

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

THE ATTITUDE TOWARDS ORGANIZATIONAL CHANGE AND ITS IMPACT ON
EMPLOYEES TRUST, JOB SATISFACTION AND JOB COMMITMENT IN PUBLIC
SECTOR IN QATAR

BY

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A Project Submitted to the Faculty of
COLLEGE OF BUSINESS AND ECONOMICS

in Partial Fulfillment
of the Requirements
for the Degree of
Master of Business Administration

June and 2016
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Acknowledgements

I have put a lot of effort throughout this two-years MBA program, and the curriculum has facilitated the development of my leadership and management skills. This part-time program was worth the challenge because it has enhanced my education on several essential business practices. However, achieving this would not have been possible without many who supported me and gave me opportunities. Therefore, I would like to express my sincere gratefulness and appreciation to all of those who helped me throughout this program.

I extend my deepest appreciation to my parents and entire family for their encouragement that helped me through the program. I would also like to thank my husband for the emotional guidance and understanding of the program's demands on our time and other resources. I would also like to thank my colleagues for their assistance, especially in helping develop and successfully complete my project.

I am also highly indebted to my supervisor for the guidance and constant supervision throughout my project, most especially for providing me with the necessary corrections and information. Finally, I would like to thank my university and the Associate Dean office for the support through all my courses during my MBA program and the provision of the necessary materials and facilities for my overall studies.

ABSTRACT

Although changes within an organizations are important for the organization's livelihood, these changes can affect many aspects of employee behavior. Therefore, this paper examines the impact of employee attitudes toward organizational change on employees trust , job satisfaction and job commitment. Research was conducted on Qatari public sector organizations. This study may be the first inclusive empirical research to analyze the attitudes of employee at public organizations following organizational change.

This study evaluates the links between the independent variable (attitude towards organizational change) and three dependent variables – employees trust, job satisfaction and job commitments. The primary data were collected using a questionnaire. Out of the 208 questionnaire that were distributed, 108 were deemed acceptable, a response rate of 52%. The questionnaire examined the correlation between the independent variable and the three independent variables. In addition, the study employed several control variables, such as age, gender, experience, education, company size and position.

The findings support the three hypotheses wherein the independent variable has a positive relationship with the three dependent variables; trust, satisfaction and commitment.

Key words: Organizational change, Employees trust, Job satisfaction, Job commitment, Public sector, Qatar

1. INTRODUCTION

Since the 1940s, organizational change has become a more systematic process for both private and public sector organizations (Senior, 1997), and numerous studies have researched organizational change as a core of the organizational life. However, most studies have focused on the private sector (Kanter, et. al., 1992) and few on the public sector (Salauroo and Burnes, 1998).

The Qatar government has spent billions of dollars developing and promoting the tourism industry to diversify Qatar's economy and improve its global image (Elbanna, and Fadol, 2015). The government has also established a long term strategy to attract foreign currency through tourism. Qatar uses its oil and natural gas resources, which account for almost 50 percent of its GDP to stabilize its economy. However, the country has a reputation for organizing large sporting activities, such as, the 2006 Asian games and the 2015 men's world handball championship. Furthermore, Qatar plans to invest heavily in an array of sports globally (Fadol, et al, 2015). Thus, the country is shifting its investment strategy toward sports.

Public organizations are vital to the Qatari economy due to their large market share, which dramatically affects economic development. Therefore, public and other organizations, are required to develop their structure by implementing strategic and budgetary changes. Bold (2010) emphasizes the importance of adopting change into organizations to maintain their existence, but that the change should consider the attitudes of employees towards the change to be effective. The attitudes of employees who work within the same sector vary as they perceive the change differently (Nafei, 2014). Young (2011) claims that implementing not designing designating the change is how to achieve acceptance from employees. However, this is the most difficult part of change process.

There are many aspects of employee attitude, including trust, motivation, job satisfaction, job commitment. Many studies have studied the impact of organizational change on one or more factors of employee perceptions toward changes. Although, there is no evidence that the public sector has a lower capability to implement change than the private sector, there are many published examples of failed changes in the public sector. Coram and Burnes, (2001) state that public sector organizations face different challenges than the private sector, particularly in terms of accountability, the value of money and the level of expectations.

Public organizations in Qatar are involved in many sectors, including construction, media, service, education, transportation, and sports wherein they operate and compete with other private organizations. Therefore, the public organizations in Qatar have some public sector characteristics, such as ownership and large funds, and other private sector characteristics, such as profit targets. However, with recent budget deficits and austerity programs, the Qatari government must reduce costs while, the public organizations are expected to maintain the same level of service quality. Thus, experts in the Qatari government have advised managers in the public sector to implement effective organizational change, while also providing effective training to increase employee awareness about the importance of the change.

A lack of research on Qatar and Arab countries can be a contributing factor for why these countries do not utilize opportunities to improve their economies (Miriam 2014). Accordingly, this paper is examining the attitude towards organizational change and its impact on employees trust, job satisfaction and job commitment within the public sector in Qatar.

1.1 Theoretical Background of Qatar

Qatar is an independent state in the Middle East and a member of the Gulf Cooperation Council (GCC). The population of Qatar is around 2.3 million, with the majority being expatriates (Hukoomi, 2016). Around 81% of the workforce in Qatar is employed in the private sector, while 14% is in the public sector, and 5% is in the mixed sector. Even though, the majority of the workforce prefers to work in the public sector due to its benefits, the public sector is comprised of 58% expats and only 42% Qataris. In contrast, Qataris comprise less than 1% of the private sector (Shams, 2014).

Qatar has one of the highest incomes in the world due to its natural reserves of gas and oil. As such more than 60% of its income is mainly from the energy sector. However, strategies for non-energy sectors are developing and are highlighted in Qatar's National Vision 2030 (QNV 2030). Due to the QNV 2030, organizations encourage innovation entrepreneurship wherein the knowledge base characteristics have become key factors for an organization's success (Aldulaimi and Sailan, 2012).

