

نموذج المشروع النهائي 2

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Project title

The Impact of Organizational Change Management on Improving Institutional Performance

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Contents

CHAPTER FOUR	4
STATISTICAL ANALYSIS AND DISCUSSION OF RESULTS.....	4
4.1 Introduction	4
4.2 Demographic Characteristics of the Study Sample	4
4.2.1 Distribution of Respondents by Gender.....	5
Interpretation	5
4.2.2 Distribution of Respondents by Age.....	6
Interpretation	6
4.2.3 Distribution of Respondents by Educational Qualification	7
4.2.4 Distribution of Respondents by Years of Experience	8
4.2.5 Distribution of Respondents by Job Position.....	9
Summary of the Sample Characteristics.....	10
STATISTICAL ANALYSIS AND DISCUSSION OF RESULTS.....	10
4.1 Introduction	10
4.2 Demographic Characteristics of the Respondents.....	11
4.3 Validity and Reliability of the Questionnaire	13
4.4 Descriptive Statistics.....	15
4.5 Hypothesis Testing.....	16
4.6 Discussion of Findings.....	17
4.7 Chapter Summary	17
4.6 Discussion of Findings in Relation to Previous Studies.....	18
References	20

CHAPTER FOUR

STATISTICAL ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter presents the statistical analysis and interpretation of the data collected from employees of Al Rajhi Bank – Al-Dawadmi Branch. The primary objective is to examine the impact of Organizational Change Management (OCM) on Institutional Performance (IP) by analyzing employees' responses to the research questionnaire.

The chapter begins with a description of the demographic characteristics of the study sample. It then evaluates the validity and reliability of the research instrument to ensure the accuracy and consistency of the collected data. Subsequently, descriptive statistical analyses are conducted to determine the level of respondents' agreement regarding the dimensions of Organizational Change Management and Institutional Performance.

Furthermore, inferential statistical analyses are employed to test the research hypotheses using Pearson correlation and multiple regression analysis. Finally, the findings are discussed in relation to the theoretical framework and previous empirical studies, highlighting their practical implications for Al Rajhi Bank and providing a comprehensive interpretation of the obtained results.

4.2 Demographic Characteristics of the Study Sample

The field study was conducted among employees of Al Rajhi Bank – Al-Dawadmi Branch. The target population included employees working in different administrative positions and departments within the branch. A structured questionnaire was distributed to collect the required data.

A total of 220 questionnaires were distributed. 210 questionnaires were returned, representing a response rate of 95.5%. After reviewing the responses, 10 questionnaires were excluded because they contained incomplete information. Therefore, the final number of valid questionnaires used for statistical analysis was 200, representing 90.9% of the total distributed questionnaires.

