"Exploring the Relationship between Demographic variable'son Resistanceto Change" An Empirical Study for Private Sectors in Saudi Arabia

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Abstract: *The late 20th century was considered a turbulent environment for business because of the rapid growth in technology and globalization. Change has become synonymous with standard business practice and an organization needs to change in order to remain competitive. Therefore, effective communication is regarded as highly important in the successful implementation of change, because it is used as a tool for announcing, explaining and preparing the people involved for both the positive and negative effects of implementing change. In order to understand why some change implementations succeed and some fail it is important to know how the resistance to those changes works and where it comes from. The purpose of this study is to identify the relationship between demographic variable and resistance to change in private sector at Kingdom of Saudi Arabia along with determine whether private sector plan for any proposed change also identify employee's opinion toward change in private sector at Kingdom of Saudi Arabia through statistical methods. The study is an analytical one which used the systematic data collection and analysis to conclude findings. The researcher designed and distributed 100 questionnaire forms, where he retrieved 85 forms and excluded 23 forms due to the lack of informationwhich mean overall sample is 62 employees. The results showed that employees did not agree about question number one of research question which indicate that their organizations did not plan for change and reasons for change is not clear for them .Also The results showed that change is not accepted for them due to different reasons like fear for loosing job, change as an overload duties also lack of reward and incentive's. Based on, One way ANOVA results, there is no significant difference between demographic variable and resistance to change which mean H0 is accepted.Through statistical analysis results and analysis of research hypotheses it can be said that private sector in KSA must take into account that the change is not linked to demographic variables as far as it relates to clarify the reasons for the change and involve employees in change in order to avoid resistance.*

Keywords: *resistance to change, reasons for resistance to change*

I. Introduction

Change as a concept is a complex process that can have negative as well as positive outcomes and as such it is worth looking at the available evidence so that the process is conducted as efficiently and effectively as possible. In the last years, the world has become more complex and dynamic. This dynamism and complexity means that organizations cannot remain stable for a long period of time. Organizations have to change constantly on the inside, at the same rate the outside changes. Change management face several obstacles resulting from rigid organizational structures, improper communication of the change vision, and sabotage from various quarters affected by the change initiatives.

Resistance to change is considered one of the contemporary issues that researchers still try to identify the causes and reasons for it. Many researcher's has conducting many researches to find out the relationship between age and resistance to change like Maaja (2004) concluded that 62% of the young people without any significant work experience from the Soviet times found change more necessary. He further noted that 52% of the middle age employees were least influenced by relationships. 62% of the people older than 35years rely on relationships. 72% of the young colleagues proved to be independent decision makers. He also noted that 52% of old members proved not to support organizational goals as compared to 63% of the young members. However the researcher looking for identify the relationship between demographic variables (Age, years of experience, education level, job position) and resistance to change.

II. Research Problem

Organizations perceive change as very important for their survival and prosperity in today's more competitive environment and new business challenges. They make change initiative to keep up the pace with the ever-changing and competitive environment. Researcher has found through published researches, articles and periodicals that many organizations fail to achieve change and proposed development .There are different views of resistance to change related to demographic variables like age, years of experiences and educations levels

which motivate the researcher to find out the relationship between demographic variables and resistance to change at private sector in kingdom of Saudi Arabia.

III. Research Question

Based on research problem,the researcher formulate research problem as follow.
1- First question: Is the private organizations formulate a plan for change and explain the reason for change?
2- Second question: What is employee's opinion toward change in privatesector at Kingdom of Saudi Arabia?
3- Third question: Is there a relationship between demographic variable and resistance to change?

IV. Research Objectives:

By reviewing studies, reports, periodicals and books related to the topic of study, researcher can identify the main objectives of this research at the following objectives:
A- Defining Change Management.
B- Organizational change models.
C- Resistance to change.
D- Types of rresistance to Change.
E- Symptoms of resistance.
F- Overcoming Resistance to change.
G- Determine if private organizations formulate a plan for change through statistical methods.
H- Identify employee's opinions toward change in private sector at Kingdom of Saudi Arabia through statistical methods.
I- Identify the relationship between demographic variable and resistance to change through statistical methods.

V. Research Methodology

The study is an analytical one which used the systematic data collection and analysis to conclude findings. The researcher designed and distributed 100 questionnaire forms, where he retrieved 85 forms and excluded 23 forms due to the lack of informationwhich mean overall sample is 62.