The discussion of organizational change within the last century has mainly focused on changes to the national culture affecting employee values, which, in turn, affect their trust, and job commitment and job satisfaction. Organizations in Qatar can adopt changes to their strategy, policies, or budget and any of these changes affect its employee behavior (Aldulaimi and Sailan, 2012).

1.2 Objectives of the study

The main aim of this study is to examine the attitude towards organizational change. Specially, the aspects of employee attitudes that are often affected by change are employee trust, job satisfaction, and job commitment. The geographical area of this study is Qatar and the focus is on both Qatari and non-Qatari employees. Gaining insight into of how these three aspects of employee attitudes affect job performance provides an important avenue to study how various attributes can help businesses achieving goals. The outcomes from the research can be analyzed and interpreted to better understand the relationship between the three aspects and the attitude towards the organizational change.

Another aim of this study is to offer recommendations for future research and studies. Since Qatari is densely populated, the rate of job efficiency can range depending on the motivation of the workers. This research, therefore, considers control variables and explains their effects on job performances for a specific time duration.

1.3 Significance of the study

This study highlights a number of important factors concerning work experience. This type of studies is considered as the first time that this models has been studied in the state of Qatar. Organizational change is essential for organizations to develop and remain competitive. Previous studies have referred to the significant implications of change on other elements of an organization, including employee attitude. Many of these studies have studied the impacts of the change and the attitude toward the change on employees trust, Job satisfaction; and job commitment. In addition, many studies have included control variables, such as experience, age, position, nationality, size of the organization, and the educational level. However, most studies have focused on the private sector, few were conducted within western countries, and even less examined the Middle East countries particularly Qatar.

According to existing studies, human resource management can affect the general performance of employees. Good human resource management is also responsible for customer satisfaction and loyalty, since happy employees provides better service. Therefore, this study is signinfincat because it is the first to focus on developing country (Qatar), and on public employee attitudes toward organizational change and the associated impact on their employees, job satisfaction and job commitment.

2. LITERATURE REVIEW

In any organization, a situational need for change is often predictive of the success of the change. This is especially true when a firm operates in an adversely competitive environment. However, while the idea that an individual's attitude towards change is determined by performance “expectancy, effort expectancy, availability and support, and support information exchange”, as described by Bulder (2014), is the most salient, this overlooks the principles of organizational change.

Susanty and Miradipta (2013), expound on Bulder's thesis by asserting that a positive attitude toward work leads to a greater commitment to the organization and increased job satisfaction. However, these ideals can only be achieved if the organization retains employee trust; which is manifested in a trust in the increase of performance expectancy, the increase in availability and support, and the decrease in effort expectancy. Although the enforcement of these ideals appears simple and straight forwards, the implementation of these aspects requires intricate and detailed planning.

2.1 Attitude towards organizational change

Bold (2010) states that change is an important factor for organizations to continue their operation. However, to achieve effective change, organizations should consider the attitude towards the organizational change (Nafei, 2014; Dobrea and Gaman, 2011), since change is easy to design but difficult to implement (Young, 2011; Hatch, 2009). Radu and Nastase (2011), argue that change is essential within organizations, and change cannot be stopped since the environment surrounding the organization, such as economic development and technological pace, is also changing.

Therefore, adopting successful change smoothly within an organization is requires a complete and systematic procedure (Elias, 2009).

Visagie (2010) indicates that the definition of attitudes towards organizational change includes the evaluation of employees and their judgement of a change as either positive or negative. Accordingly, Badawi, (2012) indicates that attitudes towards change is the internal perception of an individual that influences their actions or beliefs, which in turn, affect their performance within an organization. Kiefer (2005) debates that introducing new organizational change should cause the organization to set a systematic procedure for adopting the change; consequently, the change will have either a positive impact by providing more opportunities for growth within the organization or a negative impact by threatening employee's current position due to new requirements, such as skills, activities and relationships. Elias (2009) argues that a failed attempt adopt change negatively impacts, employee's level of trust, job commitment, and job satisfaction.

Researchers indicate that successful adoption of organizational change is required to highlight four main dimensions: process, content, context and outcomes of the change (Hempel and Martinsons, 2009). Additionally, Armenakis et. al., (2007) add one more dimension to consider the individual differences between people within the organization that may affect the success of adopting the change. For that dimension, researches must investigate the impact of change on employees attitude prior the real adoption of the change (Niessen et. al., 2010).

2.2 Employees Trust

Although there is a consensus, that trust is an important factor in management, the definition of trust varies (Oktug, 2012). For example, trust can be defined as an individual's belief that another party will not work against their interest (Oktug, 2012, citing Robinson, 1996); as the expectations

that members in a group share common values and will cooperate and deal honestly with each other (Oktug, 2012, citing Fukuyama, 2000); or as the belief in another party's unselfishness and reliability (Oktug, 2012, citing Yilmaz and Kabadayi, 2000). According to Erdem (2003), trust issues are usually caused by the same economic, social, and political problems that the crises experienced by organizations are also attributed (Oktug, 2012).

Trust can also be viewed as the ability of employees within an organization to dedicate their beliefs to others and to management (Krot, 2012). Trust is a key factor that influences the success of an organization. In any work setting, the employees can only trust each other and the management if they believe the information provided. Therefore, employees tend to reconsider such information when making decisions. When they recognize any tendency of each other or the management to be dishonest, their levels of trust may decline.

One of the most important determinants of employees' trust in an organization is the perception of organizational justice (Börü, et al., 2007). Other factors include the use of specific workplace practices, such as the degree of employees' autonomy over their work (Grund and Harbring, 2009), the presence of formalized policies and procedures (Oktug, 2012, citing Blunsdon and Reed, 2003), as well as access to training, the use of paid overtime, and less reorganization at the job or organizational level (Oktug, 2012). In organizations with low trust environments, employees feel pressure to justify their decisions, thus making it difficult for them to develop a wider variety of solutions or use their initiative to take risks to better serve the organization (Börü, et al., 2007).

Among the key tools used to measure employee trust are employee surveys such as the UK's Work Place and Employee Relations Survey (WERS), which focuses on the degree of employees' belief that managers (1) will keep their promises, (2) deal honestly with employees, (3) treat employees

fairly, and (4) are sincere in trying to understand employees' views (Wanrooy, et al., 2014; Brown, et al., 2014).