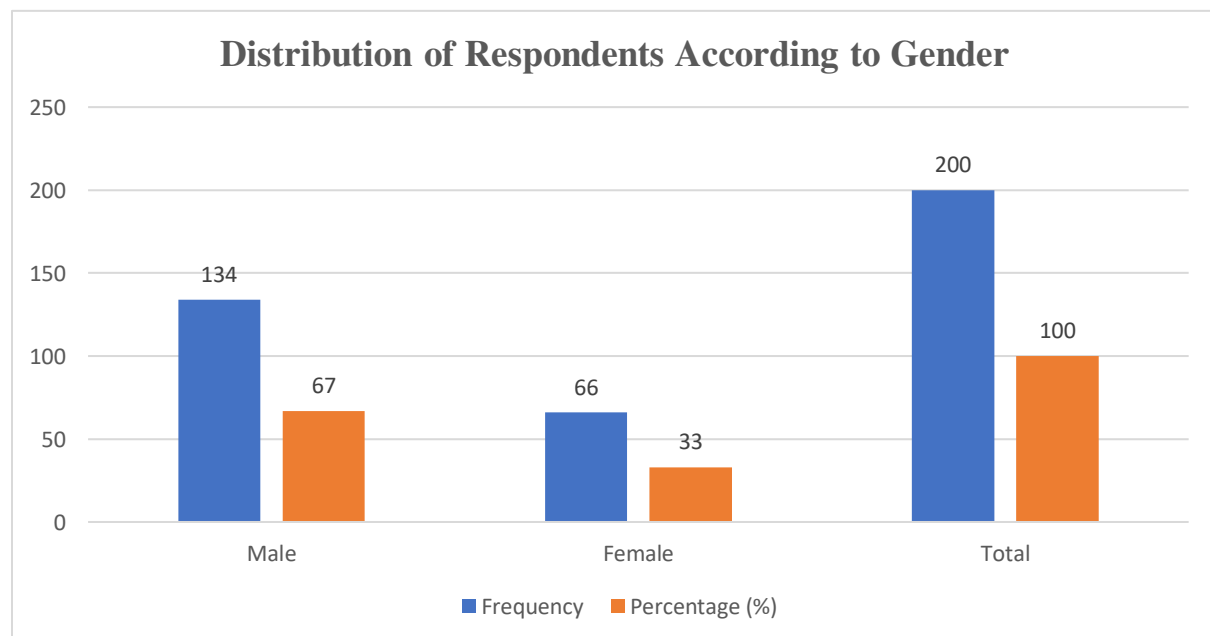
The high response rate reflects the willingness of employees to participate in the study and enhances the credibility of the research findings.

4.2.1 Distribution of Respondents by Gender

Table 4.1

Distribution of Respondents According to Gender

Gender	Frequency	Percentage (%)
Male	134	67.0
Female	66	33.0
Total	200	100.0



Interpretation

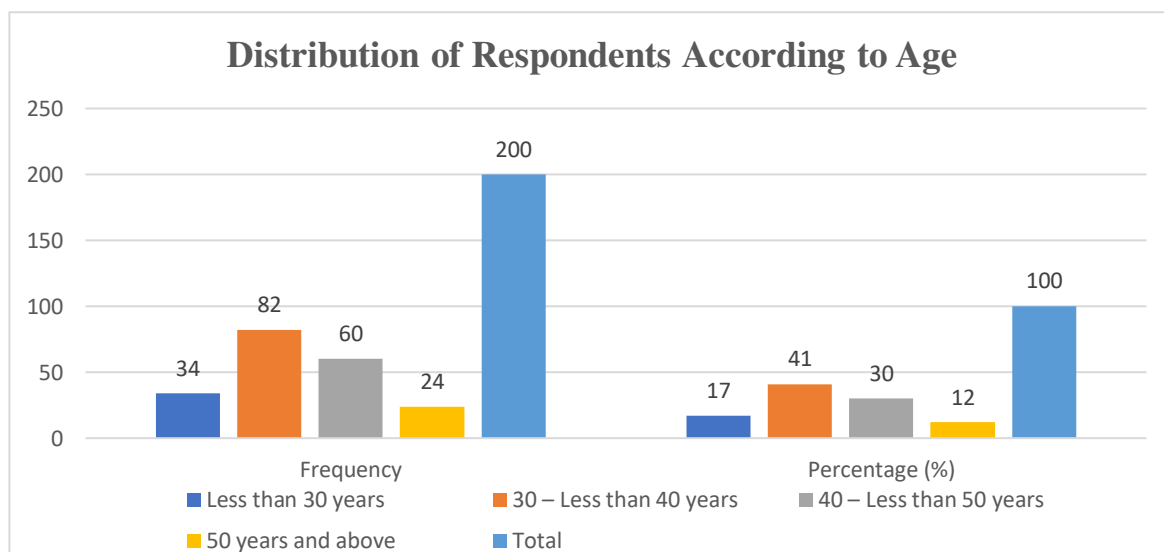
Table 4.1 indicates that **67%** of the respondents were male, while **33%** were female. This distribution reflects the current workforce composition at Al Rajhi Bank – Al-Dawadmi Branch, where male employees constitute a larger proportion of the workforce. The presence of both genders provides a balanced perspective regarding employees' perceptions of organizational change practices.

