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BİNGÖL UNIVERSITY

SOCIAL SCIENCE INSTITUTE

BUSINESS ADMINISTRATION DEPARTMENT

**THE IMPACT OF EMPLOYEE JOB SATISFACTION IN
ORGANIZATIONAL CHANGE**

**A Study in Ministry of Higher Education and Scientific Research in
Erbil-Iraq**

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MASTER'S THESIS

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**ORGANİZASYONEL DEĞİŞİMDE ÇALIŞAN
MEMNUNİYETİNİN ETKİSİ: Erbil-Irak'taki Yüksek Öğretim ve
Bilimsel Araştırma Bakanlığı'nda Bir Araştırma**

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım “**Organizasyonel Değişimde Çalışan Memnuniyetimin Etkisi: Erbil-Iraktaki Yüksek Öğretim ve Bilimsel Araştırma Bakanlığında Bir Araştırma**” adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.



İmza

Galaweezh Jameel ABBAS

/ /2018

SCIENTIFIC ETHICAL NOTICE

I have met with the scientific ethics and academic principles carefully till the conclusion of the proposal of the graduate work (**The Impact of Employee Job Satisfaction in Organizational Change a Study in Ministry of Higher Education and Scientific Research Erbil-Iraq**). I declare that the works I have used and used as a source of every quotation I have made directly or indirectly in this work which I have prepared by the rules of thesis writing in the context of scientific ethics and tradition.



Signature

Galaweezh Jameel ABBAS

/ /2018

THESIS ACCEPTANCE AND APPROVAL

BİNGÖL UNIVERSITY

SOCIAL SCIENCES INSTITUTE DIRECTORATE

This thesis entitled “**The Impact of Employee Job Satisfaction in Organizational Change A Study in Ministry of Higher Education and Scientific Research Erbil-Iraq**”. Prepared by Galaweezh Jameel ABBAS, was found to be successful as a result of the thesis defense examination held on the date of [/ /2018] and accepted by our juror as the Master Degree in the Department of Business Administration.

THESIS JURY MEMBERS:

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CONFIRMATION

This thesis accepted by the jury determined in the, / /2018 Session of the Board of the Directors of the Institute of Sciences of Bingöl University.

Director of the Institute

Doç. Dr. Yaşar BAŞ

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ÖZET

ORGANİZASYONEL DEĞİŞİMDE ÇALIŞAN

MEMNUNİYETİNİN ETKİSİ: Erbil-İraktaki Yüksek Öğretim ve

Bilimsel Araştırma Bakanlığında Bir Araştırma

Bu çalışma, Erbil-İrak'ta Yüksek Öğretim Bakanlığı ve Bilimsel Araştırma Bakanlığında çalışanların iş doyumlarının örgütsel değişim üzerindeki etkisini incelemek amacıyla yapılmıştır. Bu çalışmada, veri toplama aracı olarak anketi kullanılırken, Yükseköğretimin Bakanlığından 400 katılımcıdan toplanan birincil veriler kullanılmıştır.

Ancak, çalışma problemi, çalışanların iş tatmini ve örgütsel değişim arasındaki etki ve ilişkilere ilişkin bazı değerlemelerin incelenmesi ile sınıflandırılmaktadır. Buna göre, öncelikle bir model planlandı, daha bazı hipotezler formüle edildi. Hipotezler SPSS v24 kullanarak bazı istatistiksel analizleri en kayda değer bir korelasyon ve regresyon analizi kullanarak test etmişlerdir.

Korelasyon analizine dayanan sonuçlar, çalışanların iş doyumunu ve örgütsel değişim arasında pozitif ve anlamlı bir ilişki olduğunu doğrulamıştır. Ayrıca, regresyon analizinin sonuçları, çalışanların iş doyumunun örgütsel değişim üzerinde etkili olduğunu göstermektedir. Çalışma, örgütsel değişimin kolektif bir güven atmosferinde gerçekleştirilmesi gerektiği sonucuna varmıştır.

Anahtar sözcükler: Çalışan Memnuniyeti, Örgütsel Değişim, Teşvik Sistemi, Erbil Yüksek Öğretim ve Bilimsel Araştırma Bakanlığı Örneği.

ABSTRACT

THE IMPACT OF EMPLOYEE JOB SATISFACTION IN ORGANIZATIONAL CHANGE A Study in Ministry of Higher Education and Scientific Research Erbil-Iraq

The present study is carried out to examine the impact of employee job satisfaction in organizational change from the perspectives of employees in departments of the ministry of higher education and scientific research in Erbil-Iraq.

While, this study used a survey questionnaire as an instrument for data collection, so, the primary data collected from 400 respondents from departments of the ministry of higher education.

However, the study problem classifies by examining some valuations to the impact and relationships between employee job satisfaction and organizational change. Accordingly, a conceptual model planned, then formulated some hypotheses. Though, the hypotheses have tested by using some statistical analysis most notables' correlation and regression analysis by using SPSS v24.

The results based on correlation analysis confirmed a positive and significant relationship between the employee job satisfaction and organizational change. Moreover, the results of regression analysis demonstrate that employee job satisfaction impact on the organizational change. The study concludes that organizational change should be carried out in an atmosphere of collective trust.

Keywords: Employee Job Satisfaction, Incentive System, Organizational Change and Sample of Ministry of Erbil of Higher Education and Scientific Research.

DEDICATIONS

I dedicated this thesis to the spirit of my late mother, your lessons, and endless sustenance is always remarkable. I also dedicated this thesis to the spirit of my late cousin, who provided me with valuable help and always encouraged me to achieve a master degree, unfortunately, death not allowed them to see this achievement.

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LIST OF ABBREVIATIONS

Abbreviations	Explanation
EJS	: Employee Job Satisfaction
OC	: Organizational Change
OD	: Organizational Development
CA	: Cronbach's Alpha
KMO	: Kaiser-Meyer-Olkin Measure
SPSS	: Statistical Package for the Social Sciences
R	: Correlation
R²	: R Square
VIF	: Variance Inflation Factor
MLRA	: Multiple Linear Regression Analysis
ANOVA	: Analysis of variance
DF	: Degree of Freedom

CHAPTER ONE: EMPLOYEE JOB SATISFACTION

INTRODUCTION

The purpose of this master thesis is to examine the impact of employee job satisfaction in organizational change from the perspectives of employees in departments of the ministry of higher education and scientific research in Erbil-Iraq.

While the employee job satisfaction defines how satisfied an individual or employee is with his/her work, nevertheless, there are a diversity of factors or dimensions that can influence an employee's level of job satisfaction. Such as management and leadership style, incentive system, internal work environment, and job's nature and content like the range of tasks involved, the interest and challenge the job generates, and the clarity of the job requirements.

Accordingly, employee job satisfaction is one of the crucial factors that affect an organization's performance and is thus critical to the organization's success. However, since the life and survival of the organization depend on its capability to familiarize to its environment and the changes occurring in it, the constant organizational change process is one of the most important goals of any institution seeking to survive and compete at this time. In this regard, job satisfaction is not the same as incentive only, although it is related.

Job satisfaction also is a significant feature which is generally measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Although, the current business environment conditions have intensified consciousness of the requirement for employee job satisfaction and organizational change, while organizations challenge a change to survive and develop.

Most attitudes to the organizational change effort to adapt or change portions of the organization. While, even efforts to change the culture may only adjust components of the organization changing values, norms, beliefs, and expectations. However, it is true that some of these changes can quite radical and may result in more efficient and effective organizations.

Therefore, administrators' have to think an emphasis on what is truly important for a successful organizational change. In the service sector particularly in higher education departments, the human involved approach in management

processes is one of the most critical factors which may help in providing the long-term sustainable results. Although, the topic of organizational change has a rich and different history. It is the field of the entire discipline of organizational development and has contained importantly in debates of organizational performance and organization theory.

Usually, the concept of organizational change is regarding the outstanding organization change, as different from minor changes such as adding a new individual or modifying a program. However, the essential features of this period in which we live are the speed of change, although, we live in a world of institutions from our birth to learn in a series of these institutions and organizations. So, the families, schools, universities, clubs, shops, administration and the ministries are all organizations in which we live and work, which so-call community organizations.

However, the implication of this study covers distribution and investing of the typical relationship between employee job satisfaction and organizational change in the in departments of the ministry of higher education and scientific research in Erbil-Iraq. So, this suggestion can more business organizations in the Erbil city understanding the job satisfaction impact in organizational change. Since the organizational change is a complicated process that can have negative as well as positive results and as such it is worth looking at the available evidence so that the process conducted as efficiently and effectively as possible. So, to help researchers, students, and administrator, access the vast range of literature on employee job satisfaction and organization change, this master thesis sets out the findings of a rapid literature review that it hoped will provide a starting point for those wishing to become familiar with the evidence.

The primary descriptive analysis results have confirmed that the employee job satisfaction dimensions would influence organizational change. Nevertheless, the incentive system, internal work environment, and job's nature and content, respectively the necessary features that motivating to the impact on organizational change, but, the management and leadership style has the lowest influence.

The results show that the employee job satisfaction has a significant positive relationship with organizational change and it contributes to organizational change. However, job's nature and content, incentive system, and internal work environment have strong positive correlations with organizational change, although management

and leadership style has the weakest correlation with organizational change, compared to other three dimensions.

Additionally, the regression analysis results confirm that statistically there are significant impacts of the employee job satisfaction and all its dimensions on the organizational change, however the high impacts of the job's nature and content, incentive system, and internal work environment, while the lower one was management and leadership style between dimensions of job satisfaction. Thus, the conclusions agree on that job satisfaction, and its dimensions play a dynamic role in accomplishing positive organizational change.

Hence, to reach the study purpose, this study is organized into three chapters. Chapter one and Chapter two of the study reviews the literature relevant to the study topics as it discourses the employee job satisfaction and organization change respectively.

While chapter three the study background, which contains, the problem statement, the study significance, the study purpose, the conceptual study scheme, the study hypotheses, the study method, sample selection and sample size, measurement, data collection methods, data analysis and the limitation of the study, further analysis and findings, the conclusions of the findings presented along with recommendations.

1.1. THE CONCEPTS OF JOB SATISFACTION

Despite its extensive usage in scientific research, as well as in everyday life, there is still no common agreement regarding what job satisfaction is, in fact, there is no final definition on what job represents. Therefore before a definition of job satisfaction can be given, the nature and importance of work as a universal human activity must be considered.

However, job satisfaction is a concept that has often argued, considered and described. There are some theories regarding the causal relationship between the produce behavior and incentives. For instance, it may well consider a result of the behavior of the cycle, it can consider as a cause of performance, or it can reflect as part of the regulatory system, containing the conclusion of the results leads to a decision whether the modifications. The definitions of job satisfaction influence by significant theories impact, while some definitions are the separate approach, job

satisfaction considers as being serene of satisfaction with several sorts of the effort and the work.

The term job satisfaction refers to the attitude and approaches people to have about their job or work. However, positive and satisfactory approaches towards the job show job satisfaction. While, negative and unfavorable approaches towards the work show job dissatisfaction (Armstrong, 2006: 264). Job satisfaction can also define a definite sense of work resulting from the enhancement of its characteristics (Robbin and Judge, 2013).

According to Çelik, (2014: 9) job satisfaction is a common expression of employees' positive approaches built up towards their professions. However, employees uphold an attitude towards their works as a result of various structures of their work, social status also that they have obtained about their works and experiences in their job environment. While this approach can also be negative towards the effort, so, if the economic profits, the social status, the work's specific characteristics and the job expectation employees anticipated, are suitable for employees' desires, there is job satisfaction.

Accordingly, job satisfaction can define as accepting the worker for all his conditions, environments and aspects, and this satisfaction reflects the feelings of the employees towards what they do of the work, and the state of satisfaction here leads to more production, achievement and accompanied by proper tension (definite). However, dissatisfaction leads to a negative pressure, the motivation for production (Abdelghani, 2008: 333).

Job satisfaction is the collection of sense and beliefs that individuals have about their current profession. Employees levels of degrees of job satisfaction can range from great satisfaction to great dissatisfaction. In addition to having approaches about their jobs as a whole. Employees also can have approached about different features of their works such as the kind of work they do, their colleagues, supervisors or staffs and their pay (George et al., 2008: 78).

However, Hirszowicz, (1981: 89) argued that job satisfaction a concept which has a close connection with incentive and activity. Consequently, this topic will study under the unit of incentive or unit that contents motivation. The principal cause for that is the supposition that employees satisfied with their professions are more

productive, actual, and with a better attitude about their professions compared with those who are not satisfied with their works.

Employee job satisfaction has interconnected with how individuals think, feel and perceive their professions. So, it commonly used in the field of human resources, who believed that the internal and external sorts are elements of work satisfaction reports. In other words, job satisfaction, it is adequate emotional state as a result of damage assessment of the occupation or the experience of work (Javed et al., 2014: 122).

Nevertheless, job satisfaction with individual needs, are the achievement of ambition and hopes, working conditions and proper treatment determine satisfaction through communication and interaction with group work. Also other functional benefits such as relations with employees, wages, incentives and policies at work (Sultan, 2002: 194).

Satisfaction with work defined as the feelings of the employee towards his or her job and the result of the current perception of what the job offers, the perception of what he/she should obtain from the job. Moreover, others know that the ability of the individual to satisfy basic needs, appreciation, achievement, creativity, self-esteem, responsibility, and benefit from doing the same work. Therefore, the satisfaction of the individual with his work can consider as a success of the different approaches of the individual towards his profession and interrelated factors, and towards life in general (Faleh and Abdul Majid, 2005: 259).

1.1.1. Theories of Job Satisfaction

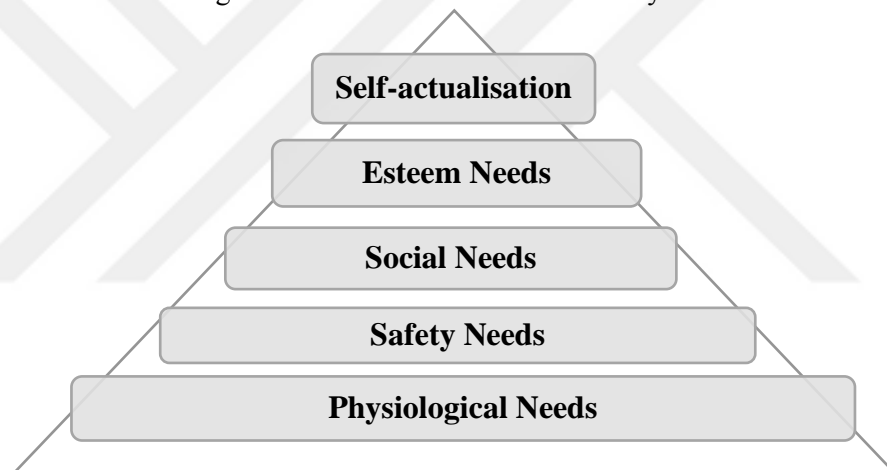
Many theories and research, especially in behavioral sciences, have analyzed the behavior of employees within different institutions. Many theories have tried to explain the motives and incentives that increase the levels of job satisfaction, and the internal and external motives that affect the behavior of the employees. Which dealt with motivation for the employees of the organization (Sheikh and Abdullah, 2008: 686): Maslow Needs Theory, Two-Factor Theory (Herzberg Theory), Expectancy Theory, Porter and Lawler Theory, David McClelland Theory of Achievement, and Value Theory

1.1.1.1. Maslow Needs Theory

The motivation to work or Maslow needs theory published by Maslow, perhaps provided the field of organizational behavior and administration with a new way of considering at employees' job elevations or behaviors in understanding how employees motivate. Perhaps the best-known conceptualization of human needs in organizations has anticipated by this theory.

According to Kaur, (2013: 1062) Abraham Maslow was a clinical psychologist who presented his theory based on personal judgment, which was commonly known as the need hierarchy theory. According to Maslow needs a theory if people grew in an environment in which their needs not met, they will be unlikely to task as healthy individuals or well-adjusted individuals.

Figure 1: Abraham Maslow's Hierarchy of Needs



Source: Kaur, A. (2013). Maslow's Need Hierarchy Theory: Applications and Criticisms, *Global Journal of Management and Business Studies*. ISSN 2248-9878, Vol. (3), No. (10), p.1062.

Precisely, Maslow speculated that individuals have five sorts of needs and that these motivated hierarchically. However, this means that these needs stimulate in particular order from lowest to highest, such that the lowest-order need must fulfill before the next order need is triggered and the process continues.

- a) Physiological needs are the need at the bottom of the triangle and comprise the lowest order need and most essential. So, this contains the need to satisfy the fundamental biological drives such as food, air, water, and shelter.

According to Maslow organizations must provide employees with a salary that enable them to afford adequate living conditions.

- b) Safety needs this conquers the second level of needs. Safety needs to motivate after physiological needs met. They refer to the need for a secure working environment free from any threats or harms.
- c) Social needs: This signifies the third level of needs. They motivate after safety needs met. Social needs refer to the need to link that is the needed to be loved and accepted by other individuals.
- d) Esteem needs this represents the fourth level of needs. It includes the need for self-respect and approval of others. Organisations introduce awards banquets to recognize distinguished achievements.
- e) Self-actualization: This inhabits the last level at the top of the triangle. So, this refers to the need to become all that one is capable of being to develop ones' fullest perspective. The justification here holds to the point that self-actualized employees represent valuable assets to the organization human resource.