2.3 Job Satisfaction

Although there have been many attempts to define job satisfaction, there is no consensus on a detailed definition other than the agreement that job satisfaction is an emotional response to circumstances or aspects of the work (Rast and Tourani, 2012; Aziri, 2011). Positive attitudes regarding a job suggest job satisfaction, while negative attitudes suggest job dissatisfaction (Armstrong, 2006). Job satisfaction implies that the individual is doing something they enjoy, doing it well, and being well rewarded (Aziri, 2011; Kaliski, 2007). Various theories of job satisfaction have discussed different determinants of satisfaction, including: (1) content theories, whereby employees gain satisfaction when their job provides them with a feeling of growth and self-actualization; and, (2) process theories, whereby employees gain satisfaction from the degree to which their job expectations and values are met (Rast and Tourani, 2012). Content theories assume the needs of all employees are the same; therefore, job satisfaction is wholly determined by job-specific factors, while process theories focus on the widely varying needs and personal traits (Rast and Tourani, 2012). Among the possible job related determinants of job satisfaction are the managers' concern for people, the job design, compensation, working conditions, social relationships, perceived long-term opportunities, perceived opportunities elsewhere, and levels of aspiration and need achievement (Rue, et al., 2012; Aziri, 2011).

There are various factors that influence the levels of job satisfaction among employees (Chhabra, 2015), and such factors may be classified as being; internal or external. Internal factors involve elements such as emotions and attitudes. The personal opinions that employees develop within an organization may impact on their levels of satisfaction. In terms of the external factors, aspects

such as the nature of the job may influence the levels of satisfaction. In job settings where the employees feel tired and overworked, they may also feel dissatisfied (Janićijević and Kovačević, 2015) and tend to perform less effectively.

Finally, it is known that job satisfaction is linked to job performance and other positive outcomes, such as reduced absenteeism (Rast and Tourani, 2012). Further, it is especially important for employees to play a greater role in product and service exchange and the maintenance of customer satisfaction (Harter, et al., 2002; Wangenheim, et al., 2007).

2.4 Commitment

Organizational commitment is the degree to which an individual identifies and engages with an organization (Keskes, 2014). It is described as a force that dilemmas an individual to the course of relevance of the target organization (Meyer and Maltin, 2010). Commitment is also described as the overall feeling that employees within an organization develop toward a job (Scrima, 2014). This involves generating a sense of responsibility that employees are obligated to understand specific tasks quickly and in accordance with the expected quality limits.

Employee commitment to organizations continues to be a topic of great interest to researchers both because commitment, in many ways, is a reflection of organizational leadership (Keskes, 2014), and because commitment is linked to increased job and organizational performance (Mermari, et al., 2013; Shaw, et al., 2003), and reduced turnover intentions and absenteeism (Keskes, 2014; Riketta, 2002; Ahuja, et al., 2007). Three primary types of commitment have been identified in the literature and form the basis of Mayer and Allens Three Component Model of commitment (Keskes, 2014): (1) effective commitment, whereby employees have a strong emotional connection with the organization, and tend to identify with its values and goals (Alyn, 2010); (2)

normative commitment, whereby employees feel a moral or social obligation to the organization (Hassett, 2012), perhaps due to good treatment by the organization, or a desire to maintain personal relationships and memberships within the organization (Keskes, 2014); and (3) continuance commitment, associated with financial and other barriers to leaving the organization, such as lack of alternative employment or a desire not to abandon prior investments in the organization (Keskes, 2014; Vandenberghe, et al., 2007; Aladwan, et al., 2013).

There is a widespread consensus that there is a deep interrelationship between trust and commitment, and that trust leads commitment (Zeffane, et al., 2011; Hess and Story, 2005; Kwon and Suh, 2005; Kwon and Suh, 2006), although some authors are cautious about arguing for a cause and effect relationship between the two (e.g., Ozag, 2006). While Ozag (2006) found a significant relationship between trust and normative commitment, he found no significant relationship between trust and continuous commitment.

2.5 Research Hypotheses

The aim of this research is to examine the attitude toward organizational change on employees trust, job satisfaction, and job commitment. For this purpose, the research framework can be incorporated into four main elements, as shown in Figure 1. The attitude towards organizational change is the independent variable to be investigated in the public sectors in Qatar, and the employees trust, job satisfaction, and job commitment are the dependent variables to be investigated against the independent variable.

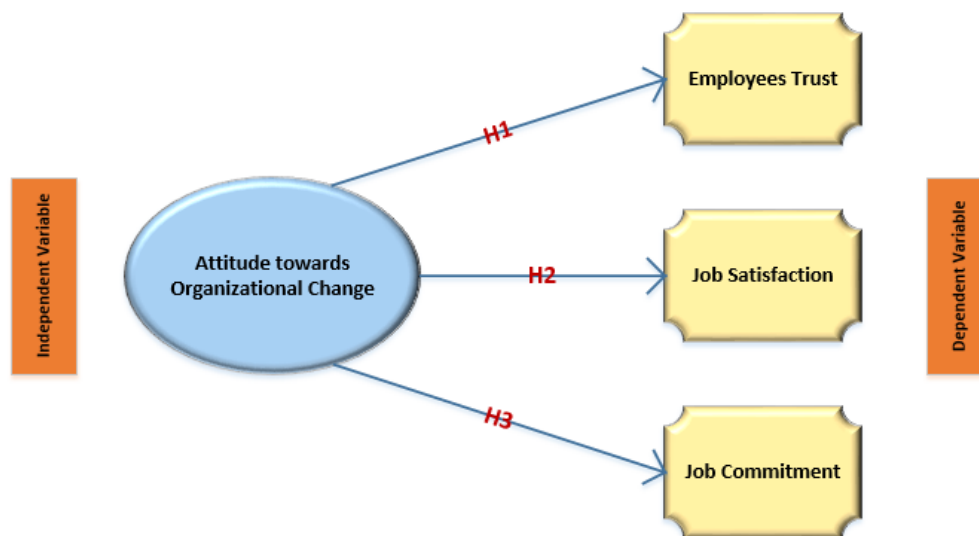


Figure (1): The framework of the Research

For this framework, there are three main propositions. Firstly, organizational change is any form of change to an organization's policies, budget, or strategies where the targeted organizations are from the public sector in Qatar. Second, employees will change their behavior (either positive or negative) in response to organizational change, which will affect their level of trust, job satisfaction, and job commitment. Third, the research assumes that no difference in the response of employees based on their nationality, either Qatari or non-Qatari.