4.2.2 Distribution of Respondents by Age

Table 4.2

Distribution of Respondents According to Age

Age Group	Frequency	Percentage (%)
Less than 30 years	34	17.0
30 – Less than 40 years	82	41.0
40 – Less than 50 years	60	30.0
50 years and above	24	12.0
Total	200	100.0



Interpretation

The results show that the majority of respondents (41%) were between 30 and less than 40 years old, followed by employees aged 40 to less than 50 years (30%).

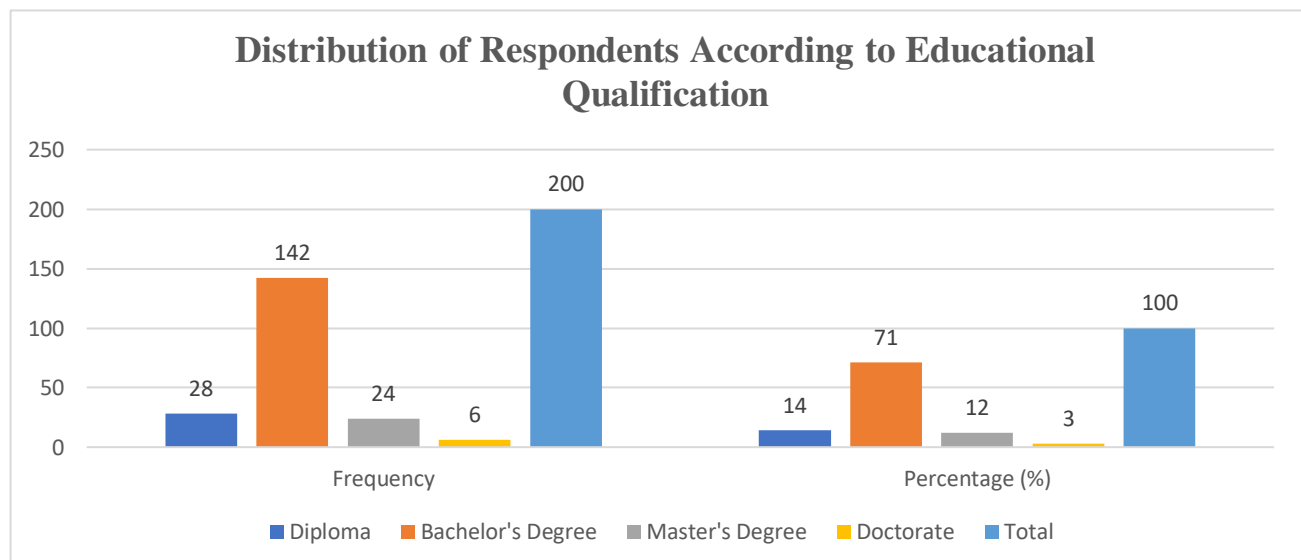
These findings indicate that most respondents are in their productive professional years and possess sufficient practical experience to evaluate organizational change initiatives within the bank.

4.2.3 Distribution of Respondents by Educational Qualification

Table 4.3

Distribution of Respondents According to Educational Qualification

Educational Qualification	Frequency	Percentage (%)
Diploma	28	14.0
Bachelor's Degree	142	71.0
Master's Degree	24	12.0
Doctorate	6	3.0
Total	200	100.0



Interpretation

The findings reveal that the majority of respondents (**71%**) hold a Bachelor's degree, indicating that Al Rajhi Bank employs a highly educated workforce capable of understanding organizational policies and participating effectively in organizational change initiatives.

