# Impact of change management on the performance of employees in university libraries in Jordan

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**Summary of the study**:
The summary of the study problem is that there is a great need for the results that each change look forward to in making a positive change in performance, official university libraries are the only official responsible one on the safety of learning outcomes through services provided to the recipient through its workers.

The importance of the study highlights the fact that libraries in general are affected by a number of external environmental variables, this study derives its importance from the importance of its theme which is change managing and the amount of revenue that can be achieved and reflected on the Jordanian community as a whole if its findings and recommendations were used.

This study aimed to identify the impact of change management on employees performance, through a case study of university libraries in Jordan, three areas of change has been addressed, the change in organizational structure, technology change and change in individuals.

The researcher has designed a questionnaire for the purpose of collecting the raw data, and used the random sample in data collection, 220 questionnaire were distributed on the members of the sample and 200 questionnaire were retrieved and 20excluded because of invalidity, the number of questionnaires acceptable for analyses are 200 which % 95 of the study sample, SPSS were used to analyze data.

The study reached a range of outcomes including:
1. Change in the organizational structure is not flexible, and therefore this organizational structure is not appropriate for the business requirements within the University Library, leading to overlapping powers and responsibilities.
2. There is a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers at a level $\alpha = 0.05$ with 0.589, 0.648, 0.711correlation coefficient respectively.

The study found a range of recommendations including:
1. to ensure the success of the change program it is appropriate to focus on organizational structure, human relations and technology and there must be a balance between these aspects to improve the performance of employees and this in turn reflects the quality of productivity.

## The general framework for the study

**Introduction**:
Contemporary organizations are social systems govern by the same rules of human beings, it grows, evolves, progress, face challenges, and struggle and adapt, therefore change becomes a natural phenomenon experienced by each organization.

Change in its simplest form, means to move from the current situation to more efficient and effective future, therefore change is the process that we learn and discover things through on an ongoing basis. And change management should be effective, i.e. have the ability to move freely, have the ability to influence others, and directing the working forces in the target systems and administrative units. (Robinson, 2000, p. 20) (Harem, 2004, p. 345)

And university libraries play a leading role in their communities, by giving human and material support to help solving some of the problems associated with the constant changes which is associated with the scientific development through the provision of material and human potential. There is no argument about the importance of University Library in the

educational and research processes, and university libraries play such an important role within the available resources and capabilities, as they provide services to a large and diverse audience of students, members of the Department staff, researchers and other interested people.

Official University libraries are the focus of higher education in Jordan, so the researcher study the impact of change management on the performance of workers in official university libraries as one of the most important educational institutions of the country and reflect the in higher education trends for change.

**Research Problem:**

Each change has consequences and implications, and one of the most important results of every process of change is a making a positive change in performance, official university libraries are the only responsible for the safety of learning outcomes through services provided by the recipient through their employees, the role of management is to systematically change work to convince workers of the importance of the change process role to reach the desired goals, university libraries have passed a series of changes in organizational structure, change in technology and in individuals.

**The research problem is represented on the following question**:
**What is the impact of the change management on the performance of management personnel in the university libraries in Jordan?**

**Research hypotheses:**

**The first hypothesis**: there is a statistically significant relation at the moral level 0.05 between the changes in Organizational structure and performance of employees.
**The second hypothesis**: there is a statistically significant relation at the moral level 0.05 between the changes in Technology and performance of employees.
**The third hypothesis**: there is a statistically significant relation at the moral level 0.05 between the individual changes and performance of employees.

**Research variables:**

**Independent variables**:
The study includes the following independent variables:
1. Change in the organizational structure.
2. Change in technology
3. Change in individuals.

**Dependent variables:**
1. the study includes one single dependent variable: the performance of workers

**The importance of the study**:

1) This study derives its importance from the importance of its theme which is managing change and the amount of revenue that can be achieved and reflected on the Jordanian community as a whole if its findings and recommendations taken into consideration.
2) This study will help in coping with the phases of change management and adoption of special strategic directions in the area of the Organization's strategy, organizational structure, technology and skills of individuals.
3) This study will help in giving suggestions that would help in the development of university libraries in Jordan and its effectiveness and success of such important beneficial proposals for these institutions.

