

Everyone's Smart University
Master of Public Administration



THE IMPACT OF CHANGE MANAGEMENT IN THE NON-PROFIT SECTOR IN AWQAF OF SHEIKH SULEIMAN AL-RAJHI

أثر إدارة التغيير في القطاع الغير ربحي بأوقاف الشيخ سليمان الراجحي

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Introduction

In the new digitalization world, change is a must for organizations to be among the top modern companies in the market in their sector .

Therefore, it should be no surprise that the nonprofit sector also requires a change. Though planning the change is essential in organizations, it is an emotional investment. With those working in harmony, leading change is a matter of removing obstacles on the path forward and ensuring the sustainability of non-profit organizations. Thus, Ogunro (2014) contends that the survivability of an organization depends on its success in surmounting identifiable environmental constraints as well as the seizure of latent opportunities. Given this observation, Robbins, David and Courter (2011) maintained that to comprehend and synchronize the unpredictable nature of human beings and global forces; there is an urgent need for managers to effect some changes in the organization; noting that these changes may be in its structure reconfiguration, adoption of new technology as well as workforce composition. In the same vein, Kubr (2002), in his earlier groupings, stated that change in organizational settings should focus on issues bordering on technology, product and services, organizational culture, managerial practices and styles, and other components of the trade. This affirms Macredie, Sandom and Paul (1998) assertion that successful organizations of the future, whether private or public, must always be prepared to

embrace change management or face extinction. In furtherance of this, Beer and Nohria 2000 argued that it is a result of organizations' realization that if they do not change and manage change effectively, they stand to perish faster than imagined. Yet, De Matos and Clegg (2013) contend that there is no greater challenge for organizational change management in modern business than achieving greater sustainability. Thus, Prastacos, Soderquist, Spanos and Wassenhove (2002) asserted that contemporary organizations must fashion out ways to develop further their capacity to manage change with the imminent problem of resistance.

However, many obstacles can delay and deliberate the change, which will be discussed in this research. In addition, the impact of the change in Non-Government Organizations, specifically in Sheikh Suliman Alrajhi's Awqaf, will be studied in detail.

To study this subject, two sides will be relied upon to study the theoretical and field studies.

At the end of this research, a conclusion will be presented among the results obtained from the study, and the recommendations related to the study will be presented.

1.1 Problem Statement

Many reasons can be presented as to why the organization would want to enforce a change. One of the main reasons is the need to increase profitability and the organization's performance. This

makes the current study unique since there is a gap in the available literature where all the studies have specifically considered for-profit companies but not Non-profit organizations. Many companies are exposed to the change to experience a shift in profitability, and employee turnover reduction, among other factors. However, despite all these changes that businesses or other companies have adopted, there is still underperformance from the employee, which is why companies will always have a strategic plan.

In addition, from a scientific view, organizations must lead a change to improve their organizational and functional structure by reconsidering the distribution of responsibilities and training and motivating employees to achieve optimal job performance (Alwajdi Naima, 2021).

On the other hand, some views pay tribute to the great importance of behavioral and enterprise culture as an essential aspect in managing the change of organizational values and directing them to success, such as the values of discipline and rigour of competition and appreciation, all these elements allow the goals of the working individual to match the purposes of the organization (Alwajdi Naima, 2021).

Change management is considered a modern and new concept in our Arab societies, specifically in the Kingdom of Saudi Arabia; however, the process of change management may be within the responsibilities and scope of quality management, and sometimes and in some entities, it may be linked to the planning and governance department. The concept of change management and its

scope of work differ from one party to another, as some parties in the public and private sectors have not started activating or studying change management for application within the system, and this may be due to several reasons that will also be addressed in through this research. Change management in nonprofit organizations is critical for their staff, leadership, and boards. While organizational change will never be easy, frameworks were found, as highlighted in this research which will help make it more manageable for nonprofit organizations for which constant change is the new normal.

1.2 The Important of the research

The importance of research lies in knowing and studying the management change in Non- Profit Organizations (NGOs); it is also of practical matter in the next era:

1. Recently, studies proved that traditional management is critical to adopting a change strategy.
2. Change management strategies are vital in fundamental change management factors.
3. Our current time makes it rational for all departments to change and manage this change efficiently.
4. Understanding why employees oppose the idea of change is vital for completing the change.

5. Change overcomes many of the problems facing departments and its impact on improving the performance of departments.

1.3 Aims & objectives.

This study aims to achieve the following objectives:

1. To know the reality and challenges facing change management among nonprofit employees.
2. To know the acceptance of the nonprofit employee for change management strategies.
3. To identify the main reasons for resistance to change by employees in the organization.
4. To set a plan change management plan for nonprofit organizations.

1.4 Study questions

The study should answer the following questions:

1. What challenges are facing change management among nonprofit organizations' employees?
2. To what extent can the employee accept the change management strategies of nonprofit sectors?
3. What is the main reason for resistance to change by employees in the organization?
4. What is the perspective change management plan in a nonprofit organization?

Literature Review

2.1 Key Concepts, Theories & Studies

The researcher reviewed many previous studies related to the field of research (Management change in organizations) to identify the contents of each study and the most important results of the findings of each study to benefit from the results of each of the previous studies in the subject of the research, were as follows:

- 1- Al-Wajdi Naima 2021, the management culture of change management and its impact on the development of the organization, a field study at the College of Humanities and Social Sciences. This study aims to reveal the impact of change in the organizational structure on career development and to know the extent of employees' awareness of the importance and role of change management in improving and developing the organization. The study resulted in field results, as change is an important and purposeful process in conducting the institution's affairs, resulting from several internal and external reasons. The internal reasons calling for a change in institutions and organizations are represented in the change of supervisors and leaders who make decisions in the institution, in addition to other reasons such as career progression, promotion, and others. And for external reasons, the most important of which are the technological and technical factors occurring in the organizational circles that necessitate the management of the institution to keep pace with

these developments through the introduction of new technologies in the win workstation to the competition between institutions that act as an important factor in pushing the institution to change in order to raise the quality of its outputs, especially the service institutions, including and Also, development depends mainly on organizational justice and transparency in changing and redistributing jobs and tasks depending on the efficiency and good performance at work.

- 2- EIKE BRUCH, PETER GERBER & VICTORIA MAIER, March 2005 University of St Gallen, Switzerland, Study of Strategic Change Decisions: Doing the Right Change Right use the case of German aviation Group Deutsche Lufthansa and its strategic change program. This study aims to illustrate how a large company was able to execute group-wide change to effectively secure its future despite a highly turbulent environment. And the conclusion was Human Resources Managers' Critical Contribution: Step by-Step Support before Rollout; this contribution has shown how pre-implementation decisions regarding the leadership and management of a strategic change are necessary for making the correct change at the right time. This research supports the growing evidence that Human Resources (HR) can and should make significant contributions toward organizational development and strategy by appropriately placing and managing human capital

Empirical study at Lufthansa indicates that HR managers, above all, should support their company's management in such key decisions. Strategic Decisions: Doing the Right Change Right.