Accordingly, the hypothesis development described in the following section.

2.5.1 The attitude toward organizational change and employees trust

Organizational change has a critical effect on employees trust, such as researchers have set different models and empirical research on the effect of organizational change on trust. Many researchers, such as Clark and Payne (1997), and Thomas and Schindler (1993), have conducted studies specifically on managerial trust. Moreover, several recent studies have focused on the importance of the impact of organizational change on other levels of team members. Rashid and Zhao (2010) refer to the impact of changes to the organizational structure on employee efforts and behavior. Nikeandrou, et. al., (2010) argue that management should consider implementing effective communication tools to control the negative impact of organizational change on employees trust and job satisfaction. Thus, the first hypothesis is that:

H1: There is a significant relationship between the attitude towards organizational change and employees trust.

2.5.2 The attitude towards organizational change and job satisfaction

The impact of organizational change on employee job satisfaction and their perception of the change have been researched, and researchers have generated indicators of organizational behavior that include job satisfaction and job commitment. Ghazzawi (2008) indicates the significant impact of the dimensions of organizational behavior on job satisfaction. In addition, Robbins and Judge (2007) find that a positive evaluation of change increases employee job satisfaction.

George and Jones (2008) debate that job satisfaction is related to organizational change, and that enhanced employee job satisfaction positively affects the employee production levels. Thus, an important aim of the research is to investigate the relationship between attitude or organizational change and job satisfaction. Thus, the second hypothesis is:

H2: There is a significant relationship between the attitude towards organizational change and job satisfaction.

2.5.3 The attitude toward organizational change and job commitment

Organizational commitment (as a dependent variable) has been discussed in literature as part of organizational behavior (Kuehn and Al-Busaidi, 2002). Research has considered the consequences of organizational change on the level of employee commitment wherein commitment has a significant relationship with organizational indicators. Pierce. (2003) argues that change in organizations can be caused by adopting new technologies, policies, or changes to strategies of the organization. Thus, many researchers have discussed and evaluated how to adopt adopting change and how it will affect workforce behavior (George and Jones, 2008).

Liu and Norcio (2008) state that understanding the aims of change and the method of processing the change has a direct effect on commitment. If employees understand the importance of the change for both the individual and the organization, their commitment will be much higher. In addition, some studies argue that the level of employee involvement in the change process will positively affect their commitment. Thus, the third part of this research studies the relationship between the attitude towards organizational change and job commitment. Thus, the third hypothesis is:

H3: There is a significant relationship between the attitude towards organizational change and job commitment.

3. METHODOLOGY

3.1 Questionnaire Development

The primary data was gathered using a questionnaire in both Arabic and English. The English version of the survey was reviewed by a consultant and a professor, and the Arabic version was reviewed by a researcher and checked by another native Arabic speaker. Both surveys were prepared by surveymonkey.com. The survey was distributed to employees at Qatar University through the External Relations Department and the Associate Dean's Office. Furthermore, it was also distributed through social media, such as Twitter, Facebook and WhatsApp.

3.2 Measurements

Part A – organizational change

This section of the questionnaire examined the level of agreement about the changes in the selected public organizations. The seven main questions in this section, as developed by Oreg (2006), were to estimate employees feelings towards the organizational changes. Therefore, employees were asked about the effect of change on the simplicity of their jobs, the level of achievement of the change, and the return benefits of the change on the organization and its employees.

Part B – Employee trust, job satisfaction and job commitment

The second part of the survey had three sections; employees trust, job satisfaction, and job commitment.

The employee trust section included eight questions as developed by Cho and Park (2011) and Hwee & Augustine, and Lime (2009). It highlights employees trust of the top management that

decides to change, the co-workers, and the supervisors. In addition, this section highlights the level of employees trust to determine their professional future and provide support in difficult situations.

The job satisfaction section included five questions as developed by Wright & Copanzano (1998). Its concerns the level of satisfaction employees have for their current job, especially after the change occurred within their organizations. The section asks respondents about their level of satisfaction with their job, supervisors, co-workers, their salary and the promotional system within the organization.

The job commitment section included six questions as developed by Allen and Meyer (1990) regarding how the employees are committed to their current organization.

A 5- point scale was used for all questions (strongly disagree, disagree, natural, agree, strongly disagree)

Part C: Control Variable

The control variables for this study are gender, age, nationality, educational level, position, company size, and experience. The research investigates how these variables influence the relationship between the independent variable (attitude towards Organizational change) and the three dependent variables (employees trust, job satisfaction and job commitment).

The variables of this section are used in order to determine if there is any difference between the beliefs of respondents about the organizational change, and their trust, job satisfaction, and job commitment. The control variables were categorized in an end-question format to make it easy for respondents to answer.

3.4 Reliability and Validity

Regarding the reliability and validity of the gathered data, Table (1a) shows the independent variables (attitude towards organizational change) and Table (1b) shows the dependent variables (employees trust, job satisfaction and job commitment). Factor analysis (principle component analysis) was used to ensure that the components of each factor have strong linear components. The factor analysis was conducted using Varimax rotation analysis, as per Kaisers Criterion. The results indicate that the independent variable was explained 64.13% by one component, wherein questions (1.1 to 1.7) are strongly correlated as one component, which explains the attitude towards organizational change as one component. On the other hand, the dependent variables (employees trust, job satisfaction and job commitment) were explained 64.4% by three components. The questions (2.1, 2.2, 2.3, 3.1, 3.2 and 3.3) are strongly correlated as two components, which made the questions of employees trust are strongly related. In addition, questions (2.4, 2.5, 2.6, 2.8, 3.4 & 3.5) are related in the third components, indicating that questions of job satisfaction are related. Finally, questions (4.1 to 4.6) are related in one component that is related to job commitment questions.