VI. Research Hypotheses

The following hypotheses are tested and advanced in the course of this study for the question number three in research questions:

Null Hypothesis. H0: $\mu_1 = \mu_2$ There is no significant difference between demographic variable and resistance to change.

Research (Alternative) Hypothesis. H1: $\mu_1 \neq \mu_2$There is a significant difference between demographic variables and resistance to change.

VII. Samples design

Since the target population is large, researcher has used randomly samples from employees working in private sector in Saudi Arabic in order to create a picture of the relationship between demographic variable and resistance to change.

VIII. Data Collection Method

The study tool is a Three-part questionnaire designed by the researcher, The first part consists of four questions containing demographic information of personnel, The Second part consist of 5 questions which used for analysis of hypotheses focused on Organizational factors related to resistance to change, The third part consist of 5 questions which used for analysis of hypotheses also which focused on personnel factors related to resistance to change .All the items were measured using five-point Likert scale ,five points for "Strongly agree", four points for "Agree", three points for "Neutral ", two points for "Disagree", and one point for "Strongly disagree".

Likert scale analysis has been used as below:
1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

IX. Data Analysis Methods

- Descriptive statistical techniques has been used to describe the characteristics of the study sampleas below:

- Percentages and frequencies.
- "Five - Point-Likert Scale".
- The statistical package (SPSS) is used for analyzing data and general information.
- Correlation coefficient (Cronbach's alpha- Pearson correlation coefficient) and interpretation of results.
- One-way ANOVA for testing study Hypothesis.

X. Literature Review

10.1 Defining Change Management

Change can simply be defined as the transition to a new or different situation or state of affairs (2015). It implies the shedding off of the status quo for something new or unusual. According to Burnes (2004) change is an ever-present feature of organizational life, both at an operational and strategic level. There should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required to getting there (Todnem, 2005).

10.2 Organizational change models

A variety of models and theories exist in the literature for implementing change in public sector and private sector organizations (Carlo D'Ortenzio, 2012). Coupled with models of change is the issue of approaches to change. There are four models of change that demonstrate the fundamental approaches that aid an understanding of the nature of change processes and the basis for successful change implementation ,the researcher demonstrate three model of change.

A-   Kurt Lewin's three-step model and force-field theory

The Kurt **Lewin change theory model** is based around a 3-step process (Unfreeze-Change-Freeze) that provides a high-level approach to change. It gives a manager or other change agent a framework to implement a change effort, which is always very sensitive and must be made as seamless as possible.

1- **Unfreezing** - This stage is the preparatory stage for a change to occur and takes places as driving forces become greater than restraining forces. People are more motivated than hesitant to change. People prepare to make the desired change. However, to get to this point, a lot of resistance, such as fear of the unknown or breaking old habits, must be overcome.

2- **Changing**- This stage is when the change actually occurs. People learn the new behaviour's, systems, structures, etc.

3- **Refreezing**- This stage is where the change is reinforced. This is done through feedback and organizational rewards for demonstrating the desired behaviour. Lewin's model demonstrates the process of change in one of the simplest forms (Ashley May Calder,(2013)

Source: Lewin's Model of Change Source: Adapted from Lewin (1951)

B-   John Kotter's eight step model

Kotter has identified eight steps that need to be followed for a successful change management, mainly focused on improving communication during the change process (Kotter, 1995)

1) Create sense of urgency – analyze the competitive environment by foreseeing future threats and opportunities, and be aware and activate the organizational forces for the urgency of change
2) Form a powerful coalition – establish the power managerial team for leading change
3) Create a vision for change – build a clear vision for an effective perception of the change among the employees
4) Communicate the vision – communication is the key element in a successful change, thus it is important to have good communication tools to share the vision.
5) Getting rid of obstacles – take care of the resistance factors by empower employees that can execute the proposed vision
6) Create short-terms wins – plan short-term successes and reword employees to increase motivation
7) Build on change – consolidate the change for promoting new products and changes;
8) Institutionalize new approaches – make sure that the organization will be ready for upcoming changes.

C- Colin Carnall's change management model

Carnall (1995) has developed an alternative model for organizational change and revaled that how managerial skills affect the change process and the success rate of change implementation in organizational level. He puts his model on the basis that the level of managerial skills in areas, such as managing transition, organizational culture and organizational politics, are fundamental determinants of effective management of change process (Carnall , 1990).

