
Change management and its impact on job performance An Empirical Study In a sample from the directorates of the Iraqi Ministry of Interior**Dr. Nada Ismaeel Jabbouri and Munaf Sameer Abdullah****nada.gammach@yahoo.communaalsamook@gmail.com**

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Article History: Received: 11 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 4 June 2021

Abstract:

The research aims to test the impact of change management on job performance in the directorates of the Iraqi Ministry of Interior. (101) respondents who represent the research sample intentionally and quota after it was completely limited, represented by managers (department managers, division managers), as the questionnaire was adopted as a tool for collecting research data, which included (40) paragraphs by which the variables investigated were measured, and personal interviews and field observations were used and the research was adopted Program (SMART PLS V.3.3, Spss V.26) The research concluded the most prominent result represented in the presence of the effect of managing change in job performance as well as the orientation of the leaders of the surveyed directorates towards contextual performance, which indicates that their employees carry out tasks beyond their official roles and their quest to volunteer in additional and assisting activities Others, as well as the leadership's interest in the job performance of its members, so I decided to improve it through change management in general and through confidence in change and field of change, as well as On improving task performance and contextual performance through field of change directly.

Keywords: directorates of the Ministry of Interior, change management, job performance.

Introduction

Change is a continuous condition in organizations, which occurs intentionally or In order for organizations to maintain their balance and survival and to overcome the limitations they face within the work environment, It became necessary to resort to making the necessary changes to respond to the changes, Therefore, managers in organizations must adapt to this environment to maintain their continuity and improve job performance, which reflects the organization's ability to exploit its resources efficiently and achieve its goals at the lowest costs and the appropriate quality. Given the aforementioned importance, The main justification for choosing the title of the research is to identify the extent to which the leaders of the directorates of the Ministry of Interior were able to address a problem facing most organizations in general, And the security directorates in particular, which is represented by the rapid change in the environmental requirements associated with them, and which require the need for continuous change to fulfill the requirements of their mission that falls on their shoulders. The field of research was represented by a number of directorates of the Iraqi Ministry of Interior (the Directorate of Relations and the media, the Directorate of Planning and Follow-up, the Directorate of Systems and Informatics, the Directorate of Identities and Leaves) because it is an important vital joint that touches all members of society, and in order to reach a basic goal, which is to know whether there is an able administration The Ministry of Interior is able to deal with changes and manage changes to improve job performance. The researcher faced some challenges, especially in the practical aspect, which requires obtaining information and conducting an interview with some managers because of their preoccupation with their business practices, in addition to enhancing their awareness of the variables of this research to reach the answer and interaction by providing the researcher with the necessary information.

The first topic: research methodology**1. The problem of searching:**

The theoretical problem was generated by the researcher through achieving integration between concepts and intellectual propositions, as previous studies showed a discrepancy in the degree of organizations' interest in

managing change. Or a complex radical change, and accordingly, the research problem can be embodied by the following main question:

Were the leaders of the surveyed directorates able to employ change management to improve job performance? Several sub-questions are derived from the main question, as follows:

A-What is the concept of research variables (change management, job performance) ?

B-What is the level of change management dimensions in the surveyed directorates ?

C-What is the level of job performance dimensions in the surveyed directorates ?

D-Does managing change affect job performance, and what are the most prominent dimensions of change management affecting job performance and its dimensions ?

2. The importance of research:

A-The importance of research emerges from the importance of the applied field, as well as the research community and sample, as the directorates of the Ministry of Interior are considered important service organizations that aim to serve citizens and their security

B-Attempting to form a contemporary vision by presenting a topic that many organizations aspire to delve into in details with frameworks of knowledge that specialize in (human resource management, administrative behavior) and collect them in one research .

C-Directing the attention of the directorates' leadership in the Ministry of Interior to discuss the organizational dimensions (change management, job performance) and make them more appropriate to reality in a turbulent regulatory environment .

D-To identify the potential and capabilities of the surveyed directorates in the Ministry of Interior in the field of change management.

3. Research goals:

This research came to complement the cognitive efforts, as well as to continue the concerns of the developed administrative thought:

A-Shedding light on the research variables in its cognitive and conceptual aspects for the purpose of benefiting the surveyed directorates of the Ministry of Interior and developing their.

B-Diagnosing the level of correlation between the research variables (change management, job performance) in the surveyed directorates of the Ministry of Interior.

C-Addressing a problem facing most organizations in general, and security directorates in particular, which is the rapid change in the environmental requirements associated with them, which requires the need for continuous change to achieve a state of balance that enables them to continue and fulfill the requirements of its mission that falls upon it .