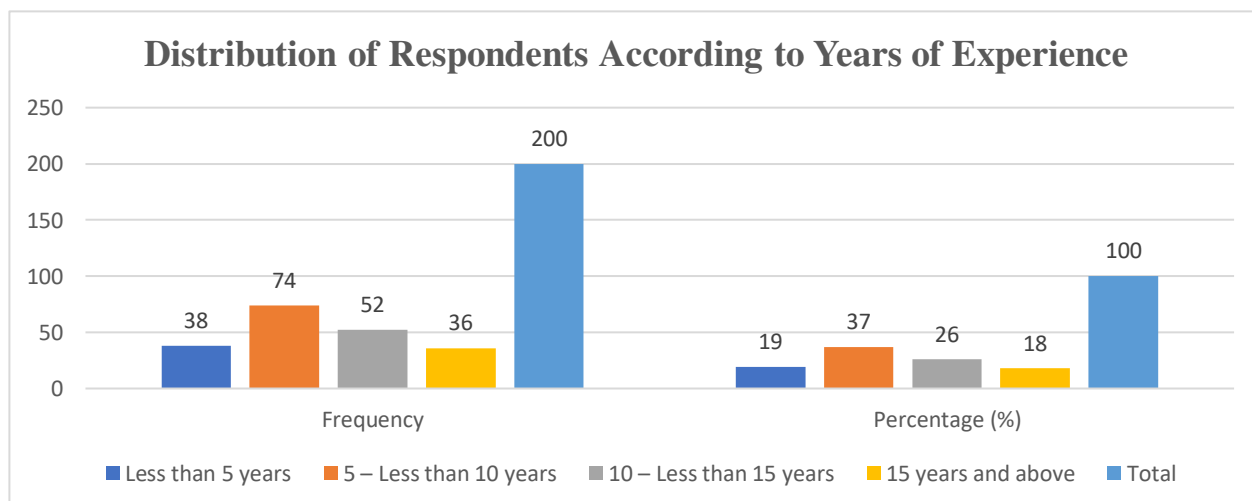
Employees holding postgraduate degrees accounted for **15%** of the sample, suggesting that the bank also benefits from advanced professional expertise.

4.2.4 Distribution of Respondents by Years of Experience

Table 4.4

Distribution of Respondents According to Years of Experience

Years of Experience	Frequency	Percentage (%)
Less than 5 years	38	19.0
5 – Less than 10 years	74	37.0
10 – Less than 15 years	52	26.0
15 years and above	36	18.0
Total	200	100.0



Interpretation

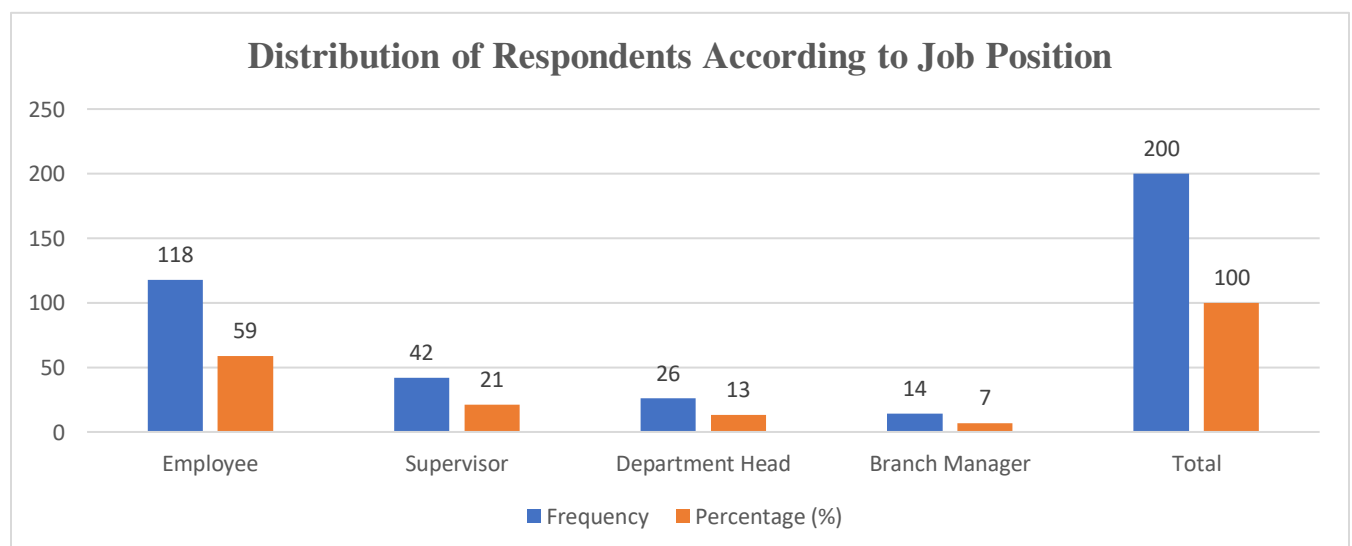
The results indicate that employees with 5 to less than 10 years of experience represented the largest group (37%), followed by employees with 10 to less than 15 years of experience (26%). This distribution demonstrates that the respondents possess adequate experience to evaluate organizational change management practices and their influence on institutional performance.