- 3- Youssef Attia (2017), the Role of Transformational Leadership in Managing Change in Organizations. The study aims to identify the types of change that are common among organizations and to identify the areas in which the change process takes place in organizations. The study concluded with the following: resistance of individuals is the most important reason for the failure of change processes, and therefore most modern models have developed methods that reduce this, and there are many common points between the transformational leadership style and the needs of the change process, the most important of which is the ability to influence individuals and reduce the level of stress, future vision and the ability to motivate and take commitments from individuals to provide higher levels of performance, taking into account the different capabilities of each individual and dealing based on that. Also, there is a strong relationship between change in the field of strategy and objectives on the one hand and organizational culture on the other hand.
- 4- The professor. Belmokadem Mostafa, Muhammad Jawdat Fares 2009,

Managing change in the business organization the study aims to Identify the

concept of change and the concept of change management in business organizations, Identify the main reasons for resistance to change by individuals and Identify the reasons that lead to change. The study resulted in The participation of all members of the organization in preparing the change is considered the basic guarantee in the commitment and successful implementation of this change, as well as creating the internal climate in the organizations before making the change and the need to focus on the clarity of the role of all administrative leaders during the change phase.

- 5- Amira qaduwr 2016/2017, The role of organizational culture in managing change the study aims to knowing the aspects related to organizational culture, clarifying the concepts related to change management, and identifying the most important components of organizational culture in influencing the change management process. The study resulted in organizational culture is a means of solving problems within the organization and a competitive advantage for the organization. Organizational culture represents a set of principles, values and beliefs that govern the behavior and behavior of individuals for the sake of its continuity and the achievement of its objectives.

- 6- Dr. Mohamed Abdel Moneim Mohamed Ibrahim, The impact of change management on the organizational development of government institutions in the Kingdom of Saudi Arabia. Study aims to demonstrating how to manage change and making a decision about the strategy to be followed in order to reach better work efficiency, and proposing solutions and recommendations for the success of the organizational development process in government institutions.

The study resulted in finding an organizational unit in the organizational structure based on research and development, paying attention to the behavioral aspects of managers when applying change management and organizational development, focusing on the importance of the communication process, also designing training programs continuously and according to objective bases.

2.2 Gaps in Existing Knowledge

The gap in the literature in this study is the fact that the study will address the influence of change management in a non-profit organization or companies in endowment. This will address the gap in the literature because the survey will be able to fill and enrich the current literature. This is because the information regarding the variables and phenomena under investigation have not been adequately addressed in the available literature. As such, addressing them will mean that the

available literature will have additional information. Further, if any of the previous studies have tried to capture the relationship between the variables under investigation, then it was done many years ago, which means that the gap is still in existence because the current study will consider data from the current setting and time which have changed and improved over time since the last study was conducted.

METHODOLOGY

This chapter presents the method followed and the research procedures in terms of clarifying the research method and its variables, the community, and the research sample, as well as discussing the construction of the study tool and the characteristics of its items, and how to build it, and the procedures that the researcher followed to verify the validity and reliability of the device, and finally to determine the statistical methods used in data analysis.

Exploratory research typically seeks to create hypotheses rather than test them. Data from experimental studies tend to be qualitative. Examples include brainstorming sessions and interviews with experts. The exploratory research design will be considered to guide the study because it investigates the impact of change management in the non-profit sector in the endowment of Sheikh Suleiman Al-Rajhi. The mixed research methods will enable the researcher to capture the numerical or nominal values using quantitative techniques. At the same time, the respondent's information, opinions, and views will be adopted, and management using qualitative.

3.1 Methods & Sources

Mixed research methods will be used in this study to address and capture the data collected. The first methodology is qualitative research, which will capture the views and opinions of the vital variables used in this study. On the other hand, quantitative research methods will be used to capture the nominal and numerical aspects of the data, specifically the secondary data.

Further, the study will concentrate on and utilize both the secondary and the primary datasets. In this case, the questionnaires will be used to collect the preliminary data, and the source will be the organization or company under investigation, Sheikh Suleiman Al-Rajhi.

3.2 Research Approach

Though there are many different research approaches, it is essential to note that the primary research approaches are deductive and inductive. When the study is reasoned, the analysis moves from a general or overall information point towards the actual or specific information point. This is the deductive approach used by the current study on investigating the change management of non-profit organizations or companies in endowment.

The second approach is the inductive research approach, where knowledge and information are moved from the specific point towards the general end of learning. This research approach is

undesirable because it does not deduct information concerning a particular issue or problem from the available data.

3.3 Research Philosophy

Research philosophies have been presented in previous studies as an essential element of the study. The philosophy includes interpretivism, realism and positivism. The positive research philosophy will be utilized in this exercise because it is most suitable. This is because the positivist reach philosophy includes gathering information, facts and figures from the field and preparing the same for establishing the results in the data analysis and management. The realist research approach is a situation where it states that in the formulation of all scientific knowledge, then the scientific method should be applied.

3.4 Data Collection

The data that will be collected will be composed of primary and secondary data, which will be sourced from the non-profit organization under investigation. Further, it should be noted that the study would use both primary and secondary data to investigate the influence of change in the companies on the non-profit organization endowment. The researcher will use the questionnaires and the primary data instruments that will be used to collect the data. On the other hand, secondary data will be gathered from the company or the business records and statements of financial positions.

3.5 Data Analysis Procedures

Data analysis is the main section that can manage the data, present the results, and present the visualization and findings of the study. The procedure shows the study's results and the answer to the problem under investigation. This is why it is a fundamental process and stage in the development of the study. In this case, many forms of data analysis procedures will be conducted, which include, and are not limited to, the following: summary statistics, diagnostic tests, and inferential statistics. In the summary statistics, the researcher will present the descriptive statistics, that is, the measures of dispersion and the measures of central tendency; this will be followed by the diagnostic tests.

The diagnostic tests are composed of the correlation and the unit root test to check for the presence or possibility of autocorrelation in the data collected and among the different variables. Finally, the last analysis technique to be conducted would be the regression model, which will be undertaken to establish the association between the dependent and the independent variables.

Research variables and how to measure them:

The data was treated to be applicable for analysis with the SPSS, as follows:

A. Personal data:

- **Sex:** given the code (1 & 2) for (Male & Female) consequently

- **Age:** given the code (1, 2, 3 & 4) for (less than 30 years, 30 to less than 40 years, 40 to less than 50 years & 50 years and more) consequently
- **Years of experience** given the code (1, 2, 3 & 4) for (less than 5 years, 5 to less than 15 years, 15 to less than 25 years & 25 years and more) consequently
- **Educational qualification:** given the code (1, 2, 3 & 4) for (secondary, Diploma, University & Postgraduate) consequently.
- **occupation:** given the code (1, 2, 3 & 4) for (Director of the Department, chief section, technical & administrator) consequently.

