outcomes you receive from your job reflect the effort you put into your work?	3.02	1.080	55
o9 The following items refer to the outcomes you receive from your job (outcomes refer to things suc...-To what extent are the outcomes you receive from your job appropriate for the work you have completed?	2.98	1.009	55
o10 The following items refer to the outcomes you receive from your job (outcomes refer to things suc...-To what extent do the outcomes you receive from your job reflect what you have contributed to the organization?	3.04	1.071	55
o11 The following items refer to the outcomes you receive from your job (outcomes refer to things suc...-To what extent are the outcomes you receive from your job justified, given your performance?	3.09	.948	55

Item Statistics

	Mean	Std. Deviation	N
o12 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) treated you in a polite manner?	3.35	1.126	55
o13 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) treated you with dignity?	3.58	1.134	55
o14 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) treated you with respect?	3.51	1.153	55
o15 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) refrained from improper remarks or comments?	3.04	1.122	55
o16 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) been candid in (his/her) communications with you?	3.13	1.203	55

Item Statistics

	Mean	Std. Deviation	N
o17 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) explained the procedures thoroughly?	3.07	1.184	55
o18 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent were (his/her) explanations regarding the procedures reasonable?	3.04	1.018	55
o19 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) communicated details in a timely manner?	2.91	1.093	55
o20 The following items refer to the authority figure (e.g., a manager, supervisor, leader, etc.) who...-To what extent has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?	2.75	1.220	55

Item Statistics

	Mean	Std. Deviation	N
r1 The following items refer to how you feel about organizational change.-I generally consider changes to be a negative thing.	2.5636	1.30190	55
r2 The following items refer to how you feel about organizational change.-I'll take a routine day over a day full of unexpected events any time.	3.3273	1.46635	55
r3 The following items refer to how you feel about organizational change.-I like to do the same old things rather than try new and different things.	2.9091	1.43078	55
r4r	3.0182	1.36749	55
r5 The following items refer to how you feel about organizational change.-I'd rather be bored than surprised.	3.0545	1.49590	55
r6 The following items refer to how you feel about organizational change.-If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed.	3.5091	1.24533	55
r7 The following items refer to how you feel about organizational change.-When I am informed of a change of plans, I tense up a bit.	3.3455	1.23556	55

Item Statistics

	Mean	Std. Deviation	N
r8 The following items refer to how you feel about organizational change.- When things don't go according to plans, it stresses me out.	4.0182	1.42063	55
r9 The following items refer to how you feel about organizational change.-If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.	3.4545	1.30268	55
r10 The following items refer to how you feel about organizational change.- Changing plans seems like a real hassle to me.	3.3636	1.35214	55
r11 The following items refer to how you feel about organizational change.- Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	3.4364	1.37118	55
r12 The following items refer to how you feel about organizational change.- When someone pressures me to change something, I tend to resist even if I think the change may ultimately benefit me.	3.3091	1.42560	55
r13 The following items refer to how you feel about organizational change.-I sometimes find myself avoiding changes that I know will be good for me.	3.0909	1.36453	55

Item Statistics

	Mean	Std. Deviation	N
r14r	3.2545	1.30835	55
r15 The following items refer to how you feel about organizational change.- Once I've come to a conclusion, I'm not likely to change my mind.	3.2909	1.21217	55
r16 The following items refer to how you feel about organizational change.-I don't change my mind easily.	3.2909	1.28629	55
r17 The following items refer to how you feel about organizational change.-My views are very consistent over time.	3.5455	1.15178	55

APPENDIX H

Invitation Email

Dear participants,

My name is Sultan AlDossari, and I am a doctoral student in the School of Education and Psychology at Pepperdine University. I am conducting a research study examining Resistance to Change in Saudi Arabian Organizations and you are invited to participate in the study. If you agree, you are invited to participate in your personal experience with any organizational change by implemented by Alkhabeer Capital to better understand what the organization can do to overcome any issues related to organizational change in the future.

The survey is anticipated to take no more than 5-10 minutes to complete.

Participation in this study is voluntary. Your identity as a participant will remain confidential if you wish to provide that information for a cash prize drawing during and after the study. Only the researcher can view identification information, and it will be protected in a personal computer with a password.

If you have questions or would like to participate, please contact me at [REDACTED] or telephone number ([REDACTED]) anytime.
Thank you for your participation,

Sultan AlDossari
Pepperdine University
School of Education and Psychology
Doctoral Student