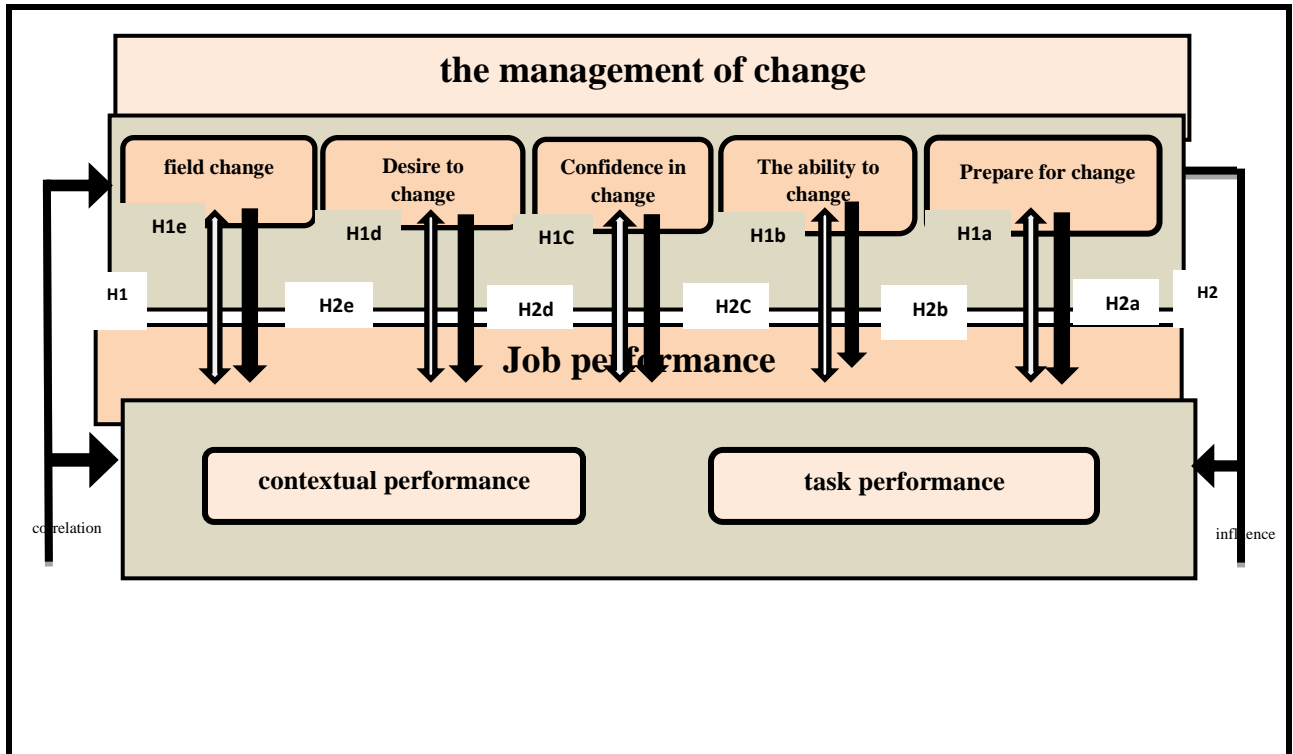
D-Identifying the level and perceptions of employees in the directorates in the field of research of the Iraqi Ministry of Interior regarding organizational change and whether there is a response to the change.

4. Hypothetical Model:

The hypothetical scheme aims to clarify the logical relationship of the main set of variables related to each of them. The dimensions of the variables have been chosen according to the intellectual and literary surveys. The hypothetical research scheme has been prepared, which represents the set of the correlation and influence relationship between the research variables, which are shown in Figure (1) below and as follows:

A-Independent Variable: Dimensions of change management (awareness and willingness to change, ability to change, confidence in change, desire to bring about change, field of change).

B-The Dependent Variable: The dimensions of job performance (task performance, contextual performance).



5. research assumes

The main hypothesis: The management of change, with all its dimensions, does not have a significant effect on job performance and its dimensions

The first sub-hypothesis: Do not hesitate to change in different dimensions .

The second sub-hypothesis: Change management, with its combined dimensions, does not have a significant effect on contextual performance .