Through achieving organizational change and learning, the level of management skills of internal and external pressures for change, will allow the creation of suitable environment for creativity, risk - taking, learning, rebuilding, self - esteem and performance within organizations .(Kebapci, Sinan; Erkal, Hakan ,2009).
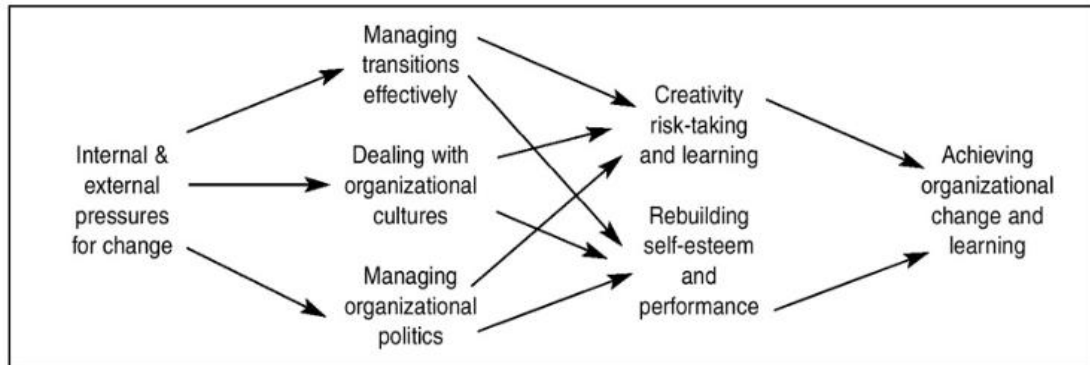
source : Carnall's change management model

10.3 Resistance to change

Employee resistance is common existing topic in psychology literature and management books and the focus was out on employees (Ackar, 2013). It is important to cooperate with employees if an organization wants to successfully implement the change (Piderit, 2000). What resistance consist of is hard to define but it is certain that it can stop the implementation of change. Thomas and Hardly (2011) divided people into two groups when they react to change: for and against. The kind of people that react negatively, or the ones who do not accept change can be divided in the group with "resistant to change". People react differently with their emotional feelings with aggression, fear, happiness and excitement; these feelings can be seen as resistance (Piderit, 2000). Both positive and negative sides of the resistance have been argued to affect individual's behaviour. Researchers argued multi-dimensional aspects of employee resistance to change, when an individual respond to change, it is their behaviour, feelings and thoughts that are involved (Erwin & Garman, 2010).

The concept of resistance is complex. Sociological researchers Hollander and Einwohner (2004) assert that despite the proliferation of research on resistance there is little consensus on its definition. Even strictly within the organizational change literature this statement seems to ring true.(Stephanie &Erin 2012) .According to Bolognese (2002), we must first define the meaning of resistance in order to understand it better. Resistance may be defined as a cognitive state, an emotional state and as a behavior. The cognitive state refers to the negative mind set toward the change. The emotional state addresses the emotional factors, such as frustration and aggression, which are caused by the change. As a behavior, resistance is defined as an action or inaction towards the change. Resistance in any form is intended to protect the employee from the perceived or real effects of change. Understanding the different types of resistance will help managers in preparing employees for change.Resistance is often viewed as an inevitable fact that managers must face when attempting to implement an organizational change (Piderit, 2000). It has been suggested that some people have a natural predisposition to resist change, which is described as "an individual's tendency to resist or avoid making changes, to devalue change generally, and to find change aversive across diverse contexts and types of changes" (Oreg, 2003, p. 680). Researchers or managers who hold this view see resistance as a conditioned reflex and something that will occur regardless of how positive organizational members feel about the organization (Lamm& Gordon, 2010).Moreover, Alas (2007) suggests that there are two basic forces of organizational change, the one that pushes the organization to a new direction and the other that prevents it from changes of the external environment. According to the behavioural theory of firm, the major driver of organizational change is performance, meaning that when performance decreases, the effectiveness of routines is called into question upon an environmental change and, thus, current business tactics are no longer aligned with the external environment (Wezel et al, 2005). As performance is considered as the most important signal of success or failure, any decline necessitates the adjustment and modification of the organization, leading to change when shareholders', customers', decisions makers' and employees' expectation are not met.(Dimitriadis Stavros &

other 2016). Choi and Ruona (2011) conclude that individuals are more likely to have higher levels of readiness for organizational change when they experience normative-reductive change strategies and when they perceive their work environment to have characteristics associated with a learning culture. Some consider the positive reasons why employees may have negative responses to proposed organizational changes.Udjo&Benjamin (2016) Resistance to change arises when employees get comfortable with the status quo and when they do not understand the reasons behind a change. Resistance to change is further apparent when a change process is imposed by force; there is lack of clarity regarding the change; several changes happen simultaneously; and the fear of the future state.