B. study items about the impact of change management in the non-profit sector:

These variables were measured using four axes, of which each consisted of (4) statements in a total of (16) statements. Thus, the total score for each respondent ranged between a minimum of 16 degrees if all his answers strongly disagreed and a maximum of 80 degrees if all his answers strongly agreed.

The researcher applied the five-Liker's scale in the way of closed answers for the respondents because it is easy to prepare and apply and gives the respondent the freedom to determine his own opinion and the positive or negative degree of this opinion in each statement. Each of the statements was given degrees according to the scale, according to a list bearing the following statements:

Table (3-1)
Respondent agreement coding

Response	Degree	Intervals
Strongly agree	5	4.20 – 5
Agree	4	3.40 > 4.20
Neutral	3	2.60 > 3.40
disagreed	2	1.80 > 2.60
Strongly disagreed	1	1.00 > 1.80

Reliability & Validity:

1. Internal Validity:

The validity of the scale means "to what extent will the scale measure what it was actually designed to measure", and the validity of the questionnaire means making sure that it will measure what it was intended to measure, and also "the questionnaire's inclusion of all elements that must be included in the analysis on the one hand, and the clarity of its paragraphs on the one hand again, so that

Table (3-2)

Psychometric analysis of the study items Cronbach's Alfa coefficient

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1التنظيمي	54.91	170.719	0.701	0.930
2التنظيمي	55.13	170.664	0.723	0.930
3التنظيمي	55.13	167.755	0.830	0.927
4التنظيمي	55.00	169.909	0.686	0.930
1التنفيذ	55.09	162.356	0.903	0.925
2التنفيذ	55.48	165.352	0.777	0.928
3التنفيذ	55.09	163.083	0.878	0.925
4التنفيذ	55.26	165.474	0.787	0.928
1الاسباب	55.13	174.300	0.546	0.934
2الاسباب	55.26	168.202	0.562	0.935
3الاسباب	55.17	205.241	0.355	0.957
4الاسباب	55.43	168.984	0.727	0.929
1الخطط	54.83	168.968	0.824	0.927
2الخطط	54.91	168.719	0.840	0.927
3الخطط	54.83	166.241	0.826	0.927
4الخطط	55.09	168.538	0.775	0.928

Table (3-3)

Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	N of Items	N of cases
0.935	16	23

It is clear from Table No. (3-3) that all the items contribute to increasing the reliability of this axis, and all of them have a high degree of validity of the content, which supports their existence, and the degree of stability was high.

As it is clear from Table No. (3-3) above, that all the items of the axis are strongly correlated with the items that make up the axis and between the total and the total sum, omitting from it the degree of the item as significant at the level (0.05) or less, and that they enjoy very high content validity, as the alpha coefficient values ranged between (0.925 - 0.957). Moreover, all items in the axis are significant at the level (0.01), and this is what is known as internal consistency.

2. Consistency Analysis

Internal consistency allows you to study the properties of measurement scales and the items that compose the scales. The procedure calculates several commonly used measures of scale consistency and provides information about the relationships between individual items in the scale. Intra-class correlation coefficients can be used to compute inter-rater reliability estimates, measured by Pearson's Correlation scale.

Table (3-4)
Consistency Statistics, Pearson's Correlation scale

Correlations		
1 organizational	Pearson Correlation	.741**
	Sig. (2-tailed)	.000
2 organizational	Pearson Correlation	.760**
	Sig. (2-tailed)	.000
3 organizational	Pearson Correlation	.854**
	Sig. (2-tailed)	.000
4 organizational	Pearson Correlation	.731**
	Sig. (2-tailed)	.000
1 Implementation	Pearson Correlation	.919**
	Sig. (2-tailed)	.000
2 Implementation	Pearson Correlation	.813**
	Sig. (2-tailed)	.000
3 Implementation	Pearson Correlation	.898**
	Sig. (2-tailed)	.000
4 Implementation	Pearson Correlation	.821**
	Sig. (2-tailed)	.000
1 Reasons	Pearson Correlation	.605**
	Sig. (2-tailed)	.002
2 Reasons	Pearson Correlation	.635**
	Sig. (2-tailed)	.001
3 Reasons	Pearson Correlation	.265
	Sig. (2-tailed)	.221
4 Reasons	Pearson Correlation	.766**
	Sig. (2-tailed)	.000
1 Plan	Pearson Correlation	.847**
	Sig. (2-tailed)	.000
2 Plan	Pearson Correlation	.861**
	Sig. (2-tailed)	.000
3 Plan	Pearson Correlation	.852**
	Sig. (2-tailed)	.000

4 Plan	Pearson Correlation	.807**
	Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).		
*. Correlation is significant at the 0.05 level (2-tailed).		

It is clear from Tables No. (3-4), which shows the correlation coefficients of items with the total score for each axis, that all items in each axis have a very strong correlation with the axis to which they belong, and all items are significant at (0.01) and (0.05) levels, and this is what known as internal consistency. Where the Pearson Correlation coefficient refers to the statistical measure that indicates the amount of relationship between variables,

3.6 Ethical Consideration

Concerning the ethical standards and considerations, the researchers will ensure that all the ethics are considered in all the processes and procedures of data collection. Since the study will use primary and secondary data, the researcher will interact with human respondents. Therefore, the researcher will assure such participants that the information and the details that they will give to the researcher will be treated with strict confidentiality and anonymity. They cannot be shared with any public members, and the information will only be used for academic purposes that the study is a literary undertaking and will not be used in any way as a rating tool for the performance of the employee or workers within the organization. The respondents need help to write or indicate

personal information on the research tools. The residents can voluntarily stop their contrition or participation at any study point without consequences.

3.7 Statistical methods used:

The following statistical methods were used for data analysis:

- **First: Dispersion Scale:**
 - Standard deviation
 - Interval
 - Percentages
- **Second: Measure of Central Tendency:**
 - - Arithmetic mean
 - - Median
- **Third: Correlation of Significant Variables and Inferences:**
 - Pearson Correlation Coefficient
 - Cronbach's Alpha coefficient
 - One-way analysis of variance ANOVA test
 - Post hoc test
 - Significance test, least significant difference (LSD)

- The data analysis was used through the statistical package in the social sciences (SPSS, V.26).

Data Analysis & Interpretation of Results

4.1 Introduction:

In the previous chapters, the scientific importance of the study, the formulation of its questions, and the theoretical framework of the study were discussed. Then the researchers described its approach, the study tool, its sample, and the methods used.

In this chapter, the researchers review and discuss the results of the field study by presenting the answers of the study members to the questionnaires as follows:

First: personal data about the study sample.

Second: reviewing the results of data.

Third: Presentation of statistically significant.