4)    Researcher hopes that this research will contribute to increasing and enrich knowledge in this area and to add new scientific addition to the Jordanian and Arabic library.

**Research objectives:**

This research aims at:
1) Study the reality of change management in university libraries in Jordan.
2) Assess the impact of change management on the performance of employees.
3) Identify the extent of leadership ability to make the desired change.
4) Examine the extent and the commitment of employees to change processes.
5) Highlighting the main problems and obstacles that may face change processes.
6) Find solutions and recommendations to make change an acceptable process for workers in general.

**Concepts and terminology:**
**Change:**
Change defined (linguistically) according to intermediate dictionary as "chang the thing   or change something about it or making it different from what it is " (Mustafa, 1989, p. 668)
Lami has defined (2007, p. 94) change that "adopt an idea or new behavior by the organization as the structural change assures the   reconstruction of resources and possibilities to increase capacity and to create value and improve returns and results to stakeholders in the Organization".

The concept of change in libraries is defined as the concrete change that includes the parts and aspects of the work of the library as the change may include an adjustment in the structural organization, the technology, the library culture, employment policies or in the distribution and dissemination and resource scheduling.(Stephens&Russell. 2004 ,pp. 238–257)

**Performance of employees:**
Performance refers to the degree of achievement and completion of the task of the individual, it reflects the way to achieve it, or how the individual perform the job requirements, and often there is a confusing and overlapping between performance and effort, effort refers to the used energy, but performance is measured on the basis of the results achieved by the individual. (Mohammed, 2001: p. 209)

**Previous studies**

• MARZOUK Study (2006): the researcher study entitled: the effectiveness of the organizational development requirements and change management in Palestinian non-governmental institutions. This research study and deals with the analysis of the effectiveness requirements of organizational development and change management in non-governmental institutions in the Gaza Strip. the most important results of the study is that there is a strong relationship between the clarity of the concept of change management to the staff and managers working in the Palestinian non-governmental institutions and the capacity of institutions to manage change, the clearer the concept is, it indicated that Enterprise Manager are capable of managing change, and the more the institution and its staff manage the development performance. The study recommended following the strategic planning approach and planned change style and monitoring internal and external environmental changes, and to exploit opportunities and possibilities and use them to achieve more success.

• Darwaza Study (2003): the title was the extent of the school's director ability to make developmental decisions and making changes. This study aims to verify the extent to which the school director in international relief agency on the ability to make developmental decisions and making change in four areas related to educational elements process, the school environment, student, teacher and curriculum. To achieve this goal questionnaire was used to identify the ability of the school's director to take developmental decisions in the Nablus area of Palestine using (26) a random sample of

male and female Director out of (40). The study found that the years of experience in school administration and education have a significant impact on the development decisions taken by the Director and giving the best change.
**Study Diefenbach (2007): entitled "The managerialistic ideology of organizational change management**"

The aim of this study is to shed light on the causes and conditions that lead to the failure of the change initiatives undertaken by new departments. The study was conducted at a University in Eastern Europe and the International University between the years 2004 and 2005. **the most notable findings of the study:** that the success or failure of the change process depends on management style and how to deliver the objectives of change to others, as well as the role of regulatory policies and ideology in bringing about change. **The study concluded a number of recommendations**: that academic should focus on values, ideology, organizational policies and interests behind the change in organizations and to distinguish it from the changes caused by crises.

• **Study Teng Chu (2003) entitled: (The Study of Organizational Change Management for Semiconductor Company: Case Study**)

The aim of this study is to understand how to effectively manage organizations, negative and positive impacts on the effectiveness of organizations, internal control, helping advanced technology companies in the facing the change in the structure of the industry, enhance its competitive edge in the work efficiency. The study focused on the form of the Administrative Board and has studied organizational structure and change management, this study also described the company's strategic environment, use the corresponding and appropriate document review of the organizational structure and change the administrative body at the same time and try to understand the evolution of the community within the company and suggest to form an administrative body that suit organizational change and reform the current deficiencies, the study also focused on organizational change and re-engineering of processes and individuals. The main result was that the organizational structure is highly complex and need to be changed to conform to the requirements of the work.

## The approach and the practical study method

### Study approach:
The researcher has used descriptive analytical approach which reflects the social phenomenon to be studied as it is in fact as a quantitative and qualitative expression, which depends not only on data collection on the phenomenon to explore various manifestations and their relationship, but also to analyze and interpret phenomenon and reach conclusions contribute to the development and improvement of reality.

