Employees' Resistance to Change: Correspondence Tracking System Development

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Abstract

This study is a continuation of a previous research aims to measure the resistance to change in Jeddah Municipality (JM) (Fawzy, 2012). This study focused on the development of a process at the Central Correspondences Department (CCD) at JM. This study define the treasons behind the correspondences employees' acceptance or rejection of the development processes by examine the relationships between the correspondences employees' resistance to change and some factors which are: Job satisfaction, employees' contribution to the development process in the initial stages of development, the culture of development promotion (the principle of openness and transparency), employees' acceptance of the concept of development, the organization's support of employees development (through training and a helpdesk). In addition, this study recommend improvement for the work efficiency of CCD using questionnaire's result. Finally, it suggests workflow of the electronic version of the Correspondences Tracking System (CTS).

Keywords
Industrial engineering, Resistance to change, reengineering, process improvement.

1. Introduction

Services automation and process development at Jeddah Municipality (JM) is a part of its change management since 2008. Not all the suggested process development can be successfully applied as planned. This lead to money waste by the large spend on consulting and reengineering contracts without reaching the optimum objectives (Fawzy, 2012). Resistance to change is one of the important factor that affects process development success especially at governmental sector. Different factors cause employees' resistance. Good management will help organization to reduce or eliminate employees' resistance to change by dealing with its source or reasons.

The Correspondence Tracking System (CTS) at JM is a tool to track the pathway of all transactions at JM. This system also allows to link all the old related transaction with different serial numbers to the newest one to have the transactions history in an easy way. This system has different authorities' levels depending on the user's position and needs (ITWorx, 2008). This system is being use by a big group of the employees at JM, where at least at each department there is an employee working on this system to receive and send the transactions electronically in addition to the the paper transaction (Fawzy, 2012).

The Central Correspondences Department (CCD) at JM is the department which controls the movement of incoming and outgoing transactions between JM and other sectors. This department also counted as the owner of the CTS at JM. Even that each department at JM has its CTS employee(s), all the rules and regulations related to this process are issued and managed by this department (Fawzy, 2012).

JM employees can be divided into four groups depending on their functional activities. This study demonstrates the effect of the employees' contribution in the success of the development in their departments. Also, it determine the relation between the functional types of the employees and their acceptance to development.

In this study, the actual measurement of the resistance to change among correspondences employees about the developed CTS was done using a questionnaire.

2. Aim of the Study

This study aims to examine the relationship between employees' resistance to change at Saudi governmental sector and five proposed factors. Those factors are: Job satisfaction, employees' contribution to the development process in the initial stages of development, the culture of development promotion, employees' acceptance of the concept of development, and the organization's support of employees' development. Also, this study recommend workflow improvement for the electronic version of CTS.

3. Scope of the Study:

This study aims to focus on the CCD employees and other CTS users as the sample that represents JM employees. As Fawzy (2012) mentioned this group of employee is selected as the study sample due to the following:

1. CTS users are a large group of JM employees.
2. CCD is one of the gone through huge leap in reengineering process.

In addition, the sample is chosen to present the four functional types of employees those are working at JM (permanent, temporary, indirect-contract, and special-contract), were all of them are in the same department or performing the same service. Also, the selected sample contains seniors; those who have been dealt with the old systems.

4. Literature Review

Jeddah Municipality (JM) is the governmental organization that deal with all urban planning and municipal services at City of Jeddah. JM is going through a major transitional process in its developmental phase. Until recently, JM transactions and services were done manually using conventional ways. After the Royal Decree to the Saudi governmental organization about implementing e-governments to prepare these organizations for full or partial privatization, the JM Mayor proposed his strategic plan 2008 for the Municipality to achieve e-government implementation. To achieve the goals of this strategic plan the Municipality started developing its processes (Fawzy, 2012).

Since 2008, the reengineering processes started in different sectors at JM. It has been noticed that some departments were successful; some were partially successful, while others had failed. Additionally, it has been noticed that there were different responses to the reengineering processes. Therefore, Fawzy (2012) started to explore the employees' resistance to the reengineering processes at JM. Also, he examine the

The Resistance to Change Indicator (RCI) was created and measured in a previous study for the same sample. The study shows that the correspondence employees at JM has a low resistance degree (Fawzy, 2012). In addition, the study mentioned that there is positive relationship between the resistance to change and the employee educational level. Instead, it indicated that there is no relationship between the resistance to change and employee age, job type, or years of experience. In addition, that study shown a relationship between resistance to change and marital status (Fawzy, 2012). As Fawzy said "It was observed that singles are more resistant to change than married employees."

Fawzy (2012) recommended more investigation on the JM employees' resistance to change. Therefore, this research tried to investigate more factors of the employees' resistance by examined the relationship between RCI and five factors: Job satisfaction, employees' contribution to the development process in the initial stages of development, the culture of development promotion, employees' acceptance of the concept of development, the organization's support of employees' development.