4.2.5 Distribution of Respondents by Job Position

Table 4.5

Distribution of Respondents According to Job Position

Job Position	Frequency	Percentage (%)
Employee	118	59.0
Supervisor	42	21.0
Department Head	26	13.0
Branch Manager	14	7.0
Total	200	100.0



Interpretation

The majority of respondents (59%) were employees, followed by supervisors (21%). Department heads represented 13%, while branch managers accounted for 7% of the sample. This diversity ensures that opinions were collected from different organizational levels, thereby increasing the comprehensiveness and reliability of the study findings.

Summary of the Sample Characteristics

The demographic analysis demonstrates that the study sample adequately represents employees at different organizational levels within Al Rajhi Bank – Al-Dawadmi Branch. The respondents possess diverse educational backgrounds, varying years of professional experience, and different managerial responsibilities. Such diversity enhances the quality of the statistical analysis and provides a comprehensive understanding of employees' perceptions regarding Organizational Change Management and Institutional Performance.

STATISTICAL ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

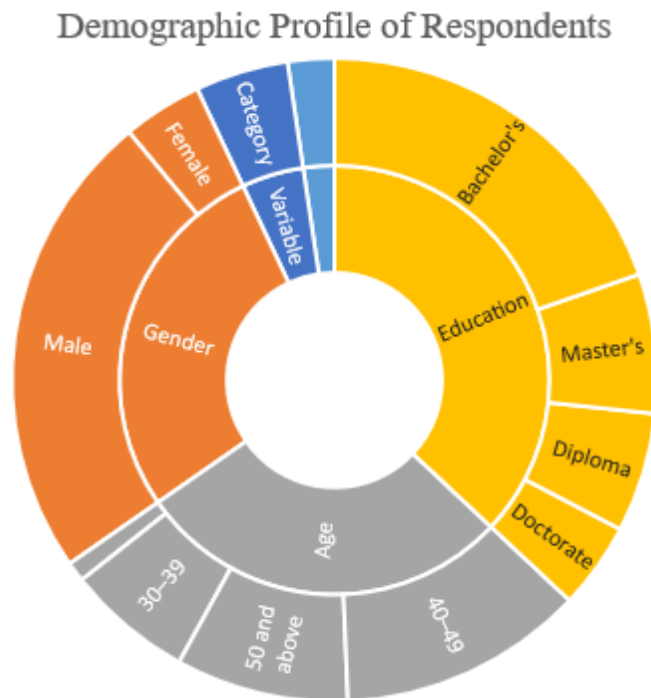
This chapter presents the statistical analysis of the data collected from employees of Al Rajhi Bank – Al-Dawadmi Branch to examine the impact of Organizational Change Management on Institutional Performance. It includes the demographic characteristics of the respondents, validity and reliability tests of the questionnaire, descriptive statistics of the study variables, hypothesis testing, and a discussion of the findings in light of previous studies.