10.4 Types of Resistance to Change
   Mohammed AL –Ameri, (2013) "Active" resistance, "passive" resistance and "aggressive" resistance are the different ways through which resistance to change is exhibited. There are three levels of resistance to change. These types can be broken down into three groups: organization-level resistance, group-level resistance and individual-level resistance. Understanding these different types of resistance can help in understanding the ways to reduce resistance and to encourage compliance with change.
➢ **Organizational Level resistance** – This includes resistance to change due to organizational culture, power and conflict, structure and differences in functional orientations.
➢ **Group Level resistance** - This includes resistance to change due to group thinking, group cohesiveness, escalation of commitment and also group norms (Mike, Paul and Rodger, 2006).
➢ **Individual Level resistance** - This includes resistance to change due to selective perception and retention, uncertainty and insecurity and employee habits.

10.5 Symptoms of resistance
   According to Petrini and Hultman (1995), there are two categories of symptoms of resistance: active resistance, which takes forms such as being critical, finding fault, blaming or accusing, distorting facts, blocking, and starting rumors; and passive resistance, which includes agreeing verbally but not following through, failing to implement change, standing by and allowing change to fail, and withholding information, suggestions, help or support. (RalucaMutihac, 2010)

Symptoms of active resistance		Symptoms of passive resistance
• Being critical	• Distorting facts	• Agreeing verbally but not following through
• Finding fault	• Blocking	• Failing to implement change
• Ridiculing	• Undermining	• Procrastinating or dragging one' feet
• Appealing to fear	• Starting rumors	• Feigning ignorance
• Using facts selectively	• Arguing	• Withholding information, suggestions, help or support
• Blaming or accusing		• Standing by or allowing change to fail
• Sabotaging		
• Intimidating or threatening		
• Manipulating		

Source: Active and passive resistance (Petrini and Hultman)

10.6 Overcoming Resistance to change
Robbins and Judge (2009) suggested 7 tactics that can help change agents deal with resistance to change:
1. Education and Commitment
2. Participation
3. Building support and commitment
4. Develop positive relationships
5. Implementing changes fairly
6. Manipulation and cooptation
7. Coercion

10.7 Previous study in Resistance to change
Researcher will demonstrate previous study in Resistance to change related to study topics:
A- Seamus Mc Guinness , Hugh Cronin ,(2016), Examining the Relationship between Employee Indicators of Resistance to Changes in Job Conditions and Wider Organizational Change: Evidence from Ireland.
Results: Workforce resistance to proposed changes in job conditions was found to be lower in organization's employing higher shares of educated workers and also in smaller firms. HRM and employee relations measures were found to have little impact on worker resistance to changing employment conditions, while trade union density was important only with respect to alterations to core terms and conditions. Resistance was found to be important for wider organizational change**.**

B- RamaisaAqdas& other (2016),"Impact of resistance to change and creative self-efficacy on Enhancing Creative Performance"
Results: This cross sectional study aims to investigate imperative challenges which organizations face in enhancing creative performance of employees. Following the aspects of sense making approach, this study address es that creative performance can be enhanced by overcoming resistance to change and increasing creative self - efficacy of employees. After collecting data from 517 respondents, results indicate that insignificant correlation exists between resistance to change and creative performance while positive correlation exists between creative self - efficacy and creative performance.

C- Daniela Bradu □anu1,(2015) "A Reducing Resistance to Change Model"
Results: The key contribution of this paper is that resistance is not necessarily bad and if used appropriately, it can actually represent an asset. Managers must use employees' resistance.
D- XhavitIslami, (2015),"The Process and Techniques to overcome the Resistance of Change Research based in the Eastern Part of Kosovo"
Results: The data showed that SME apply the technique of managers and workers' participation, involved from the change of vision and strategy composition resulted to be more successful in realizing the adjustment with lower resistance. A well - managed change and rightly used methods to pass the resistance of change helps the SME to be more successful in comparison with the competitors**.**

E- Matthias Georg Will, (2015),"Successful organizational change through win-win how change managers can create mutual benefits"
Results: The paper highlights the relevance of interactions between managers and employees for value creation processes: interactions can generate either win–win or lose–lose situations. By altering the restrictions on managers' and employees' behavior, change managers can create mutual benefits for the staff and the firm. The paper thus explicitly considers the individual interests of employees and managers and highlights an approach to link individual interests with the collective interests of the firm by means of appropriate interactions. Additionally, the paper elaborates the relevant factors that determine the success of classical change management measures, like communication or participation, to overcome resistance during organizational change.