1.1.1.1. Two-Factor Theory (Herzberg Theory)

According to Sheikh and Abdullah, (2008: 686), Herzberg theory also called the theory of employees, which initially associated with the implementation of Maslow's theory of needs in the workplace. While, it is believing that there are two sets of factors, one of which is considered to lead to employee job satisfaction, and called work related to the same job or work, and confined to the sense of individual achievement, take responsibility, provide opportunities for promotion to higher positions and participate in decision-making related to work.

The other group of factors is considering as motives that lead to dissatisfaction of the workers with their work. Moreover, they are referred to as factors surrounding the job or work and have limited to the circumstances surrounding the work, such as the presidency or supervision or the pattern of leadership and the nature of the relations between the individual, colleagues and between employees and superiors.

1.1.1.2. Expectancy Theory

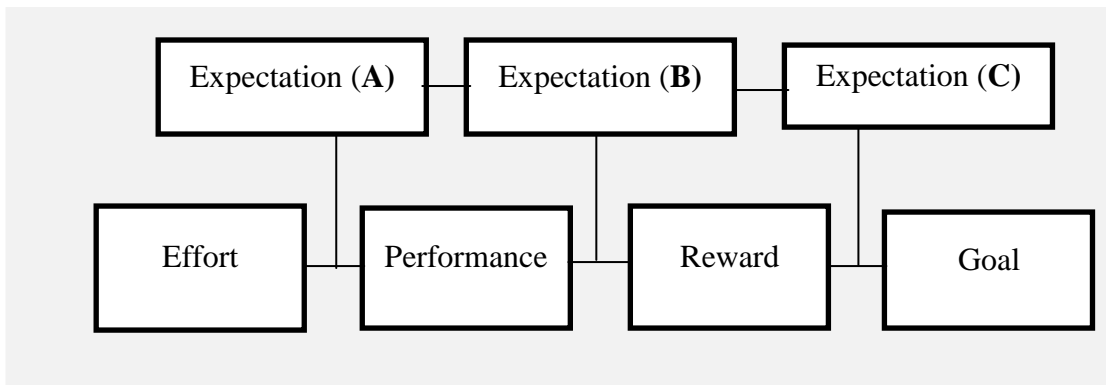
According to Farajat, (2009: 112) this theory assumes that a human being conducts a set of mental processes and thinking before it leads to specific behavior. However, this theory base on the founding of Vroom, (1964) that the motivation of the individual to initiate a particular action is the sum of the returns that the individual will receive. Besides individual or employee belief in the possibility of access to these returns. While, clarification of this theory provides the following characteristics (Maher, 2003: 148):

- a) The employee tends to choose between many different ways of behaving, and it is the behavior chosen by the employee that magnifies the returns. However, if a manager asked one of the employees to continue working for additional time, for example, is it the behavior of the presiding or not? The answer of the presenter to this question will determine the return that will result from this behavior.
- b) The motivation of the employee to perform a particular action is the result of three elements: An employee expectation that the effort will lead to a specific performance. Besides the employee expects that this performance is the means to obtain absolute returns. Further, the employee's impression that the return he/she will obtain is of benefit and attractiveness Valance.
- c) The theory believes that the individual has the ability and awareness of the possibility of research in itself from the previous three elements, and give them estimates and values, and therefore should pay attention to these three elements more extensively.

The other elements form the essence of individual motivation, but can be used to determine motivation in the form of an equation as follows:

$$\textit{Motivation} = \textit{Expectation} \times \textit{Means} \times \textit{Benefit Returns}$$

Figure 2: Theory of Expectation



Source: Farajat, K.K.H. (2009). *Organizational Behavior*, First Edition, Ithraa Publishing and Distribution, Jordan, p. 112.

1.1.1.3. Porter and Lawler Theory

Porter and Lawler, (1968) relied on the Vroom model and criticisms of the theory and developed a model for interpreting job satisfaction. Porter and Lawler link job satisfaction to both achievements and return. They establish a mediator between achievement and satisfaction.

However, this model determines job satisfaction with the extent to which actual returns converge with the returns that the individual believes to be fair and in line with his or her achievement. If the actual returns for completion equal or exceed the revenues that the individual believes to be fair, the satisfaction achieved will prompt the individual to repeat the effort (Felman, 2009: 53).

According to Farajat, (2009: 113) Porter and Lawler further contend that job continuity based on the worker's conviction of adequate returns for his/she effort, and that satisfaction and satisfaction determined by the convergence of actual returns with the individual's belief about the returns that are equivalent to his or her efforts.

1.1.1.4. David McClelland Theory of Achievement

According to Felman, (2009) this theory dates back to (1976), and derives his ideas from personal theory, therapeutic psychology, and applied to management and economic development. Predictive methods used to identify the characteristics of individuals with three needs (Felman, 2009: 53):

1. The need for achievement: The motivation to excel and achieve achievement according to a set of criteria and individuals who have a strong need for

achievement have a motive to excel and fight for success. Besides, achieve success is satisfied, as this category is psychologically interested in doing business better, developing work and wanting to challenge.

2. The need for power: Power and control is a social need that makes the individual take the road that provides him with the opportunity to gain power and influence the behavior of others. Besides, individuals who have a strong need for power they see in the organization and work an opportunity to access the center and the possession of power, and identified five sources of power:
 - The power of granting rewards is the ability to reward others.
 - Forced force is the ability to punish others for their obedience to orders.
 - Legitimate power is the legal authority in determining the behavior of others.
 - The power of admiration based on the availability of personality traits of the person who has the power.
 - The strength of technical expertise based on the acquisition of specialized knowledge in the fields of work.
3. The need to belong: the desire to build friendly relations and interaction with others, and full of individuals is the need through friendships work, and establish social relations with others and effective communication with them. Also, individuals who have a strong need for belonging see the organization as an opportunity to maintain new friendships, they pay for group tasks that require participation with co-workers.

Based on this theory, job satisfaction achieves by satisfying the need for achievement, strength, and belonging, and these needs contribute to the achievement of the goals of the individual and the organization, which reflects positively on the compatibility in his work and his job satisfaction.

1.1.1.5. Value Theory

Eduin Loucke believes that the leading causes of job satisfaction are the ability to deliver valuable returns to each. The more work an employee can provide, the more valuable returns to the individual as he/she is satisfied with the work. However, the returns desired by the individual is not exactly what is in the theory of the hierarchy of needs of Maslow, but depends primarily on the perception and the

sense of each individually what he wants returns he/she believes fit his job and level of employment and social. According to the theory of value, the returns desired by the manager may make the financial returns and safety, and any other returns that an employee deems appropriate (Maher, 2003: 229).

1.1.2. The Importance of Job Satisfaction

The issue of job satisfaction is one of the most considered studies in the field of organizational psychology until 1976. So, this concentration is due to the significance of this topic since individuals spend most of their time at work. However, this concern is also due to the belief that satisfaction with work leads to increased production. According to Hashim, (2010: 88) human element is the real wealth and the original alignment of production in the business organizations, and modern equipment no matter how sophisticated and complex will remain unhelpful. Moreover, may not work if the human mind is not available, which manages and moves, if the human element to this degree of importance, it is fair and fair that we seek to be satisfied with the individual's work.

While, Al-Kurdi, (2011: 13) mentioned that it is difficult to achieve a high level of production over an extended period in the dissatisfaction, and pointed out that everyone between the increase in production and dissatisfaction that one should lead to leakage of high-level elements in the organization. In addition to the low level of its products and then there is some agreement that one of the most obvious indications of the low working conditions in the organization is the low level of satisfaction among the employees.

In this context, Al-Shamrani, (2006: 5) claimed that the significance of employee job satisfaction demonstrates in its relation to the human element. Job satisfaction also addresses the feelings of the individual working whether a manager, a worker, or a small group of workers, the direction of the work effects he/she performs, the circumstances in which works and the environment surrounding them. In general, the availability of job satisfaction among workers leads to:

- a) Job satisfaction raises the morale of the workers, which leads to low rates of absence and leave work and rates of complaints, as well as the low level of conflicts between workers and management.

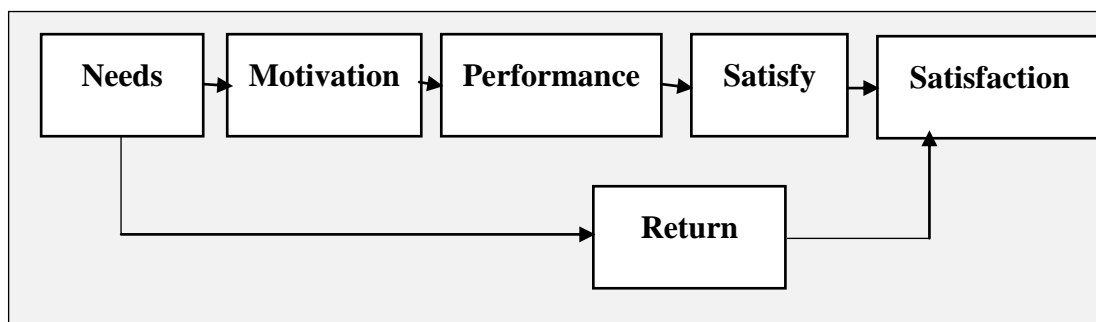
- b) Increase the degree of loyalty and organizational commitment, as the level of satisfaction with work, can contribute to increasing the effectiveness of the institution
- c) Achieving the psychological and social compatibility of the individual, which leads to success in the work, and thus increase the effectiveness of the productivity of the individual. Satisfaction is related to success in work and success in work is the criterion of community assessment for individuals.

According to Al-Hamamdi, (2006: 23) job satisfaction is significance to managers, and there are some reasons for interest in job satisfaction as follows:

1. The high level of job satisfaction leads to a high level of ambition among the staff of the organization.
2. The high level of job satisfaction leads to a low rate of absence of staff in the organization
3. Individuals with high satisfaction levels are more satisfied with their leisure time, especially with their families as well as more satisfaction with life in general.
4. The most satisfied workers are less likely to have work accidents.

Employees work to reach specific goals and are active in their work because they believe that performance will achieve their needs. Their attainment will make them more satisfied than they are. The performance will lead to satisfaction. When we look at satisfaction as a result of how it achieved and the factors that precede it. However, this responsible for urging them, we find that these factors organized in a pattern of interactions are as machines (Shawqi, 2000: 122).

Figure 3: Dynamics of Job Satisfaction Process



Source: Shawqi, T. (2000). *Leadership Behavior and Management Effectiveness*, Dar Ghraib for Printing, Publishing and Distribution, Cairo. p. 122

However, it recognizes that the employee job satisfaction is significant as it considers the measure of the performance effectiveness. So, if the employee overall job satisfaction is high, this will lead to desired results in line with those intended by the organization. On the other hand, the dissatisfaction contributes to the absence of work, to a large number of work accidents and delays, leaving the employees of the institutions in which they work and moving to other institutions. Which leads to the aggravation of labor problems and increase the complaints of workers from the labor force and their tendency to establish trade unions to defend their interests.

1.1.3. Factors of Job Satisfaction

According to Aziri, (2011: 77) job satisfaction represents one of the most compound capacities facing today's managers when it comes to managing their staffs. So, various studies have confirmed a remarkably large factor that impacts on the employee job satisfaction, whereas the level of motivation has an impact on productivity, and hence also on the performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

Figure 4: Determinants of Satisfaction and Dissatisfaction



Source: Aziri, B. (2011). Job Satisfaction: A Literature Review, Management Research and Practice Vol. (3), No. (4), p.77-86. (Cited in; Rue and Byaes, 2003).

Job satisfaction is under the effect of a sequence of factors such as Job nature, salary, advancement opportunities, management, workgroups and work conditions. As shown in the figure above (4) that provides a somewhat different approach regarding the factors of job satisfaction. When talking about factors of job satisfaction the fact that they can also cause job dissatisfaction must be kept in mind, therefore, the issue of whether job satisfaction and job dissatisfactions are two opposite and excludable phenomena? There is no consensus regarding this issue among authors.

According to Sheikh and Abdullah, (2008: 686), Herzberg's two-factor theory is probably the most often cited point of view. In fact, the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore, all factors that have derived from considerable empirical research and divided into factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction hygiene factors, as revealed in the table (1).as showed below:

Table 1: Job Satisfaction Factors

Hygiene Factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Statuses	Growth
Job security	

Source: Sheikh, J.M. and Abdullah, K. (2008), Job Satisfaction and its Relation to Some Demographic Variations, *Journal of the Islamic University*: Vol. (6), No. (1), pp. 680-711. (Cited in; Herzberg, 1976).

However, Dulaimi and Karim, (2009: 136) set some factors as the determinants of job satisfaction

1. Self-factors: related to individuals, their abilities, duration of service, previous work and the level of motivation, and the interaction of these factors leads to job satisfaction.
2. Organizational factors: the working conditions, the relationship between the heads of the systems, methods, and procedures of the job and the functions produced by the innovations and the diversity and responsibility they reflect.

3. Environmental factors: for example, social affiliation and the ability of the worker to adapt to his work with the assessment of society has a negative or positive impact on workers and their integration with work.

1.1.4. The Characteristics of Job Satisfaction

There are many characteristics of job satisfaction due to the multiple concepts related to it. Thus, there is the difference in job satisfaction among business organizations and the multiple methods of measurement. While, Abu-Audeh, (2017: 44-45) pointed to a set of characteristics of job satisfaction, the most important as follows:

1. **Considering employee job satisfaction as an individual subject:** Job satisfaction realized as an individual issue; What can dissatisfaction to another employee, so, the human is a complex creature with multiple needs and motivations and varies from time to time, this has reflected in the diversity of measurement used.
2. **Employee Job satisfaction relates to many aspects of the interaction of human behavior:** Due to the multiplicity, complexity and overlap aspects of human behavior patterns vary from one position to the other and from one study to another. Thus, showing contradictory results for studies that represent satisfaction, but imagine the different circumstances under which those studies conducted.
3. **Job satisfaction is a state of conviction and acceptance:** Job satisfaction characterizes by a state of conviction and acceptance arising from the interaction of the individual with the work itself, the work environment, satisfaction of the needs, desires, and aspirations. Therefore, this leads to a sense of confidence in work and loyalty and belonging to him/her, besides increasing the effectiveness of performance and production to achieve the goals and objectives of the work.
4. **Satisfaction with work link to the context of the organization of work and social system:** where job satisfaction is the outcome of many of the favorite experiences associated with the work reveals himself in the individual's assessment of the work and will. Moreover, based on a massive

joke on the success of personal, or failure to achieve personal goals, to work towards reaching the goals.

5. **Satisfaction of the individual with a particular element is not evidence of his satisfaction with the other elements:** satisfaction of the individual about a specific element within the work does not represent sufficient evidence of satisfaction with the other elements.

1.1.5. Employee Job Satisfaction Measurement

In regard, the measurement of employee job satisfaction management ensuing in policy and take the necessary steps to increase and develop job satisfaction among their employees, thus, collect data and information on indicators, trends, and determinants of job satisfaction of the employees (Javed et al., 2014: 123). Besides, the management can inform informally through the impressions available to employees of some of these indicators and determinants, but these impressions may lead to the formation of an unreal image of satisfaction (Maher, 2003: 150).

While, employees are usually reluctant to inform superiors about the negative aspects of work, and therefore the measurement of satisfaction particular requires to take action and unique arrangements, to ensure the management provide accurate information about their jobs and their workers toward feeling conditions in their organizations. The most important methods of measuring job satisfaction include (Shraideh, 2008: 107-108):

- a) **Analysis of the phenomena of satisfaction:** the most straightforward methods of measurement and spread, where it depends on the analysis of some phenomena that express the degree of satisfaction of the individual. Moreover, feelings towards the effort, and the phenomena that help to touch the degree of job satisfaction turnover rate and absenteeism, these phenomena are that individuals who show a high degree of job satisfaction do not exceed their absence only a small proportion. As well as the low rate of turnover among them among those who appear to be a low degree of job satisfaction. Besides, the advantages of this method accuracy of information, and the ease of classification, and avoidance of bias, but the problem of lack of means to verify the accuracy of data, in addition to the difficulty of translating some data.

- b) **Herzberg method:** this method depends on request of respondents in interviews to remember times. When they feel that they are satisfied with their work, as well as the times, felt dissatisfied and asked them to try to remember the reasons behind this contentment, resentment, and reflections that are feeling on the performance of their positive or negative and concluded this way significant result is that. The factors that lead to the existence of job satisfaction does not lead to dissatisfaction, was directed to this method of criticized is that information from the sample examined lacked no small amount of matter consciousness for adopting the look and profile of the sample.
- c) **The method of critical situations:** This method based on telling the story. The employee asked to describe and define the work related to his/her satisfaction. The answers are collected and analyzed to identify the employee's satisfaction with his job.
- d) **Interview mode:** The manager discusses with staffs face-to-face specific work-related issues. Based on the answers analyzed, it is possible to know the satisfaction of the staff, what elements of the work viewed with complete satisfaction and which elements viewed with less satisfaction.