5. Methodology of Work

For this study a group of 169 employees from an active population of 300 users for the current CTS has been identified to by the study sample, where the total number of users was around 600 user including managers, heads of departments, technicians and others who have been excluded from the targeted number for this study. The sample includes the different terms of job function in JM, which are: governmental employees, permanent employees, indirect or special contractors. In terms of work experience, it has been considered that a group of the sample should have five years of experience or less were others have to have at least six years of experience in working with correspondence systems at JM.

To study the relationships between employees' resistance to change and the selected five factors, the following hypotheses are examined:

1. H0: There is no relationship between resistance to change and job satisfaction.
   H1: There is a relationship between resistance to change and job satisfaction.
2. H0: There is no relationship between resistance to change and the employees' contribution to the development process in the initial stages.
   H1: There is a relationship between resistance to change and the employees' contribution to the development process in the initial stages.
3. H0: There is no relationship between resistance to change and promoting a culture of development. (The principle of openness and transparency)
   H1: There is a relationship between resistance to change and promoting a culture of development. (The principle of openness and transparency)

4. H0: There is no relationship between resistance to change and the employees' acceptance of the concept of development.
   H1: There is a relationship between resistance to change and the employees' acceptance of the concept of development.
5. H0: There is no relationship between resistance to change and the organizational support for employees to develop (through training and helpdesk).
   H1: There is a relationship between resistance to change and the organizational support for employees to develop (through training and helpdesk).

In order to analyze the data, it was sorted out in an Excel spreadsheet and converted from descriptive data to numerical data. Next, a normality test was done on the resistance to change indicator (RCI) to determine a suitable type of test for the hypotheses of this study. For the normality test and also for the hypotheses testing the data was imported to SPSS.

Given that the formation of the equation has been considered whereby the weight of the questions for one indicator is equal in this study five indicators where created. These indicators are:

1. The Job Satisfaction Indicator (JSI)
2. The Employees' Contribution Indicator (ECI). This indicator measures the employees' actual contributions and their desire to contribute to the development process in the initial stages.
3. The Promotion of Culture of Development Indicator (PCDI). This indicator measures the application of the principles of openness and transparency at JM.
4. The Employees' Acceptance of the Concept of Development Indicator (EACDI), which measures the correspondence employees' acceptance of the main idea of development at JM.
5. The Organizational Support for employees to develop Indicator (OSI)

Due to the need to study the hypotheses, where these hypotheses contain comparisons between quantitative variables of more than two groups, the T-test wouldn't fit here, so the one-way ANOVA or single-factor ANOVA was used for comparing the F-test statistic to the relationship between the RCI and other indicators according to the studied hypotheses.

To analyze the questionnaire, primary analysis was done first using Excel to determine the percentages of the questions. Then, by using the F-test in SPSS software, the relationships between RCI and the five indicators were studied.

6. Results and Discussion:

For each of the collected indicators, all the related questions were collected, and each question was given a weight equal to other questions within the indicator as previously mentioned. Then, each indicator was connected to its respective hypotheses to study the relationship. The results of this study are as follows:

Job satisfaction:

In terms of job satisfaction, 44.38% of this sample are satisfied with their salaries. On the opposite end, more than 55% are dissatisfied with their current salaries.

To measure the job satisfaction of correspondence employees in JM, all questions related to job satisfaction in the survey were collected into a single index or indicator as previously explained. This index is called Job Satisfaction Indicator (JSI). It has a range from zero to one where zero is the highest value of job satisfaction and one represents dissatisfied employees. This index is divided into five parts (Very satisfied, Satisfied, Acceptable, Dissatisfied, Not satisfied at all) where the area under the curve was divided equally for each part. After analyzing this index, it can be seen that the job satisfaction for around 22% of the correspondence employees in JM is in the range between zero and 0.4. That means approximately 22% of those employees are satisfied or very satisfied with their jobs. On the other hand, 48% of them are not satisfied. More specifically, only two persons (who represent about 1% of the sample) are not satisfied at all (the value is 1). Furthermore, no one from the sample was completely satisfied (the value is 0). In addition, by looking at Figure 1 it can be observed that 19% are satisfied and 3% are very satisfied. Moreover, around third of the sample are in the middle range, which is acceptable. The second third of the sample are dissatisfied with their job. The remaining 18% are not satisfied at all, and lie in the range between 0.8 and 1. The following figure (Figure 1) shows the percentages of employee job satisfaction levels.

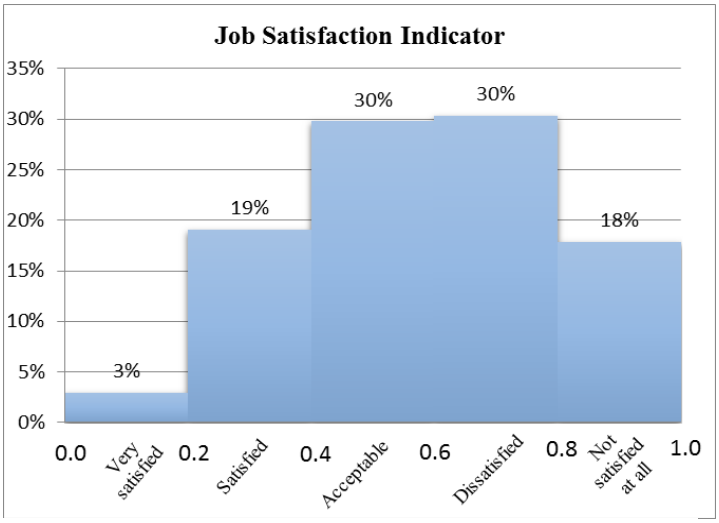

Figure 1: Correspondence employee JSI

The following are the hypotheses of the relationship between resistance to change and job satisfaction:
H0: There is no relationship between resistance to change and job satisfaction.
H1: There is a relationship between resistance to change and job satisfaction.