4.2 First: demographic characteristics:

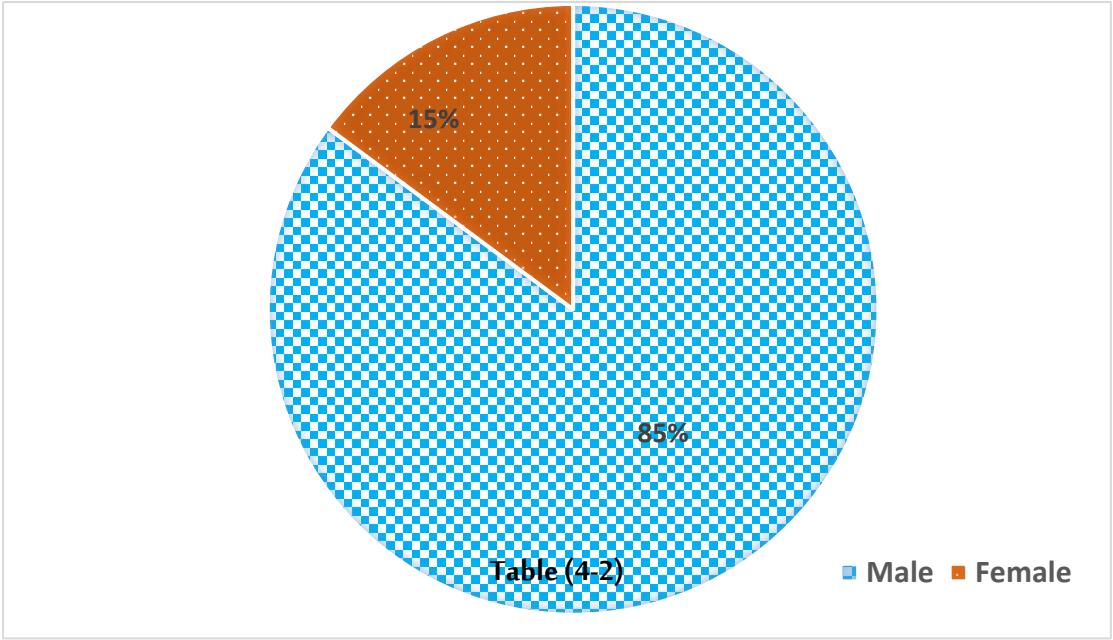
Table (4-1)

Study sample according to sex, N = 74

		Frequency	Percent
sex		No	%
Sex	Male	63	85.1
	Female	11	14.9

Total	62	100.0%
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The results of Table No. (4-1) Explain the distribution of the target population according to sex; most of the study sample (85.1%) represents the male group, while we find that (14.9%) means the female group.



Study sample according to age group, N = 74

age		Frequency No	Percent %
Age	Less than 30 years	14	18.9
	30 to less than 40 years	46	62.2
	40 to less than 50 years	12	16.2

50 years and more	2	2.7
Total	62	100.0%

The results of Table No. (4-2) explain the distribution of the target population according to the age group; it is clear that the majority of the study sample (62.2%) represents the age group of (30 – 40 years old), while we also find that (18.9%) of the model represent the (Less than 30 years), also (16.2%) represent the age group of (40 – 50 years old), (2.7%) represent the age group of (50 years and more)

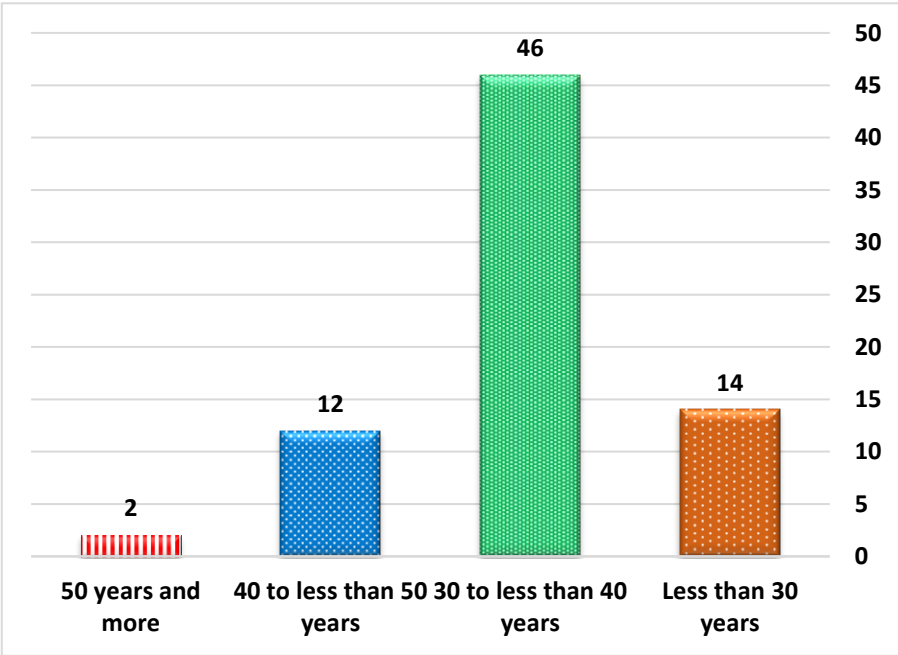


Table (4-3)
Study sample according to years of experience, N = 74

experience		Frequency No	Percent %
Experience	Less than 5 years	10	13.5
	5 to less than 15 years	42	56.8
	15 to less than 25 years	20	27.0
	25 years and more	2	2.7
Total		62	100.0%

The results of Table No. (4-3) explain the distribution of the target population according to the years of experience; it is clear that the majority of the study sample (56.8%) had (5 to less than 15 years), while we also find that (27.0%) of the sample had (15 to less than 25 years) of experience, also (13.5%) had the experience of (Less than 5 years), (2.7%) had the experience of (25 years and more).