Researcher comments on previous studies
There are several advanced studies has been conducted in resistance to change, however there are lack of studies investigated resistance to change due two demographics variable's only little studies which concern only with the relationship between employee age and resistance to change like Alas and Sharifi (2002) concluded that 59% of young managers supported change from the onset and 52% of the old managers started to give maximum support after realizing the benefits of change. Galangar (2004) concluded that there is a positive correlation between age and resistance to organizational change. He found that 63% of the lecturers of age above 35 years were reluctant to implement new program at the institution. This concurs with results of a survey carried out in Poland by Dobosz and Jankowisc (2002) where it was found that 62% of the English managers complained about difficulties with changing people who are older and more traditional. They found that young people. 65% of the young people were keen to lead all change activities within the organization. Also Chari Felix & other(2013) he found that employee's age has a great impact on resistance to change and that there is positive correlation between age and employee resistance, that is, the older the employee the greater the resistance to change.

XI. - Results of The Study Data Analysis and Hypothesis Testing

11.1 Data analysis
In this part the researcher demonstrate the demographic variable based on Frequency as below:

Table 1 : demographic variable-Age –SPSS results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 Years	5	8.1	8.1	8.1
	25-35 Years	45	72.6	72.6	80.6
	36-45 years	11	17.7	17.7	98.4
	over 55 years	1	1.6	1.6	100.0
	Total	62	100.0	100.0	

Table no (1) refer to the majority of respondents between 25-35 years (72.6%) while 11 responds between 36-45 years (17.7%) which mean the majority of responds between 25 years up to 45 years.

Table 2 : demographic variable -Education–SPSS results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	7	11.3	11.3	11.3
	High school	34	54.8	54.8	66.1
	Bachelor	16	25.8	25.8	91.9
	Master	2	3.2	3.2	95.2
	Doctorate Degree	3	4.8	4.8	100.0
	Total	62	100.0	100.0	

Table no (2) refer to the majority of respondents between hold high school (54.8%) while 16 responds hold bachelor degree with (25.8%) which mean the majority of responds between high school and bachelor degree.

Table 3 : demographic variable - Job –SPSS results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Manager	2	3.2	3.2	3.2
	Manager	3	4.8	4.8	8.1
	Department Head	11	17.7	17.7	25.8
	Administrative worker	29	46.8	46.8	72.6
	Technical worker	17	27.4	27.4	100.0
	Total	62	100.0	100.0	

Table no (3) refer to the majority of respondents working asadministrative worker(46.8%) while 17 responds working a technical worker(27.4%) which mean the majority of responds between administrative worker and technical worker.

Table 4 : Demographic Variable-Experience- SPSS Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5	10	16.1	16.1	16.1
	6-10 years	17	27.4	27.4	43.5
	11-15 years	30	48.4	48.4	91.9
	16-20	4	6.5	6.5	98.4
	Over 20	1	1.6	1.6	100.0
	Total	62	100.0	100.0	

Table no (4) refer to the majority of respondents had experience between 11-15 years (48.4. %) while 17 responds had experience 6-10 years (24.4. %) which mean the majority of responds had experience between 6 years up to 15 years.

11.2 frequencies to answer research question one and two
The researcher calculated frequenciesfor each questions in order to answer research questions as below:

A- Research question one: Is the organization formulate a plan for change and explain the reason for change?

In order to answer above question, the researcher has calculate percentages and frequencies for each questions (table no 10) also complete summery for overall average is available in table 10 for qualitative interpretation.

Details Statistics for Frequencies
Table 5 : Q1 My organization clarify the reasons and objectives for proposed change to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	1.6	1.6	1.6
	Agree	14	22.6	22.6	24.2
	Neutral	9	14.5	14.5	38.7
	Disagree	15	24.2	24.2	62.9
	Strongly Disagree	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (5)refer to the majority of respondents disagree score (24.2 %) and stronglydisagree (37.1%) about the question number one, which mean that their organization did not pay much attention to clarify the reasons and objectives for proposed change to them.