Table (1): Factor Analysis

a. Independent Variable			b. Dependent Variables				
Question	Scale	Component	Question	Scale	Component		
		1			1	2	3
Q1.1	Attitude towards Organizational Change	.823	Q2.1	Employees Trust	.174	.695	.447
Q1.2		.821	Q2.2		.133	.765	
Q1.3		.811	Q2.3		.351	.679	.198
Q1.4		.806	Q2.7		.276	.516	.369
Q1.5		.802	Q3.1		.291	.628	.448
Q1.6		.779	Q3.2		.255	.740	.348
Q1.7		.762	Q3.3		.133	.765	
			Q2.4	Job Satisfaction	.435		.692
			Q2.5		.413	.138	.637
			Q2.6		.423	.261	.581
			Q2.8		.291	.190	.534
			Q3.4			.480	.665
			Q3.5			.308	.781
			Q4.1		Job Commitment	.587	.431
			Q4.2	.685		.396	.214
			Q4.3	.706		.186	.133
			Q4.4	.786			.264
			Q4.5	.829		.251	.194
			Q4.6	.806		.340	.170

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

3.5 Sampling Distribution

This study was conducted in the public sector in the state of Qatar. Therefore, the respondents were mainly employees from eight public companies. The online questionnaire was distributed throughout Qatar Petroleum, Qatar Shall, Qatar University, Kahramaa, Qafco, Qabco, Ooredoo and Hamad Medical Corporation. Although, there are several public organizations, this study included those organizations from the education, services, technology, communication and oil and gas sectors that had recently conducted one type of organizational change. Out of the 208 questionnaires that were distributed, 108 were completed accurately, a response rate of 52%.

Table (2) shows that 58.3% of respondents (63 respondents) were female and 41.7% (45 respondents) were male. The findings indicate that 66% of the respondents were Qatari and 34% were other nationals working in the public sector. Additionally, the results indicate that more than half of the respondents (52.3%) were between the ages of 21 and 30 years and 22.9% were between the ages of 31 and 40. Although more than 76% of the respondents had a bachelor degree or above; 21% had only high school education. Moreover, 47.1% of the respondents were in non-managerial positions, 28.8% in low managerial positions, for examples; supervisors, and 17.3% in middle level of managerial positions. Almost half (47.7%) of the respondents worked for companies with more than 1000 employees, while almost a quarter of the respondents (23.4%) worked for companies with less than 250 employees.

Finally, that more than half (53.8%) of the respondents had between two and ten years of experience, while 27.4 % had less than two years of experience within the public sector.

Table (2): The Description of the Study Sample (N=108)

Variables	Categories	Frequency	Percentage %
Total		108	100.0%
Gender	Male	45	41.7%
	Female	63	58.3%
Age	20 years old or younger	15	14.3%
	21 – 30 years old	56	53.3%
	31 – 40 years old	24	22.9%
	41 – 50 years old	10	9.5%
Nationality	Qatari	70	66.0%
	Non-Qatari	36	34.0%
Education Level	Less than high school	2	1.9%
	High School	23	21.3%
	Bachelor Degree	47	43.5%
	Master or/and PHD	36	33.3%
Position	Managerial (e.g., president, vice president, general manager)	7	6.7%
	Managerial (e.g., department manager, section head)	18	17.3%
	Managerial (e.g., supervisor, unit head)	30	28.8%
	Non managerial position	49	47.1%
Company Size	250 Employees or less	25	23.4%
	251 - 500 Employees	16	15.0%
	501 – 750 Employees	8	7.5%
	751 - 1000 Employees	7	6.5%
	1000 Employees or more	51	47.7%
Years of Experience	Less than Two years	29	27.4%
	Between Two and Ten years	57	53.8%
	More than Ten years	20	18.9%

4. RESULTS

A Cronbach's alpha test was used to evaluate the level of reliability of the collected data. Table (3) presents the alpha, mean, standard deviation, and correlation among the variables. The independent factor (attitude towards organizational change) (0.906) and the other three dependent variables, employees trust (0.8960), job satisfaction (0.842), and job commitment (0.906), were all above the minimum acceptable result for the Cronbach's alpha.

The correlation test also indicates a significant correlation between the dependent variable wherein employee trust is significantly correlated with both job satisfaction ($r=0.709^{**}$) and job commitment ($r=0.640^{**}$). Additionally, both job satisfaction and job commitment are positively correlated ($r=0.645^{**}$).

Regarding the control variables, the results did not show a significant correlation between the dependent variables and most of the control variables except between company size and employees trust ($r=0.211^*$), and between the independent variable (attitude towards organizational change) and gender ($r=0.229^*$). The result show that the other dependent variables (job satisfaction and job commitment) had no correlation with any control variable.

Table (3): Inter-Correlation of Study Variables

Variables	Alpha	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Attitude towards Organizational Change	.906	3.209	0.979	1	.459**	.458**	.377**	.229*	-.058	-.139	-.177	.015	-.016	-.158
2. Employees trust	.896	3.587	0.854	.459**	1.000	.709**	.640**	.110	.066	.121	.129	-.081	.211*	.023
3. Job Satisfaction	.842	3.135	0.914	.458**	.709**	1	.645**	.003	.045	-.084	-.011	-.143	.112	.000
4. Job commitment	.906	3.317	0.988	.377**	.640**	.645**	1.000	.068	.103	.080	.085	-.176	.119	.050
5. Gender		1.583	0.495	.229*	0.1100	0.0034	0.0683	1	-.286**	-.245*	-.198*	.066	-.021	-.306**
6. Age		2.276	0.826	-.058	.066	.045	.103	-.286**	1	.434**	.496**	-.165	.002	.613**
7. Nationality		1.340	0.476	-.01395	0.1211	-.00840	0.0804	-.245*	.434**	1	.485**	-.120	-.063	.344**
8. Education Level		3.083	0.787	-.177	.129	-.011	.085	-.198*	.496**	.485**	1	-.214*	.021	.354**
9. Position		3.163	0.946	0.015	-0.081	-0.143	-0.176	.066	-.165	-.120	-.214*	1	.030	-.240*
10. Company Size		3.402	1.709	-.016	.211*	.112	.119	-.021	.002	-.063	.021	.030	1	.244*
11. Years of Experience		1.915	0.678	-0.158	0.0231	-.00004	0.0499	-.306**	.613**	.344**	.354**	-.240*	.244*	1