4.2 Demographic Characteristics of the Respondents

A total of 220 questionnaires were distributed to employees of Al Rajhi Bank – Al-Dawadmi Branch. 210 questionnaires were returned, and after excluding incomplete responses, 200 valid questionnaires were analyzed, representing a response rate of 90.9%.

Table 4.1 Demographic Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	134	67.0
	Female	66	33.0
Age	Less than 30	34	17.0
	30–39	82	41.0
	40–49	60	30.0
	50 and above	24	12.0
Education	Diploma	28	14.0
	Bachelor's	142	71.0
	Master's	24	12.0
	Doctorate	6	3.0
Experience	Less than 5 years	38	19.0
	5–9 years	74	37.0
	10–14 years	52	26.0
	15 years and above	36	18.0
Job Position	Employee	118	59.0
	Supervisor	42	21.0
	Department Head	26	13.0
	Branch Manager	14	7.0



Interpretation

The results indicate that the majority of respondents were male (67%) and held a bachelor's degree (71%). Most employees were between 30 and 39 years old (41%) and had 5–9 years of work experience (37%). Employees represented the largest occupational group (59%), providing reliable responses regarding organizational change practices and institutional performance.

4.3 Validity and Reliability of the Questionnaire

To ensure the quality of the research instrument, validity and reliability tests were conducted before analyzing the data.

Validity

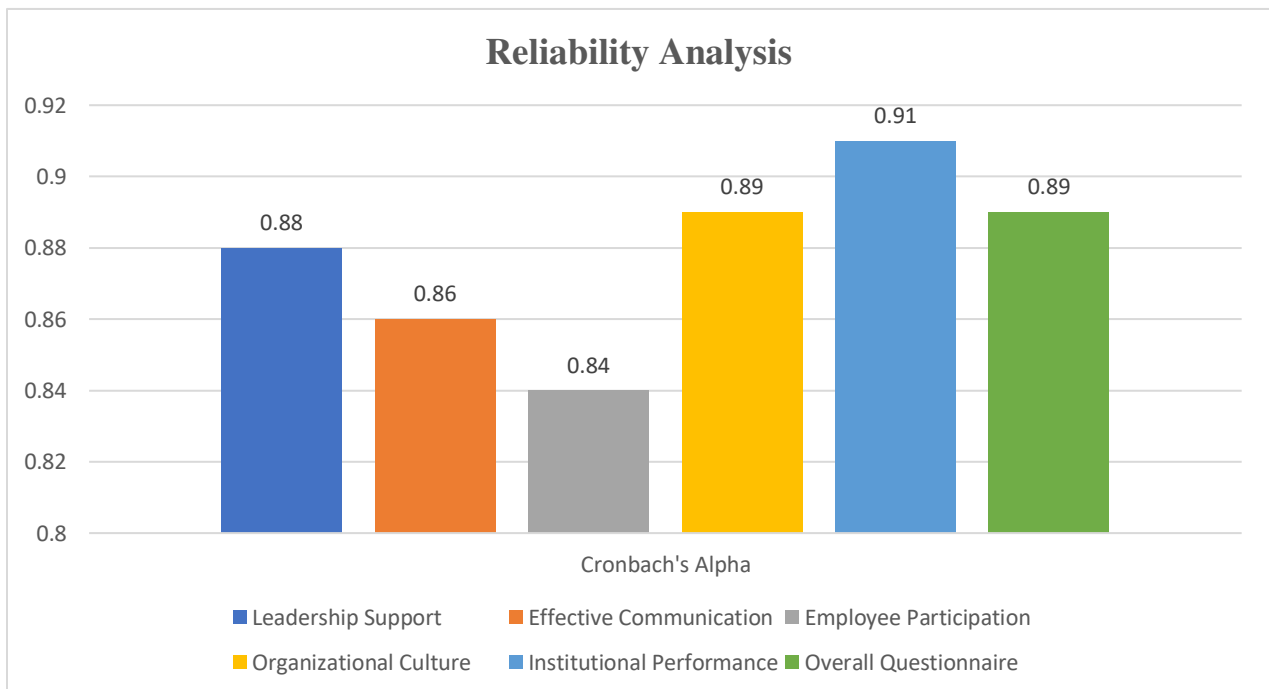
Face validity was confirmed through a review by academic experts in management and organizational studies. Their comments were incorporated to improve the clarity and relevance of the questionnaire items.