1.2. Job Satisfaction Dimensions

1.2.1. Management and Leadership Style

The relationship between the leadership and staffs is one of the characteristics of the critical work environment, which has an impact on the satisfaction of employees and their willingness to work under the directives and orders of the leader or manager and the implementation of decisions that he/she makes best. However, the nature of the relationship between the leader and staffs is, in fact, a reciprocal relationship, the more the behavior and behavior of the president towards his subordinates. The source of their satisfaction with their work, this has a direct impact on the performance of the subordinates and thus on its productivity (Shraideh, 2008: 110). While the methods of leadership classified into three methods:

- a) **The autocratic leadership:** is the leadership of the authoritarian where there is no confidence between the commander and subordinates and human relations in this pattern does not take sufficient attention, which leaves adverse effects in the hearts of workers

- b) The democratic leadership: it is based on attention to human relations at work and morale and achieves Interaction between employees.
- c) Free leadership: the granting of more freedom in the exercise of power and the role of the superior here.

In this context, Jawad, (2000: 122) summarizes the supervision pattern creates a higher degree of satisfaction in the following points:

- Reverence the achievement of good and distinct.
- The staffs' sharing their sorrows and troubles.
- Create a climate saturated with the spirit of affection.
- Encourages good work, individual and collective innovations.

1.2.2. Incentive System

Many studies have indicated a positive relationship between income and job satisfaction. The higher the level of income, the higher their satisfaction with work. However, it is worth mentioning that (Herzberg) contradicted this view in his theory when stressed that the wage is one of the needs. While, the minimum incentive system that does not lead to satisfaction, but only to prevent dissatisfaction (Abbas, 2006: 45):

- The importance of wages under the capitalist system is higher than that of developing countries because of the importance of economic factors in the lives of individuals in the capitalist system.
- Wage is one of the most suspicious of different needs other than economic needs such as needs for excellence, excellence, and success.

According to Ahmed, (2008: 66) wages are an essential means of satisfying the material and social needs of individuals. Adams explained that the individual compares the rate of his/she earnings received about inputs (skills, abilities, experience, and level of education) with the rate of return of individuals working compared to their incomes. Then the result is dissatisfaction. On the other hand, there are some researchers classified most of the factors mentioned in groups as follows:

1. Personal factors that pertain to the same factors as age, sex, educational level, experience, mental and physical abilities of the individual and other factors associated with the individual. Which have an impact on job satisfaction?

2. Organizational factors that are related to the organization within the organization such as the job itself and the satisfaction of its occupant, the relationship with the presidents and colleagues, the work procedures and the form of work, conditions, and conditions of work.
3. Environmental factors related to the work groups and the environment in which the individual or the environment to which he belongs, as well as the impact of the culture of the society in which he lives. These factors may include social affiliation, community view.

1.2.3. Internal Work Environment

This dimension may be related to the design of the job and the suitability of the job duties with the abilities and potential of the person and his tendencies. Studies have shown that the attitudes of the employees, in general, are that the job satisfaction of many of them is directly proportional to the extent to which the work is possible (Ali, 2002: 44).

For the needs of the individual where the social outlook of the incumbent and the managerial level of the function may be a related role. Moreover, how the workers understand their duties and responsibilities in the organization seem to prefer actions with clear objectives as the ambiguous and conflicting roles lead to pressure on Factor reduces the satisfaction with the job (Al-Obeidi, 2013: 261).

1.2.4. Job's Nature and Content

The nature and content of the job: It includes the clarity of the tasks, responsibilities, and conditions (capacities, preparations, qualifications) required, and the extent to which the work allows the employee to show skills, talents, and opportunities for initiative and creativity. However, the physical working conditions are the environmental conditions surrounding the workplace are intended for lighting, ventilation, noise, cleanliness, and furniture arrangement as well as technical assistance in the workplace (Aqili et al., 2008).

CHAPTER TWO: ORGANIZATIONAL CHANGE

2.1. THE CONCEPT OF ORGANIZATIONAL CHANGE

The conventional concept of change defines as a new state of things, dissimilar from the previous state of things, while, organizational change is further difficult to define. So, for a well considerate, the most straightforward method is not trying to describe it, but rather relating it to other types of change. According to Joudeh, (2009: 36) the change can define as an activity that includes transformations in one or all elements that make up the organization to confront the forces that influence it.

The change comes in response to the severe requirements of customers or as a result of the entry or exit of competitors from the market or as a result of a new management philosophy as comprehensive quality management or other reasons. While Al-Nimran, (2006: 53) consider the change as the process of introducing and improving or developing organizations so that they are different from their current situation so that their objectives can be better.

However, the process of significant change in the behavioral pattern of the employees, and a radical change in organizational behavior to comply with the requirements and the climate and environment of the internal and external organization. Thus, it believes that making changes in the objectives and policies of the administration or any element of the organizational work, targeting one of two main things: the appropriate conditions of the organization or the development of new organizational functions of the organization before other organizations.

However, organizational change as a concept already describes that we are talking about a change in the organizational events. Nevertheless, this statement alone does not say much about the type of actions that are subject to change (French et al., 1999: 2).

In this context, Bernerth, (2004) argues that organizational change is an effort that consists of actual physical modifications in operations which leads to different emotional stimulations. While, Aswathappa, (2012: 120) argues that organizational change is the process through which organizations move from their current state or condition to some desired future state to increase their effectiveness.

Organizations nowadays are no more constant, to a particular extent organization today are trying to implement and pursue dynamic organizational changes to stabilize the organizational performance and existence for the present and coming challenges. Someway, organizational changes occur so commonly in some organizations with a response to the disruptive and turbulent environmental concerns that characterize the current performs for organizations and outcome in changes towards the organizational values (Akhtar and Rong, 2015: 1). Organizational change is the practice through which organizations transfer from their current state to some desired future state to grow their efficiency (Aswathappa, 2012: 133).

However, Jones et al., (2008: 306) argued that it is essential to the pressure that in change management processes, new systems introduce, as well as techniques and structures change, roles may assign and reassign, and workforce explanation could effect. All these could have a direct and significant effect on staffs within the organization and if not appropriately managed, may lead to work attitude challenges comprising job dissatisfaction. In practice, it found that staffs often reply negatively to change due to increased work pressure and stress often related to the change process. However, according to Majid, (2011: 384) organizational change is the shift in the performance of the whole organization to one degree or another.

In light of the growing interest in organizational behavior, the subject of organizational change has also given attention. It has presented with many definitions. So, the researcher defines organizational change as a deliberate, purposeful, conscious change that seeks to achieve environmental adaptation to ensure a better regulatory situation.

2.1.1. The Importance of Organizational Change

According to Christian and Stadlander, (2006: 18) the organizational change is significant since it is a socio-economic phenomenon that transcends the limits of what it achieves in the present and extends to the future, while the opportunity for change is itself an ongoing and essential process of development. However, the change in the organization generally increases its effectiveness and its sense of the right situation, and therefore the organization's ability to manage change better than its competitors (Zaidi, 2002: 60) increases their ability to achieve a sustainable competitive advantage (Auster et al., 2005: 175). Change is an opportunity for close

interaction between leaders and staff within working groups, especially when leaders can ensure that they are essential to workers (Griffin et al., 2004: 558).

The role of change in determining the employee job satisfaction, conflicts of workers and how to manage, strengthen or mitigate them and guide them towards the symptoms of the organization in bringing about change is significant. As it can anticipate change as a fundamental necessity, and it is why the organizations stay and the continuity of their lives. Their development on the other hand (Masad, 2003: 16).

In the same context, Al-Marsi, (2006: 47) points out that organizational change achieves the following importance:

- a) Organizational change is a tool to respond to social pressures and to target the expectations of the community's groups.
- b) The a) organizational change may reflect the personal need of some managers and one of the administrative excellence entrances.
- c) Change realized as a supportive tool for efficiency and increased effectiveness of the organization.
- d) Acceptance of an organizational change helps to strengthen the concept of an educated organization and thus increase opportunities for improvement and self-development.

In this regard, Floyd, (2002: 55), argued that the importance of organizational change to strengthen structures, initiative, understanding, and reflection through the amount of change in question, to make it clear that future changes offer new opportunities for creativity and innovation. However, Al-Zaidi, (2000), Rahim and Abdulkareem, (2007: 126) and Alwadi and Alwadi, (2010: 30) mentioned five critical aspects of the importance of organizational change as follows:

- 1) Diversification on active vitality: This is the importance of renewal and vitality and show the spirit of creativity, proposals, and disappear the spirit of passive indifference and routine that kills creativity and production.
- 2) Development of the ability to innovate: Change is to come new unfamiliar or familiarity and therefore is the result of mental effort pursuing the spirit of the ability to innovate in methods.
- 3) The desire to develop: The change works on the stimulation and the thirst for desires and smells towards the development and development and improve the work and through several aspects namely: Reform processes and address

problems and address them. As well as renewal and development of productive capacity capable of production and labor. Besides, comprehensive and integrated development based on the application of new production methods by introducing technology.

- 4) Compatibility with the variables of life: since the change increases the ability to adapt according to the new conditions, to be consistent with the events and changes that are taking place in the world and hence the management of change is essential.
- 5) Achieving a higher degree of strength of performance and practice: Change is a practice with lofty goals that seeks to strengthen the organization's machinery and improve its performance by identifying weaknesses and weaknesses. That led to the decline of the organization's gains on the one hand and knowledge of the country of strength and support. On the other hand, Within the organization and the positive interaction between them and encouraged them to produce.

2.1.2. The Objectives of Organizational Change

According to Al-Tayeb, (2005: 112), the organization's efforts to bring about organizational change is an attempt to find balance and maintain its stability in the midst of changes that occur in the organizational climate does not come spontaneously and improvisational. However, the organizational change instead of an objective, deliberate and planned process (Khudair, 2003: 23).

High performance, high level of motivation and a high degree of cooperation, more precise communication methods, reduced absenteeism, turnover, conflict reduction and lower costs. Organizational change programs should aim to make the organization more manageable with the current or expected environment (Abdel Fattah, 2013: 20):

- a) Programs must use the methods used to change the knowledge, skills, trends, processes, behavior patterns, job design, and organization structure.
- b) The program should base on the assumption that the level of organizational effectiveness and individual performance upgraded to the extent that optimal integration between individual goals and organizational objectives achieved.

- c) Building an atmosphere of trust and acceptance among the working individuals and groups of the organization;
- d) Empowering managers to adopt management rather than traditional management methods.
- e) Assist the organization in solving the problems it faces by providing it with information on the various operations and results of the organization.
- f) Increasing the ability of the organization to deal with and adapt to the environment and improve its ability to survive and grow.

2.1.3. Stages and Steps of Organizational Change

2.1.3.1. The Stage of Innovation

The innovation is the first step towards change. Nevertheless, innovation offset by the rejection and negative response from the dismissal of workers, which makes the leaders accelerated in the treatment through confrontation and provided the individual information. Moreover, the facts, clarify and focus on the general framework without going into details and explaining the procedures that can occur by individuals to adapt to change, to allow time for individuals and to hold repeated meetings to clarify the process more and more (Abu Alnasr, 2007: 94).

2.1.3.2. The Stage of Resistance

According to Naqrishi, (2016: 14) the resistance stage characterized by a variety of phenomena, including anger, anxiety, conflicts, frustration and evasion of responsibility. Therefore, the treatment of the phenomenon is through excellent communication with these parties and accept their actions and encourage them to express their opinion and discussion with emphasis on the change is necessary for the survival of the organization. Thus, stay with encouragement always on the freedom of opinion and not to go into the maze.

2.1.3.3. Exploration Stage

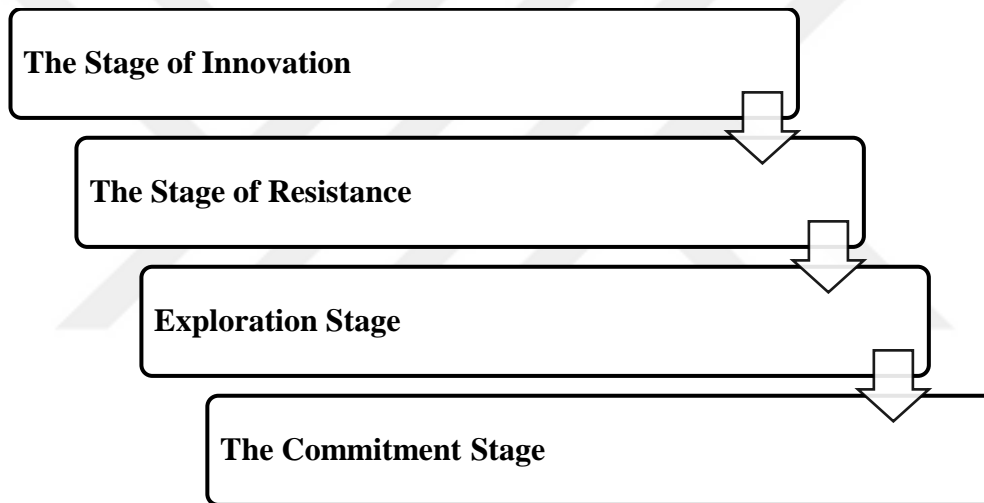
According to Abu Alnasr, (2007: 95) the exploration stage characterized by excessive personal preparation, attachment, fear, the abundance of serious ideas, the increase of the work required to achieve. (Naqrishi, 2016: 15) the inability to focus and the conflict in the levels and the achievement of it, the inability to focus on the

priorities and the most important before the important and short-term goals and encourage individuals to produce and innovate ideas with good avoidance or rapid rejection of these ideas.

2.1.3.4. The Commitment Stage

According to Naqrishi, (2016: 16) the commitment stage is a manifestation of team building, goal setting, job satisfaction, clarity of vision, cooperation, coordination, and challenges. Therefore, others must be involved in setting goals and focusing more on team building and rewarding changes with specific criteria and the justice system.

Figure 5: Stages and Steps of Organizational Change



Source: Developed by the researcher based on above literature.

2.1.4. The Types of Organizational Change

There are many categories of types of organizational change, the most important of which are regarding the degree of planning, regarding implementation time, and regarding the degree of inclusiveness: Organizational Change Regarding Degree of Planning, Organizational Change Regarding Implementation Time, Organizational Change Regarding Degree of Inclusiveness, and Organizational Change Regarding Continuous and Punctuated Stability.

2.1.4.1. Organizational Change Regarding Degree of Planning

According to Joudeh, (2009: 37) the change in the degree of planning can divide into two types, first; Emergent change is a change that occurs automatically and randomly without any present, and therefore may have consequences and negative consequences on the organization. While, Hart, (2007: 65), mentioned that is an automatic process that occurs unexpectedly. However, random change does not follow a plan, and no attempt is made to anticipate its results or to know its effects.

Consequently, Meja et al., (2008: 158) refers to this type of change as an emotional procedure or a response to the handling of unexpected and sudden situations such as changes in some of its components as a result of external pressures, which explains the results are not required and harmful.

While, Brown and Eisenhardt, (1997: 22) argues that emergent change refers to the on-going adaptations that produce fundamental change without intending to do so. While this is what happens when people and organizations deal with contingencies and opportunities every day, and much of it goes unnoticed. So, this new approach undertakes that critical organizational decisions consequence from cultural and political processes which evolve since culture is affected in this type of change and since it is not planned or controlled by OD professionals. Researchers debate the qualities of new change and whether or not conditions can create which inspire its occurrence.

Second; planned change, it is carried out after careful preparation and study of the conditions of change and its requirements and programs, and it is the result of conscious efforts by the change planners (Joudeh, 2009: 37). The planned change is deliberate change, so, there is a clear plan to bring about change, aiming at concrete goals (Al-Amayin, 2005: 350). However, the concept of planned change, arising from a system decision to improve its functioning, has evolved for almost three decades.

The planned change approach originated with social scientist Kurt Lewin (1947) who believed that successful change required; Analysis and understanding of social group formation, motivation, and maintenance using field theory and group dynamics and Behavior change in social groups through action research and a three-step change model (unfreezing, moving, refreezing). Lewin's planned change model

used participative team strategies to improve the effectiveness of the human aspect of organizations (Burnes, 2004: 886).

2.1.4.2. Organizational Change Regarding Implementation Time

According to Joudeh, (2009: 37) rapid change is a change that done once and quickly, and some called this kind of change with a sharp shock, as the implementation is a powerful shock to all. One must be wary of the adverse social effects on those who will be influenced by change since this will lead to the emergence of resistance to change. However, there are certain conditions in which rapid change can implement. The change has partial or there is an urgent need for change to prevent a significant problem affecting the future of the organization or the impact of staff on change is simple.

Gradual change, so changes are made in sets rather than in one, to avoid any adverse effects on those affected by the change. A slow change can implement when the change is comprehensive across the organization or when violent resistance to the planned change expected. Although slow-moving gradual change is usually more entrenched than sudden rapid change (Al-Amayin, 2005: 350).