Table 6 : Q2 My organization create effective Communication channel to follow up change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	4.8	4.8	4.8
	Agree	16	25.8	25.8	30.6
	Neutral	4	6.5	6.5	37.1
	Disagree	22	35.5	35.5	72.6
	Strongly Disagree	17	27.4	27.4	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (6), refer to the majority of Respondents disagree (35.5 %) and Strongly Disagree (27.4%) about the question number two, which mean that their organization did not pay much attention to create effective Communication channel to follow up change.

Table 7 : Q3 Methods for change in my organization is clear

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	1.6	1.6	1.6
	Agree	5	8.1	8.1	9.7
	Neutral	18	29.0	29.0	38.7
	Disagree	23	37.1	37.1	75.8
	Strongly Disagree	15	24.2	24.2	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no(7) refer to the majority of respondents disagree score (37.1 %) and strongly disagree (24.2%) about the question number three, which mean that their organization did not provide enough information about the method's and tool to support the required change.

Table 8 : Q4 In processes of change, access to information is usually available

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	9	14.5	14.5	14.5
	Neutral	10	16.1	16.1	30.6
	Disagree	27	43.5	43.5	74.2
	Strongly Disagree	16	25.8	25.8	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no(8)refer to the majority of Respondents disagree (43.5 %) and Strongly Disagree (25.8%) about the question number four, which mean that their organization did not provide enough information to enable them for participation on change process.

Table Q5: Time for change is suitable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	10	16.1	16.1	16.1
	Neutral	7	11.3	11.3	27.4
	Disagree	16	25.8	25.8	53.2
	Strongly Disagree	29	46.8	46.8	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (9) refer to the majority of respondents disagree score (25.8 %) and strongly disagree (46.8%) about the question number five, which mean that their organization did not select a suitable time for change.

Table 10 : Summery Statistics for Frequencies

	Q1 My organization clarify the reasons and objectives for proposed change to me	Q2 My organization create effective Communication channel to follow up change	Q3 Methods for change in my organization is not clear	Q4 In processes of change, access to information is usually available	Q5 Time for change is suitable

N	Valid	62	62	62	62	62
	Missing	0	0	0	0	0
Mean		3.7258	3.5484	3.7419	3.8065	4.0323
Std. Deviation		1.23035	1.27623	.97401	.98910	1.11573

Sources: SPSS results

Based on likert scale classification of the nature of the 5 points ofmeasurement for qualitative interpretation:
1.00-1.80 Strongly Agree
1.81-2.60 Agree
2.61-3.40 Neutral
3.41-4.20 Disagree
4.21-5.00 Strongly Disagree

Table no (10) refer to the majority of respondents average between (3.41-4.20) which mean they did not agree about questions number one which indicate that their organizations did not plan for change and reasons for change is not clear for them .

B- Research questionTwo: What is employee's opinion toward change within the organizations?

In order to answer above question, the researcher has calculate percentages and frequencies for each questions (table 16)also complete summery for overall average is available in table 16 for qualitative interpretation

Details Statistics for Frequencies

Table 11: Q6 Iam afraid for losing my job due to change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	24.2	24.2	24.2
	Agree	38	61.3	61.3	85.5
	Neutral	6	9.7	9.7	95.2
	Disagree	1	1.6	1.6	96.8
	Strongly Disagree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (11) refer to the majority of respondents strongly agree (24.2%) and agree (61.3%) about the question number six, which mean they afraid for losing their job due to any change from their companies.

Table 12: Q7 There is no reward and incentives for adopting any change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	37	59.7	59.7	59.7
	Agree	14	22.6	22.6	82.3
	Neutral	7	11.3	11.3	93.5
	Disagree	1	1.6	1.6	95.2
	Strongly Disagree	3	4.8	4.8	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (12) refer to the majority of respondents strongly agreescore (59.7%) andagree score (22.6%) about the question number seven, which mean they could not expect any reward and incentives for adopting any change.

Table 13: Q8 Current situation is better for me so no need for adopting any change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	28	45.2	45.2	45.2
	Agree	17	27.4	27.4	72.6
	Neutral	8	12.9	12.9	85.5
	Disagree	6	9.7	9.7	95.2
	Strongly Disagree	3	4.8	4.8	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (13) refer to the majority of respondents Strongly Agree (45.2%) and Agree (27.4%) about the question number eight, which mean they prefer Current situation job any change is not value from their point of views .