Table (1) The research community and its sample

Research sample/community	Good Analyzer/ Distributor	Return to distributor	The proportion of the sample to the population	the society
96	96	101	101	361
70.59%	95.05%	100%	74.27%	100%

6. Means and methods of collecting data and information used in the research

Table No. (1) shows the main research variables and their dimensions, as the independent variable includes five dimensions, and its paragraphs reach (20) paragraphs, and the dependent variable includes the two dimensions and its paragraphs reach (20) paragraphs.

6. Previous studies

(Al-Subaie,2008)	researcher
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The leadership roles of education administrators in light of the requirements of change management in Saudi Arabia	Study Title
The study population consists of 138 directors of education and their assistants, and the sample size was 100 respondents	study population and sample
Determining the importance of the leadership roles of education administrators in light of the requirements of change management	Purpose of the study
Descriptive analytical method, questionnaire	Study method and tool
The leadership roles of education administrators in light of the requirements for changing the mission are very large	The most prominent results

(Sabri, 2009)	researcher
Transformational leadership and its role in managing change (An analytical study of the opinions of a sample of decision makers in some Iraqi banks	Study Title
The researcher selected a stratified sample of branch managers, department managers, and department managers in a number of Iraqi banks, where the study sample amounted to 127 respondents.	study population and sample
Clarify the relationship between the components of transformational leadership and the main themes, not change management	Purpose of the study
Descriptive analytical method, questionnaire	Study method and tool
There is an impact of change management with its combined dimensions in enhancing the effectiveness of public shareholding companies in the State of Kuwait	The most prominent results

(Al-Fariji, 2014)	researcher
Dimensions of transformational leadership and its relationship to change management (An analytical study of the opinions of a sample of decision makers in some Iraqi banks)	Study Title
The study population was 253 and the sample consisted of 150 middle school principals in Baghdad governorate	study population and sample
Clarify the relationship between the dimensions of transformational leadership and change management	Purpose of the study

Descriptive analytical method, questionnaire	Study method and tool
The importance of transformational leadership in encouraging and supporting managers to manage change and achieve positive results that make change successful	The most prominent results

(Al-Gharawi, 2020)	researcher
Job performance of Iraqi Ministry of Interior officers	Study Title
The sample consisted of 240 officers in a number of directorates of the Ministry of the Interior	study population and sample
Identifying the job performance of the Ministry of Interior officers	Purpose of the study
Descriptive analytical method, questionnaire	Study method and tool
The research sample has high job performance	The most prominent results

The second topic / the theoretical side

First, change management

The concept of change management1.

Change management is at the present time one of the most important issues that occupy the thinking of the leaders of organizations, in light of the inevitability of the organizations' orientation towards adapting to environmental changes and the acceleration of the pace of change, as most organizations, especially security organizations, are affected by environmental influences, and in all their aspects, as they operate as open systems On an environment characterized by dynamics, uncertainty and extreme change, and in order for organizations to survive and continue, they must deal carefully with these changes if they want to achieve their goals, and (Dudin, 2013: 20) referred to change as a planned effort and long-term activity aimed at improving the effectiveness of the organization. Through participatory management and the application of behavioral sciences, as indicated (Al-Anazi, 640: 2017) to change as the transformation of everything that is an object and its replacement with something else to achieve goals in proportion to the conditions of the external environment. Change management is defined as a systematic way to adopt individuals and their participation when changing a philosophy and method Work in the organization (Paton& Mccalman, 2001: 11).

2. The importance of change

- Change is one of the important issues as it is a complex economic, political and social phenomenon and its importance extends to the future beyond the limits of the present and below are some of the basic aspects of the importance of change (Amer and Kandil, 2710-274).
- Renewing vitality: by promoting active participation, ending apathy among individuals and breaking the deadlock caused by long-term stability.

- Developing the motivation towards progress: Change generates the desire for advancement, progress, development and rejection of what is existing through the reform process, addressing defects and renewing productive forces.
- Achieving quality in performance: by discovering the weaknesses that led to the low level of performance, knowing the strengths and emphasizing them by improving the work climate, increasing positive interaction and achieving loyalty to work (Carter & others, 2012: 4).
- Increasing the ability to innovate: The organization seeks to bring about change to develop the ability to innovate and increase efficiency in work methods (Asplund & Ulfvengren2, 2019: 2).
- Adaptation to life changes: change contributes to increasing the ability to adapt to the unstable conditions facing the organization and individuals in which many factors, trends and rights interact (Leiz, 2009: 3).

3. Dimensions of change management

A-Awareness and readiness for change: the positive view that individuals have about the need for change and the applications that they practice on their own and with the organization as a whole (Peach & White, 2005).