2.1.4.3. Organizational Change Regarding Degree of Inclusiveness

According to Al-Amayin, (2005: 350) if we look at change by the degree of inclusiveness, we can distinguish between two types of change. The partial change, which is the change that deals with one aspect of the organization, such as technological change only without a change in other areas, and a comprehensive change that includes all or most of the aspects and fields in the organization.

However, partial change is limited to one side or one sector, such as changing machinery and equipment. The risk of partial change is that there may be some imbalance in the organization so that some aspects developed, and others are backward. So, this reduces the effectiveness of change, to change the production processes and methods of shopping and staff composition and other requirements.

2.1.4.4. Organizational Change Regarding Continuous and Punctuated Stability

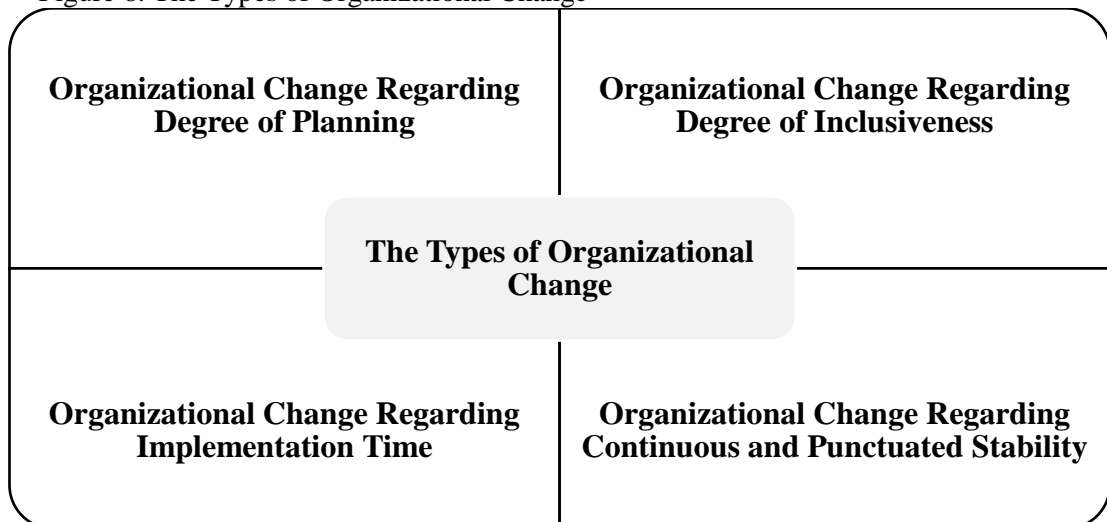
According to Burnes, (2004: 886) change arises in many shapes and sizes; sometimes change is incremental and hardly noticed, while at other times change is

significant and dramatic. So, the punctuated stability model mentioned by Romanelli and Tushman, (1994) suggests long periods of organizational stability interrupted by a burst of radical and fundamental change. The theory is that episodic change or punctuated stability change is rare, discontinuous and purposeful.

However, continuous change describes as evolving, uninterrupted, insistent, frequent, and simultaneous changes across the organization. While, this considerate of change built on Darwin’s model of evolution (Gersick, 1991: 16). It tends to be more transformational kind of change. Rejecting the punctuated equilibrium approach, its proponents Brown and Eisenhardt, (1995) argue that in a fast moving world continuous change is endemic and perhaps the sole way for successful organizations to compete.

Organizational structures appear to be limit, and the organization’s culture is developing to be extensively interactive with much freedom to improvise; products are linked to needs as they evolve. The potential problems for some arise from this perspective since there is no such thing as fully planning for or controlling these processes; they merely change as the organization transforms into something new (Triscari, 2008: 4).

Figure 6: The Types of Organizational Change



Source: Developed by the researcher based on above literature.

However, according to Khatib (2003: 55) and Al-Hariri (2011: 71), there are other types of organizational change as follows:

- a) **Strategic Change:** Focuses on vital long-term issues, it is a step forward and

called the strategic vision, and includes the organization's goal, mission and philosophy on the development, quality, innovation, and values of employees, the needs of society and the technologies used. Strategic change takes place under several factors: the external competitive, social and economic environment, the internal resources of the institution, the available material, and human resources, culture, organizational structures, and systems. Successful implementation of the strategic change process requires a thorough analysis and understanding of these factors in the planning and formulation phases.

- b) **Career Change:** Functional change is related to new systems, procedures and structures, and methods that have a direct impact on the organization of work within the institution. These changes have a significant impact on institution's staffs; they are more influential than strategic changes, which requires careful handling and care.
- c) **Change at the state level and change at the regional level:** Change at the state level includes the entire geographical area, which extends to all the establishments administrative of education, while the change at the level of the regions is limited to a particular region only.

2.1.5. The Success Factors of Organizational Change

According to Nouralddin, (2011: 193) some factors contribute to the success of organizational change as follows:

- The presence of the climate and non-resistant conflict.
- Support the administrative leadership of the process of organizational change
- Configure the engineering team of the organizational change.
- Participation of employees in the process of the organizational change
- Identify the causes of dissatisfaction working for the process of the organizational change.
- Choose the appropriate time to bring the change to the organization.
- The existence of a system of communication and information system flow and regular.

2.1.6. Organizational Change Management

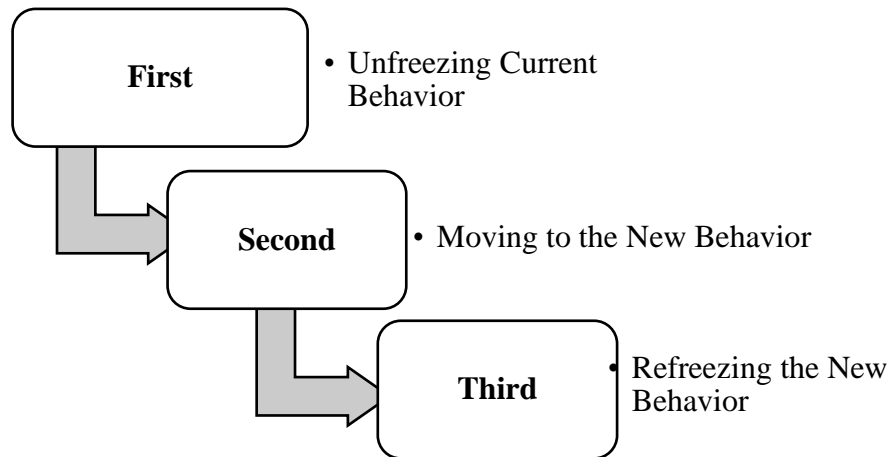
According to Fernandez and Rainey, (2006: 173) in response to the increasing significance of the organizational change, there is an upward body of literature considering the concept and processes of organizational change management and aspects that contribute to its success. So, drawing from a wide range of disciplines and theoretical perspectives the organizational change management, the literature describes as abounding in complexities and containing many contradictory and confusing theories and research findings.

However, managing organizational change is still a challenge for many organizations and managers, despite being an area of research that has generated a significant amount of knowledge over the years (Tsoukas and Chia, 2002: 572). In this regard, according to Burnes, (2004) alongside a background of rapid technological development, growing knowledge staff and the shifting of accepted work practices, organizational change is becoming an ever-present feature of organizational life. However, while many organizations appreciate the need for change, as many as seventy presents of the change programmes do not achieve their planned results (Balogun and Hope Hailey, 2004: 134).

So, current organization managers' major concern is efficiency with change and choosing the right steps towards it, from the employees' point of view, however, the concerns are different. Uncertainties with the concerns of change and its effect on their effort are mutual concerns.

Comprising the staffs in the change process right from the beginning is a good strategy, as the employees' struggle to change is a critical variable to be organized. Within the literature, one of the most influential perspectives within what is known as planned methods to change is that of Lewin (1952, in Elrod and Tippet, 2002), who claimed that change includes a three-stage process: Firstly, unfreezing current behavior. Secondly, moving to the new behavior. Finally, refreezing the new behavior.

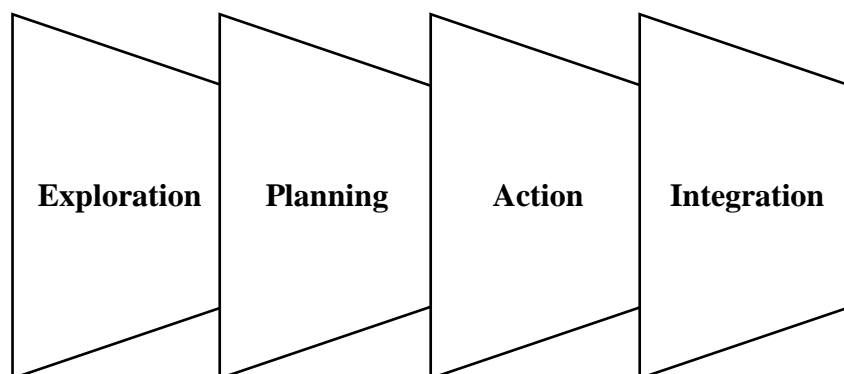
Figure 7: Lewin Model of Change Management



Source: Developed by the researcher based on the literature reviewed.

According to Todnem, (2005: 372) the three-step model was implemented for many years as the essential context for understanding the process of organizational change and managing it. However, since its formulation, the theory has reviewed and modified, with stages being divided to make more specific steps. For instance, Bullock and Batten, (1985) developed a four-stage model consisting of exploration, planning, action, and integration.

Figure 8: Managing Organizational Change Within Four Stage Model



Source: Developed by the researcher based on the literature reviewed.

Regardless of its popularity, Lewin's original theory has criticized for being based on small-scale samples, and more fundamentally the fact that it based on the theory that organizations' act under continual situations that can be taken into attention and planned. As a result of such criticisms, an alternative to planned approaches to organizational change developed. That is known as the new approach.

While a new approach to organizational change realizes change as so rapid and unpredictable that it cannot be achieved from the top down, instead, it argued, the change should realize as a process of learning, where the organization responds to the internal and external environmental changes. In this regard, (Todnem 2005: 373) suggests that this approach is more focused on change readiness and facilitating for change, than for providing specific pre-planned steps for each change project and initiative.

2.2. THE THEORETICAL RELATIONSHIP BETWEEN EMPLOYEE JOB SATISFACTION IN ORGANIZATIONAL CHANGE

The job satisfaction and organizational change literature propose that a person's reactions to change could impact through individual characteristics and features of the change condition (Judge et al., 1999: 120; Wanberg and Banas, 2000). Indeed, some studies have also revealed that many determinants such as communications, work demands, professional knowledge and skills, contribution among others, prevail in support of change management programmers (Rafferty and Simons, 2006: 333).

Correspondingly, study shows that effects of organizational change depend on the nature of the change process (Dent and Goldberg 1999) as well as the context in which change occurs. For example, Oreg, (2006: 99) found a negative relationship between employee resistance to change and trust in management. In other words, as employees' trust in management increases, their possibility of resisting change decreases.

However, Guest and Conway, (2001) in their empirical study on organizational change and psychological contract, claimed that during the implementation of the organizational change the intervening time effect many results, e.g., job satisfaction, incentive, and intention to quit. Nevertheless, in case of adverse organizational changes, staffs' approach will decrease, and it will also affect members' behavior replies towards organizational change. Correspondingly, it is common to assume that any change whether positive or negative in staff members' approach and behaviors is the outcome of organizational change.

According to Cohen, (1999), organizational changes may occur in every area of an organization. Introduction of new technologies, workforce rearrangements, job

designing, downsizings, are typical organizational changes in current competitive markets. The literature is explicit in stating that the way how the process of change managed affects the behavior of the workforces of the organization (Cohen, 1999) directly.

As a result, it seems essential and logic to realize in what way the perceived evaluation of change affects the relation between the individual and the organization. This study's primary goal is to understand the relationship between perceived organizational change efficacy and two basic organizational behavior constructs: organizational commitment and job satisfaction.

The relation between perceived organizational change efficacy and job satisfaction should be confident and meaningful. The reason for this assumption is that perceived efficacy of change is positioned on the level of work situation determinants of job satisfaction, as it related to the perceived impact of the changes in the workplace. As referred to earlier, the work situation determinants are the main predictors of job satisfaction (George and Jones, 2008).

In this context, Arnolds and Boshoff, (2001: 40) argues that functioning environments will affect job satisfaction, as employees are concerned with a happy physical work environment. In turn, this will concentrate on a more favorable level of job satisfaction. However, organizational change factors such as temperature, lighting, freshening, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance since their jobs are mentally and physically demanding. However, the relationship between organizational change and job satisfaction is various, while, different kinds of organizational change appear to have different effects on job satisfaction. Nevertheless, it is clear that work features and the perception of these features or the change mediate the relationship between organizational change and job satisfaction.

Furthermore, organizational changes such as downsizing, growth and a change in organizational strategy most probably change the design of the jobs. Therefore, although not entirely conclusive, based on the literature mentioned above, we expect that job redesign will influence job satisfaction. Job satisfaction increases when the job characteristics fit employee needs or expectations (Griffin, 1991: 428) or when the redesign process aimed at improving dissatisfying work characteristics.

CHAPTER THREE: THE IMPACT OF EMPLOYEE JOB SATISFACTION IN ORGANIZATIONAL CHANGE

3.1. THE STUDY BACKGROUND

Numerous researchers have recognized that improvement in the area of the employee job satisfaction and organizational change is still in the earliest phase. While a connected problem has the lack of integration between research in diverse fields, however, the complexity of the employee job satisfaction and organizational change process implies general and integrated concepts; these have not yet developed. Moreover, there has also been a lack of systematic scholarly research in the fields of job satisfaction and organizational change, particularly in the region and Iraq.

Nedeljkovic et al., (2012) in this study examined the organizational changes and job satisfaction in the hospitality industry in Serbia. So, the researchers mentioned that it is essential to consider what factors affect a high level of the customer service orientation of hotels staffs under the circumstances of the transition and a high rate of unemployment. One of the conclusions of the research is that management of the hotels in Serbia do not adequately identify the potentials of the knowledge of the hotel staffs as a possible competitive advantage during organizational changes in a highly competitive global environment.

Gomes, (2009), analyzed the organizational change and job satisfaction: the mediating role of organizational commitment, while the organizational change is a growing area of importance for modern organizations' strategic development. However, managing active organizational change processes characterizes an imperative of success for competitive organizations. Thus, this study proposes to explain the relationship between perceived efficacy of organizational change processes and job satisfaction, and also, the role of organizational commitment in this relationship.

Contributors to this research were 153 workers of the hotel business industry, which willingly responded to a questionnaire composed of measures of organizational commitment, perceived efficacy of organizational change processes and job satisfaction. Main outcomes revealed that organizational commitment exerts

a mediational effect on the relationship between the perceived efficiency of organizational change processes and job satisfaction.

In this context a study conducted by Çelik, (2014), this study is about to analysis an academic approach to the job satisfaction, so, the researcher argued that job satisfaction on the top of the significant targets for an institution which is in the process of total quality. Since, the facility of total quality, first of all, based on the genuine commitment to work with the organization staffs, managers and being satisfied with their works; individually, doing their jobs tenderly.

Also, with zero error production of services, certifying full client satisfaction and employee in a cordial relationship with their colleagues and effort is the primary target of job satisfaction. Combining client contentment and loyalty, nevertheless, depends on making the organization's staffs satisfied and the degree of saturation for their job.

In the same context, a study conducted by Akhtar, and Rong, (2015), where the researchers examined the effect of the organizational change on job satisfaction, and aim to quit: a mediating role of psychological contract violation. While organizations today are not in a stable situation. Thus, the introduction of cutting-edge technology, increased competition, cost-cutting method, and globalization, have struggling organizations to implement main changes.

However, change of any sort disturbs the existing employ relationships between the employer and employee. Furthermore, this study analyses documents connected to organizational change, and psychological contract with a further view to highlight the significance of psychological contract violations as a result of significant organizational changes and how staffs make sense of these contract violations and organizational changes.

Javed et al., (2014) this study is about to analyze the determinants of job satisfaction and its impact on employee performance and turnover intents. However, it believed that job satisfaction - or absence of it - hinges on a productive, achieving relationship between workforce and management; indeed, the success of any organization depends on staff members who appreciate their works and feel rewarded by their efforts. Eventually, of all the people in the marketplace may suffer the most when this vital success factor is lacking.

The outcomes indicated to the significant positive relationship between employee empowerment, workplace environment, job loyalty and job performance and job satisfaction. Besides, there is a negative relationship between job satisfaction and turnover intention. The results also reveal that there is no significant relationship between turnover intention with employee empowerment and job performance.

Further, a research conducted by Triscari, (2008), this research aimed to analyze the organizational change, organizational development, and organizational transformation. However, the researcher mentioned that it represents a literature review on the topic of organizational change while discussing that how label a particular type of organizational change influences how researchers both view the change and the potential outcome.

The attention here is on transformational change, a change that arises at the center core of the organization and results in a considerable change to the center core of the organization, affect the currently held beliefs and assumptions.

However, a research conducted by Gupta and Singla, (2016) that attempted to examine the organizational change and job satisfaction: an examination of mediating effect of organizational trust. So organizational change is an increasing area of significance for modern organizations' strategic development. While progressive organizational change is vital to the success of competitive organizations, however, the available theory conceptualizes that organizations have comprehended the equal significance of job satisfaction and organizational trust as a mean to gain and sustain competitive advantage.