Table 14 : Q9 If I feel a change/procedure has been implemented incorrectly, I will volunteer a corrective action

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	37	59.7	59.7	59.7
	Agree	15	24.2	24.2	83.9
	Neutral	3	4.8	4.8	88.7
	Disagree	2	3.2	3.2	91.9
	Strongly Disagree	5	8.1	8.1	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (14) refer to the majority of respondents strongly agreescore (59.7%) and Agree (24.2%) about the question number nine, which mean they willing to participate if a change/procedure has been implemented incorrectly which also reflect good attitude from them.

Table 15: Q10 Change is considered overload work for me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	64.5	64.5	64.5
	Agree	10	16.1	16.1	80.6
	Neutral	8	12.9	12.9	93.5
	Disagree	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

Sources: SPSS results

Table no (15) refer to the majority of respondents strongly agree (64.5%) and Agree (16.1%) about the question number ten, which mean they considered the change as an overload work and more duties should be done.

Table 16 : Summery Statistics for Frequencies

		Q6 Iam afraid for losing my job due to change	Q7 There is no reward and incentives for adopting any change	Q8 Current situation is better for me so no need for adopting any change	Q9 If I feel a change/procedure has been implemented incorrectly, I will volunteer a corrective action	Q10 Change is considered overload work for me
N	Valid	62	62	62	62	62
	Missing	0	0	0	0	0
Mean		1.9839	1.6935	2.0161	1.7581	1.6129
Std. Deviation		.83944	1.06492	1.19414	1.21041	.94704

Sources: SPSS results

Based on likert scale classification of the nature of the 5 points of measurement for qualitative interpretation:
1.00-1.80 Strongly Agree
1.81-2.60 Agree
2.61-3.40 Neutral
3.41-4.20 Disagree
4.21-5.00 Strongly Disagree

Table no(16) refer to the majority of respondents average between (1.81-2.60) which mean they agree about questions number two which indicate that change is not accepted for them due to different reasons like fear for loosing job, change as an overload duties also lack of reward and incentive's.

XII.   Pearson Correlation for Validity
A- Dimension two (Organizational factors related to resistance to change)
Table 17 : Pearson correlation – dimension ONE - Organizational factors related to resistance to change

		Q1	Q2	Q3	Q4	Q5	Average
Q1 My organization clarify the reasons and objectives for proposed change to me	Pearson Correlation	1	.191	.049	.198	.281[*]	.619[**]
	Sig. (2-tailed)		.136	.703	.123	.027	.000
	N	62	62	62	62	62	62
Q2 My organization create effective Communication channel to follow up change	Pearson Correlation	.191	1	.314[*]	.059	.218	.645[**]
	Sig. (2-tailed)	.136		.013	.646	.089	.000
	N	62	62	62	62	62	62
Q3 Methods for change in my organization is not clear	Pearson Correlation	.049	.314[*]	1	.305[*]	.249	.613[**]
	Sig. (2-tailed)	.703	.013		.016	.051	.000
	N	62	62	62	62	62	62

Q4 In processes of change, access to information is usually available	Pearson Correlation	.198	.059	.305*	1	-.083	.461**
	Sig. (2-tailed)	.123	.646	.016		.519	.000
	N	62	62	62	62	62	62
Q5 Time for change is suitable	Pearson Correlation	.281*	.218	.249	-.083	1	.579**
	Sig. (2-tailed)	.027	.089	.051	.519		.000
	N	62	62	62	62	62	62
Average	Pearson Correlation	.619**	.645**	.613**	.461**	.579**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	62	62	62	62	62	62
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Based on SPSS result shown in table(17),correlation is significant at the (0.05) level in dimension two (Organizational factors)which reflect high Validity for data to be used for analysis.

B- Dimension three (personal factors related to resistance to change)

Table 18 : Pearson correlation – dimension TWO - personal factors related to resistance to change

		Q6	Q7	Q8	Q9	Q10	Average 2
Q6 Iam afraid for losing my job due to change	Pearson Correlation	1	-.097	-.098	.351**	-.235	.275*
	Sig. (2-tailed)		.452	.449	.005	.066	.030
	N	62	62	62	62	62	62
Q7 There is no reward and incentives for adopting any change	Pearson Correlation	-.097	1	.300*	.285*	.076	.589**
	Sig. (2-tailed)	.452		.018	.025	.560	.000
	N	62	62	62	62	62	62
Q8 Current situation is better for me so no need for adopting any change	Pearson Correlation	-.098	.300*	1	.343**	.267*	.703**
	Sig. (2-tailed)	.449	.018		.006	.036	.000
	N	62	62	62	62	62	62
Q9 If I feel a change/procedure has been implemented incorrectly, I will volunteer a corrective action	Pearson Correlation	.351**	.285*	.343**	1	.031	.753**
	Sig. (2-tailed)	.005	.025	.006		.809	.000
	N	62	62	62	62	62	62
Q10 Change is considered overload work for me	Pearson Correlation	-.235	.076	.267*	.031	1	.397**
	Sig. (2-tailed)	.066	.560	.036	.809		.001
	N	62	62	62	62	62	62
Average 2	Pearson Correlation	.275*	.589**	.703**	.753**	.397**	1
	Sig. (2-tailed)	.030	.000	.000	.000	.001	
	N	62	62	62	62	62	62
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Based on SPSS result shown in table(18),correlation is significant at the (0.05) levelin dimension two (personal factors)which reflect high Validity for data to be used for analysis.