B-The ability to change: the organization's ability to perform a coordinated set of tasks using its organizational resources to achieve the desired results. It is also the activities that provide the organization with resources that enable it to form new capabilities, as creativity aims to transform knowledge into economic and social benefit (Kiziloglu, 2015: 57).

C-Confidence in change: the employee's belief that the organization will create conditions and take appropriate measures in working for the employee's benefit, or at least will not work to harm him, as well as its commitment to its promises towards him and will be entrusted with taking care of his goals and interests (Jacka and Al-Shaheen, 2007: 452).

D -Desire to change: the desire of individuals to bring about change, which depends on the type of motives affecting them, considering that the motive and basis of behavior is the motive of its various types, moral and material (Hussain, 1999:133).

E - Field of change: This dimension includes four field of change events, as follows:

- The organizational structure: a sub-system that includes integrated sub-systems that interact with the external environment and the structure that determines the internal structure prevailing in the organization (Al-Shamma and Hammoud, 2007: 136).
- Organizational culture: a model of shared values that illustrates the way to control behavior and trends and establish what is important for the employees of the organization (2010: 29 Swailes, & Senior).
- Organizational leadership: the most important administrative functions exercised by the manager in leading individuals, directing them, training them, coordinating their work, and motivating them to implement the organization's plan according to the specific goals (Halaq, 16: 2020).
- Technological change: tools and methods used to transfer and transform organizational inputs into outputs (Al-Salem, 2008:96).

Second: job performance

1- The concept of job performance

defined (Murphy, 1998: 185) job performance as the individual's cognitive ability to carry out his work or the efforts that his job is related to, as he defined it (Armstrong, 2001: 468) as the completion and implementation of works undertaken or assigned to implement them, as indicated by (Viswesvaran & Ones, 2002: 185) refers to job performance as the outcome that individuals achieve when they perform any work within their organizations, as (Al-Sharif, 2004: (82) refers to job performance as carrying out the tasks and responsibilities of the job according to the performance rate supposed to be provided by the individual, and job performance indicates To the efforts of individuals that are represented by capabilities and awareness of roles or tasks, which refers to the degree of completion of the tasks that constitute the employee's job (Sultan, 2004: 219).

2- The importance of job performance

Job performance is the final product of all activities in the organization. Performance is a reflection of the capabilities and motives of leaders and chiefs. The importance of performance is reflected in its connection to the organization's life cycle in the stages of emergence, survival, continuity and stability, and the organization's progress towards any stage depends on the level of performance in it (Al-Sharif, 2004: 49), and the importance of job performance is crystallized through a number of points, as follows:

(Hassan, 1999: 217)

- Job performance helps in the process of making decisions related to transfer and promotion, as it is a measure of individuals' ability to perform their current tasks and other tasks in the future .
- Increases the employee's interest in his work because the incentive system is linked to performance.
- Job stability for individuals is linked to performance, as individuals who have a low level of performance are more likely to dispense with their services.

3- Dimensions of job performance

A- Task performance: All activities that contribute directly to the technological process within the organization or indirectly through maintaining or fulfilling the requirements of the technical process(Felibs, 2005: 28).

B- Contextual performance: all the behaviors in which technical processes take place that support the social and psychological environment and do not support the technical essence of the organization (Al-Atwi, 2007:151).

The second topic / the practical side

First: Description and diagnosis of the study variables (change management, job performance)

The researcher used the weighted arithmetic mean, the standard deviation, the coefficient of relative difference, and the relative importance, through the statistical package (SPSS V.26), and due to the fact that the questionnaire is based on the five-year Likert scales, there are five categories to which the calculated averages belong, through the extent of the answer to the gradients ($5-1=4/5=0.80$) The researcher added (0.80) to the lowest scalability category (1) to make the categories according to the classification of (AKADIRI, 2011).

Table (2) Likert five-point scales

comment	Category length	Comment on the arithmetic mean	Scale gradient values	Scale degrees
very weak interest	1- 1.80	Very weak	1	I don't quite agree
weak interest	1.81- 2.60	weak	2	I do not agree
average interest	2.61- 3.40	Moderate	3	Not sure
good attention	3.41- 4.20	High	4	Agreed
high interest	4.21- 5.00	very high	5	Totally agree

A- Describe and diagnose change management:The independent variable was measured in managing change through five main dimensions (awareness and willingness to change, ability to change, confidence in change, desire to bring about change, field of change) across (20) paragraphs and through (96) answers seen in the four directorates of the Ministry of Interior, and it resulted in The confirmatory factor analysis shown in Figure (2) to adopt all (20) paragraphs that represented the independent variable change management, and Table (3) shows the results of the analysis and diagnosis of the dimensions of change management arranged according to their relative coefficient of variation:

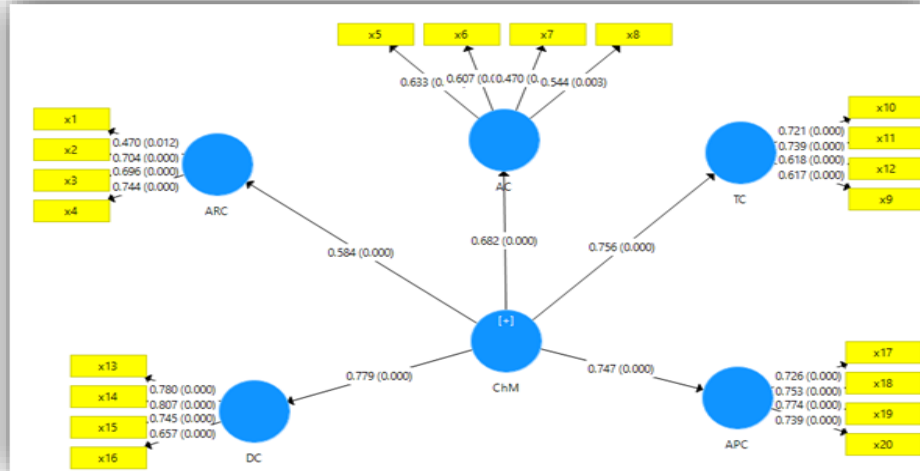


Figure (2) Confirmatory factor analysis of change management data

Table (3) Arranging the dimensions of changing the image according to its relative difference

Rank priority	coefficient of variation %	Relative % importance	standard deviation	Arithmetic mean	Variables
the third	12.57	77.8	0.489	3.89	Awareness and readiness
the first	10.10	81.6	0.412	4.08	The ability to change
The second	11.69	80.8	0.472	4.04	Confidence in change
Fifth	16.87	83	0.700	4.14	Desire to make change
the fourth	14.49	79	0.572	3.95	fields of change
	8.56	80.4	0.344	4.02	the management of change

he results showed the availability, practice, and interest by the leaders of the four directorates affiliated with the Ministry of Interior in the dimensions of change management in a relative manner. Table (3) showed that the main independent variable change management obtained an arithmetic mean (4.02) at a high level at the general level, and it is practiced with relative interest (80.4%).) Good by targeting an administrative process that aims to change the current organizational situation of the four directorates, and move them to a better future situation than the current one, in response to the internal and external environment pressures, and to increase their adaptation to them and to avoid the problems of stagnation and current routine. The change management obtained a standard deviation of (0.344). refers to high harmony, agreement and convergence, and with a relative coefficient of difference (8.56%), as the researcher notes the contribution of the ability to change in the first order in the availability of change management, while the desire to bring about change in the fifth arrangement was a

contribution to the availability of change management even though it is in the lead In terms of practice and interest, which constitutes a perception for the researcher about her desire to bring about change is high, but it does not obtain the agreement of the sample on that practice.

B-Description and diagnosis of job performance: The approved variable measured job performance in the four directorates of the Ministry of Interior through the two main dimensions (task performance, contextual performance) and through (20) paragraphs and through answers (96) observations. The confirmatory factor analysis shown in Figure (3) led to the adoption of all of them. Given that it obtained saturation ratios that exceeded (0.40), as well as its morale, and Table (4) shows the results of analyzing and diagnosing the dimensions of job performance, arranged according to their relative coefficient of variation, as follows:

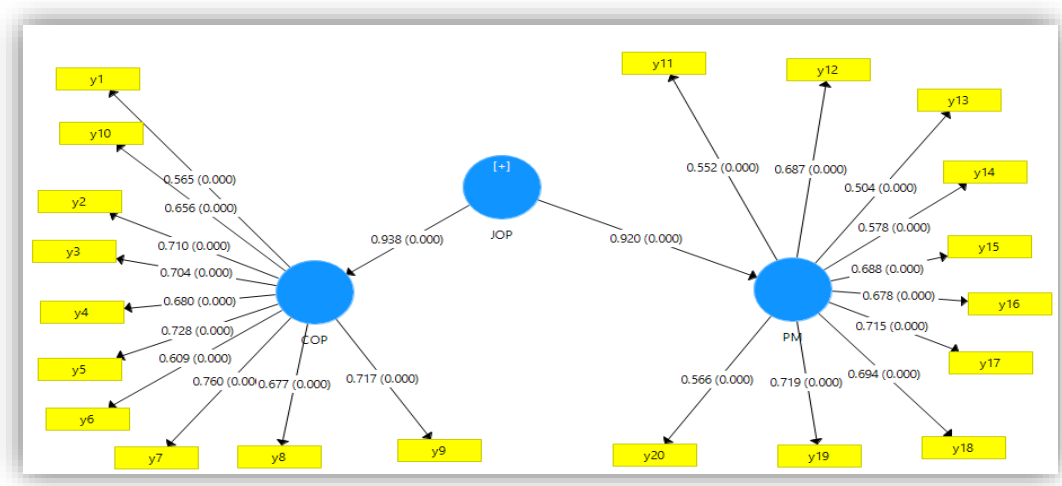


Figure (3) Confirmatory factor analysis of job performance data

Table (4) Ranking of job performance dimensions according to their relative coefficient of variation and according to the sample agreement about its availability

Rank priority	coefficient of difference	Relative importance %	Standard deviation %	Arithmetic mean	Variables
the first	11.48	80.2	0.460	4.01	task performance
The second	11.49	80.6	0.463	4.03	contextual performance
10.65		80.2	0.428	4.02	Job performance
8.56		80.4	0.344	4.02	the management of change

The descriptive analysis of the data of (20) paragraphs represented in total, led to the contribution of the task performance in the first order in the formation of job performance with a relative difference coefficient (11.48%), while the second order of contextual performance was with a relative difference coefficient (11.49%), which led to the adoption of the variable Job performance on a high-level arithmetic mean (4.02), and practiced with relative interest (80.4%) good in the employees' completion of the tasks entrusted to them, and working to achieve the goals that their directorates seek to achieve, while the dimension happened overall with a standard deviation (0.428), and with a coefficient of variation Relative (10.65%) Through Table (4), it is clear that the sample agreed on the priority of change management, while the second order was for job performance and according to the relative coefficient of difference for each of them when comparing and differentiating. As well as their arrangement according to the priority of the agreement, practice, adoption and attention by the leaders of the four directorates of the Ministry of Interior, the general headquarters, and through the answers of the study sample (96) seen and perceived by them.

Second: Analysis of the relationship between change management and job performance:

In order to verify the researcher from the first main hypothesis of the study (there is no significant correlation between change management and its dimensions with job performance and its dimensions), as the table (5) below shows the results as follows:

Table (5) Correlation relationships between change management and job performance

number of relationships	the management of change	field of change	Desire to make change	Confidence in change	The ability to change	Awareness and willingness to change
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							Research Article
6	0.593**	0.487**	0.401**	0.453**	0.398**	0.350**	task performance
100%	0.000	0.000	0.000	0.000	0.000	0.000	
6	0.484**	0.399**	0.313**	0.409**	0.287**	0.291**	contextual performance
100%	0.000	0.000	0.002	0.000	0.005	0.004	
6	0.580**	0.478**	0.385**	0.465**	0.369**	0.346**	Job performance
100%	0.000	0.000	0.000	0.000	0.000	0.000	
P**<0.01			p*<0.05			n=96	

Testing the first main hypothesis and its sub-hypotheses emanating from it in the light of the results of Table (20). The results were as follows:

The dimensions of change management have achieved three positive and significant direct correlations with job performance and its two dimensions, with a ratio of (100%), and from the researcher's review of the previous three relationships for all dimensions of change management with job performance and its dimensions, he finds that any interest shown by the four directorates of the Ministry of Interior in the dimensions of change in Seoul To an automatic interest in job performance and its positive dimensions with the same correlation coefficient on which the relationship between them was based. From all of the above, the null hypotheses are rejected and the alternative hypotheses are accepted, as follows:

The first sub-hypothesis (awareness and readiness for change are linked with job performance and its dimensions are positively and morally direct) .

The second alternative sub-hypothesis (the ability to change is associated with job performance and its dimensions are positively and morally direct)

The third alternative sub-hypothesis (confidence is linked to change with job performance and its dimensions, positively and morally .

The fourth sub-alternative hypothesis (the desire to make change is linked with job performance and its dimensions are positively and morally direct)

The fifth sub-alternative hypothesis (the domains of change are associated with job performance and its dimensions are positively and morally direct).