Primary and secondary data did the analysis. The primary data collected from 150 respondents from an IT firm with the help of three standardized questionnaires. The outcomes-based on correlation analysis confirm a positive and significant relationship between organizational trust and job satisfaction. Furthermore, the results of regression analysis show that organizational trust exerts a mediating effect on the relationship between organizational change and job satisfaction.

Jos et al., (2012) in this study the researchers examined the professional discourses and resistance to change. However, the purpose of this research is to examine how confrontation to change might be a concern of differences in professional discourse of specialized groups working together in a change process. While this research used discourse analysis and instructions to study the application

of a new ICT system for an airline, so, data collected in semi-structured interviews, desk exploration, contributor observations and a diagnostic workshop. As a result, the data advocate that the non-aligned interaction between different professional discourses can be a source of resistance to change, in addition to other well-known sources of resistance to change in the change management literature. Future study regarding change management should incorporate linguistics and discourse analysis. Investigating resistance to change could be done wisely, paying attention to differences in professional cultures in cross-functional project teams.

Dahlan, (2012), his research is about to analyze the effect of the change on the level of satisfaction of workers in electricity distribution company in Gaza Governorates. Also, purposed to classify the amount of considerate of those employees to the nature of change and its impact on their level of satisfaction, and how to maintain the rights and benefits gained, the organizational changes and the working environment and the impact of that on the satisfaction of employees.

However, the researcher used the descriptive method of analysis, where the study applied to a stratified systematic study population sample of 331 employees from the rest of the employees transferred from the municipalities and the energy authorities. Than 453 employees, distributed in the headquarter and five branches of the company and reached the study sample of 260 employees representing 78.54% of the population of the study.

As the results of this study revealed the existence employees satisfaction of the local authorities and the Power Authority to the Electricity Distribution Company in Gaza, as well as The study also revealed a significant relationship between all study variables besides the level of job satisfaction between employees of the GEDCO. Furthermore, found that there are no significant variances among the mean estimates of the study sample on areas of study.

In this regard, a study conducted by Al-Amin, and Mousawi, (2016) Examined the effect of job satisfaction on human resource performance, the researchers mentioned that job satisfaction is one of the topics that captured the attention of many writers and thinkers in the field of business administration. Since most people spend a large part of their lives at work and therefore it is essential to look for job satisfaction and its role in their personal lives and professional. Besides, affect job satisfaction significantly on the behavior and performance of human

resources, it is also a significant motivation towards outstanding achievement and the indirect benefit for organizations and workers. It has revealed in this study applied by measuring and evaluating job satisfaction and performance in the public hospital foundation Chaabane Hamdoune – Maghnia.

3.1.1. The Study Problem Statement

In fact, there is a problem regarding employee job satisfaction and organizational change. Higher educational institutions face it concerning planned change. On the one hand, higher educational institutions desire to change for them to remain competitive by employee job satisfaction, to adopt more effective and efficient means of tasks, and to remain in harmony with their environments. Higher educational institutions often resist change because of their desire for relative stability and predictability.

While employee job satisfaction is one of the most significant issues of the administration since the human component is one of the essential elements of production, it is necessary to pay attention to it in the first place and to increase their loyalty to their organization so that the administration can move towards organizational change. While, organizational change is one of the essential applications and is a crucial feature of the development of organizations, especially educational institutions, to move from their present state to a desired future state this sense, the problem of the study can formulate through the following questions:

1. Is there a job satisfaction and what its levels?
2. What are the attitudes of employees towards organizational change?
3. Is there a significant correlation between job satisfaction and organizational change?
4. Is there a significant effect on employee job satisfaction on organizational change?

3.1.2. The Study Purposes

The general purpose of this master thesis is to contribute, both theoretically and empirically, to the appreciative of how to develop, implement and sustain an essential organizational change in higher education institutions in North Iraq as a

way to make the employee job satisfaction. However, the purposes of the study are summarized as follows:

- a) To build a general and combined theoretical framework on how to develop and clarification of concepts of job satisfaction and levels, organizational change, and trends.
- b) Constructing a study planned model versus examining the relationship and effect of the independent variable the employee job satisfaction and the dependent variable which is the organizational variable.
- c) Disclosure of the dimensions of real satisfaction and its impact on organizational change.
- d) To identify the behavior of the staffs that could affect the development of activities and rich to employee job satisfaction.
- e) To understand the challenges of the higher education departments both in short- and the long- term.

3.1.3. The Significance of the Study

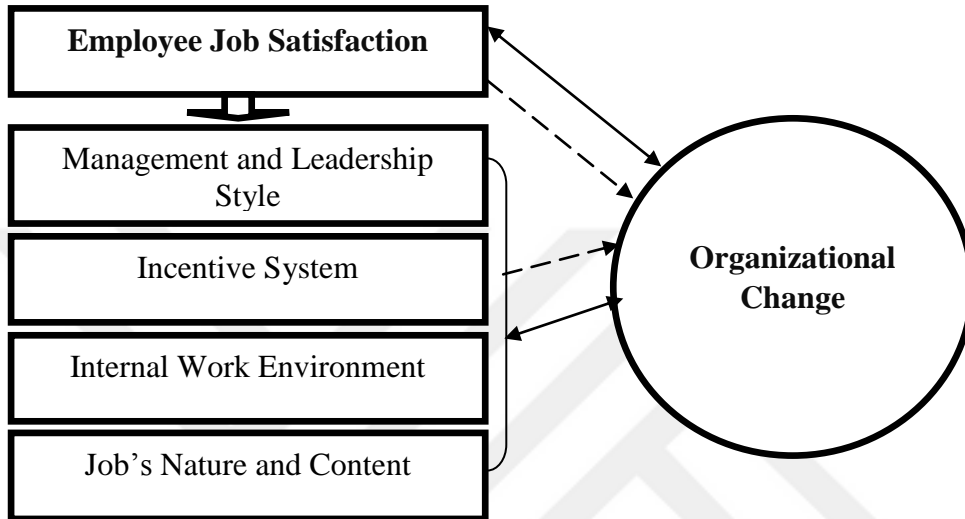
The study is significant regarding the significance of the changes that have investigated, as it has become the subject of employee job satisfaction and organizational change from the essential subjects in administrative thought, however, the current study highlights its importance through the following:

1. The importance of the sector in question, represented by the educational sector in that it is one of the sectors that faced many challenges under the complex conditions experienced by them.
2. Presentation of concepts and multiple ideas on the impact of employee job satisfaction in organizational change.
3. The need of the organization to this type of study to be able to understand the theoretical concepts and scientific practices of the importance of changing the study and its benefits.
4. To reach the results of the interrelationship between the study variables, job satisfaction, and organizational change.

3.1.4. The Study Conceptual Model

To complete the problem of the study and to achieve its objectives, the conceptual model was built, consisting of two variables: the first independent variable representing the employee job satisfaction and the second variable, organizational change, as a figure (9) illustrates the conceptual study model.

Figure 9: The Study Conceptual Model



Source: by the researcher based on the literature reviewed

3.1.5. The Study Hypotheses

This master thesis study attempts to examine the following hypotheses base on the study problem and its purpose:

H₁: There is a positive relationship between the employee job satisfaction and the organizational change in the departments of the ministry of higher education and scientific research in Erbil city:

H_{1.1}: There is a positive relationship between management and leadership style and the organizational change.

H_{1.2}: There is a positive relationship between incentive system and the organizational change.

H_{1.3}: There is a positive relationship between internal work environment and the organizational change.

H_{1.4}: There is a positive relationship between job's nature and content and the organizational change.

H₂: There is a significant impact of the employee job satisfaction on the organizational change in the departments of the ministry of higher education and scientific research in Erbil city:

H_{2.1}: There is a significant impact of management and leadership style on the organizational change.

H_{2.2}: There is a significant impact of incentive system on the organizational change.

H_{2.3}: There is a significant impact of internal work environment on the organizational change.

H_{2.4}: There is a significant impact of job's nature and content on the organizational change.

3.1.6. The Limits of the Study

Spatial limits, this study limited to the employees within the departments of the ministry of higher education and scientific research in Erbil city of the Iraqi Kurdistan region. Objective limits, this study also focused on the relationship between employee job satisfaction such as; management and leadership style, incentive system, internal work environment, and job's nature and content and the organizational change of the higher education departments. Time limits, this field study applied in the second semester of the academic year 2017-2018.

3.2. MATERIALS AND METHOD

This master thesis understanding the organizations or institutions as a complex, open and, social system. As a system, the institution collected multiple parts; therefore, changes in one part of the system will consequence in changes in other parts of the organization. Consequently, the primary purpose of this study is to investigate the relationship between employee job satisfaction and the organizational change in the departments of the ministry of higher education and scientific research in Erbil city. However, the materials and method implemented in this study are the argues in the departments of the public and the bodies of the departments of the ministry of higher education and scientific research. While this study is descriptive, that uses hypothesis testing.

Conversely, the descriptive study can define as describing some specific situation, some occurrences or something, while descriptive researches are those

which define the existing situation instead of concluding and making decisions. Therefore, the essential objective of the descriptive study is to confirm the established hypotheses that disclose the present situation.

This kind of study offers information about present scenario and emphasis on the essentials that affect the employee job satisfaction. In the same regard, the current study will examine the relationship between the employee job satisfaction and the organizational change in the departments of the ministry of higher education and scientific research in Erbil city, to analyze the role, the survey questions and statements will formulate base on the study purposes. Therefore, the section addresses the study design, data sources, and the limitation of the study.

3.2.1. The Study Design

The study designed to be more suitable with its purpose, as it allowed survey contributors to deliver their related information on the subject of interest to the study, through survey questionnaire which uses a five-point Likert scale that is more suitable for data collecting. As mentioned above in accordance with the study design, this study implemented the quantitative method.

While a quantitative method reveals suitable for the study is to investigate the relationship between employee job satisfaction and the organizational change in the departments of the ministry of higher education and scientific research in Erbil city. However, the quantitative method usually adept in the study when working with statistical data.

3.2.2. Study Population and Sample

The study population involves all departments within the ministry of higher education and scientific research in Erbil city. Hence, the ministry of higher education and scientific research designated as the study population. While, the employees within the departments of the ministry of higher education are likely to well recall on the employee job satisfaction and the organizational change, as they have knowledge and information on the job satisfaction and the changes related to institutional departments. However, the ministry of higher education and scientific research is the decent selected population size, where the study pursues to determine

their employee's job satisfaction within the departments of the ministry of higher education and thoughts on organizational change.

Consequently, to gather data for understanding job satisfaction and organizational change, a sample of (410) respondents will ask to take part in a self-administered questionnaire. So, the survey sample for the current study is employees within the departments of the ministry of higher education and scientific research selected. Besides, they contributed to the survey by responding to the survey questionnaire questions and statements which is self-administered and distributed in the departments of the ministry of higher education in particular. However, the analysis data transferred to (10) questionnaire forms that not analyze due to some incomplete information. Hence, (400) questionnaire forms obtained for tests and analysis.

3.2.3. The Survey Measurement

3.2.3.1. Conceptualization of Independent Variable (Employee Job Satisfaction Dimensions)

Employee job satisfaction is the collection of sense and beliefs that individuals have about their current profession. Employees levels of degrees of job satisfaction can range from great satisfaction to great dissatisfaction. In addition to having approaches about their jobs as a whole. Employees also can have approached about different features of their works such as the kind of work they do, their colleagues, supervisors or staffs and their pay (George et al., 2008: 78). Therefore, the satisfaction of the individual with his work can consider as a success of the different approaches of the individual towards his profession and interrelated factors, and towards life in general (Faleh and Abdul Majid, 2005: 259).

However, Hirszowicz, (1981: 89) argued that job satisfaction a concept which has a close connection with incentive and activity. Consequently, this topic will study under the unit of incentive or unit that contents motivation. The principal cause for that is the supposition that employees satisfied with their professions are more productive, actual, and with a better attitude about their professions compared with those who are not satisfied with their works.

3.2.3.2. Operational Definition

From the definitions have clarified the indicators below that will measure the independent variable as employee job satisfaction and its dimensions:

First, management and leadership style

Second, the incentive system

Third, internal work environment

Fourth, job's nature and content

3.2.3.3. Operationalization of Independent Variable

The mentioned indicators will measure the dimensions of employee job satisfaction in the departments within the ministry of higher education and scientific research in Erbil city. By applying statistical survey data (quantitative analysis) and using the following indicators.

For each of the indicator measured with the five-points Lecrt scale, where one indicates as "*strongly disagree*", two indicates as "*disagree*", three indicates as "*neutral*", four indicates as "*agree*", and five indicates as "*strongly agree*".

1. The first indicator is management and leadership style that measured by asking the following questions.

Table 2: Employee Job Satisfaction Statements for the is Management and Leadership Style Indicators of Survey Data

Management and Leadership Style	1. Managers pursue a consecutive appearance of the media in the field of work.
	2. Managers give an employee the opportunity to participate in decision-making those related to work.
	3. Managers delegate some authority to the committees.
	4. I am satisfied with the fairness of the distribution of tasks among employees.
	5. The organization's management does not distinguish between employees when the treatment is essential.
	6. The organization publishes everything new in the area of employment on employees.

2. The second indicator incentive system and generating measured by asking the following questions.

Table 3: Incentive System Indicators of Survey Data

Incentive System	7. I feel justly rewarded and recompensed.
	8. I feel that opportunities for career growth and career advancement are available.
	9. The employees obtain necessary support for research and studies.
	10. There is justice in obtaining promotion.
	11. There is a fair system to increase salaries and financial privileges.
	12. There is a fair method of calculating and disbursing rewards and incentives.
	13. Opportunities are available to participate in scientific conferences and internal and external workshops.
	14. There is a complement between the training programs and the nature of work.
	15. The leader's style is delegating authority.
	16. Salary encourages work to do better.

3. The third indicator is internal work environment will be measured by asking the following questions.

Table 4: Internal Work Environment Indicators of Survey Data

Internal Work Environment	17. The managers highly experienced in the field of work.
	18. I find a response from the manager when I offer him a proposal in the field of work.
	19. The managers take into account the staff capacities in the distribution of responsibilities.
	20. The managers implement the organizing regulations with sufficient flexibility.
	21. The managers encourage staff to participate collectively in providing a friendly atmosphere among them.

4. The fourth indicator is job's nature and content and measured by asking the following questions.

Table 5: Job's Nature and Content Indicators of Survey Data

Job's Nature and Content	22. There are cooperation and harmony between the working group.
	23. The nature of work is in line with specialization.
	24. A practical nature allows for innovation and innovation.
	25. There is clarity in responsibility to facilitate the completion of work.
	26. Practical job environment fits with abilities.
	27. I enjoy independence in work without pressure.
	28. Advanced information technologies are available to help complete the work.
	29. I feel pleasurable doing the work.

3.2.3.4. Conceptualization of Dependent Variable (Organizational Change)

Organizational change is an activity that includes transformations in one or all elements that make up the organization to confront the forces that influence it (Joudeh, 2009: 36). However, according to Bernerth, (2004) organizational change is an effort that consists of actual physical modifications in operations which leads to

different emotional stimulations. While, Aswathappa, (2012: 120) argues that organizational change is the process through which organizations move from their current state or condition to some desired future state to increase their effectiveness.

3.2.3.5. Operationalization of Dependent Variable

The above indicator will measure the level of organizational change in the departments within the ministry of higher education and scientific research in Erbil city. By applying statistical survey data and using the following questions. For each of the questions measured with the five-points Lecrt scale, where one indicates as "*strongly disagree*", two indicates as "*disagree*", three indicates as "*neutral*", four indicates as "*agree*", and five indicates as "*strongly agree*". The organizational change indicators measured by asking the following questions.

Table 6: Organizational Change Indicators of Survey Data

Organizational Change	1. I feel that change makes an employee work better.
	2. I think that it is difficult to apply change as required.
	3. The training in organizational change makes the employee feel that will do better.
	4. I will do everything in power to support regulatory change.
	5. I follow up on new instructions to support organizational change.
	6. I am bored by the organizational change that has adopted.
	7. I think that change does not serve the specialized in the practical field.
	8. The organizational change helps to respond to work quickly.
	9. The organizational change leads to the implementation of educational plans quickly.
	10. The organizational change leads to increased creative thinking.
	11. The Implementation instructions support organizational change.

3.2.4. Instruments and Measures

The study used survey questionnaire as a data collecting instrument to measure the primary variables in this study, besides to gather data from the survey sample. However, the study selects the questionnaire scale as the relevance of the study method, its design and for the possible benefits it provides.

The survey instrument encloses three sections. Section one contains different personal and demographic variables. This section will attain the respondents' information about gender, age, academic degree, and overall job experience. The second section involves of the study independent variable employee job satisfaction and its diminutions namely: management and leadership style,

incentive system, internal work environment, and job's nature and content that are significant in the present research. While, the third section includes employee job satisfaction, as revealed in a table (2) and see the appendix (1) which demonstrates the questionnaire form.