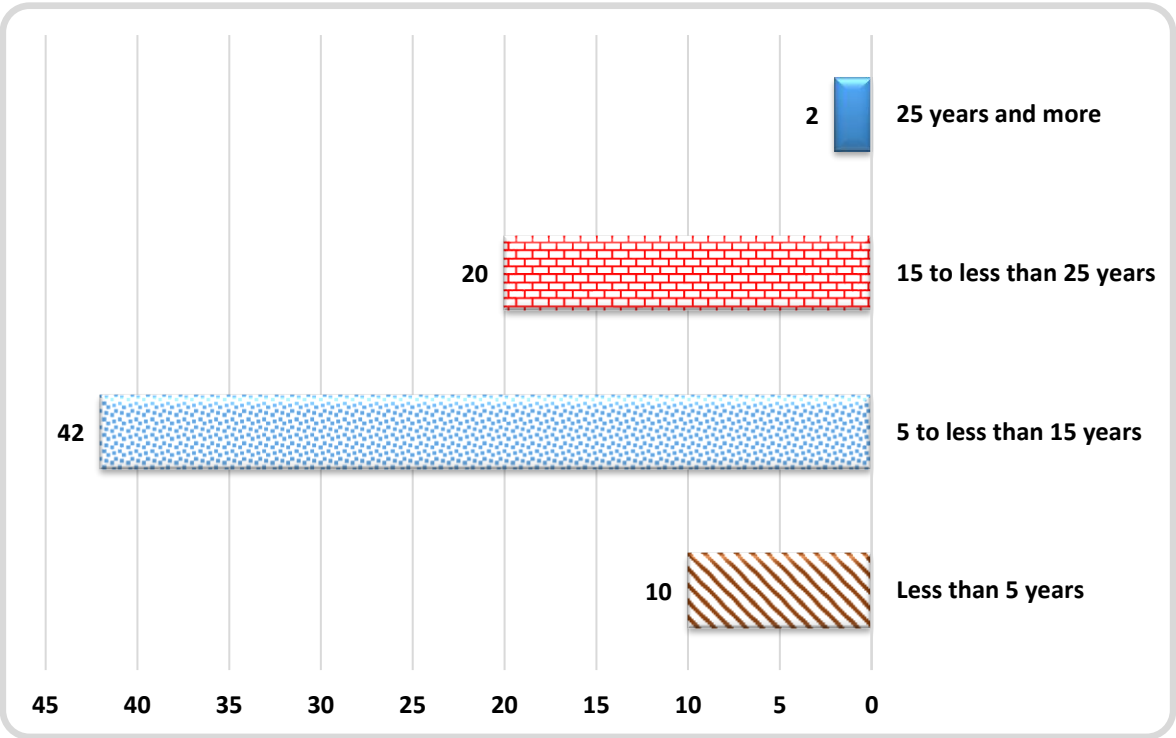


Table (4-4)

Study sample according to academic qualification, N = 74

		Frequency No	Percent %
Qualification	Secondary	0	0.0
	Diploma	3	4.1
	University	49	66.2
	Postgraduate	22	29.7
Total		62	100.0%

Table No. (4-4) Show the Demographic Characteristics (Educational qualifications) of the study group. Most of the study sample (66.2%) have a university qualification, while (29.7%) of the sample have postgraduate qualifications, while (4.1%) have a Diploma degree.

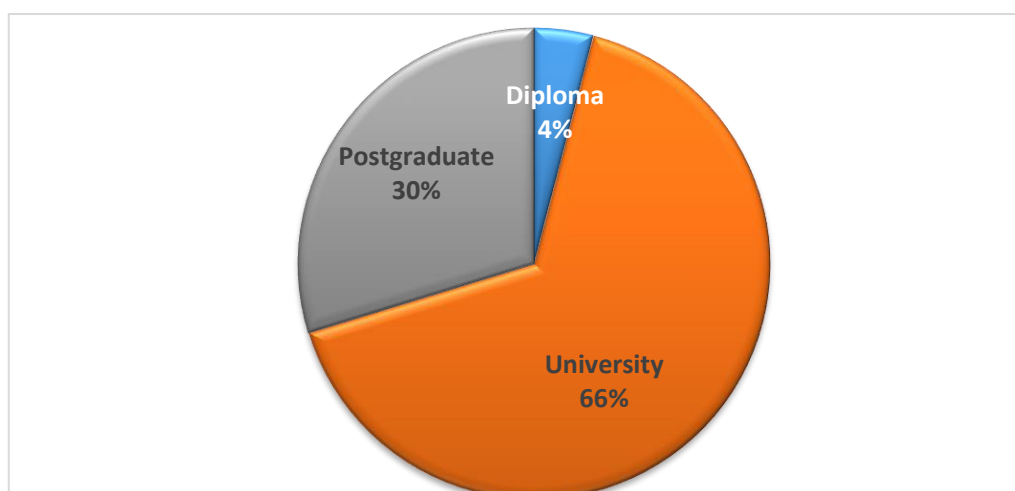
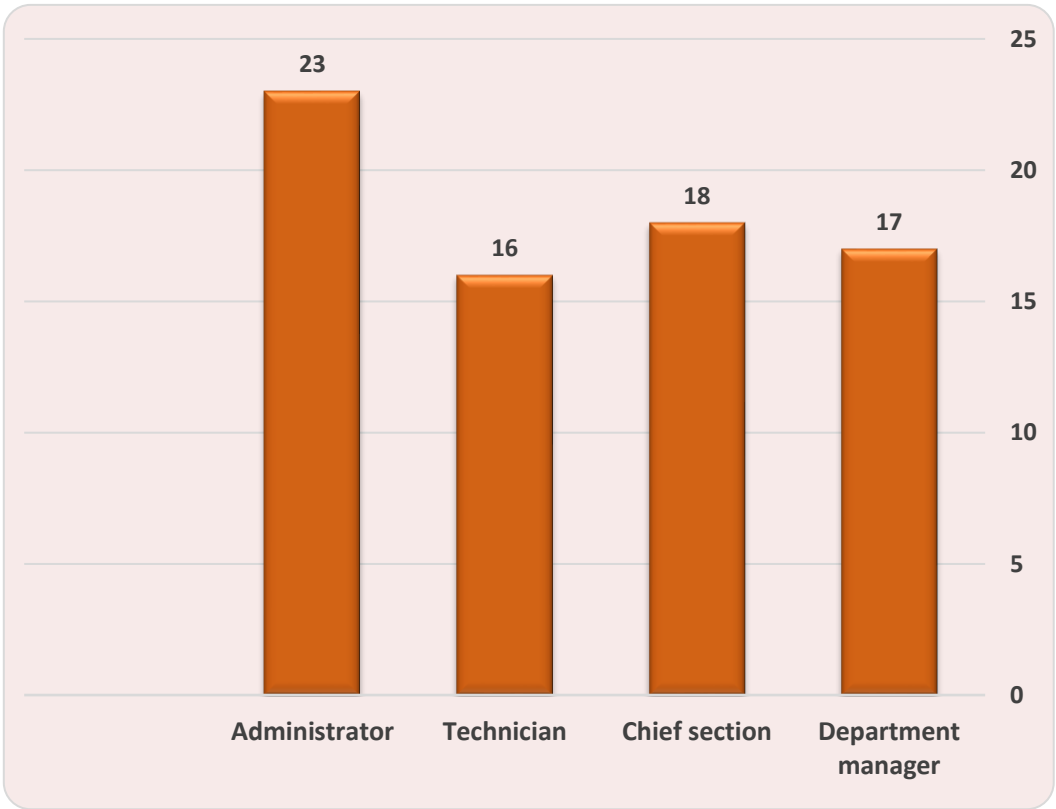


Table (4-5)
Study sample according to occupation, N = 74

occupation		Frequency No	Percent %
Occupation	Department manager	17	23.0
	Chief section	18	24.3
	Technician	16	21.6
	Administrator	23	31.1
		62	100.0%

The results of Table No. (4-5) explain the distribution of the target population according to the occupation; most of the study sample (31.1%) were (administrators), while we also find that (24.3%) of the sample were (chief section), also (23.0%) were (Department manager), (21.6%) were (Technicians)



4.3 Second: Research Questions:

1. Question no. (2): What are the organizational challenges facing change management among nonprofit organizations' employees?