The data indicate that the resistance to change is inversely proportional to job satisfaction. This means that when job satisfaction increases, the resistance to change decreases. Moreover, this figure shows the intervals are wide between the different employees' satisfaction levels.

The researcher believes that this relationship is logical because when an employee is dissatisfied about his job, he will resist any changes due to his rejection of the nature of his work. Conversely, when job satisfaction increases, the employee's readiness to accept innovative ideas increases. Therefore, since the sig. value is approximately zero in the ANOVA table (table 4.10), which is less than 0.05, the null hypothesis is rejected. So, in conclusion, there is a relationship between resistance to change and the employees' job satisfaction. In addition, according to the previous chart, this relationship is an inverse relationship.

Employee contributions to the development process in initial stages: For measuring this, all related questions in the survey were collected into a single index or indicator as previously explained. This index is called the Employee Contribution Indicator (ECI). It has a range from zero to one where zero represents the employee's actual contribution to the development process and his desire for that, and one represents the employee's isolation from it. This index is divided into five parts (always contributes, usually contributes, sometimes contributes, rarely contributes, never contributes). These parts can also measure the desire of contribution by the following sections in the same time for previous parts (contribution is always preferred, contribution is usually preferred, contribution is sometimes preferred, contribution is rarely preferred, contribution is never preferred). Moreover, each part covers a similar space of the area under the curve. After analyzing this index, it has been found that 22% of the employees said they always contribute, they always like to contribute to the development process, and they have already contributed to such processes in JM. Another 27% of the correspondence employees in JM usually contribute to development processes and would like to continue with their participation. On the other hand, 28% say that they sometimes contribute to the development processes, and 14% of the sample size thought that they rarely contribute to the development process. Also, by looking at Figure 2 it can be observed that 8% of the sample has never contributed to any development process. The following figure (Figure 2) shows the percentages of employee contributions to the development process in initial stages.

For testing the impact of employees' participation to development processes and their resistance to change, the following hypotheses were applied:
H0: There is no relationship between resistance to change and the employee's contribution to the development process in initial stages.
H1: There is a relationship between resistance to change and the employee's contribution to the development process in initial stages.

After analyzing the data using the SPSS to test the relationship between RCI and ECI, it can be seen that the intervals of the different employee contribution levels are wide and do not follow any trend. So, it seems that there is no relation between Resistance to Change (RCI) and the Employee Contribution Indicator (ECI) in the development process. Moreover, by looking at the ANOVA table (table 4.11) it has been found that the sig. value is 0.269, which is bigger than 0.05. So, by this it can be judged that the null hypothesis cannot be rejected. Hence, as a conclusion there is no relationship between resistance to change (RCI) and employee contributions to the development process from the beginning. This might be an unexpected result since some employees might contribute to the development processes while simultaneously opposing them. On the other hand, an employee might not contribute to the development process but does not oppose it and does not resist any changes, given that most of the employees tend to contribute to the development processes as shown in the Figure 2.