Table 7: The Survey Instrument Structure

Major Variables	Sub- Variables Components	No of Statements	Scale Symbol	Sources
First: Demographical data	Gender, Age, Academic Degree, and Overall Job Experience	4		By Researcher
Second: Employee Job Satisfaction	<ul style="list-style-type: none"> – Management and Leadership Style – Incentive System – Internal Work Environment – Job's Nature and Content 	6 7 7 6	X1-X6 X7-X16 X17-X21 X22-X29	Al-Obeidi, (2013) Ghraidhi and Shatah, (2014)
Third: Quality of Financial Reports	Eleven Statements	11	Y1-Y11	Al-Enzi, (2004)

Sources: Al-Obeidi, B. A. (2013). Role of the Work Environment in Enhancing Job Satisfaction, Applied Study at Baghdad Gas Lab., Ghraidhi, A and Shatah, S. (2014). The Effect of Job Satisfaction on Achieving Organizational Loyalty, A Study of Al-Qasidi University, Faculty of Economic, Commercial and Management Sciences, and Al-Enzi, M. B. D. (2004). Organizational Change and Its Relation to the Performance of Workers, A Survey of Workers in The Department of Traffic Riyadh.

3.2.5. Scale

The study scale obtained from the previous literature and published studies. The demographic variable which includes gender, age, academic degree, and overall job experience. However, the first variable of the study is employee job satisfaction that has four dimensions as management and leadership style, incentive system, internal work environment, and job's nature and content and this scale is to take from (Al-Obeidi, 2013, Ghraidhi and Shatah, 2014). The second variable is organizational change having eleven items, was taken from (Al-Enzi, 2004). The items in the second and third sections are measured by using a five-point of Likert scale ranging from "strongly disagree" one to "strongly agree" five.

3.2.6. Data Analysis

The statistical techniques used to test the study hypotheses. Firstly, the Cronbach's alpha used to test the reliability of the scale. Secondly, factor analysis applied to find the essential analysts of the employees' perspectives within the

departments of the ministry of higher education and scientific research toward the employee job satisfaction and the organizational change indicators.

However, the descriptive analysis used to quantitatively describe the vital features of the variables through the mean, standard deviations, and rate of agreements. Also, the correlation analysis applied to identify the relationships between the independent and dependent variables by using Spearman correlation analysis.

While the correlation analysis demonstrates just the degree of relationships between variables and does not certify the researcher to make necessary inferences as regards the relationships between variables, consequently, multiple linear progression analysis also uses to test the hypothesis. Besides, to explain the impact of the employee job satisfaction variables on organizational change through observing the influence of some selection of variables. SPSS V-24 software is used to analyze, and the effects are present using tables and figures.

3.2.7. Reliability and Validity of the Scale

3.2.7.1. The Reliability Analysis

As displayed in a table below (8) the Cronbach's alpha for questionnaire statements of the employee job satisfaction is (0.841) more than acceptable and recommended value (0.50) by most researchers. So, this indicates that all the 29 statements were reliable and valid to measure the approaches of employees towards job satisfaction.

However, it is essential that the instrument applied for data collection would deliver reliable data that would produce accurate and consistent outcomes after analyzing. While the Cronbach's alpha value of organizational change statements is (0.734) which revealed a high level of reliability in the entire set of items the total scores (0.903). Therefore, the survey instrument applied for data collection could be restrained highly reliable.

Table 8: Reliability Analysis

Variables	Cronbach's	No. of	N	%
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	Alpha	Items		
Job Satisfaction	0.841	29	400	100.0
Management and Leadership Style	0.805	6	400	100.0
Incentive System	0.892	10	400	100.0
Internal Work Environment	0.853	5	400	100.0
Job's Nature and Content	0.860	8	400	100.0
Organizational change	0.734	11	400	100.0
Overall	0.903	40	400	100.0

3.2.7.2. The Scale Validity

In accordance with reliability analysis, the validity of the survey questionnaire established over a range of ways. While, all of the questionnaire indicators adapted from related studies that were earlier determined tested, also some statements or questions upheld. However, the survey instrument validity has definite by the amount to which a test measures what it claims to measure.

However, data collecting instrument validity related to the reliability of the survey questionnaire, but varies in that it also measured on the researcher's identifying and if the dependent variables vary because of the independent variable and not sense of some other variable (Gay, 1992:55). Accordingly, the measures also essential be constant to make valid results anywhere in the study (Saunders et al., 2009: 78). Thus, the researcher proved the validity of the data collecting instrument the and evaluated by experts which are called content validity, as revealed in the appendix (2).

3.2.8. Factor Analysis

The factor analysis established to reduce components that principles at survey sample responses to the study variables, however, their ranges and examines them into compound variables, known as factors that do a valuation. Subsequently, employee job satisfaction has a total of 29 indicators or questions under four dimensions. Furthermore, the organizational change has an overall eleven questions, which is compound to take and relate the outcomes. Also, to make further examine and test easier the factor analysis has used and revealed in the tables below.

3.2.8.1. The KMO and Bartlett's Test for Employee Job Satisfaction

As showed in a table (9), the first step in factor analysis examined for employee job satisfaction, through two essential factors, i.e., Kaiser- Meyer-Olkin

(KMO) and Bartlett's test of sphericity. Although based on this test the higher loading values are (between 1.00 and 0.5) where those values classify that the factor analysis is accurate and suitable. Consequently, the loading values lower than 0.5 means that the factor analysis may not apply.

The KMO total measure of sample sufficiency is (**0.902**) therefore, it means that offered high level and statistically significant at ($p < 0.05$). Although, Bartlett's test of sphericity (Approx. Chi-Square) is (**6741.739**) at *df* (**406**) and (**Sig=0.000**), which is the independence of functional connections among the questionnaire statements.

Table 9: The KMO and Bartlett's Test for the Employee Job Satisfaction

KMO and Bartlett's Test	
	Employee Job Satisfaction
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.902
Bartlett's Test of Sphericity (Approx. Chi-Square)	6741.739
Df	406
Sig.	0.000

3.2.8.2. Rotated Factors Matrix for Employee Job Satisfaction

As summarized in a table below (10) the rotation of component for employee job satisfaction as independent study variable measured to give an indication of how the factors principally extracted contrast from each other and to provide a clear image of which component loads on which factor.

However, the whole variable has the factor taking values. While the lower value is (**0.365**) that load on factor fifteen, regarding the leader's style, is delegating authority. Besides, the higher value is (**0.781**) on the factor ten that called there is justice in obtaining promotion.

Table 10: Rotated Factors Matrix for Employee Job Satisfaction

Items	Factors					
	1	2	3	4	5	6
<i>EJS 10</i>	0.781					
<i>EJS 11</i>	0767					
<i>EJS 8</i>	0.726					

<i>EJS 12</i>	0.705				
<i>EJS 14</i>	0.676				
<i>EJS 13</i>	0.674				
<i>EJS 7</i>	0.644				
<i>EJS 9</i>	0.638				
<i>EJS 19</i>		0.754			
<i>EJS 17</i>		0.740			
<i>EJS 21</i>		0.708			
<i>EJS 18</i>		0.677			
<i>EJS 20</i>		0.514			
<i>EJS 22</i>		0.504			
<i>EJS 24</i>			0.715		
<i>EJS 26</i>			0.687		
<i>EJS 29</i>			0.683		
<i>EJS 23</i>			0.672		
<i>EJS 25</i>			0.625		
<i>EJS 28</i>			0.533		
<i>EJS 2</i>				0.767	
<i>EJS 4</i>				0.691	
<i>EJS 6</i>				0.628	
<i>EJS 5</i>				0.534	
<i>EJS 3</i>				0.471	
<i>EJS 27</i>					0.653
<i>EJS 1</i>					0.541
<i>EJS 15</i>					0.713
<i>EJS 16</i>					0.365

Extraction Method: Principal Component Analysis.

3.2.8.3. Percentage of Eigenvalues and Variance Explanations of the Employee Job Satisfaction

As revealed in the Table 11 and Figure 10 the percentage of eigenvalue and variance explanations for employee job satisfaction established, whereas, the percent of variance explanations for each factor, and the cumulative variance of the factor and the above factors deliberated. Nevertheless, the factors are which have the value more than one will extract. As the result of constant factor analysis, six factors of the employee job satisfaction determined.

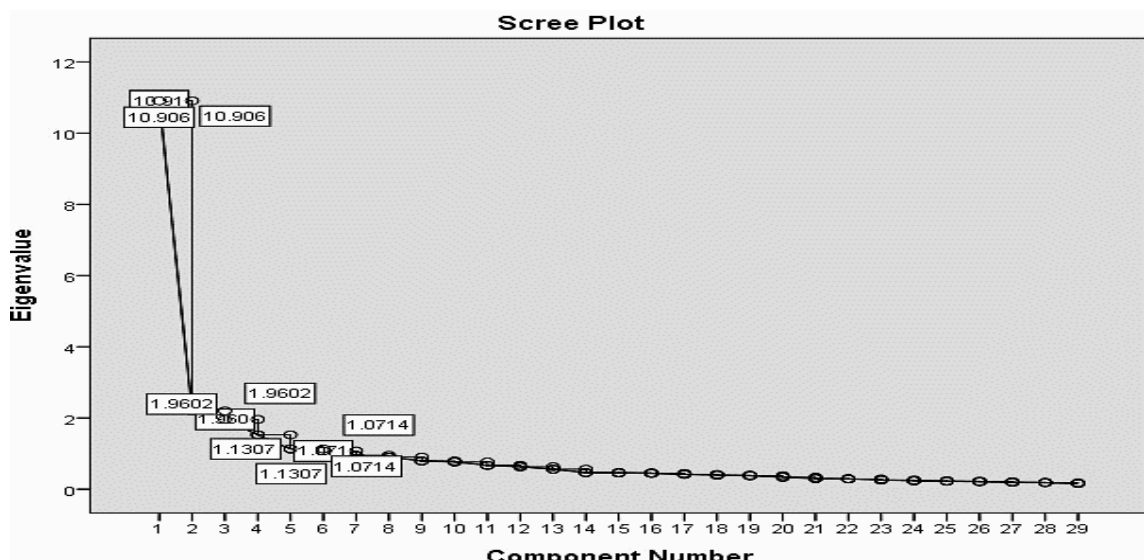
Accordingly, the total variance combined defined by these six factors that are (64.79%). Subsequently, the variance extents revealed by the factors specially (37.60%, 7.57%, 6.75%, 5.25%, 3.89%, and 3.69%) respectively. Although the higher the variance percentage achieved at the end of the factor analysis, the stronger the factor construction becomes.

Table 11: Percentage of Eigenvalue and Variance Explanations of the Determined Factors for Employee Job Satisfaction

Factors	Eigenvalues	Variance Explanation%	Cumulative%
1	10.90	37.60	37.60
2	2.19	7.57	45.18

3	1.96	6.75	51.94
4	1.52	5.25	57.20
5	1.13	3.89	61.09
6	1.07	3.69	64.79

Figure 10: Load Graph for the Component Numbers of Employee Job Satisfaction



3.2.8.4. Employee Job Satisfaction Indicators and Factor Loads

As displayed in the Table 12, all six factors of employee job satisfaction are positive. (A) The first factor, that named “**Incentive System**” comprised eight items namely (EJS 10,11,8,12,14,13, 7, and EJS 9), further factor loadings are (0.781, 0.767, 0.726, 0.705, 0.676, 0.674, 0.644, 0.638) respectively, while all items have higher load value. The second factor “**Internal Work Environment**” contain six items as (EJS 19,17, 21, 18, 20, and EJS 22) and the factor loadings are (0.754, 0.740, 0.708, 0.677, 0.514, and 0.504) respectively. Likewise, total indicators have higher loadings.

The third factor named “**Job’s Nature and Content**” comprise six items (EJS 24, 26, 29, 23, 25, and EJS 28) additionally with factor loading values are (0.715, 0.687, 0.683, 0.672, 0.625, and 0.533) respectively, and they have higher loadings. The fourth factor called “**Management and Leadership Style**” includes five items as (EJS 2,4,6,5, and EJS 3) respectively. Besides their factor value loadings are (0.767, 0.691, 0.628, 0.534, and 0.471). However, the fifth factor called “**Individuality**” contains two items only (EJS 27, and EJS 1) and with factor loadings (0.653, and 0.541) respectively, while both indicators have a higher load on it. The sixth factor named “**Employee Empowerment and Motivation**” which

comprise two items only (EJS 15, and EJS 16) with factor loadings (0.713, and 0.365) respectively.

Table 12: Employee Job Satisfaction Indicators and Factor Loads

Items	Factors	Factor Loads
A First Factor, Incentive System		
<i>EJS 10</i>	There is justice in obtaining promotion.	0.781
<i>EJS 11</i>	There is a fair system to increase salaries and financial privileges.	0.767
<i>EJS 8</i>	I feel that opportunities for career growth and career advancement are available.	0.726
<i>EJS 12</i>	There is a fair method of calculating and disbursing rewards and incentives.	0.705
<i>EJS 14</i>	There is a complement between the training programs and the nature of work.	0.676
<i>EJS 13</i>	Opportunities are available to participate in scientific conferences and internal and external workshops.	0.674
<i>EJS 7</i>	I feel justly rewarded and recompensed.	0.644
<i>EJS 9</i>	The employees obtain necessary support for research and studies.	0.638
A Second Factor, Internal Work Environment		
<i>EJS 19</i>	The managers take into account the staff capacities in the distribution of responsibilities.	0.754
<i>EJS 17</i>	The managers highly experienced in the field of work.	0.740
<i>EJS 21</i>	The managers encourage staff to participate collectively in providing a friendly atmosphere among them.	0.708
<i>EJS 18</i>	I find a response from the manager when I offer him a proposal in the field of work.	0.677
<i>EJS 20</i>	The managers implement the organizing regulations with sufficient flexibility.	0.514
<i>EJS 22</i>	There are cooperation and harmony between the working group.	0.504
A Third Factor, Job's Nature and Content		
<i>EJS 24</i>	A practical nature allows for innovation and innovation.	0.715
<i>EJS 26</i>	Practical job environment fits with abilities.	0.687
<i>EJS 29</i>	I feel pleasurable doing the work.	0.683
<i>EJS 23</i>	The nature of work is in line with specialization.	0.672
<i>EJS 25</i>	There is clarity in responsibility to facilitate the completion of work.	0.625
<i>EJS 28</i>	Advanced information technologies are available to help complete the work.	0.533
A Fourth Factor, Management and Leadership Style		
<i>EJS 2</i>	Managers give an employee the opportunity to participate in decision-making those related to work.	0.767
<i>EJS 4</i>	I am satisfied with the fairness of the distribution of tasks among employees.	0.691
<i>EJS 6</i>	The organization publishes everything new in the area of employment on employees.	0.628
<i>EJS 5</i>	The organization's management does not distinguish between employees when the treatment is essential.	0.534
<i>EJS 3</i>	Managers delegate some authority to the committees.	0.471
A Fifth, The Individuality		
<i>EJS 27</i>	I enjoy independence in work without pressure.	0.653
<i>EJS 1</i>	Managers pursue a consecutive appearance of the media in the field of work.	0.541
A Sixth, Employee Empowerment, and Motivation		
<i>EJS 15</i>	The leader's style is delegating authority.	0.713
<i>EJS 16</i>	Salary encourages work to do better.	0.365

3.2.8.5. The KMO and Bartlett's Test for Organizational Change

As showed in the table (13) the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy examined to test the significance of factor analysis for

organizational change as a study dependent variable. However, the KMO test result is (**0.775**) hence, it means organizational change afford high value that (between 1.00 and 0.5) while those values classify that the factor analysis is an accurate and a suitable, besides significant at (0.05). Although Bartlett's Test of Sphericity (Approx. Chi-Square) is (**1400.179**) *df* (**55**) and (**Sig=0.000**), therefore factor analysis is suitable for organizational change.

Table 13: The KMO and Bartlett's Test of the Organizational Change

KMO and Bartlett's Test	
	Organizational Change
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.775
Bartlett's Test of Sphericity (Approx. Chi-Square)	1400.179
Df	55
Sig.	0.000

3.2.8.6. Rotated Factors Matrix for Organizational Change

The factors rotation significant when extraction demonstrates intends two or more factors. Hence, the rotation of factors deliberates obtaining information of how the factors principally extracted vary from each other besides to distribute a precise clarification of which component loads on which factor. However, the overall variable has the factor taking values where the lower value is (**0.578**) that load on the first factor question one regarding the employee may feel that change makes an employee work better. Besides, the higher value is (**0.838**) on the third-factor question seven that about the employee think that change does not serve the specialized in the practical field, as revealed in the table below (14).

Table 14: Rotated Factors Matrix for Organizational Change

Items	Factors		
	1	2	3
<i>OD 9</i>	0.875		
<i>OD 10</i>	0.772		
<i>OD 11</i>	0.715		
<i>OD 8</i>	0.703		
<i>OD 1</i>	0.578		
<i>OD 5</i>		0.816	
<i>OD 4</i>		0.793	
<i>OD 3</i>		0.703	
<i>OD 7</i>			0.838
<i>OD 2</i>			0.669
<i>OD 6</i>			0.642

Extraction Method: Principal Component Analysis.