To answer the above-mentioned question, the researcher conducted the following statistical tests:

Table (4-6): Respondents' point of view about change management among the study sample at AlRajhi nonprofit organization

Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. dev.	Order
1. Employees are trained to face the developments that the organization introduces.	27 (36.5)	20 (27.0)	18 (24.3)	4 (5.4)	5 (6.8)	3.81	1.190	1
2. The organization is keen on encouraging and motivating employees to participate in achieving its goals	22 (29.7)	23 (31.1)	20 (27.0)	5 (6.8)	4 (5.4)	3.73	1.126	3
3. The organization works on instilling a culture of change among employees	4 (5.4)	6 (8.1)	22 (29.7)	22 (29.7)	20 (27.0)	3.65	1.128	4
4. The organization works on attracting competent and experienced employees	4 (5.4)	6 (8.1)	17 (23.0)	23 (31.1)	24 (32.4)	3.77	1.153	2
General mean & Standard Deviation						3.74	1.15	

The results are shown above in Table No. (4-6), it is clear that the respondents' point of view about change management, among the study sample at AlRajhi non-profit; according to Subscale organizational change, with a general mean of (3.74 out of 5), which is an average that falls in the fourth category of the five-scaled categories (from 3.40 to 4.20), which is the category that refers to the response of "Agree" on the study tool as a whole.

The results show that there is homogeneity in the approval of the study sample members from the point of view of the researched group on change management, which is arranged in descending order according to approval by the study sample items as follows:

1. Item No. (1), which is "Employees are trained to face the developments that the organization introduces" ranked first in terms by the study sample, with a mean of (3.81 out of 5).

2. Item No. (4), which is "The organization works on attracting competent and experienced employees" came in second place in terms of approval by the study sample members with a mean of (3.77 out of 5).

3. Item No. (2), which is "The organization is keen on encouraging and motivating employees to participate in achieving its goals" third rank in terms of approval by the study sample, with an average of (3.73 out of 5).

4. Phrase No. (3), which is "The organization works on instilling a culture of change among employees" fourth rank in terms of approval by the study sample members with an average of (3.65 out of 5).

2. Question no. (2): to what extent can the employee accept the change management strategies of nonprofit sectors?

To answer the above-mentioned question, the researcher conducted the following statistical tests:

Table (4-7): Respondents' point of view about the implementation of change management among the study sample at AlRajhi nonprofit organization

Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. dev.	Order
1. The organization motivates innovative employees	19 (25.7)	25 (33.8)	19 (25.7)	7 (9.5)	4 (5.4)	3.65	1.128	3
2. The organization's management works on preparing employees to accept change	17 (23.0)	17 (23.0)	25 (33.8)	10 (13.5)	5 (6.8)	3.42	1.182	4
3. The change helped to improve the working conditions in the organization	22 (29.7)	23 (31.1)	18 (24.3)	5 (6.8)	6 (8.1)	3.68	1.206	1
4. The employees have a clear vision of the nature of their work	21 (28.4)	22 (29.7)	19 (25.7)	9 (12.2)	3 (4.1)	3.66	1.138	2
General mean & Standard Deviation						3.60	1.16	

According to the results shown above in Table No. (4-7), it is clear that the respondents' point of view about implementation change management among the study sample at AlRajhi

non-profit, according to Subscale implementation change, with a general mean of (3.60 out of 5), which is an average that falls in the fourth category of the five-scaled categories (from 3.40 to 4.20), which is the category that refers to the response of "Agree" on the study tool as a whole.

The result shows that there is homogeneity in the approval of the study sample members from the point of view of the researched group on the implementation of change management, which is arranged in descending order according to approval by the study sample items as follows:

1. Item No. (3), which is "The change helped to improve the working conditions in the organization" ranked first in terms by the study sample, with a mean of (3.68 out of 5).

2. Item No. (4), which is "The employees have a clear vision of the nature of their work" came in second place in terms of approval by the study sample members with a mean of (3.66 out of 5).

3. Item No. (1), which is "The organization motivates innovative employees" third rank in terms of approval by the study sample, with an average of (3.65 out of 5).

4. Phrase No. (2), which is "The organization's management works on preparing employees to accept change" fourth rank in terms of approval by the study sample members with an average of (3.42 out of 5).

3. Question (3): What is the main reason for resistance to change by employees in the organization?

To answer the above-mentioned question, the researcher conducted the following statistical tests:

Table (4-8): Respondents' point of view about reasons for change resistance among the study sample at AlRajhi nonprofit organization

Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. dev.	Order
1. The organization change its methods and work processes The organization change its methods and work processes	14 (18.9)	28 (37.8)	24 (32.4)	4 (5.4)	4 (5.4)	3.59	1.033	3
2. The employees resist the change out of fear of its consequences due to their personal interests	24 (32.4)	21 (28.4)	18 (24.3)	2 (2.7)	9 (12.2)	3.66	1.296	2
3. Employees' lack of awareness regarding the latest updates related to the work system	23 (31.1)	22 (29.7)	19 (25.7)	4 (5.4)	6 (8.1)	3.70	1.202	1
4. All communication channels are available during the implementation of change	16 (21.6)	24 (32.4)	23 (31.1)	7 (9.5)	4 (5.4)	3.55	1.100	4
General mean & Standard Deviation						3.63	1.16	

According to the results shown above in Table No. (4-8), it is clear that the respondents' point of view about reasons for change resistance among the study sample at AlRajhi non-profit; according to Subscale reasons of change resistance, with a general mean of (3.63 out of 5), which is an average that falls in the fourth category of the five-scaled categories (from 3.40 to 4.20), which is the category that refers to the response of "Agree" on the study tool as a whole.

The result shows that there is homogeneity in the approval of the study sample members from the point of view of the researched group on reasons for change management, which are arranged in descending order according to approval by the study sample items as follows:

1. Item No. (3), which is "Employees' lack of awareness regarding the latest updates related to the work system" ranked first in terms by the study sample, with a mean of (3.70 out of 5).

2. Item No. (2), which is "The employees resist the change out of fear of its consequences due to their personal interests" came in second place in terms of approval by the study sample members with a mean of (3.66 out of 5).

3. Item No. (1), which is "The organization change its methods and work processes" third rank in terms of approval by the study sample, with an average of (3.59 out of 5).

4. Phrase No. (4), which is "All communication channels are available during the implementation of change" fourth rank in terms of approval by the study sample members with an average of (3.55 out of 5).