Therefore, the researcher use of this approach in his study will enables him to identify change management impact on the performance of employees in university libraries. The searcher will also depend on field research by distributing and analyzing questionnaires to study some research vocabulary and compile necessary information in question, and then downloaded and analyses it using SPSS (Statistical Package for Social Science) and use appropriate statistical tests in order to reach valuable indicators to supports the study subject in question.

### Study population:
The study population consists of all university libraries personnel, who are on the job during the summer of 2012, with their various scientific qualifications as well as their various functional levels related to university libraries.
The total numbers of the total study population was (517) personnel, according to the Department of statistics in university libraries.

### Sample study:
Researcher was careful that the study sample should be representative of the community of study at all levels of the society, it was important to choose a random sample of the study community, where the sample consisted of 200 people out (517) from the original study community.

### Study tool:

The questionnaire was selected as a tool to collect data, and it is the most commonly used research tools in the most previous studies in this area,. The tool was presented to a group of members of the Arbitration Committee, the total final settled paragraphs of the questionnaire was (18) paragraphs each measure the goal to which it was put.

**Sincerity and consistency of questionnaire**:

The internal consistency of the questionnaire was calculated on the 30 size survey sample alone by calculating correlation coefficients of the questionnaire as follows:

The Correlation coefficients between the rates of each axis of the study with the overall rate of the questionnaire

| Dimension | The content of the dimension | The Correlation coefficients | The level of significance |
|---|---|---|---|
| First | organizational structure | 0.642 | 0.002 |
| Second | change in technology | 0.700 | 0.001 |
| Third | change in individuals | 0.507 | 0.022 |
| Fourth | performance | 0.789 | 0.000 |

Indexed r value at level of significance 0.05 and degree of freedom "28" equal 0.361

The previous table shows correlation coefficients between each dimension rate of study with the total average of the questionnaire paragraphs which shows that the correlation coefficients shown function at a level of significance of 0.05 as the indication level for each paragraph is less than 0.05 and calculated r value is greater than the division of indexed r which equals 0.361.

**Reliability of the paragraphs:**
Alpha Cronbach's method was used to measure the reliability of the questionnaire as a method for measuring reliability; the following table shows that the reliability coefficients are high.

Reliability coefficient (Cronbach's alpha way)

| Dimension | The content of the dimension | The number of the paragraphs | Cronbach's alpha |
|---|---|---|---|
| First | organizational structure | 5 | 0.8926 |
| Second | change in technology | 4 | 0.8847 |
| Third | change in individuals | 5 | 0.8754 |
| Fourth | performance | 4 | 0.8476 |
| All the paragraphs of the questionnaire | | 18 | 0.8856 |

**Paragraphs Analysis:**

T test was used for (One Sample T test) for the analysis of the questionnaire paragraphs, and paragraph is positive meaning that respondents agree on its content if the calculated t value of it is greater than the value of the t indexed which is equal to 1.97, the paragraph is negative meaning that respondents disapprove of the content of it, if the calculated value of t is smaller than the value of the indexed t, which is -1.97, and the views of sample members in the paragraph neutral if its significance level is greater than the 0.05.

**Analysis of the first paragraphs: change in organizational structure**

| Paragraphs | arithmetic mean | standard deviation | t value | indication level |
|---|---|---|---|---|
| The library Department make fundamental changes in its organizational structure to improve performance and to satisfy users. | 2.86 | 1.132 | -4 361 | 0.037 |
| Organizational structure helps to manage the process of change in the library. | 3.08 | 1 189 | -4.289 | 0.273 |
| There are clear lines of authority and responsibility in the library. | 3.19 | 1.186 | -0.198 | 0.007 |
| The organizational structure of the library works on increasing the delegation of authority for staff at other levels. | 2.88 | 1.090 | -1. 937 | 0.064 |
| Easiness of the flow of communication between the various departments and sections of the library | 3.00 | 1.035 | 0.164 | 0.000 |
| All paragraphs | 3.00 | 1.126 | -2 852 | 0.005 |

In general the arithmetic mean of all the paragraphs of the organizational structure are (3.00) and calculated t value equal to (-2 852) which is less than the value of the indexed t which equals (-1.97), and the level of significance is equal to 0.005 and is less than 0.05, which shows that the change in the organizational structure is not clear, the researcher's interpretation for this that there is no foundation of new divisions, merging of divisions or deleting them permanently and its organizational structures needs development and move away from hierarchical structures, and that horizontal structures are fundamental in change management. This is due to the absence of clear responsibility lines' which leads to a conflict of powers. The researcher also sees the lack of a unified and flexible communication system between the different sections.