Finally, the researcher finds the achievement of change management for three positive, significant direct correlations with job performance and its two dimensions, with a percentage of (100%). , while the second order of the change management relationship with job performance as a whole was a strong positive direct correlation (0.580**) at the significance level (0.000), and with contextual performance in the third order with a direct correlation coefficient (0.484**) of medium strength at the significance level (0.000).), and from the researcher's review of the previous three relationships of the main variable, change management in general, with job performance and its dimensions, he finds that any interest shown by the four directorates of the Ministry of Interior in managing change will result in an automatic interest in job performance and its positive dimensions with the same correlation coefficient on which the relationship between them was based. All of the above rejects the null hypothesis and accepts the first main alternative hypothesis (the management of change is linked with job performance and its dimensions in a positive, morally direct manner).

Third: Testing and analyzing the influence relationships between the study variables, change management, and job performance

The researcher investigated the validity of the main effect hypothesis according to the following multiple linear regression equation:

$$Y = \alpha + \beta_1 * x_{1i} + \beta_2 * x_{2i} \dots + e$$

In light of this, a significant relationship was formulated between the real value of the dependent variable, job performance, which was coded by the code (JoP), and the independent variable change management by the code (ChM), as the values and their statistical indicators were estimated at the level of the study sample (96) seen in the four directorates of the Iraqi Ministry of Interior, Finally, statistical indicators were employed to show the results and according to the analysis of the levels of influence between the variables, as (AR^2) represents the corrected determination coefficient (corrected interpretation), while (β) represents the marginal slope (impact factor), and (α) the value of the constant and equal to the value of job performance when it is The value of change management is equal to zero, or not significant, as the researcher will employ the tested model for managing change, which consists of the five dimensions (awareness and willingness to change, ability to change, confidence in change, desire to make change, field of change), and they affect the performance of the task in the first model. , and in contextual performance in the second model, and in job performance in general, and thus the hypotheses are formulated as follows:

Testing the impact of change management on job performance:

The second main hypothesis of the study was formulated (the management of change with its combined dimensions does not have a significant effect on job performance and its dimensions) and in order to verify the validity of the second main hypothesis or not, a simple and multiple linear regression model was implemented, in addition to the researcher's resort to the tabular (T) value indicators (1.96). And the tabular f value (3.841) at the level of significance (0.05) to compare with the calculated values, for the rejection and acceptance of hypotheses, for the main hypothesis and its sub-hypotheses emanating from the second main hypothesis and my agency:

- Change management with its combined dimensions does not have a significant effect on the performance of the task. The five dimensions together were able to explain (32.5%) of the changes that occur in the task performance and are attributed to change management, while the remaining percentage (67.5%) was for other dimensions that were not included in the current model of the study And as shown by the results of Table (6), as the researcher rejects the null hypothesis, and accepts the alternative hypothesis (change management with its combined dimensions has a significant effect on the performance of the task), but on the level of the effect of the five dimensions, the field of change showed an effect of (0.287) at the level of significance. (0.007), and with a calculated (T) value (2.784), which is more than its tabular value at the level of significance (0.05), while the other dimensions did not show any ability to influence the performance of the task, according to the following prediction equation: **Task performance = 0.915 + (0.287) * field of change**

Table (6) The multiple impact of the dimensions of change management in evaluating task performance

Indep.		Dep.	Effect parameter	Standard effect parameter	standard error	critical ratio	morale	F
PM	<---	ARC	0.167	0.177	.092	1.815	.074	10.131
PM	<---	AC	0.121	0.108	.114	1.062	.290	R ²
PM	<---	TC	0.169	0.173	.104	1.624	.108	0.360
PM	<---	DC	0.087	0.091	.099	0.956	.385	AR ²
PM	<---	APL	0.231	0.287	.083	2.784	.007	0.325

- Change management with its combined dimensions does not have a significant effect on contextual performance. The results were according to Table (7), as the calculated (F) value was (6.032) at the level of significance (0.000), which is greater than its scheduled value at the level of significance (0.05), Which indicates the significance of the tested model, while the value of the interpretation coefficient was (0.251) for

the model, and the value of the corrected interpretation coefficient was (0.209), i.e. the five dimensions were collectively able to explain (20.9%) of the changes that occur in contextual performance and that are attributed to change management, while it was The remaining percentage (79.1%) for other dimensions that were not included in the current model of the study, and as shown by the results of Table (8), as the researcher rejects the null hypothesis, and accepts the alternative hypothesis (the management of change with its combined dimensions has a significant effect on contextual performance), either on the level of impact of the dimensions The five domains of change showed an effect of (0.231) at the significance level (0.043), and the calculated T value (2.055), which is more than its tabular value at the significance level (0.05), while the other dimensions did not show any ability to influence contextual performance. According to the following prediction equation:

$$\text{Contextual performance} = 1.530 + (0.231) * \text{field of change}$$

Table (7) The multiple impact of the dimensions of change management in contextual performance evaluation