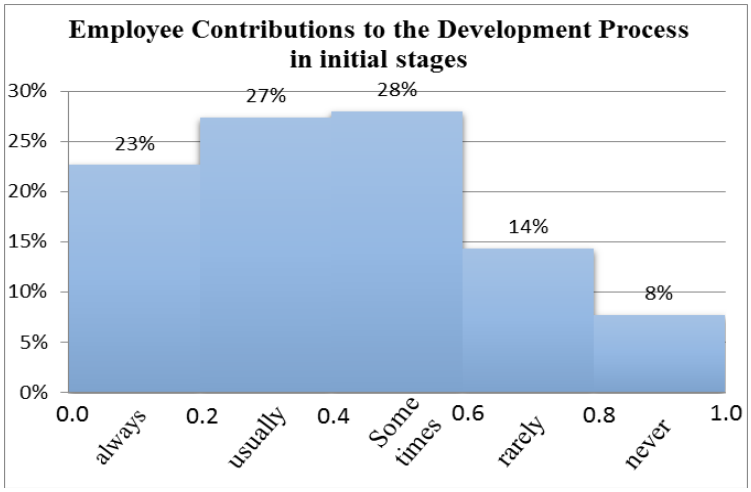

Figure 2: ECI for correspondence employee in JM

Promote a culture of development. (The principle of openness and transparency): To measure all related questions in the survey, the questions were collected into a single index or indicator as previously explained. This index is called (PCDI). It has a range from zero to one where zero represents the employee's knowledge of the development operations, which means he has been informed is aware of the change processes that occur in the organization. In contrast, the other extreme represents the employee's unfamiliarity with the development operations and with the change processes before they occur. This index is divided into five parts (always knows, usually knows, sometimes knows, rarely knows, never knows), where each part covers a similar space of the area under the curve. After analyzing this index it can be seen that only 4% of the employees say that they are always informed or notified about the change processes and development processes before they occur. Another 13% of the correspondence employees in JM are usually informed or notified about the changes and development processes before they occur, but not always. The next group of 13% is in the middle range, and thinks that they are sometimes notified about these development processes. For those who say that they rarely know about development processes before they occur, the number is 19%. By looking at Figure 3, it can be observed that 51% of the sample, which is more than the half, say that they never know about any development process before it occurs and that they are always surprised by the changes. This means that more than half of the employees believe in the lack of clarity and absence of the principle of openness and transparency regarding the development processes in JM. Figure 3 shows the percentages of employee beliefs about the promotion of a development culture.

For testing the relationship between resistance to change and promoting a culture of development in the organization, which is called the principle of openness and transparency, the following hypotheses were tested:
H0: There is no relationship between resistance to change and promoting a culture of development. (The principle of openness and transparency)
H1: There is a relationship between resistance to change and promoting a culture of development. (The principle of openness and transparency)

The data indicate that the resistance to change is inversely proportional to applying the principle of openness and transparency. This means that when employees are more aware of the undergoing development in JM, their

resistance to change decreases. Moreover, this figure shows the intervals are not wide between the different levels of employee knowledge about development. It also seems that the trend is increasing, which means that when the uncertainty about development processes increases, the resistance to change likewise increases. Therefore, because of the sig. value is equal to 0.012 in the ANOVA table and is less than 0.05, the null hypothesis is rejected. So, in conclusion, there is a relationship between resistance to change (RCI) and promoting a culture of development in the organization (PCDI). This relationship is inversely proportional, as mentioned previously.

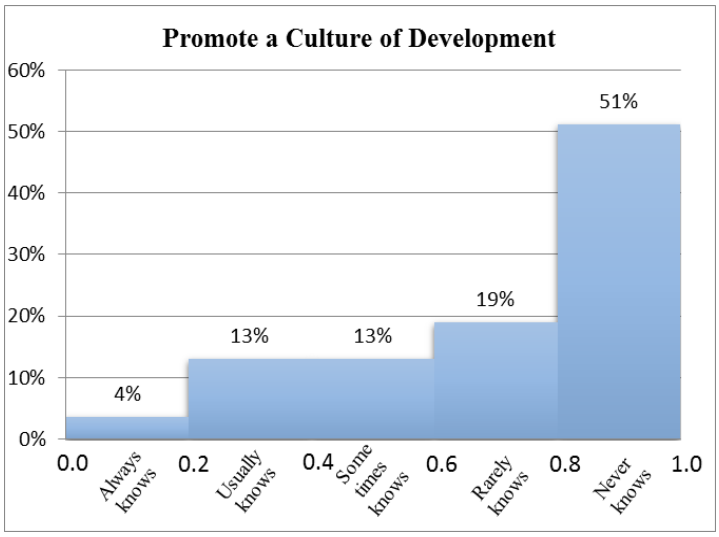

Figure 3: PCDI for correspondence employees in JM

Employee acceptance of the development idea: this index is used for measuring how much of the sample size is accepting of the main idea of development. To measure this index, all the related questions in the survey where collected into a single index or indicator, as previously explained. This index is called Employee Acceptance of the Concept of Development Indicator (EACDI). This index, like the previous indicators, also has a range from zero to one, where zero represents employee acceptance of the development idea and one represents employee rejection of this concept. This index is divided into five parts (Very good, Good, Acceptable, Unacceptable, Not acceptable at all), and each part covers a similar space of the area under the curve. After analyzing this index, it has been found that the curve skews to the acceptance side, where 31% of the employees are very much accepting of the development's concept, and approximately half of the sample (48%) think that development is good in general as a concept. Only 14% of the correspondence employees in JM are in the average area and accept development without any biases, and 5% are in the unacceptable level. On the other hand, only 1% of them reject the main idea of development and dislike the development concept. Figure 4 shows the percentages of employee acceptance levels of the concept of development.

The following are the hypotheses of the relationship between resistance to change and employee acceptance of the main concept of development:
H0: There is no relationship between resistance to change and employee acceptance of the concept of development.
H1: There is a relationship between resistance to change and employee acceptance of the concept of development.

The data indicates an upward trend, which means the resistance to change maybe inversely proportional to employee acceptance of the concept of development. This also means that when employee acceptance of the concept of development increases, the resistance to change decreases. Moreover, this figure shows that the intervals are wide between different employee acceptance or satisfaction levels. This is similar to the results illustrated before of the relationship between the resistance to change and job satisfaction. Therefore, based on the sig. value in the ANOVA table which is approaching zero and means that it is less than 0.05, the null hypothesis is rejected. So, in conclusion, the alternate hypothesis is accepted, which means there is a relationship between resistance to change and employee acceptance of the concept of development.