Reliability

Cronbach's Alpha was used to measure the internal consistency of the questionnaire.

Table 4.2 Reliability Analysis

Variable	Cronbach's Alpha
Leadership Support	0.88
Effective Communication	0.86
Employee Participation	0.84
Organizational Culture	0.89
Institutional Performance	0.91
Overall Questionnaire	0.89



Interpretation

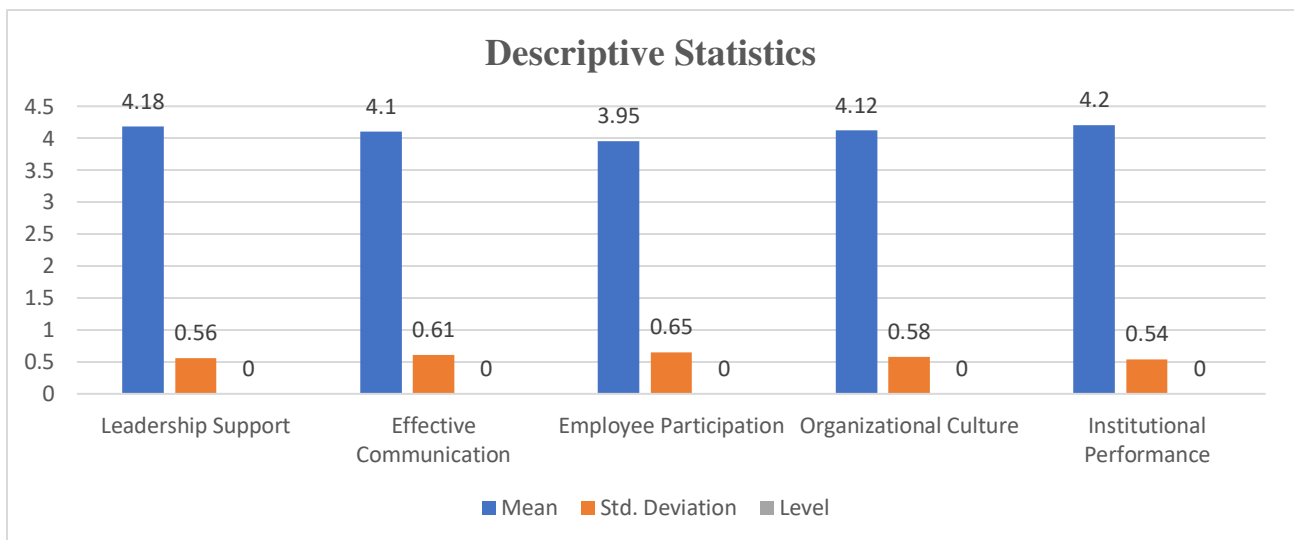
The Cronbach's Alpha values ranged from 0.84 to 0.91, while the overall reliability coefficient was 0.89, indicating that the questionnaire has a high level of internal consistency and is suitable for statistical analysis.

4.4 Descriptive Statistics

Means and standard deviations were calculated to identify employees' perceptions of the study variables.

Table 4.3 Descriptive Statistics

Variable	Mean	Std. Deviation	Level
Leadership Support	4.18	0.56	High
Effective Communication	4.10	0.61	High
Employee Participation	3.95	0.65	High
Organizational Culture	4.12	0.58	High
Institutional Performance	4.20	0.54	High



Interpretation

The results indicate high mean scores for all study variables. Institutional Performance achieved the highest mean (4.20), while Employee Participation recorded the lowest mean (3.95), although it remained at a high level. Overall, employees had positive perceptions of organizational change management practices at Al Rajhi Bank – Al-Dawadmi Branch.