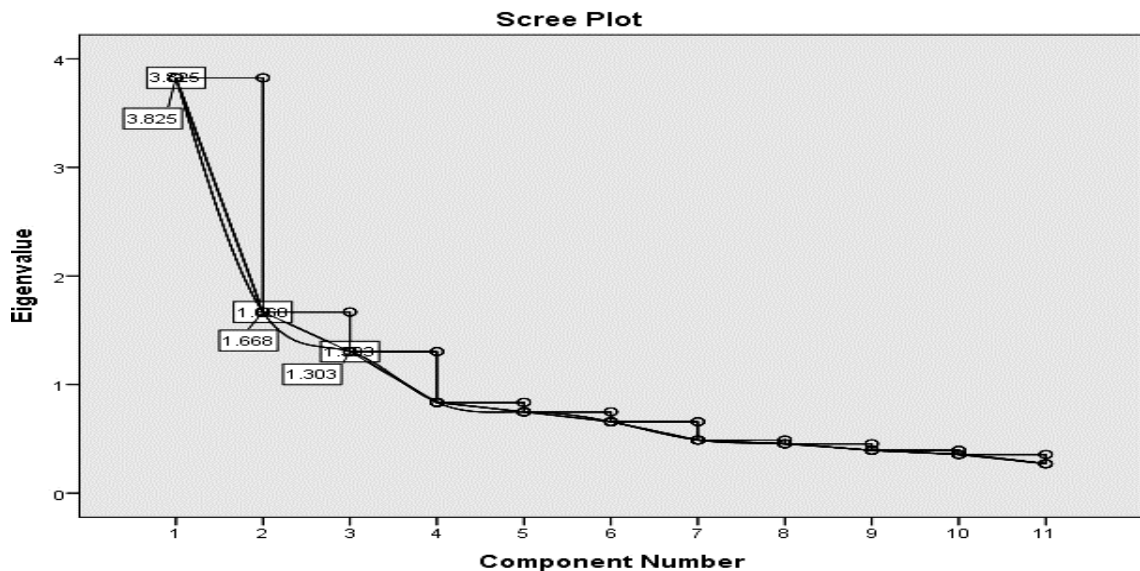
3.2.8.7. Percentage of Eigenvalues and Variance Explanations for the Organizational Change

As publicized in a table (15) and figure (11) the eigenvalue reserve as one, however, as the outcome of constant factor analysis three factors determined. Accordingly, the total variance explained by these three factors is (61.78%). Although, the percentage of eigenvalue and variance clarifications of the determined factors for the organizational change listed in the columns (3 and 4). The variance clarification amounts they established were (34.76%, 15.16%, and 11.84%) respectively. So, the aggregate or cumulative % variance obtained at the close of factor analysis.

Table 15: Percentage of Eigenvalue and Variance Explanations of the Determined Factors for the Organizational Change

Factors	Eigenvalues	Variance Explanation%	Cumulative%
1	3.82	34.76	34.76
2	1.66	15.16	49.93
3	1.30	11.84	61.78

Figure 11: Load Graph for the Component Numbers of Organizational Change



3.2.8.8. Organizational Change Indicators and Factor Loads

As displayed in the table below (16) all three factors of the organizational change as a study dependent variable positive. So, the (B) first factor that named “Institutional Productivity Through Organizational Change” contains five items

(OD 9,10,11,8, and OD 1), while factor loadings values are (0.875, 0.772, 0.715, 0.703, and 0.578) respectively, though all indicators have higher value loadings. The second-factor which named “**Employee Commitment in Organizational Change Process**” comprises three items (OD 5,4, and OD 3) besides the factor loadings values are (0.816, 0.793, and 0.703) respectively, where the overall indicators have higher loadings. However, the third-factor which named “**Change Resistance**” contains three items (OD 7,2, and OD 6) and the factor loadings values are (0.838, 0.669, and 0.642) respectively, then they have higher loadings.

Table 16: Organizational Change Indicators and Factor Loads

Items	Factors	Factor Loads
B First Factor, Institutional Productivity Through Organizational Change		
<i>OD 9</i>	The organizational change leads to the implementation of educational plans quickly.	0.875
<i>OD 10</i>	The organizational change leads to increased creative thinking.	0.772
<i>OD 11</i>	The Implementation instructions support organizational change.	0.715
<i>OD 8</i>	The organizational change helps to respond to work quickly.	0.703
<i>OD 1</i>	I feel that change makes an employee work better.	0.578
B Second Factor, Employee Commitment in Organizational Change Process		
<i>OD 5</i>	I follow up on new instructions to support organizational change.	0.816
<i>OD 4</i>	I will do everything in power to support regulatory change.	0.793
<i>OD 3</i>	The training in organizational change makes the employee feel that will do better.	0.703
B Third Factor, Change Resistance		
<i>OD 7</i>	I think that change does not serve the specialized in the practical field.	0.838
<i>OD 2</i>	I think that it is difficult to apply change as required.	0.669
<i>OD 6</i>	I am bored by the organizational change that has adopted.	0.642

3.3. ANALYSIS AND FINDINGS

This aims of this section are to present the data analysis that beings with a descriptive analysis of the demographic variables that collected from the respondents in the departments of the ministry of higher education and scientific research in Erbil city. However, the demographic variables or information comprises frequency distributions and percentages. While, the second part contained a statistical analysis of the data presented by testing descriptive statistics, ANOVA & t-test, correlation and regression analyses, however, the results of the data analysis presented.

3.3.1. The Study Demographic Data

The survey sample demographic variables in the study were collected to provide a reliable demonstration of the sample in this study. So, the below

demographic data was collecting: gender, age, and academic degree overall job experience, as revealed in a table below:

As publicized in the table (17) the percentage of gender contribute in the survey 51.5%, or (206) individuals of the overall survey sample, employees in the departments of the ministry of higher education and scientific research who contributed to the survey are female, while 48.5% or (194) individuals of total respondent are male.

Table 17: Frequencies and Percentages of the Sample's Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	194	48.5	48.5	48.5
Female	206	51.5	51.5	100.0
Total	400	100.0	100.0	

While, as the table (18) summarizes that the contributor's ages, 56.8% of the total survey sample or (227) employees in the departments of the ministry of higher education and scientific research aged between 31-40 years old. So, 25.5% or (102) employees in the same departments were aged 21-30 years. However, 11.5% or (46) employees aged 41-50 years old. Furthermore, 6.3% aged 51 and above.

Table 18: Frequencies and Percentages of the Sample's Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
21-30	102	25.5	25.5	25.5
31-40	227	56.8	56.8	82.3
41-50	46	11.5	11.5	93.8
51 and More	25	6.3	6.3	100.0
Total	400	100.0	100.0	

As revealed in a table (19) the frequency and percentage of the respondents' academic degree, it is displayed that of the total respondents: 65.5% or (262) employee respondents are bachelor degrees' holders; while 17.3% or (69) employees in the departments of the ministry of higher education and scientific research are holding master degree. However, those held diploma certificates came at the rate of 15.8 or (63) employees. Furthermore, 1.7% or (6) employees that they are head departments hold Ph.D.

Table 19: Frequencies and Percentages of the Sample's Academic Degree

Academic Degree	Frequency	Percent	Valid Percent	Cumulative Percent
Ph. D	6	1.5	1.5	1.5
Master	69	17.3	17.3	18.8
Bachelor	262	65.5	65.5	84.3
Diploma	63	15.8	15.8	100.0
Total	400	100.0	100.0	

As it realizes in the table below (20) that the most employees in the departments of the ministry of higher education and scientific research, who contributed in the survey their overall job experiences between 10-14 years at the rate of 33%. So, the employees with academic career experience, 5-9 years came at a rate of 23.8% or 42 institution employees. Additionally, 21.3% experienced 15-20 years. However, 11.5% or (46) respondents of total sample experienced 21 and more years. Finally, 10.5% or (42) employees experienced between 1-4 years.

Table 20: Frequencies and Percentages of the Sample's Overall Job Experience

Overall Job Experience	Frequency	Percent	Valid Percent	Cumulative Percent
1-4	42	10.5	10.5	10.5
5-9	95	23.8	23.8	34.3
10-14	132	33.0	33.0	67.3
15-20	85	21.3	21.3	88.5
21 and More	46	11.5	11.5	100.0
Total	400	100.0	100.0	

3.3.2. Variables Descriptive Analysis

Analyzing Employee Job Satisfaction

As revealed in a table (21) the outcomes of descriptive analysis namely mean, and standard deviation values of employee job satisfaction as the survey independent variable are (3.485 and 0.7311) respectively. Although the rate of agreement came at 69.9% of the total replies stated that employees in the departments of the ministry of higher education and scientific research satisfied about their job, which supported by t (106.533), df (399), at the Sig (0.000). However, the statistical mean values of the management and leadership style, incentive system, internal work environment, and job's nature and content are (3.023, 3.653, 3.652, and 3.40) respectively, and standard deviation values (0.813, 0.775, 0.715, and 0.638) respectively. Although

(60.46%, 73.06%, 73.05%, and 68.01%) respectively of the total replies showed that the management and leadership style, incentive system, internal work environment, and job's nature and content essential to adopt job satisfaction. That supported by t (95.329, 74.358, 94.187, and 102.137) respectively at the p-value (0.000, 0.000, 0.000, and 0.000) respectively, is less than (0.05). Thus, all the dimensions significant (p-value<0.05).

Table 21: The Results of Descriptive Analysis and T-tests of Employee Job Satisfaction and its Dimensions

Variables	Descriptive Statistics			T-test		
	Mean	Std. Deviation	The rate of Agreement	t	df	Sig. (2-tailed)
Employee Job Satisfaction	3.4850	.73115	69.7%	106.533	399	0.000
Management and Leadership Style	3.0230	.81310	60.46%	95.329	399	0.000
Incentive System	3.6530	.77569	73.06%	74.358	399	0.000
Internal Work Environment	3.6525	.71522	73.05%	94.187	399	0.000
Job's Nature and Content	3.4009	.63846	68.01%	102.137	399	0.000
Variables	Questions	Descriptive Statistics				
		Mean	Std. Deviation	Rate of Agreement		
Higher Values						
Management and Leadership Style	X ₁	3.72	0.769	74.4%		
	X ₂	3.71	1.014	74.2%		
Incentive System	X ₁₅	3.40	0.953	68%		
	X ₁₆	3.40	1.319	68%		
Internal Work Environment	X ₁₇	3.80	1.032	76%		
	X ₁₈	3.86	0.934	77.2%		
Job's Nature and Content	X ₂₆	3.83	0.956	76.6%		
	X ₂₉	3.80	1.002	76%		

*Mean*100*

$$\text{*Rate of agreement} = \frac{\text{Mean} * 100}{5 \text{ (Five-point Likert Scale)}}$$

The results also specify that (X₁ and X₂) reserves the management and leadership style dimension regarding managers pursue a consecutive appearance of the media in the field of work, and managers give an employee the opportunity to participate in decision-making those related to work.” Further, (X₁₅ and X₁₆) riches the incentive system regard the leader's style is delegating authority. As well as salary encourages work to do better.” Furthermore, the result shows that (X₁₇ and X₁₈) riches the internal work environment the managers highly experienced in the field of work. Moreover, an employee finds a response from the manager when offers him/her a proposal in the field of work. While the highest frequencies of job's

nature and content are (X_{26}) and (X_{29}) regarding the practical job environment that fits with abilities. Then, the employee feels pleasurable doing the work.

Analyzing Organizational Change

As showed in the table (22) the statistical mean and standard deviation scores for organizational change are (3.722 and 0.466) respectively. However, 74.44% of the total survey sample agreed on the importance of organizational change as the study dependent variable. While the overall t-test for the variable is (159.718), p-value (0.000), is less than (0.05). Consequently, organizational change significant (p-value<0.05). So, it means the departments of the ministry of higher education and scientific research could achieve organizational change through employee job satisfaction.

Table 22: The Results of Descriptive Analysis and T-tests of Organizational Change

Variables	Descriptive Statistics			T-test		
	Mean	Std. Deviation	The rate of Agreement	T	df	Sig. (2-tailed)
Organizational Change	3.722	0.4661	74.44%	159.718	399	0.000
Variables	Questions	Descriptive Statistics				
		Mean	Std. Deviation	Rate of Agreement		
Higher Values						
OD	Y_{10}	4.04	0.928	80.8%		
	Y_1	4.03	0.816	80.6%		
Lower Values						
OD	Y_7	3.03	1.046	60.6%		
	Y_6	3.14	1.056	62.8%		

The outcomes state that (Y_{10} and Y_1) riches the organizational change regarding the organizational change leads to increased creative thinking, and the employee feels that change makes an employee work better. While the lower frequencies of organizational change compared to others are (Y_7) and (Y_6) regarding the employee think that change does not serve the specialized in the practical field. Then, employee uninterested by the organizational change that has adopted.

However, above tables revealed the descriptive analysis, while responses on employee job satisfaction explained that all dimensions of job satisfaction would impact on organizational change. Nevertheless, the incentive system, internal work environment, and job's nature and content, respectively the necessary features that

motivating to the impact on organizational change, but, the management and leadership style has the lowest influence.

3.3.3. ANOVA Analysis

As publicized in a table below (23) the ANOVA analysis used to explain if there is variance between survey sample responses according to the demographic data namely: gender, age, academic degree, and overall academic job experience. So, the ANOVA results show that for all demographic data in regards the employee job satisfaction ($\text{Sig} > 0.05$), there isn't variance in the means between male and female employees, $F(2.202; \text{Sig} 0.139 > 0.05)$. However, for age F -test ($1.861; \text{Sig} 0.136 > 0.05$), so, academic degree $F(2.368; \text{Sig} 0.071 > 0.05)$, while, job experience $F(3.120; \text{Sig} 0.055 > 0.05)$, respectively, therefore, there aren't variances in the means among them, where ($\text{Sig} > 0.05$) as revealed in table below.

Table 23: ANOVA Test Results of Employee Job Satisfaction According to the Demographic Data

Employee Job Satisfaction	Sum of Squares	DF	Mean Square	F-test	Sig.
<i>By Gender</i>					
Equal variances assumed	<i>Levene's Test for Equality of Variances</i>				
				2.202	0.139
<i>By Age Groups</i>					
Between Groups	2.261	3	.754	1.861	0.136
Within Groups	160.385	396	.405		
Total	162.647	399			
<i>By Academic Degree</i>					
Between Groups	2.866	3	0.955	2.368	0.071
Within Groups	159.781	396	.403		
Total	162.647	399			
<i>By Overall Job Experience</i>					
Between Groups	4.996	4	1.240	3.120	0.055
Within Groups	157.651	395	.399		
Total	162.647	399			

As exposed in the table (24), ANOVA results of organizational change show that for same demographic data in regards the organizational change ($p < 0.000 < 0.05$). Moreover, independent t-test results show that there isn't a variance between scores. Therefore, there isn't variance in the scores of male and female employees, $F(0.510; p < 0.481 > 0.05)$. Though, the results state that there is variance between scores of age groups, academic degree, and overall job experience while ($p\text{-value} < 0.05$), as shown below.

Table 24: ANOVA Test Results of Organizational Change According to the Demographic Data

Organizational Change	Sum of Squares	DF	Mean Square	F-test	Sig.
<i>By Gender</i>					
Equal variances assumed	<i>Levene's Test for Equality of Variances</i>				
				0.510	0.481
<i>By Age Groups</i>					
Between Groups	4.078	3	1.359	4.517	0.044
Within Groups	82.606	396	.209		
Total	86.684	399			
<i>By Academic Degree</i>					
Between Groups	5.235	3	1.745	8.483	0.001
Within Groups	81.450	396	.206		
Total	86.684	399			
<i>By Overall Job Experience</i>					
Between Groups	6.484	4	1.621	7.984	0.008
Within Groups	80.200	395	.203		
Total	86.684	399			

3.3.4. Correlation Analysis

The table below (25) reveals the result of the correlation analysis which carried out to test the first main hypotheses which state that there is a positive relationship between employee job satisfaction and the organizational change. However, to test the relationship between the variables; Spearman's r (0.457**) correlation calculated, while the correlation coefficient for the data showed that variables established that positively and significantly correlated.

Also, the job's nature and content, incentive system, internal work environment, and management and leadership style positively correlated with the organizational change. Moreover, the same table (25) clarifies that job's nature and content, incentive system, and internal work environment, through ($r=0.468^{**}$, 0.417^{**} , and 0.368^{**}) respectively, have strong positive correlations with organizational change, where a p-value of (0.000, 0.000 and 0.000) respectively. While management and leadership style has the weakest correlation with organizational change, compared to other three dimensions, therefore, the hypotheses (H_1 , $H_{1.1}$, $H_{1.2}$, $H_{1.3}$, and $H_{1.4}$) accepted.

Table 25: Correlation of Employee Job Satisfaction its Dimensions and the Organizational Change

		Organizational Change
Employee Job Satisfaction	Correlation Coefficient	0.457**

	Sig. (2-tailed)	0.000
Job's Nature and Content	Correlation Coefficient	0.468^{**}
	Sig. (2-tailed)	0.000
Incentive System	Correlation Coefficient	0.417^{**}
	Sig. (2-tailed)	0.000
Internal Work Environment	Correlation Coefficient	0.368^{**}
	Sig. (2-tailed)	0.000
Management and Leadership Style	Correlation Coefficient	0.234[*]
	Sig. (2-tailed)	0.000

^{**}. Correlation is significant at the 0.01 level (2-tailed).