4. Question (4): What is the prospective change management plan in a nonprofit organization?

To answer the above-mentioned question, the researcher conducted the following statistical tests:

Table (4-9): Respondents' point of view about planning change management among the study sample at AlRajhi non-profit organization

Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. dev.	Order
1. The organization is interested in keeping up with technological developments and utilizing them in its services	25 (33.8)	29 (39.2)	15 (20.3)	3 (4.1)	2 (2.7)	3.97	.979	2
2. Using operational efficiency technologies in the organization	22 (29.7)	30 (40.5)	18 (24.3)	2 (2.7)	2 (2.7)	3.92	.947	3
3. The technology that available in the organization contributes to saving time and effort	28 (37.8)	27 (36.5)	15 (20.3)	1 (1.4)	3 (4.1)	4.03	1.006	1
4. Using incentives and distinguishing competencies that serve the change management	23 (31.1)	22 (29.7)	17 (23.0)	7 (9.5)	5 (6.8)	3.69	1.204	4
General mean & Standard Deviation						3.90	1.03	

According to the results shown above in Table No. (4-8), it is clear that the respondents' point of view about the plan of change management in a non-profit organization, among the study sample at AlRajhi non-profit; according to Subscale planning, the change, with a general mean of (3.90 out of 5), which is an average that falls in the fourth category of the five-scaled categories (from 3.40 to 4.20), which is the category that refers to the response of "Agree" on the study tool as a whole.

The result shows that there is homogeneity in the approval of the study sample members from the point of view of the researched group on the plan of change management in a non-profit organization, which is arranged in descending order according to approval by the study sample items as follows:

1. Item No. (3), which is "The technology that available in the organization contributes to saving time and effort" ranked first in terms by the study sample, with a mean of (4.03 out of 5).

2. Item No. (1), which is "The organization is interested in keeping up with technological developments and utilizing them in its services" came in second place in terms of approval by the study sample members with a mean of (3.97 out of 5).

3. Item No. (2), which is "Using operational efficiency technologies in the organization" third rank in terms of approval by the study sample, with an average of (3.92 out of 5).

4. Phrase No. (4), which is "Using incentives and distinguishing competencies that serve the change management" fourth rank in terms of approval by the study sample members with an average of (3.69 out of 5).

4.4 Third: Interpretation of statistically significant results:

Table (4-10): T-Test (Gender) for the study group towards change management subscales (organization, implementation, reasons & planning)

Gender		N	Mean	Std. Deviation	F	t	Sig. (2-tailed)
Organization	Male	63	3.6984	1.05414	2.206	1.086	.403
	Female	11	3.9773	.72848			
Implementation	Male	63	3.5556	1.07054	4.041	-.925	.358
	Female	11	3.8636	.60584			
Reasons	Male	63	3.6389	.80919	5.118	.282	.779
	Female	11	3.5682	.43432			
Planning	Male	63	3.8492	.94670	.877	-1.188	.239
	Female	11	4.2045	.68755			

** sig. at (0.05) level or less*

*** sig. at (0.01) level or less*

From Table No. (4-10), there are no statistically significant differences at the level of (0.05) or less in the trends of the researched group about the change management subscales

(organization, implementation, reasons & planning) according to their gender in AlRajhi non-profit organization.

The no statistically significant results indicated the agreement of all gender towards change management at AlRajhi non-profit organization.

Table (4-11): ANOVA (Change management) in AlRajhi non-profit organization according to (Age group) of the study sample

		Sum of Squares	d.f.	Mean Square	F	Sig.
Organization management	Between Groups	4.488	3	1.496	1.487	.226
	Within Groups	70.442	70	1.006		
	Total	74.930	73			
Implementation	Between Groups	.568	3	.189	.177	.912
	Within Groups	75.047	70	1.072		
	Total	75.615	73			
Reasons	Between Groups	5.812	3	1.937	3.693	0.016*
	Within Groups	36.718	70	.525		
	Total	42.530	73			
Planning	Between Groups	.651	3	.217	.250	.861
	Within Groups	60.826	70	.869		
	Total	61.477	73			

**Is significant at (0.05)*

It is clear from the results shown above that there is no statistically significant difference, at the level of (0.05) or less, in the study (Change management) in AlRajhi non-profit organization according to (Age group).

Except for the subscale (**Reasons** for change management) only, which showed a statistically significant correlation between these subscales according to the difference in the age groups.

To determine the validity of the differences between which age groups made the significance, the LSD test is used, the results of which were as in table no (4-12):

Table (4-12): LSD-Post Hoc Tests (Age group) of the study sample that made the (Reason of Change management) in AlRajhi nonprofit organization.

Dependent Variable	(I) Select your age group	(J) Select your age group	Mean Difference (I-J)	Std. Error	Sig.
Reasons	30 to less than 40 years	Less than 30 years	0.42935	0.22107	.056
		40 to less than 50 years	0.34601	0.23477	.145
		50 years & more	1.42935*	0.52314	.008

Table (4-12) shows the Least Significant Differences (LSD) for the Reason of Change management according to the age groups. The overall result of the statistically significant differences at the level of 0.05 or less.

- **Reason for Change management:** the relationship between the age group (30 to less than 40 years) versus the age groups (50 years & more). The significant result was related to the study age group (30 to less than 40 years).

Table (4-13): ANOVA (Change management) in AlRajhi nonprofit organization according to (Experience) of the study sample

		Sum of Squares	d.f.	Mean Square	F	Sig.
Organization management	Between Groups	3.382	3	1.127	1.103	.354
	Within Groups	71.548	70	1.022		
	Total	74.930	73			
Implementation	Between Groups	1.216	3	.405	.381	.767
	Within Groups	74.399	70	1.063		
	Total	75.615	73			
Reasons	Between Groups	5.051	3	1.684	3.144	0.030*
	Within Groups	37.480	70	.535		
	Total	42.530	73			
Planning	Between Groups	4.576	3	1.525	1.876	.142
	Within Groups	56.902	70	.813		
	Total	61.477	73			

**Is significant at (0.05)*

It is clear from the results shown above that, there is no statistically significant difference, at the level of (0.05) or less in the study (Change management) in AlRajhi non-profit organization according to (years of experience).

Except for the subscale (**Reasons** for change management) only, which showed a statistically significant correlation between these subscales according to the difference in the age groups.

To determine the validity of the differences between which experiences the LSD test is used, the results of which were as in table no (4-14):

Table (4-14): LSD-Post Hoc Tests (Experience) of the study sample that made the (Change management) in AlRajhi nonprofit organization.

Dependent Variable	(I) Select your age group	(J) Select your age group	Mean Difference (I-J)	Std. Error	Sig.
Reasons	5 to less than 15 years	Less than 5 years	0.32262	0.25747	.214
		15 to less than 25 years	0.32262	0.19880	.109
		25 years and more	1.42262*	0.52959	.009

Table (4-14) shows the Least Significant Differences (LSD) for the Reason of Change management according to the years of experience. The overall result of the statistically significant differences at the level of 0.05 or less.

- **Years of experience for Change management:** the relationship between the years of experience (5 to less than 15 years) versus the years of experience (25 years and more).

The significant result was related to the study experiences group (5 to less than 15 years).