* P<0.05, **P<0.01

Model (1) in Table (4) shows that the model explains 29% of the variance in employees trust. Specifically, the attitude towards organizational change ($\beta=0.487^{**}$, P value<0.01), gender ($\beta=.047$, n.s.), age ($\beta=-.008$, n.s.), nationality ($\beta=.167$, n.s.), education level ($\beta=.096$, n.s.), position ($\beta=-.039$, n.s.), company size ($\beta=.221$, P<0.05) and years of experience ($\beta=-.021$, n.s.). The findings show that the attitude towards organizational change is a significant predictor of employees trust, while the control variables, gender, age, position, and experience are not significant predictors. However, the company size may be a significant predictor. Therefore, the result from the first model support H1: There is a significant relationship between the attitude towards organizational change and employees trust.

Model (2) shows that the model explains 25% of the variance in job satisfaction. Specifically, the attitude towards organizational change ($\beta =0.464^{**}$, P value<0.01), gender ($\beta=-.114$, n.s.), age ($\beta=.053$, n.s.), nationality ($\beta=-.122$, n.s.), education level ($\beta=.49$, n.s.), position ($\beta=-.145$, n.s.), company size ($\beta=.97$, P<0.05) and years of experience ($\beta=-.041$, n.s.). The findings show that the attitude towards organizational change is a significant predictor of job satisfaction. while the control variables, gender, age, position, and experience are not significant predictors. However, the company size may be a significant predictor. Therefore, the results from the second model support H2: There is a significant relationship between the attitude towards organizational change and job satisfaction.

Model (3) shows that the model explain 20% of the variance in job commitment. Specifically, the attitude towards organizational change ($\beta=0.395^{**}$, P value<0.01), gender ($\beta=.015$, n.s.), age ($\beta=.053$, n.s.), nationality ($\beta=.064$, n.s.), education level ($\beta=.089$, n.s.), position ($\beta=-.167$, n.s.), company size ($\beta=.122$, P value<0.01) and years of experience ($\beta=-.095$, n.s.). The findings show that the attitude towards organizational change is a significant predictor of job commitment, while

the control variables, gender, age, and experience are not significant predictors. However, the company size may be a significant predictor. Therefore, the results of the third model support H3: There is a significant relationship between the attitude towards organizational change and job commitment.

Table (4): Regression Model

	Model 1	Model 2	Model 3
Attitude towards Organizational Change	0.487 **	0.464**	0.395**
Gender	.047	-.114	.015
Age	-.008	.053	.053
Nationality	.167	-.122	.064
Education Level	.096	.049	.089
Position	-.039	-.145	-.167
Company Size	0.221*	.097	.122
Years of Experience	-.021	-.041	-.095
R Square	.294	.252	.201
Adjusted R Square	.229	.184	.129

Model (1): a. Dependent Variable: *Employees Trust*, Model (2): Dependent Variable: *Job Satisfaction*, Model (3): Dependent Variable: *Job Commitment*
 * P<0.05, **P<0.01

5. DISCUSSION

This research has contains three main propositions. First, organizational change is any form of change to an organization's policies, budget, or strategies where the targeted organizations are from the public sector in Qatar. Second, employees will change their behavior (either positive or negative) in response to the organizational change, which will affect their level trust, job satisfaction, and job commitment. Third, the research assumes that no difference in the response of employees based on their nationality, either Qatari or non-Qatari.

The main aim of this paper was to examine the relationship between the independent variable (attitude towards organizational change) of Qatari public organizations and three dependent variables; employees trust, job satisfaction and job commitment. The findings indicate that the independent variable has strong correlations with the three variables dependent variables.

In a previous study, Elias (2009) argues that organizations a slower adoption of change negatively impact of employees trust. Börü, et al., (2007) indicates that trust on the organization is very important for the success of public organizations. Some of the main factors that increase employees the degree of employee autonomy (Oktug, 2012), training, and paid overtime (Grund and Harbring, 2009). Börü, et al., (2007) argues that working under pressure can result in low trust environments. The results show that different variables of trust play significant roles in increasing employees trust, including trust in the top management, the supervision, and the work environment.

Armstrong (2006) suggests that job satisfaction increases with a positive attitude wherein employees who are satisfied when they enjoy their work (Kaliski, 2007). The results show a significant and positive correlation between the independent variable (attitude towards

organizational change) and job satisfaction. The results indicates that job satisfaction is very strong with the third component.

Keskes (2014) refers to the organizational commitment as the level of employees engagement within an organization. The results shows that job commitment is significantly correlated with the independent variable (attitude towards organizational change). The study employed six different questions to identify job commitment wherein the findings show a strong linear relationship between these components to describe job commitment.

6. CONCLUSION & RECOMMENDATIONS

This paper investigates the attitude towards organizational change on employees behavior including trust, job satisfaction, and job commitment within Qatari public organizations. This study conducted a survey questionnaire to gather the required primary data about employees attitude towards the organizational change. Almost half of the respondents were female with more than half having experience between two to ten years within public sector organizations. The main findings of the study support the three main hypothesis of the research, wherein the independent variable (attitude towards organizational change) has positive relationships with the three dependent variables (trust, job satisfaction and job commitment). Additionally, the study indicates that the three dependent variables have significant correlations with the control variable; company size, but no significant correlations with the control variables; age, gender and experience. Finally, the study shows positive correlation between the dependent variables themselves.

Therefore, the main recommendations of this study are as follows:

- Although organizational change is important for maintaining organizations, it is also important for public sector to consider the impact of the change on employees attitudes, particularly trust, job satisfaction, and job commitment.
- Therefore, top managers in the public sector test the impact of the planned change on employees attitudes prior the actual implementation of the change.