^{*}. Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N = 400

3.3.5. Regression Analysis

As exposed in a table (26) a multiple regression analysis tested to examine the impact of the employee job satisfaction on organizational change. Moreover, the model summary gained in the table below, while the coefficient of determination R Square is (0.312) which establishes that the variation explained dependent variable due to independent variables.

Thus, this classifies that the dimensions of employee job satisfaction as management and leadership style, incentive system, internal work environment, and job's nature and content interpret for 31.2% of the employees in the departments of the ministry of higher education and scientific research in Erbil city. Nevertheless, the same table reveals f-test of significance where F (89.990) explains that a significant ($p_{0.00} < 0.05$) suitability of the proposed model, therefore, the model has it is significance in estimating how the employee job satisfaction impact on organizational change, so the hypotheses (H_2) accepted.

Table 26: Regression Analysis (Model Summary)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	
1	0.429 a	0.312	0.299	.42147	
Model	Sum of Squares	df	Mean Square	F-test of Significance	Sig.
Regression	15.985	1	15.985	89.990	0.000^b
Residual	70.699	398	.178		
Total	86.684	399			
a. Dependent Variable: Organizational Change					
b. Predictors: (Constant), Employee Job Satisfaction					

As the results summarized in a table (27) there is a significant impact of the employee job satisfaction as management and leadership style, incentive system, internal work environment, and job's nature and content on the organizational

change. Through an extent of B (0.429, 0.451, 0.406, 0.294, and 0.213) respectively, and as shown through a p-value of (0.000, 0.000, 0.000, 0.000 and 0.000) respectively. Also, the t-test = (9.486; $p < 0.05$) for employee job satisfaction as an independent variable, it means significant and support the results. So, the t = (10.083, 8.850, 6.134, and 4.343) respectively, for the dimensions namely management and leadership style, incentive system, internal work environment, and job's nature and content, respectively, and ($p < 0.05$) for all dimensions. **Thus, the confirm the hypotheses ($H_{2.1}$, $H_{2.2}$, $H_{2.3}$ & $H_{2.4}$) and accept them.**

Table 27: Regression Coefficients

Model	Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Beta			Tolerance	VIF
(Constant)		23.228	.000		
Employee Job Satisfaction	0.429	9.486	.000	1.000	1.000
Job's Nature and Content	0.451	10.083	.000	1.000	1.000
Incentive System	0.406	8.850	.000	1.000	1.000
Internal Work Environment	0.294	6.134	.000	1.000	1.000
Management and Leadership Style	0.213	4.343	.000	1.000	1.000

a. Dependent Variable: Organizational Change

However, table (27) displays the collinearity statistics, while to differentiate collinearity could realize from correlation among independent variables on the value of Variance Inflation Factor (VIF). Consequently, if (VIF) value less than (5) and tolerance value is above (0.1), it means that there is no collinearity among independent variables.

However, the tolerance and VIF values for each variable were; (1.000 and 1.000) for employee job satisfaction, (1.000 and 1.000) for Job's Nature and Content, and finally the same values (1.000 and 1.000) for incentive system, internal work environment, and management and leadership style. Thus, the results confirm that $VIF < 5$ and tolerance value > 0.1 , so collinearity does not exist.

Furthermore, as publicized in a figure below (12) the normality test used and the result shows that there is normality distribution in study contributions replies regards the impacts of the employee job satisfaction on organizational change.

Also, the figure (13) shows the linearity test, and the results specify that there is linearity relationship between the employee job satisfaction and organizational change.

Figure 12: Normality test

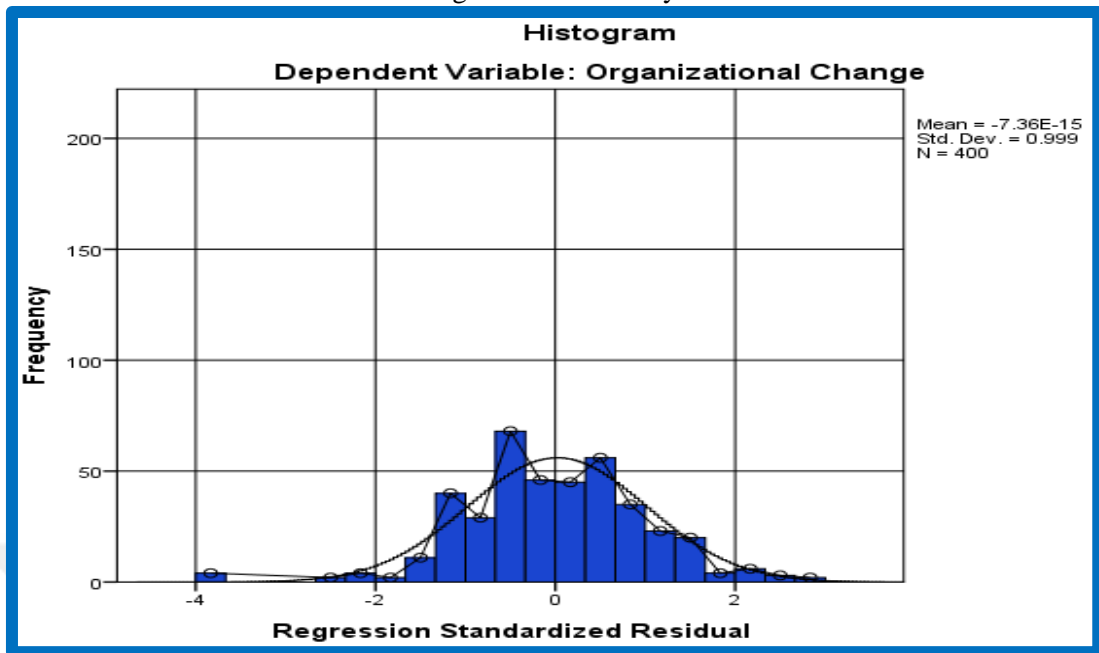
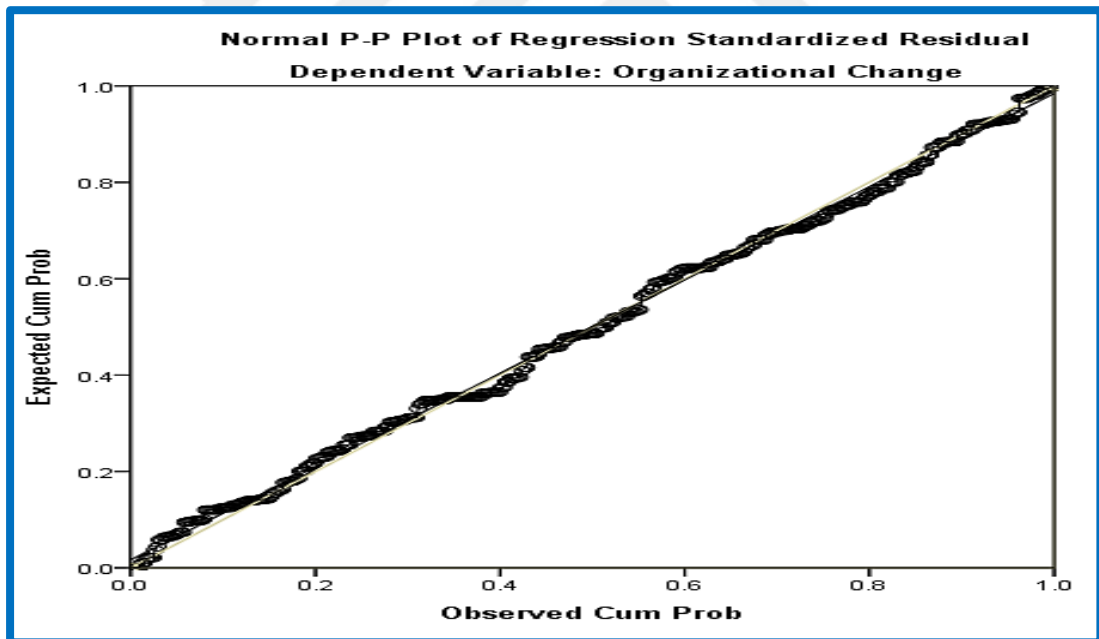


Figure 13: Linearity test



CONCLUSIONS AND RECOMMENDATION

Conclusions

As previously mentioned this thesis study purpose is to examine the impact of employee job satisfaction in organizational change from the perspectives of employees in departments of the ministry of higher education and scientific research in Erbil-Iraq. So, to examine it as the study purpose, the researcher conducted the relationship between employee job satisfaction on organizational change by taking perspectives from a survey sample of the employees in departments of the ministry of higher education and scientific research in Erbil city. Consequently, this study examined the impact of employee job satisfaction in this relationship to support achieving positive organizational change.

The primary descriptive analysis results have confirmed that the employee job satisfaction dimensions would impact on organizational change. Nevertheless, the incentive system, internal work environment, and job's nature and content, respectively the necessary features that motivating to the impact on organizational change, but, the management and leadership style has the lowest influence.

While the majority of the survey sample from departments of the ministry of higher education and scientific research agreed on that the departments reached the job satisfaction through providing the employee's opportunity to participate in decision-making those related to work. Besides, managers delegate some authority to the committees. However, to obtain employee satisfaction the organization's management does not distinguish between employees when the treatment is essential.

The variances analysis (ANOVA) test revealed that there aren't significant variances among survey sample answers toward the employee job satisfaction, while there is variance among some respondents' toward organizational change, according to survey sample's characteristics particularly gender, academic degrees, and job experience.

The results show that the employee job satisfaction has a significant positive relationship with organizational change and it contributes to organizational change. However, job's nature and content, incentive system, and internal work environment have strong positive correlations with organizational change, although management and leadership style has the weakest correlation with organizational change, compared to other three dimensions.

Additionally, the regression analysis results confirm that statistically there are significant impacts of the employee job satisfaction and all its dimensions on the organizational change, however the high impacts of the job's nature and content, incentive system, and internal work environment, while the lower one was management and leadership style between dimensions of job satisfaction. Thus, the conclusions agree on that job satisfaction, and its dimensions play a dynamic role in accomplishing positive organizational change.

Recommendations

This study recommends that departments of the ministry of higher education and scientific research in Erbil-Iraq and other business organizations should continuously invest in employee satisfaction to achieve positive organizational change. Improving employee satisfaction will require managers to encourage staff to participate collectively in providing a friendly atmosphere among them. However, the department managers should take into account the staff capacities in the distribution of responsibilities. Besides, implement the organizing regulations with sufficient flexibility.

The researcher recommends that it be essential for departments of the ministry of higher education and scientific research in Erbil-Iraq to have sustainable and continuous use of innovative and changes rules which will help organizational change that helps to respond to work quickly. The department's managers would provide more value on institutions' employee and client satisfaction in every on institution's education service level, and identify that real reliability derives from human communication, from managers or employee.

The researcher endorses that the departments provide training on organizational change which makes the employee feel that will do better. However, training programs should aim to improve employee awareness of innovative culture, norms and act as a base on knowledge of the substantial effect of employee quality work in organizational performance. For future study, we suggest the reproduction of this study within another organization or business industry, as it is relevant to confirm if these results maintain their stability among businesses with different features.

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APPENDIXES

Appendix1: Questionnaire Form



**T.C
BİNGÖL UNIVERSITY
SOCIAL SCIENCE INSTITUTE
BUSINESS ADMINISTRATION DEPARTMENT**

Dear Respondent

This questionnaire form is a part of the thesis study titled "**THE IMPACT OF EMPLOYEE JOB SATISFACTION IN ORGANIZATIONAL CHANGE A Study in Ministry of Higher Education and Scientific Research Erbil-Iraq.**" Its part of the Requirements for the degree of Masters in the jurisdiction of the Administrative Sciences.

I appreciate taking the time to respond to the below question and statements. Please give it time and thought, as responses will use to reach the results of this study, and indeed the result will use only for educational purpose, and names will not mention on the forms. Knowing that responses will be confidential and I will work for scientific study entirely.

Thanks in advance.

Supervisor

Assoc. Prof. Dr. Abdulvahap BAYDAŞ

Researcher

Galaweezh Jameel ABBAS
Master Student

Please Select the Option that Represents the alternative, Think Proper for the Phrases below:

First Section: General Information

1. **Gender:** Male (), Female ().
2. **Age:** 21–30years (), 31–40years (), 41–50years (), 51 and above ().
3. **Academic Degree:** Ph. D (), Master (), Bachelor (), Diploma ().
4. **Overall Job Experience:** 1-4 (), 5-9 (), 10-14 (), 15-20 (), 21 and more ().

Second Section: The Scale of Job Satisfaction

The Employee job satisfaction dimensions represent in the following statements; please tick (✓) in the appropriate field by your beliefs.

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First Dimension: Management and Leadership Style						
1	Managers pursue a consecutive appearance of the media in the field of work.					
2	Managers give an employee the opportunity to participate in decision-making those related to work.					
3	Managers delegate some authority to the committees.					
4	I am satisfied with the fairness of the distribution of tasks among employees.					
5	The organization's management does not distinguish between employees when the treatment is essential.					
6	The organization publishes everything new in the area of employment on employees.					
Second Dimension: Incentive System						
7	I feel justly rewarded and recompensed.					
8	I feel that opportunities for career growth and career advancement are available.					
9	The employees obtain necessary support for research and studies.					
10	There is justice in obtaining promotion.					
11	There is a fair system to increase salaries and financial privileges.					
12	There is a fair method of calculating and disbursing rewards and incentives.					
13	Opportunities are available to participate in scientific conferences and internal and external workshops.					
14	There is a complement between the training programs and the nature of work.					
15	The leader's style is delegating authority.					
16	Salary encourages work to do better.					
Third Dimension: Internal Work Environment						
17	The managers highly experienced in the field of work.					
18	I find a response from the manager when I offer him a proposal in the field of work.					
19	The managers take into account the staff capacities in the distribution of responsibilities.					
20	The managers implement the organizing regulations with sufficient flexibility.					
21	The managers encourage staff to participate collectively in providing a friendly atmosphere among them.					
The Fourth Dimension: Function's Nature and Content						

22	There are cooperation and harmony between the working group.					
23	The nature of work is in line with specialization.					
24	A practical nature allows for innovation and innovation.					
25	There is clarity in responsibility to facilitate the completion of work.					
26	Practical job environment fits with abilities.					
27	I enjoy independence in work without pressure.					
28	Advanced information technologies are available to help complete the work.					
29	I feel pleasurable doing the work.					

Sources:

Al-Obeidi, B. A. (2013). Role of the Work Environment in Enhancing Job Satisfaction, Applied Study at Baghdad Gas Lab.

Ghraid, A and Shatah, S. (2014). The Effect of Job Satisfaction on Achieving Organizational Loyalty, A Study of Al-Qasidi University, Faculty of Economic, Commercial and Management Sciences.

Third Section: The Scale of Organizational change

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
30	I feel that change makes an employee work better.					
31	I think that it is difficult to apply change as required.					
32	The training in organizational change makes the employee feel that will do better.					
33	I will do everything in power to support regulatory change.					
34	I follow up on new instructions to support organizational change.					
35	I am bored by the organizational change that has adopted.					
36	I think that change does not serve the specialized in the practical field.					
37	The organizational change helps to respond to work quickly.					
38	The organizational change leads to the implementation of educational plans quickly.					
39	The organizational change leads to increased creative thinking.					
40	The Implementation instructions support organizational change.					

Source:

Al-Enzi, M. B. D. (2004). Organizational Change and Its Relation to the Performance of Workers, A Survey of Workers in The Department of Traffic Riyadh.

Appendix 2: List of Questionnaire Arbitrators

S	Name	Scientific Tile	Experts	Workplace
1	Dr. Khalid Hama- Amin Mirkan	Professor	Strategic Management	Salahaddin University The College of Administration and Economics
2	Mrs. Mhabat Nuri Abdullah	Assistant Professor	Marketing Management	Salahaddin University The College of Administration and Economics
3	Mr. Mudafar Hamad Ali	Assistant Professor	Human Resource Management	Salahaddin University The College of Administration and Economics
4	Mr. Sami S. Abdullah	Assistant Professor	Marketing Management	Salahaddin University The College of Administration and Economics

Appendix 3: Curriculum Vitae

Personal Profile				
Name and Surname		Galaweezh Jameel ABBAS		
Place and Date of Birth		1/1/1971 Erbil- Iraq		
Email		galaweezhjamel@gmail.com		
Phone		+9647504666768		
Education				
Degree	College	Depart.	University	Year
Undergraduate	The College of Administration & Economics	Business Administration	Salahaddin University	2008
Graduate	Business Administration	Business Administration	Bingöl University	2018
Work Experience				
Workplace		Position	Year	
Ministry of Higher Education and Scientific Research		Employee	From	2006 ongoing
Foreign Languages Skills				
Kurdish/ Native	English/ Good		Arabic/ Very Good	
Publication: So far none				