Organizational support: For analyzing the index of organizational support's effect on the resistance to change for the correspondence employees in JM, all related questions in the survey were collected into a single index or

indicator as previously explained. This index is called (OSI), and is divided into three parts (Support, Partially support, Not support). After analyzing this index, it can be seen that around half of the correspondence employees in JM (exactly 48.21%) believe they are getting full organizational support in their work through training for the semi-electronic system or through availability of a helpdesk for this system. On the other hand, 27.38% of the employees believe that they don't receive any support at all from the organization. This means more than a quarter of the sample size believe they haven't had any training course on the current CTS, and they don't receive any support from the IT department when they need it. Moreover, 24.40% of the sample believe that they receive fairly good support from the organization in their work. Moreover, after asking them if they needed a special training course for the usage of current CTS, which is their main field of work, 38% feel they need that training on current CTS, but 62% of them think they don't need any training on this system. Figure 5 shows the percentages of employee belief of organizational support for them.

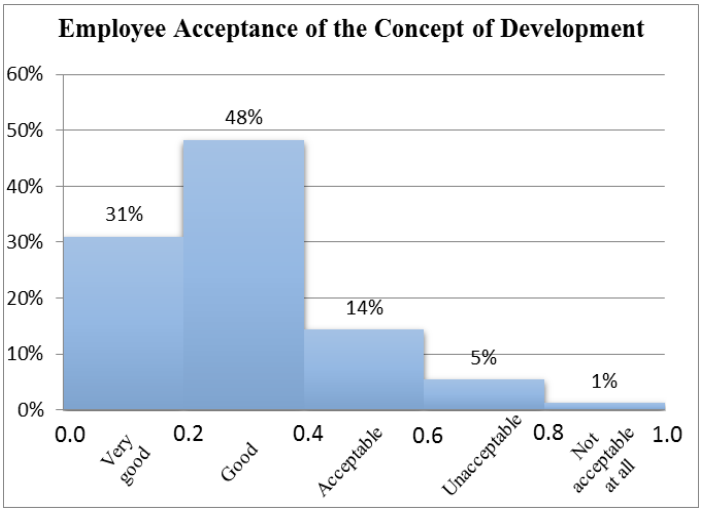

Figure 4: EACDI for correspondence employees in JM

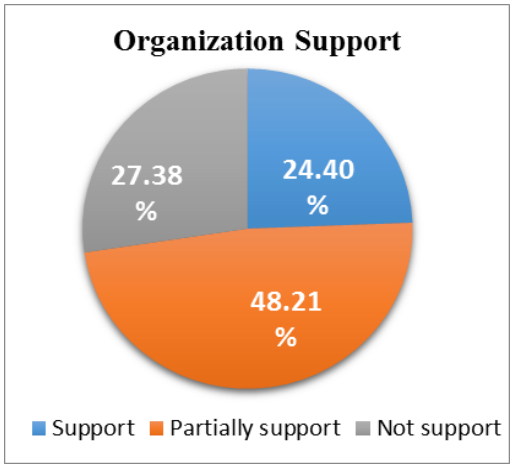

Figure 5: OSI for correspondence employees in JM

The following are the hypotheses of the relationship between resistance to change and the organizational support for employees:

H0: There is no relationship between resistance to change and the organizational support for employees to develop (through training and helpdesk).

H1: There is a relationship between resistance to change and the organizational support for employees to develop (through training and helpdesk).

By analyzing the data, the shape of its trend makes it difficult to know if the trend moves upward or downward. On the other hand, this figure shows the intervals are a little wide between the different beliefs of organizational support levels. Moreover, it can be observed that the highest mean value of RCI is for those who believe there is a lack of organizational support. Also, the sig. value in the ANOVA table is 0.016, which is less than 0.05. So, the null hypothesis is rejected. In conclusion, the alternate hypothesis is accepted, which means there is a relationship between resistance to change and the organizational support for employees to develop through training. Due to the ambiguity of the chart, it cannot be stated that the trend is increasing or decreasing. But it could be guessed that it is an ascending trend according to the first and last values in it. The mean value for believers of full organizational support is of low resistance to change. On the other hand, the mean value for lack of organizational support believers is the mean value of high resistance to change. Therefore, the researcher has decided that the trend of the relationship is inversely proportional, which means that when the organization increases its support to its employees in the transitional phase (the change period), the resistance to change for those employees decreases.

As far as training courses are concerned, 71.6% have the certificates in computer training. In addition, 76.33% of the sample said they are familiar with using e-mail (Outlook, Hotmail, and Yahoo). Also, around 55% of those employees have participated in one or more courses held at JM that were related to their work and 4.14% of them have participated in five or more courses held at JM. In terms of specialization, 34.32% of the sample said they attended a preliminary course before the implementation of the current CTS. In another question, about 37.87% of the sample said that they feel that they need a special training course in the current CTS, which represents more than a third of the sample.