Indep.		Dep.	Effect parameter	Standard effect parameter	standard error	critical ratio	morale	F
PM	<---	ARC	0.165	0.174	.101	1.634	.105	6.032
PM	<---	AC	0.018	0.016	.124	0.145	.888	R ²
PM	<---	TC	0.219	0.223	.113	1.938	.056	0.251
PM	<---	DC	0.038	0.040	.108	0.352	.727	AR ²
PM	<---	APL	0.187	0.231	.091	2.055	.043	0.209

Through the researcher's resort to testing the effect of the dimensions of change management combined on job performance as a whole, the results were according to Table (8), as the calculated value of (F) was (9.686) at the level of morale (0.000), which is greater than its scheduled value at the level of morality (0.05), which indicates the significance of the tested model, while the value of the interpretation coefficient was (0.350) for the model, and the value of the corrected interpretation coefficient (0.314), which is the best model among the three models. From the interpretation of (31.4%) of the changes in job performance that are attributed to change management, while the remaining percentage (68.6%) was for other dimensions that were not included in the current model of the study, and as shown by the results of table (8), as the researcher rejects the null hypothesis, and accepts The alternative hypothesis (change management with its dimensions collectively affects job performance a significant effect), but on the level of influence of the five dimensions, the field of change showed an effect of (0.279) at the significance level (0.009), and with a calculated (T) value of (2.680), which is more than its value Tabular at the level of the (0.05), as well as an effect of confidence in change (0.214) at the significance level (0.049), and the calculated T value (2,000), while the other three dimensions did not show any ability to influence job performance, according to the following prediction equation:

$$\text{Job performance} = 1.222 + (0.279) * \text{field of change} + (0.214) * \text{confidence in change}$$

Table (8) The multiple impact of the dimensions of change management on job performance

Indep.		Dep.	Effect parameter	Standard effect parameter	standard error	critical ratio	moral	F
JoP	<---	ARC	0.166	0.189	.078	1.908	.059	9.686
JoP	<---	AC	0.069	0.067	.107	0.645	.518	R ²
JoP	<---	TC	0.194	0.214	.097	2.000	.049	0.350
JoP	<---	DC	0.064	0.070	.093	0.688	.505	AR ²
JoP	<---	APL	0.209	0.279	.078	2.680	.009	0.314

The fourth topic

Conclusions and Recommendations

conclusions.

- 1-** The leaders of the surveyed directorates showed that they resort to awareness and readiness for change when they aim to improve the level of change management in them through their knowledge of the impact of change in their work and activities, in light of the prior knowledge of any change occurring in their directorate.
- 2-** The directorates leaders' interest in the ability to change when they try to enhance change management, as a result of their sufficient ability to deal with change and their possession of the necessary training to deal with it
- 3-** The leaders of the four directorates of the Ministry of Interior expressed their confidence in change, especially as they encourage participation in change initiatives instead of being forced to comply with it in a proactive manner, as they trust the success of its initiatives and what contributes to improving the level of change management.
- 4-** 1- It has been proven that the directorates' leaders are interested in the desire to bring about change, which contributes to improving the level of change management in their directorates, through their belief in the added value and efficiency that change brings to their directorates and departments in which they work.
- 5-** The leaders of the surveyed directorates showed their interest in the field of change, and worked to improve them by encouraging work teams to move towards achieving the directorate's goals, and to own the processes of continuous development of the technology used in it.

recommendations.

- 1.** The need for additional attention to awareness and readiness for change because of its importance in improving the level of change management
- 2.** The four directorates should pay extra attention to improving their ability to change, which contributes to improving change management in them through their dependence on providing all training requirements necessary to adopt change, increasing confidence in the success of change initiatives by

- avoiding skepticism and hesitation, and providing the necessary support from senior management when initiating change.
3. Additional attention to trust in change and making it the basis of the directorates' interest to raise the level of change management .
 4. Enhancing the desire to bring about change through the belief in the added value and the efficiency that the change will bring to the surveyed directorates, as well as understanding the need for change events in them, in a way that increases the level of change management.
 5. The need to pay attention to field of change, and to increase the level of change management and its ability to conduct administrative operations aimed at changing the current and future organizational situation and to improve its ability to respond to the pressures of the external environment.

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