7. LIMITATIONS

This study, however, is not without limitations. First, this study only used three dependent variables which were employees trust, job satisfaction and job commitment to understand the attitude towards organizational change. This study could be more complete if more dependent variables, such as motivation, efficiency, or reliability, were tested. Second, the sample size was far too small. To conduct a more accurate study, a wider population range obtained using different techniques should be implemented. Third, the method used for data collection challenging due to limited understanding of Arab countries, which was an important part of this research. Fourth, a total of eight companies of the public sector in Qatar, were used which is very limited. Fifth, online surveys were not popular in the Qatar. Finally, the time allocated for data collection was limited. To ensure data accuracy, more time should be allocated for this study.

8. FUTURE RESEARCH

This is the first time that national and non-national employees in the public sector of Qatar have been studied. Due to the sensitive nature of the Qatar environment, this study specifically targeted the public sector and all organizational changes occurred in recent public environments. Therefore, this presents an opportunity for future research to be conducted throughout the GCC. Since the GCC and Qatar have similar behaviors, a study could acquire a more realistic sample size to improve accuracy. A higher-level study can also be developed to improve the understanding of the main variables and intentions that bring satisfaction to employees within Gulf countries. Future studies can also study other factors and their effects on organizational change to improve understanding of employees' attitude towards organizational change.

The results of this study can be used to develop more studies that investigate the attitude of employees while comparing the organizational attitudes of non-government sectors to government sectors. This study illustrates the existing relationship between organizational change and trust, job satisfaction, and job commitment, but did not identify whether the changes had positive or negative implications on employees' attitude. Therefore, further studies may specify the nature of the change and its impact on the employees.

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APPENDIX 1 : English Version of the Questionnaire

(The English Version of the Questionnaire)

Organizational Change, Employees Trust, Job Satisfaction and Job Commitment

Important Notes:

- The research is being accomplished by Ms. Alreem AL-Jaber, an MBA student at the college of business and Economic and this survey has been conducted as a part of MBA applied graduation project at Qatar University.
- The aim of the study is to examine and explore the impact of organizational change (Re-structure) on Employees Trust, Job Satisfaction and Job Commitment in private & public sector in Qatar.
- If your current organization has subject to important organizational changes (e.g.: changes in organizational structure, budgets, policies, strategies and services) in the last two years, please answer this survey
- Answering this survey will take only 5-10 minutes of your valuable time and your response is greatly appreciated
- Participation in the survey is completely voluntary and you may withdraw at any time. All of your responses will be kept confidential and used for research purpose only.
- For any further information about this research, Kindly feel free to contact me.

Ms. Alreem Al-Jaber (Email: 200754471@qu.edu.qa)

Part (A)

QUESTION ONE: ATTITUDE TOWARDS ORGANIZATIONAL CHANGE

To what extent you agree or disagree with each of the following statements concerning the recent changes in the current organization you work for.

		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	I have a good feeling about the recent changes	1	2	3	4	5
2	I was excited about the recent changes	1	2	3	4	5
3	I believe that the recent changes would not harm the ways things are done in the organization	1	2	3	4	5
4	I believe that the recent changes will make my job easier	1	2	3	4	5
5	I believe that the recent changes would benefit the organization	1	2	3	4	5
6	I believe that I could personally benefit from the recent changes	1	2	3	4	5
7	I thought that it's a positive thing that we are going through these recent changes	1	2	3	4	5

Part (B)

QUESTION TWO: EMPLOYEES TRUST

To what extent you agree or disagree with each of the following statements

		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	I trust top management	1	2	3	4	5
2	I trust my co-worker	1	2	3	4	5
3	I trust my immediate supervisor	1	2	3	4	5
4	I would be willing to let the organization have complete control over my future in the organization	1	2	3	4	5
5	I am willing to rely on the organization to represent my work accurately to others	1	2	3	4	5
6	I am willing to depend on the organization to back me up in difficult situations	1	2	3	4	5
7	Supervisors where I work trust employees	1	2	3	4	5
8	I would be comfortable allowing the organization to make decisions that directly impact me, even in my absences	1	2	3	4	5

QUESTION THREE: JOB SATISFACTION

To what extent you agree or disagree with each of the following statements

		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	All in all, I am satisfied with the work of my job	1	2	3	4	5
2	All in all, I am satisfied with my co-workers	1	2	3	4	5
3	All in all, I am satisfied with the supervision	1	2	3	4	5
4	All in all, I am satisfied with my pay	1	2	3	4	5
5	All in all, I am satisfied with the promotional opportunities	1	2	3	4	5

QUESTION FOUR: JOB COMMITMENT

To what extent you agree or disagree with each of the following statements

		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	I would be very happy to spend the rest of my career with my organization	1	2	3	4	5
2	I enjoy discussing about my organization with people outside it	1	2	3	4	5
3	I really feel as if the organization's problems are my own	1	2	3	4	5
4	I think I could not easily become as attached to another organization as I am to my organization	1	2	3	4	5
5	My organization has a great deal of personal meaning for me	1	2	3	4	5
6	I feel a strong sense of belonging to my organization	1	2	3	4	5

Part (C)

1. What is your Gender ? Male Female

2. How old are you ?

- 20 years old or younger 21 – 30 years old
- 31 – 40 years old 41 – 50 years old
- 51 years old or older

3. What is your National Qatari Non Qatari

4. What is your education?

- Less than High School
- High School
- Bachelor Degree
- Master or/and PHD

5. Which one of the following best describes your position within your organization ?

- Managerial (e.g., president, vice president, general manager)
- Managerial (e.g., department manager, section head)
- Managerial (e.g., supervisor, unit head)
- Non managerial position

6. What is your Company Size ?

- 250 Employees or less
- 251 - 500 Employees
- 501 – 750 Employees
- 751 - 1000 Employees
- 1000 Employees or more

7. How long have you worked for your organization ?

- Less than Two years
- Between Two and Ten years
- More than Ten years

APPENDIX 2: Arabic Version of the Questionnaire

(The Arabic Version of the Questionnaire)