It is interesting to see in the results of the questionnaire that only 53.85% of the sample said there are opportunities available for training and development for the employees at JM, while a lack of satisfaction was found in about half of the sample for justice staff development. Therefore, the senior management in JM should take this issue into account and work on it through the HR department, especially when considering that 69.23% of the sample believe that the availability of development opportunities for enhancing employee skills brings them happiness while conducting their work.

In regards to the development processes that have occurred in the Municipality, 30.77% said it is very good, 47.93% said it is good, and 15.98% said it is normal. On the other hand, only 1.78% said it is bad, and 3.55% said it is very bad. Figure 6 shows the percentages of employee beliefs about the undergoing development processes at JM. Similarly, those who think that the consulting companies contracted by the Municipality to develop the CTS, 12.43% said it is very good, 48.52% said it is good, and 29.59% said it is normal. On the other hand, only 5.33% said it is bad, and 4.14% said it is very bad. In regards to employee satisfaction with the current CTS, 26.63% are very satisfied, and more than half of the sample are just satisfied with this system (53.85%). Moreover, 8.28% are in the middle zone and said they don't know. On the other hand, 7.10% are dissatisfied with this system, while only 4.14% are not satisfied at all. They may be the same group who dislike the consulting companies that the Municipality has contracted to develop the CTS.

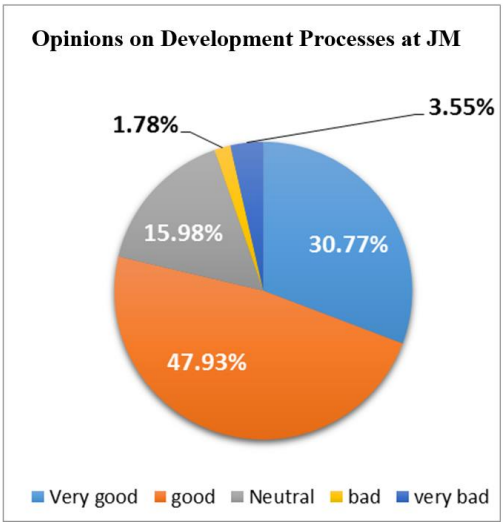

Figure 6: Correspondence employee opinions on the undergoing development processes at JM

During the development processes which occurred on the CTS, only 8.88% of respondents said that they always know the reasons behind the changes, which is a very small percentage. Moreover, about 21.30% usually know the reasons behind the change. In addition, 38.46% of respondents said that they sometimes know the reasons behind the changes, and of those who are in the middle level, those are the highest percentage. On the other hand, 19.53% stated that they rarely know the reasons behind the changes. This percentage represents more than double that of the first category, who said they are always aware of the reasons behind the changes that occur on the system. It is noteworthy that about 11.83% said they never know the reasons behind the changes.

In another question, 76.33% of the sample said they were never made aware that CTS would be further updated with a newer version, and only 23.67% said they were aware of it. This result may urge JM officials to increase the process of clarification and the announcement of the reasons for the changes that occur on systems and the work processes. Moreover, it may be wise to explain the benefits to the employee as a result of these changes. People by nature like to identify the potential benefits of any changes happening in their lives, which encourages them to accept the changes and view them with more enthusiasm. On the other hand, according to the questionnaire answers, only one-third of the sample said they were aware of the reasons behind the changes in the CTS. As noted here, 66.27% of the sample was not aware of the reasons behind the changes in the CTS. This also indicates the need to take this issue into account and encourages the higher authorities in the Municipality to increase overall awareness of the reasons behind the institution of changes in the CTS. Moreover, when staff were asked if they had been notified or asked for recommendations before the current CTS was implemented, only 10.65% said yes, and 89.35% had not been notified or asked for recommendations before the current CTS was implemented. This leads to an assessment of employee contributions to the development processes to see if there were any benefits from those contributions, which in turn led to a finding that 76.92% of the sample considers themselves persons with leadership qualities, which is a very big percentage. In another question, during the occurrence of development and changes, 46.15% of the sample said they followed the new rules. Given that result, how do they consider themselves as having leadership qualities? Another 40.24% said they follow the new rules and give suggestions to aid in the success of these changes. On the other hand, 11.83% said they will take appropriate action immediately. Normally those people think of themselves as leaders and are considered by the researcher as opponents of development. The highest resistance to change was found in only 1.78%, which is the last category that said they will not follow the new rules because they believe that they won't succeed.

Moving on to employee opportunities to contribute to the decision-making process, 57.40% said that they had opportunities to contribute. Moreover, out of those employees, 73.20% said their contributions to the decision-making process help to improve their work performance. This means that providing opportunities for employee contributions is a big motivating factor behind the willingness to accept changes and to increase their work performance. When asked about the manager's or boss's roles in the development processes that occurred in the Municipality and their encouragement for their subordinates to give suggestions for change in the workplace, the answers were almost evenly distributed between all the options: 21.30% of the sample said they always get encouragement from their bosses to suggest changes at work; 22.49% of them said they usually get this encouragement; and 27.22% said they sometimes get their boss's encouragement. On the other hand, the smallest percentage of 11.24% said that they were rarely encouraged by their bosses to suggest changes, and 17.75% of them said they didn't get any encouragement at all from their bosses.