**The second paragraph analysis: change in technology**

| Paragraphs | arithmetic mean | standard deviation | t value | indication level |
|---|---|---|---|---|
| library management adopt modern technology and work in changing its operations to be mechanic | 3.00 | 1.057 | 0.000 | 0.000 |
| introduction of new technological systems is accompanied with training courses for library staff | 2.94 | 1.111 | 0.910 | 0.064 |
| technological systems used are consistent with the new and most advanced method of choice, supply, subscriptions in periodicals, bibliographic and referral services | 3.00 | 1.035 | 0.058 | 0.054 |
| Available technology led to reduce the effort and save time | 3.03 | 1.022 | 0.523 | 0.601 |
| Total paragraphs | 2.99 | 1.056 | 0.372 | 0.179 |

In general the arithmetic mean of all the paragraphs of the organizational structure is (2.99) and calculated t value (0.372) which is higher than the value of the indexed t which is (-1.97), and significance level 0.179 higher than 0.05, which demonstrates that the answers in the sample are positive which means that technological change was clear, this

is due to the presence of electronic systems and their compatibility with the requirements of the work, and the impact of technology in the saving of time and effort.

**The third paragraphs analysis: change in individuals**

| Paragraphs | arithmetic mean | standard deviation | t value | indication level |
|---|---|---|---|---|
| Library management identify the training needs of employees so that it conforms with the work | 3.02 | 1.208 | 0.246 | 0.806 |
| Training programs reduce the resistance to the change process | 3.07 | 1.062 | 1.173 | 0.242 |
| outside expertise is used for training programs | 2.57 | 1.242 | -5.821 | 0.000 |
| There is an opportunity for employees to continue their education while serving | 2.81 | 1.147 | -2 .788 | 0.000 |
| Prepare workers to accept change and convince them of the need to solve the problems | 3.22 | 1.079 | 3.415 | 0.001 |
| Total paragraphs | 2.93 | 1.14 | -0.755 | 0.647 |

In general the arithmetic mean of all the paragraphs of the organizational structure is (2.93) and calculated t value (-0.755) which is less than the value of the indexed t which equals (-1.97), and significance level 0.647 which is higher than 0.05, which demonstrates that there are neutrality by respondents on the paragraphs of this area, which means that the process of change in individuals was not clear because of the absence of training programs that raise the skills and knowledge of workers, and the lack of an appropriate incentive system that enhances the performance of creators and hardworking.

**The fourth paragraphs analysis**: **performance**

| Paragraphs | arithmetic mean | standard deviation | t value | indication level |
|---|---|---|---|---|
| Employees have all the professional skills and know-how required to complete the work efficiently and effectively. | 2.91 | 1.076 | -1.376 | 0.170 |
| Staff does all the functions entrusted to them in accordance with the required quality standards. | 3.51 | 1.080 | 7.898 | 0.000 |
| The staff has the motivation and ability and desire to do their jobs | 3.28 | . 1.104 | 4.221 | 0.000 |
| The evaluation of staff performance in university libraries is of basic methods used. | 2.91 | 1.076 | -1.376 | 0.170 |
| All paragraphs | 3.15 | 1.08 | 2. 341 | 0.085 |

In general the arithmetic mean of all the paragraphs of the organizational structure is (3.15) and calculated t value equal to (2 341) and is higher than the value of the indexed t which equals (-1.97), and significance level equal and higher than 0.085 which is higher than 0.05, which shows that employees perform businesses in medium-quality, so performance needs to be developed, by introducing the necessary changes suitable to the requirements of the work to improve the performance of employees.