التغييرات التنظيمية ، ثقة الموظفين ، الرضى الوظيفي ، الولاء الوظيفي

معلومات مهمة :

- أنجزت هذا البحث السيدة / الريم الجابر ، طالبة ماجستير إدارة اعمال في كلية الإدارة والاقتصاد ، وهذا البحث يشكل جزء من مشروع تخرجها في جامعة قطر .
- تهدف هذه الدراسة إلى دراسة واستكشاف مدى تأثير التغييرات التنظيمية على ثقة الموظفين و الرضى الوظيفي و الولاء الوظيفي في القطاعات الخاصة والحكومية في قطر .
- إذا كانت مؤسستك التي تعمل لديها حالياً واجهت بعض التغييرات التنظيمية الهامة مثل (التغيير في الهيكل التنظيمي ، الميزانيات ، السياسات ، الاستراتيجيات والخدمات) خلال السنتين الأخيرتين ، يرجى التكرم بالإجابة على الدراسة .
- الإجابة على هذه الدراسة سوف تأخذ من وقتكم 5-10 دقائق .
- مشاركتكم في هذه الدراسة عمل تطوعي ويمكنكم الانسحاب في أي وقت. ستعامل كافة اجاباتكم بسرية تامة ولن تستخدم إلا لأغراض الدراسة فقط .
- لمزيد من المعلومات بخصوص هذا البحث ، يرجى التواصل مع السيدة/ الريم الجابر (ايميل: 200754471@qu.edu.qa)

الجزء (أ)

السؤال الأول : التغيير التنظيمي

الى أي مدى توافق او لا توافق فيها على العبارات التالية وفقا للتغيير الحالي المتبع في شركتك التي تعمل لديها :

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة	
5	4	3	2	1	1 لدي شعور جيد حول التغييرات الاخيرة
5	4	3	2	1	2 كنت متحمسا للتغييرات الاخيرة
5	4	3	2	1	3 اعتقد ان التغييرات الأخيرة لن تضر الطرق التي تجري بها الأمور في المؤسسة
5	4	3	2	1	4 اعتقد ان التغييرات الأخيرة ستجعل مهنتي اسهل
5	4	3	2	1	5 اعتقد ان التغييرات الاخيرة ستفيد المؤسسة
5	4	3	2	1	6 اعتقد اني شخصيا سوف استفيد من التغييرات الاخيرة
5	4	3	2	1	7 اعتقد انه شيء إيجابي ان نقوم بالعمل على تنفيذ هذه التغييرات الاخيرة

الجزء (ب)

السؤال الثاني : ثقة الموظفين

الى أي مدى توافق أو لا توافق فيها على العبارات التالية :

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
5	4	3	2	1	انا اتق بالإدارة العليا	1
5	4	3	2	1	انا اتق بزملائي في العمل	2
5	4	3	2	1	انا اتق بمشرفي المباشر	3
5	4	3	2	1	انا على استعداد لإعطاء مؤسستي السيطرة الكاملة على مستقبلي في المؤسسة	4
5	4	3	2	1	انا على استعداد للاعتماد على مؤسستي لتقديم عملي بدقة للآخرين	5
5	4	3	2	1	انا راغب في الاعتماد على مؤسستي انها لتقديم الدعم لي في المواقف الصعبة	6
5	4	3	2	1	المشرفين في مكان عملي يتقون بالموظفين	7
5	4	3	2	1	سوف اكون على راحة تامة بالسماح لمؤسستي بأخذ القرارات التي تؤثر بي بشكل مباشر في فترة غيابي	8

السؤال الثالث : الرضى الوظيفي

الى أي مدى انت توافق او لا توافق فيها على العبارات التالية :

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
5	4	3	2	1	بشكل عام ، انا راض عن العمل في وظيفتي	1
5	4	3	2	1	بشكل عام ، انا راض عن زملائي في العمل	2
5	4	3	2	1	بشكل عام ، انا راض عن مستوى الإشراف في عملي	3
5	4	3	2	1	بشكل عام ، انا راض عن راتبي	4
5	4	3	2	1	بشكل عام ، انا راض عن المكافآت المقدمة	5

السؤال الرابع : الولاء الوظيفي

الى أي مدى انت توافق او لا توافق فيها على العبارات التالية :

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
5	4	3	2	1	سأكون سعيد بقضاء بقية مسيرتي العملية في هذه المؤسسة	1
5	4	3	2	1	استمتع بالتحدث عن مؤسستي مع أناس خارج المؤسسة	2
5	4	3	2	1	أشعر بأن مشاكل هذه المؤسسة هي مشاكلي	3
5	4	3	2	1	أشعر بأنني لا أستطيع أن ارتبط بمؤسسة أخرى	4
5	4	3	2	1	كارتباطي بهذه المؤسسة	5
5	4	3	2	1	هذه المؤسسة تعني لي شخصيا الشيء الكبير	5
5	4	3	2	1	لدي إحساس كبير بالانتماء لهذه المؤسسة	6

الجزء (ج)

1- ما هو جنسك : ذكر انثى

2- كم عمرك :

20 سنة فأقل 21 – 30 سنة

31 – 40 سنة 41 – 50 سنة

51 سنة فأكثر

3- ماهي جنسيتك : قطري غير قطري

4- ما هو مستواك التعليمي :

أقل من ثانوية عامة

ثانوية عامة

بكالوريوس

ماجستير أو/و دكتوراه

5- أي من العبارات التالية تصف وضعك في مؤسستك :

إداري (مثل: رئيس ، نائب الرئيس ، مدير عام)

إداري (مثل: مدير قسم ، رئيس قسم)

إداري (مثل: مشرف ، رئيس وحدة)

منصب غير إداري

6- ما حجم مؤسستك :

250 موظف فأقل

251 – 500 موظف

501 – 750 موظف

751 – 1000 موظف

1000 موظف فأكثر

7- منذ متى و انت تعمل لمؤسستك :

أقل من سنتين

من سنتين الى عشر سنوات

أكثر من عشر سنوات