In another question, around 61% of the sample said their bosses hold meetings with their employees to discuss the development process, which is a good percentage. However, out of those 61%, only 8.74% said they don't know what the effects are of the changes that will occur in their work procedures. In addition, 16.50% of them feel that the effects of the changes that will occur in the nature of their work are unclear. Moreover, the highest percentage of them at 74.76% said they were completely aware of the effects of the changes that will occur in the nature of their work. Consequently, this may be the reason behind the answers about the first impression when the current CTS was implemented. In that case, 23.67% were excited and optimistic, and 37.87% were calm. On the other hand, 11.83% were anxious. Note that the real reason behind this tension was not known. Moreover, only 3.55% of the sample said they were afraid of this new system, and the rest said they don't remember their first impression.

Concerning the support of the organization for its staff during the development phase, about 63.31% said there was someone responsible for guidance and answering questions. This may be the biggest reason behind their answers when they were asked about their reaction if they found a problem in the processes of work in the CTS. A total of 11.83% said that they took immediate action to correct the situation; 47.34% said that they notify the appropriate people; and, 33.73% said that they notify the appropriate people and offer their recommendations. This answer seemed to have the most validity from the researcher's point of view. The remaining 7.10% said that they left the situation as it was and did not attempt to rectify it.

Moreover, with regard to the role of bosses and the importance of their spreading awareness of change and development before they occur, 23.87% said they were always updated by their bosses about any changes in the work procedures; 29.59% said they were usually notified about developments from their bosses; and 25.44% were notified sometimes about developments from their bosses. On the other hand, only 13.02% said they were rarely informed about upcoming developments from their bosses, and the lowest percentage was for those who said their bosses never updated them.

Regarding the willingness of those employees to participate in workshops on developing CTS in the Municipality, it was found that 35.50% of them said they want to participate and will try to discover the faults in the new system; 24.85% said they want to participate and will try to discover the faults in the new system and give their recommended solutions; 24.26% said they want to participate to be informed about the new system; and 15.38% said they don't want to participate at all. In another question about the same idea, 70.41% of the sample preferred to be updated about work processes and take directions from their bosses instead of attending meetings to discuss them together. Therefore, based on the previous two questions, it can be concluded that most of the employees do not prefer to participate in workshops concerning the development of the CTS and instead prefer to participate in evaluating it and to give their recommended solutions.

Regarding employee satisfaction with the current CTS, 83.43% thinks that this change will reduce the complexity of work processes, which is a very good indicator about their acceptance of the current system; whereas 26.04% thinks the current system includes faults that were not present in the old manual system. In another question, more than 60% of the sample believes that the current CTS needs further development or modification. Moreover, 92.90% of the sample does not wish to return to the old communication system (the paperwork). Only 2.37% prefers the old system, while 29.59% prefers the semi-electronic (Current system-CTS), and 68.05% prefers the full electronic system, i.e. paperless system. So the result for these percentages is, the correspondence employees at JM are satisfied with the current CTS and don't prefer to go back to the old paperwork system. On the contrary, most of them prefer to work on a fully electronic system (paperless system). But, with this satisfaction they have some reservations about the current system, and they believe there need to be many amendments to address or solve the defects, especially those that were not present in the old paper system.

About the correspondence employees' acceptance of the Mayor's directions (Eng. Adel Fakeih), several questions had been raised, and the results are as follows: A total of 88.17% of the sample supports the Mayor's decision to use e-mails instead of official letters, while 82.25% of the sample supports the idea of unifying the e-mail system and CTS so that they receive the transactions via e-mail i.e. outlook system. 86.98% were thinking this decision complements the Municipality vision in development.

In summary, there is an inverse relationship between resistance to change and employee job satisfaction. This means that when job satisfaction increases, the employee's readiness to accept innovative ideas increases, and thus his resistance to change decreases. The researcher believes that this relationship is logical because when an employee is dissatisfied with his job, he will resist any changes due to his rejection of the nature of his work. Also, when job satisfaction increases, the employee's readiness to accept innovative ideas increases. Moreover, there is a close relationship between the resistance to change and what was mentioned earlier about providing financial support, incentives, benefits and services to reduce the resistance [14]. All of these are already available for the employee who enjoys high job satisfaction. In another way, that is what is required to reduce resistance and increase job satisfaction. As a result, if satisfaction already exists, resistance will be less or reduced.

