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

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Introduction

In the new digitalisation world, change is a must for organisations 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 organisations, it is an emotional investment. With those working in harmony, leading change is a matter of removing obstacles on the path forward and ensuring non-profit organisations' sustainability. Thus, Ogunro (2014) contends that the survivability of an organisation depends on its success in surmounting identifiable environmental constraints and the seizure of latent opportunities. Given this observation, Robbins, David and Courter (2011) maintained that to comprehend and synchronise the unpredictable nature of human beings and global forces; there is an urgent need for managers to effect some changes in the organisation; noting that these changes may be in the area of 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 organisational settings should focus on issues bordering on technology, product and services, organisational culture, managerial practices and styles, and other components of the trade. This affirms Macredie, Sandom and Paul (1998) assertion that successful organisations 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 results from organisations' realisation 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 more significant challenge for organisational change management in modern business than achieving greater sustainability. Thus, Prastacos, Soderquist, Spanos and Wassenhove (2002) asserted that contemporary organisations 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 Shecikh 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.

Problem Statement

Many reasons can be presented as to why the organisation 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 organisations. 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 employees, which is why companies will always have a strategic plan.

In addition, from a scientific view, organisations must lead a change to improve their organisational 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 behavioural and enterprise culture as an essential aspect in managing the change of organisational values and directing them to success, such as the values of discipline and rigour of competition and appreciation, all of these elements

allow the goals of the working individual to match the purposes of the organisation (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 organisations is critical for their staff, leadership, and boards. While organisational change will never be easy, frameworks were found, as highlighted in this research which will help make it more manageable for nonprofit organisations for which constant change is the new normal.

The Important of the research

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

1. Recently, studies proved that traditional management is of critical need 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.

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 organisation.
4. To set a plan of change management in a nonprofit organisation.

Study questions

The study should answer the following questions:

1. What challenges are facing change management among nonprofit organisations' 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 organisation?
4. What is the plan of change management in a nonprofit organisation?

Literature Review

Key concepts, Theories & Studies

The researcher reviewed many previous studies related to the field of research (Management change in organisations) to identify the contents of each study and the most important results the findings of each study, to benefit from the effects 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 organisation's development, a field study at the College of Humanities and Social Sciences. This study aims to reveal the impact of change in the organisational 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 organisation. The study resulted in field results, as change is an essential and purposeful process in conducting the institution's affairs, resulting from several internal and external reasons. The internal reasons for a change in institutions and organisations are represented in the change of supervisors and leaders who make decisions in the institution and other reasons such as career progression, promotion, and others. And for external reasons, the most important of which is the technological and technical factors occurring in the organisational circles that necessitate the management of the institution to keep pace with these developments through the introduction of new technologies in work, in addition to the competition between institutions that act as an essential factor in pushing the institution to change to raise the quality of its outputs, especially the service institutions, including and Also,

development depends mainly on organisational 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 concerning the leadership and management of a strategic change are necessary for making the correct change at the right time, and this research supports the growing evidence that Human Resources (HR) can and should make significant contributions toward organisational development and strategy by appropriately placing and managing human capital empirical study at Lufthansa indicates that HR managers above all should support its company's management in such key decisions—strategic Change 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 organisations and to identify the areas in which the change process takes place in organisations. The study concluded with the following: resistance of individuals is the most crucial 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 organisational culture on the other hand.

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 organisation 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 stud was conducted.

METHODOLOGY

Research Design & Methods

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 by use of the qualitative.

3.2 Methods & Sources

The 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, the 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 utilise 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 organisation or company under investigation, Sheikh Suleiman Al-Rajhi.

3.3 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 organisations or companies in endowment.

The second approach is the inductive research approach which is a situation where the movement of knowledge and information s 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.

3.4 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 positivist research philosophy will be utilised in this exercise because it is most suitable. This is because the positivist research 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 realism research approach is a situation where it states that in the formulation of all the scientific knowledge, then the scientific method should be applied.

3.5 Data Collection

The data that will be collected will be composed of primary and secondary data, which will be sourced from the non-profit organisation under investigation. Further, it should be noted that the study will use both primary and secondary data to investigate the influence of change in the companies on the non-profit organisation on the 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.

3.6 Data Analysis Procedures

The data analysis is the main section that can manage the data, present the results and present the visualisation 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.

3.7 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 organisation. The respondents need help to write or indicate personal information on the research tools. The residents can voluntarily stop their contribution or participation at any study point without consequences.

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