XIII.   Cronbach's alpha for Reliability
Table 19: Reliability Statistics

Cronbach's Alpha	N of Items
.436	14

Sources: SPSS results

From Table (19) reflect alpha coefficient results, since Cronbach's alpha is not high, however we can rely on Cronbach's alpha" results because it came on average score .436

Also high coefficient alpha does not always mean a high degree of internal consistency. This is because alpha is also affected by the length of the test. If the test length is too short, the value of alpha is reduced. Thus, to increase alpha, more related items testing the same concept should be added to the test. It is also important to note that alpha is a property of the scores on a test from a specific sample. Therefore investigators should not rely on published alpha estimates and should measure alpha each time the test is administered. (Streiner D, 2003).

XIV. Hypothesis Testing

Researcher will test research hypothesis based on the study dimensions:

Table 20: One way one-way ANOVA for dimension two (Organizational factors related to resistance to change) comparing with demographic variables

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	4.761	11	.433	1.143	.350
	Within Groups	18.933	50	.379		
	Total	23.694	61			
Education	Between Groups	14.275	11	1.298	1.806	.078
	Within Groups	35.919	50	.718		
	Total	50.194	61			
Job	Between Groups	7.262	11	.660	.572	.842
	Within Groups	57.722	50	1.154		
	Total	64.984	61			
Experienc e	Between Groups	14.394	11	1.309	1.864	.068
	Within Groups	35.106	50	.702		
	Total	49.500	61			

Sources: SPSS results

Based on table(20),all demographic variables more than 0.05, which mean there is no significant difference between demographic variable and resistance to change due to Organizational factors related to resistance to change.

Table 21: One way one-way ANOVA for dimension three (personal factors related to resistance to change) comparing with demographic variables

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	6.969	18	.387	.995	.483
	Within Groups	16.725	43	.389		
	Total	23.694	61			
Education	Between Groups	18.913	18	1.051	1.444	.160
	Within Groups	31.281	43	.727		
	Total	50.194	61			
Job	Between Groups	17.153	18	.953	.857	.628
	Within Groups	47.831	43	1.112		
	Total	64.984	61			
Experience	Between Groups	13.603	18	.756	.905	.576
	Within Groups	35.897	43	.835		
	Total	49.500	61			

Sources: SPSS results

Based on table(21),all demographic variables more than 0.05, which mean there is no significant difference between demographic variable and resistance to change due to Organizational factors related to resistance to change.

Finally: Bases on table 20 and table 21 we accept Null Hypothesis. H0: μ1 = μ2 There is no significant difference between demographic variable and resistance to change and we refused AlternativehypothesisH1.

XV. Conclusion

Studies have shown a strong human tendency to resist organizational change. With the rapid changes that are overwhelming world organizations, change is becoming an important element of human development and organizational success.

The purpose of this study is to identify the relationship between demographic variable and resistance to change in private sector at Kingdom of Saudi Arabia along with determine whether private sector plan for any proposed change also identify employee's opinion toward change in private sector at Kingdom of Saudi Arabia through statistical methods. Through statistical analysis results and analysis of research hypotheses it can be said that private sector must take into account that the change is not linked to demographic variables as far as it relates to clarify the reasons for the change and involve employees in change in order to avoid resistance

The results showed that employees did not agree about question number one of research question which indicate that their organizations did not plan for change and reasons for change is not clear for them .Also The results showed that change is not accepted for them due to different reasons like fear for loosing job, change as an overload duties also lack of reward and incentive's.

Based on, One way ANOVA results, there is no significant difference between demographic variable and resistance to change which mean H0 is accepted.

Finally: Change management as a concept require managerial technique's to overcome any resistance from their employees.

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