**Hypothesis testing:**
**The first hypotheses: there is a statistically significance relation at 0.05 moral level between change in Organizational structure and performance of employees.**

**Correlation between the change in organizational structure and personnel performance**

| dimension | statistics | change in organizational structure |
|---|---|---|
| workers performance | correlation coefficient | 0.589 |
| | level of significance | 0,000 |

calculated R value at "283"point of   freedom   and "significance level 0.05" = 0.113

Pearson test is used to find the relationship between the change in organizational structure and performance of workers and at α=  0.05 and the previous table shows that the value of the indication level of the change in organizational structure is equal to 0.000 and is less than 0.05, the calculated r value for change in organizational structure axes is equal to the largest of 0.589 value indexed r which equals 0.113, indicating a relationship with statistical significance 0.05 = α between change in organizational structure and performance of workers, and this demonstrates that systematic and scientific changes in organizational structure a will improve performance.

**The Second hypotheses: there is a statistically significance relation at 0.05 moral levels between change Technology and performance of employees**

| dimension | statistics | change in organizational structure |
|---|---|---|
| workers performance | correlation coefficient | 0.648 |
| | level of significance | 0,000 |

Pearson test is used to find the relationship between the change in technology and performance of workers at α =0.05 level of indication   and the previous table shows that the value of the level indication of the change in technology is equal to 0.000 and is less than 0.05, the value of calculated r for the change dimension in technology equal 0.648 is greater than the value of the indexed-r which equals 0.113, indicating a relationship with statistical significance α= 0.05 between element of change in technology and the performance of workers, and this demonstrates that changes in technology to fit business requirements to raise the efficiency of workers.

**The third hypotheses: there is a statistically significance relation at 0.05 moral levels between individual change and performance of employees**

| dimension | statistics | change in organizational structure |
|---|---|---|
| workers performance | correlation coefficient | 0.711 |
| | level of significance | 0.000 |

Pearson test is used to find the relationship between the change in organizational structure and performance of workers and at α=  0.05 and the previous table shows that the value of the indication level of the change in organizational structure is equal to 0.000 and is less than 0.05, the calculated r value for change in organizational structure axes is equal to the largest of 0.711 value indexed r which equals 0.113, indicating a relationship with statistical significance α =0.05   between change in individuals and personnel, humanitarian relations has the greatest correlation coefficient which shows the need for attention from the management of this aspect to improve performance.

**Results and recommendations**
In the light of the study process reviewed in this research, through analysis of the paragraphs of resolution, and hypothesis testing, a set of results and recommendations have been reached:

**Results:**

1) change in the organizational structure is not flexible, and therefore not appropriate to organizational structure of business requirements within the University Library, leading to overlapping powers and responsibilities.

2) the Department work towards Centralization and not delegate powers to other levels leading to slow work.

3) the lack of clear lines of authority and responsibility to departments within the University Library, leading to overlapping powers and responsibilities which in turn leads to block action.

4) Negative look of the management towards workers as demonstrated by lack of appreciation for the effort made by them, and not to involve employees in decision-making, and the lack of attention to the human aspect in dealing with employees despite the impact on the performance of employees.

5) change in technology has not been clear, as it reduces effort, time, and speed in delivery, but this change was not matched with training courses, or a change in the procedures and working methods, not to exploit technology to improve administrative work.

6) the absence of specific standards and future plans that can be relied upon in determining human resource requirements.

7) change management components is not available, as internal and external environment has not been examined , there is not an identify flexible organizational structure, lack of effective leadership able to persuade workers to change, lack of good lines between management and employees.

8) a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers at a level $\alpha = 0.05$ significance and correlation coefficient was 0.589, 0.648, 0.711, respectively.

**The study concluded the following recommendations**:

1) to ensure the success of the change program it is appropriate to focus on organizational structure human relations and technology, and there must be balance between these aspects to improve the performance of employees and this in turn reflects the quality of productivity.

2) reducing obstacles to implement the change that need to be addressed, through research and work to provide appropriate facilities to reduce them, and the trend towards change and improve performance.

3) strive to provide spatial physical, professional and technical assistance facilities in the configuration and implementation of the change process and invest conditions and appropriate attitudes to change in university libraries.

4) training courses for managers of university libraries in Jordan about change and how to manage this change and the necessary steps.

5) the need to activate the informal means of communication to communicate with employees and find out glitches in action, and get new ideas that may contribute to performance upgrading

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