Table (4-15): ANOVA (Change management) in AlRajhi nonprofit organization according to (Academic qualification) of the study sample

		Sum of Squares	d.f.	Mean Square	F	Sig.
Organization management	Between Groups	5.224	2	2.612	2.660	.077
	Within Groups	69.706	71	.982		
	Total	74.930	73			
Implementation	Between Groups	3.596	2	1.798	1.772	.177
	Within Groups	72.019	71	1.014		
	Total	75.615	73			
Reasons	Between Groups	.155	2	.078	.130	.878
	Within Groups	42.375	71	.597		
	Total	42.530	73			
Planning	Between Groups	2.954	2	1.477	1.792	.174
	Within Groups	58.524	71	.824		
	Total	61.477	73			

It is clear from the results shown above that, there is no statistically significant difference, at the level of (0.05) or less, in the study (Change management) in AlRajhi non-profit organization according to (Academic qualification).

Table (4-16): ANOVA (Change management) in AlRajhi nonprofit organization according to (occupational classification) of the study sample

		Sum of Squares	d.f.	Mean Square	F	Sig.
Organization management	Between Groups	.638	3	.213	.200	.896
	Within Groups	74.292	70	1.061		
	Total	74.930	73			

Implementation	Between Groups	1.447	3	.482	.455	.714
	Within Groups	74.168	70	1.060		
	Total	75.615	73			
Reasons	Between Groups	1.591	3	.530	.907	.442
	Within Groups	40.940	70	.585		
	Total	42.530	73			
Planning	Between Groups	1.167	3	.389	.452	.717
	Within Groups	60.310	70	.862		
	Total	61.477	73			

It is clear from the results shown above that, there is no statistically significant difference, at the level of (0.05) or less, in the study (Change management) in AlRajhi non-profit organization according to (occupational classification).

Discussion

This study aimed to highlight the problem of change management in non-profit sectors, Awqaf of Shiekh Suleiman AlRajhi as an example; at KSA, the micro-objective of the analysis presented in the following: to know the reality and challenges facing change management among non-profit employees. To see the acceptance of the non-profit employee for change management strategies. To identify the main reasons for resistance to change by employees in the organization. To set a prospective plan of change management in a non-profit organization. Since the concept of change management and its scope of work differ from one party to another, some parties in the

public and private sectors have not started activating or studying change management for application within the system.

In addition, the study aims to determine whether there were statistically significant differences in the averages of the answers sample individual differences, according to the study variables, in terms of the demographic characteristics of the study sample. The researcher used (ANOVA & T-Test). There has been a rapid increase in knowledge about the situation of employees through several types of job satisfaction studies knowing and studying the management change in Non-Profit Organizations (NGOs) of practical matter in the next era, here the researchers used the means and ranked the items according to the study samples' views. Recently, studies proved that traditional management is critical to adopting a change strategy. Change management strategies are vital in fundamental change management factors.

The above-mentioned argument typically co-inside with a study result and indicates that management should promote communication and share of information in the workplace for employees to build trust with management and promote organizational relationships (Rouleau & Balogun, 2011; Self & Schraeder, 2009).

Our current time makes it rational for all departments to change and manage this change efficiently. In addition, understanding why employees oppose the idea of change is vital for completing the change.

The study's findings reveal that;

- 'Employees are trained to face the developments that the organization introduces', is the main item for Organizational Change Administration, with a mean of (3.81).
- 'The change helped to improve the working conditions in the organization', is the main item for The Reality of Implementation in Organizations Management, with a mean of (3.68).
- 'Employees' lack of awareness regarding the latest updates related to the work system', is the main item for Reasons lead to resistance of change, with a mean of (3.70).
- 'The technology that available in the organization contributes to saving time and effort', is the main item for Future Change Plans for Change Management, with a mean of (4.03).

Research findings suggest that organizations should promote fair approaches to strategic change; that is well agreed upon since employees' perceptions and reasons for change are associated with important organizational change management, implementation of change and prospective plan of change, which would be similar to the results of (Ambrose & Schminke, 2009),

job performance (Elanain, 2010), citizenship behaviours (Cohen-Charash & Spector, 2001; Thornhill & Saunders, 2003; Williamson & Williams, 2011).

conclusion

6.1 DEMOGRAPHIC DATA:

In this study seventy-four non-profit employees, including all sections and departments of AlRajhi non-profit organization in Qasseem area – KSA, participated in this research study. To illustrate the significance of differences in the average answers study sample. In this part of the research, a summary of the most important findings, as follows:

- Most of the study sample (85.1%) represents males.
- Much of the study sample (62.2%) represents the age group (30 – 40 years old).
- Most of the study sample (56.8%) had (5 to less than 15 years) years of experience.
- Much of the study sample (66.2%) have a university qualification.
- The majority (31.1%) were Administrators.

6.2 RESEARCH QUESTIONS:

1. Item No. (1), which is "Employees are trained to face the developments that the organization introduces", with a mean of (3.81), considered to be the main organizational challenges facing change management among the study sample at AlRajhi non-profit, according to Subscale organizational change.
2. Item No. (3), which is "The change helped to improve the working conditions in the organization", with a mean of (3.68) considered to be the main implementing factor for employees to accept the change management strategies, among the study sample at AlRajhi non-profit, according to Subscale implementation of change management.
3. Item No. (3), which is "Employees' lack of awareness regarding the latest updates related to the work system", with a mean of (3.70), is the main reason for resistance to change by employees in the organization among the study sample at AlRajhi non-profit, according to Subscale reasons for change management.
4. Item No. (3), which is "The technology that available in the organization contributes to saving time and effort", with a mean of (4.03), considered the main perspective plan of change management in a non-profit organization, among the study sample at AlRajhi non-profit; according to Subscale planning the change management.

6.3 STATISTICALLY Significant:

1. According to **sex**, the four subscales (organizational change management strategies, implementation of change management, reasons for resistance to change management & prospective plan of change management) all indicated no statistically significant differences.
2. According to **Age group**, the four subscales (organizational change management strategies, implementation of change management, reasons for resistance to change management & prospective plan of change management) all the results indicated no statistically significant differences, except the subscale (reasons for the resistance of change management), that shows statistically significant differences with the age groups (30 to less than 40 years against 50 years & more only).
3. According to **Experience**, the four subscales (organizational change management strategies, implementation of change management, reasons for resistance to change management & prospective plan of change management) all the results indicated no statistically significant differences, except the subscale (reasons for the resistance to change management), that shows statistically significant differences with the Experience (5 to less than 15 years against 25 years & more only).

4. According to **Academic qualification**, the four subscales (organizational change management strategies, implementation of change management, reasons for resistance to change management & prospective plan of change management) all indicated no statistically significant differences.
5. According to **occupational classification**, the four subscales (organizational change management strategies, implementation of change management, reasons for resistance to change management & prospective plan of change management).

Recommendation

- ✓ Intensive training courses about changing management to an employee of the non-profit.
- ✓ Building an organizational culture that supports leadership change management behavior.
- ✓ Organizations should promote fair approaches to strategic change; that is well agreed upon by employees.

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