There is no relationship between resistance to change (RCI) and employee contributions to the development process in initial stages. This might be an unexpected result since some employees might contribute to development processes while at the same time opposing them. On the other hand, an employee might not contribute to the development process but does not oppose it and does not resist any changes, given that most of the employees tend to contribute to the development processes. Strangely enough, this result runs counter to what Abdullah Al-harbi's research extracts, where his results show that there is a relationship between resistance to change and employee contributions to the development process [40]. In addition, this result is also in disagreement with the fieldwork that Dr. Ahmad Salem Al-Amre and Dr. Naser Mohammed Al-Fowzan have done in King Saud University, where employee contributions to the planning and executing of procedures of change was their first recommendation (Al-Amre, & Al-Fowzan, 1998). In addition, this finding is parallel to the finding of Islam, Ali and Wafi in their research about Resistance to Change among First Line Managers in Multinational Organizations in Malaysia. They also found that there was no significant relationship between the level of involvement in change and resistance to change (Islam, Ali, & Wafi, 2010).

Detailed analysis of the questionnaire results indicated that more than half of the sample have the opportunity to contribute, and about three-quarters of them believe that their contribution in the decision-making process helps to improve their work performance. This means, as stated before, that employee contributions lead to higher levels of

motivation to increase their performance even if there is no relationship between this contribution and the resistance to change.

There is an inverse relationship between Resistance to Change (RCI) and Promoting a Culture of Development in the Organization (PCDI). This means that when the uncertainty about development processes increases, the resistance to change increases. This relationship is logical because when an employee feels uncertain about a development process, unintentionally he will reject any kind of development. As mentioned previously, several reasons related to promoting a culture of development may affect an employee's resistance to change. Some of them are personal, emotional, and social reasons like fear of change, satisfaction with the current situation, not being aware of the development benefit (Jordanian government, 2007). Moreover, employee fears of the unknown and their desire to stay in their comfort zone makes them resist changes and seek to protect themselves from the feeling of insecurity and the unpredictable future (Ismail, 2008). In addition, by spreading a culture of development, some of the reasons that were mentioned about why employees fear change by Mr. Bohaje (2010) will fade. When an employee is informed of and notified about the development or changes that will occur and the reasons for this change are made clear to him, it positively affects him. Moreover, if the development steps are announced, it will be more likely that the employee will accept this change as mentioned as a first solution to reduce the previous resistance to change (Alinviei, 2010). The same can be said about, as was mentioned before, getting the vision right, as John P. Kotter (1995-2002) suggested in his book.

There is an inverse relationship between resistance to change and employee acceptance of the concept of development. This means that when employee acceptance of the concept of development increases, the resistance to change decreases. This relationship is logical because when an employee is dissatisfied about the concept of development, he will resist any changes due to his rejection of the whole idea. Also, when an employee's satisfaction with the development concept increases, the employee's readiness to accept innovative ideas increases.

There is a relationship between resistance to change and the organizational support for employees to develop through training. Due to the ambiguity of the relationship chart, it cannot be stated that the trend is increasing or decreasing. But it could be assumed that it is an ascending trend according to the first and last values in it. The value for full organizational support believers is of low resistance to change. On the other hand, the mean value for lack of organizational support believers is the mean value of high resistance to change. Therefore, the researcher has decided that the trend of the relationship is inversely proportional, which means that when the organization increases its support to its employees in the transitional phase (the change period), the resistance to change among those employees decreases. This result was also mentioned as a solution to reduce the resistance to change previously (Alinviei, 2010).

7. Conclusion and Recommendations:

In conclusion, this study focused on examining the effect of five different factors on the employees' resistance to change at a governmental sector. As a case study, the employees' resistance to change is examined on CTS employees at JM. To examine the hypotheses of this study, the F-test is used on SPSS. The result of the relationship between employees' resistance to change and the five suggested factors is summarized in Table 1:

Table 1: Summary table of relationship between RCI & the ten studied factors:

#	Factor	Relationship		Trend
		Yes	No	
1	Job satisfaction.	√		Negative
2	Employee contributions to the development process in initial stages.		√	---
3	Promoting a culture of development in the organization.	√		Negative
4	Employee acceptance of the concept of development.	√		Negative
5	Organizational support for employees to develop through training.	√		Negative

In the future, more work on increasing awareness and familiarizing employees with development processes should be done to reduce employees' resistance to change.

1- Dissemination of the principle of openness and transparency by continuous announcements of the stages or steps of development projects that are within JM departments.

2- Formulate a working team of leaders and department heads, including employees who are working in the field or on the system effectively, encourage them to attend the development workshops, and offer their opinions, suggestions and development proposals.
3- The researcher recommends that the correspondence employees' salaries should be improved to increase job satisfaction since resistance to change is related to job satisfaction, and part of job satisfaction is being satisfied with the income level.
4- Increase the opportunities for employees to share their opinions on the development processes that occur in their field of work.
5- Provide the necessary support to do the changes, whether financial or incorporeal support by senior management at JM.
6- Clarify the steps that should be taken by the CTS users when discovering a defect in the system such as a bug. This is to clarify the correct procedure to be followed so as not to leave the decision to anyone to act as he/she deems appropriate without referring to specialists.
7- Higher authorities should announce their views of reformation to know if there will be any supporters and discuss reasons of opposition to the new system, if any. This contributes to determining the procedures to be provided for further development processes to achieve an e-government.
8- Perform similar studies to measure the resistance to change in other departments at JM.

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Biography

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