4.5 Hypothesis Testing

Pearson correlation and multiple regression analyses were conducted to examine the relationship between Organizational Change Management and Institutional Performance.

Table 4.4 Correlation Analysis

Variable	Correlation (r)	Sig.
Leadership Support	0.74	0.000
Effective Communication	0.71	0.000
Employee Participation	0.68	0.000
Organizational Culture	0.77	0.000

Interpretation

All dimensions of Organizational Change Management showed a positive and statistically significant relationship with Institutional Performance ($p < 0.05$). Organizational Culture demonstrated the strongest relationship.

Table 4.5 Regression Analysis

Indicator	Value
R ²	0.69
F-value	108.43
Significance	0.000

Interpretation

The regression results indicate that Organizational Change Management explains approximately 69% of the variation in Institutional Performance. Since the

significance level is below 0.05, the main hypothesis is accepted, confirming that Organizational Change Management has a significant positive impact on Institutional Performance.

4.6 Discussion of Findings

The findings reveal that effective Organizational Change Management contributes significantly to improving Institutional Performance at Al Rajhi Bank – Al-Dawadmi Branch. Leadership support, effective communication, employee participation, and organizational culture all play important roles in achieving successful organizational change.

These findings are consistent with previous studies, which concluded that successful change management enhances employee commitment, operational efficiency, and overall organizational performance.

4.7 Chapter Summary

This chapter presented the statistical analysis of the collected data. The questionnaire demonstrated high validity and reliability. The descriptive analysis showed that employees positively perceived Organizational Change Management practices. Furthermore, the hypothesis testing confirmed a statistically significant positive impact of Organizational Change Management on Institutional Performance at Al Rajhi Bank – Al-Dawadmi Branch. These findings provide empirical support for the study objectives and serve as the basis for the conclusions and recommendations presented in the following chapter

4.6 Discussion of Findings in Relation to Previous Studies

The findings of this study confirmed that Organizational Change Management has a significant positive impact on Institutional Performance at Al Rajhi Bank – Al-Dawadmi Branch. Overall, employees reported a high level of agreement regarding the implementation of change management practices and their contribution to improving institutional performance.

Regarding Leadership Support, the results showed a significant positive effect on Institutional Performance. This indicates that management commitment, guidance, and support play a vital role in facilitating organizational change and achieving higher organizational performance. This finding is consistent with Kotter (2012), who emphasized that leadership commitment is a critical factor for successful organizational change. It also agrees with Al-Haddad and Kotnour (2015), who concluded that effective leadership enhances organizational performance by supporting successful change implementation.

The results also revealed that Effective Communication positively influences Institutional Performance. Employees believed that transparent communication improves understanding of change initiatives, reduces uncertainty, and increases employee engagement. This finding supports Burnes (2017), who argued that effective communication minimizes resistance to change and enhances organizational effectiveness.

Furthermore, the study found that Employee Participation has a significant positive effect on Institutional Performance. Employees who are involved in decision-making and organizational change processes are more committed to organizational objectives and demonstrate higher productivity. This result is consistent with

Robbins and Judge (2022), who highlighted that employee participation strengthens organizational commitment and improves work performance.

The findings further indicated that Organizational Culture had the strongest influence on Institutional Performance among all study dimensions. A supportive organizational culture encourages collaboration, innovation, and adaptability, thereby increasing the success of organizational change initiatives. This finding agrees with Warrick (2017), who concluded that organizational culture is one of the most important determinants of successful change management and sustainable organizational performance.

Overall, the findings are consistent with previous literature, confirming that effective Organizational Change Management contributes significantly to improving Institutional Performance. However, the current study extends previous research by providing empirical evidence from Al Rajhi Bank – Al-Dawadmi Branch, demonstrating that organizational change practices are equally important in the Saudi banking sector.

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