

Organizational Change and its Impact on the Performance of Government Organizations in Al-Jouf Region, Saudi Arabia

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Abstract

The research focuses on the effect of organizational change on the performance of government organizations. It seeks to determine the effect of organizational change on increasing the efficiency and effectiveness of performance rates in government organizations in the AL-Jouf Region, Kingdom of Saudi Arabia. The significance of the research lies in determining the nature and impact of organizational change within government organizations. The challenge addressed by this study is the necessity to evaluate the effect of organizational change on rising performance rates in Al-Jouf

government institutions. The research concentrated on determining the effect of organizational reform on the functioning of government organizations. Using a descriptive-analytical method and a questionnaire with a sample size of 210 respondents to represent the study population, the study relied on a descriptive-analytical approach. The results indicated a significant relationship between organizational change dimensions and the performance of government organizations in the Al-Jouf region when applying knowledge change in the first degree, quality change in the second degree, and the elements (knowledge, quality, technology, organizational structures) in the third degree. Technology changes in the fourth degree, and organizational structures change in the fifth. Thus, we suggest enhancing the role of organizational change in the performance of government organizations and doing additional research in the field of organizational change with an emphasis on knowledge change and quality dimensions.

Keywords: organizational change, knowledge change, technological change, quality, government organizations.

JEL Classification: L84, M10, M12, M38, O32, O33.

1. Introduction

The business world is getting increasingly competitive due to the advent of modern technologies and the implementation of new methods of conducting business to supply customers with superior products or services. Therefore, every organization that wishes to thrive in a competitive climate must embrace change ([Ochuko & Ayo-Balogun, 2020](#)). Modern theories have had a more significant impact on the growth and effectiveness of the private sector than the government sector. However, due to international competition and the desire for development and growth, there has been a significant emphasis on developing and expanding the leading role of government administration in the current era. Indeed, various nations have witnessed significant changes in closed bureaucratic government work due to implementing transformative management concepts to launch institutional government work to enhance the quality, quantity, and future institutional performance. To achieve this, these nations had to prioritize the employment of highly skilled professionals, accelerate adaptation to technological development and the knowledge economy, modernize and construct free administrative systems with flexible organizational structures, and adopt modern concepts (transparency, integrity, continuous improvement, and governance mechanisms) as a guide for government enterprises for them to contribute to

development and growth effectively. These aspirations for the future necessitate that government business organizations in their various sectors implement significant changes in their future visions and objectives through the introduction of modern organizational change (changing traditional organizational structures, following modern technological methods, relying on knowledge in the achievement and application of the concepts of quality, continuous improvement, etc.).

Government agencies are the most reliant and concentrated on national qualitative competencies. Therefore, will greater focus and expenditures on modern technologies and methods for acquiring knowledge, as well as investing them in government organizations' decision-making processes, resulting in a significant rise in the performance rates of these institutions? Therefore, this article aims to determine the effect of organizational change on performance rates in government institutions in the Al-Jouf region of Saudi Arabia. Does the organizational change in government organizations in the Al-Jouf region of Saudi Arabia impact the effectiveness of organizational structures and operations through technology and knowledge change and a focus on quality, which is reflected in increased performance rates?

[Hussein and Al-Fazani \(2020\)](#) explained the influence of organizational reform on enhancing the performance of the organization's personnel. Their research revealed a substantial correlation between organizational change variables (such as legislations systems, simplification of work procedures and methods, organizational re-engineering, and human resource development) and improved employee performance.

The significance of the study is demonstrated by the following: From an academic standpoint, there is a need for the current research to analyze the numerous topics associated with organizational change as a contemporary subject of study. In practice, there is a need for research demonstrating the potential impact of organizational development in its dimensions (organizational structures, technology, knowledge, and quality) on enhancing the efficiency and effectiveness of government organization performance.

The research attempts to accomplish the following: Determine how organizational change affects the functioning of government organizations. Identify

the influence of organizational transformation dimensions (organizational structures, technology, knowledge, and quality) on the efficiency and effectiveness of government organizations.

The remaining sections of this research are as follows: The second portion examines the theoretical foundation and literature. The third section describes the research paradigm and methods. The fourth section is an analysis and report of the field study. The fifth section contains the conclusions and recommendations.

2. Literature and Theoretical Framework

Increasing globalization places firms under a constant and pressing need for transformation to remain competitive (Rafferty, Jimmieson, & Armenakis, 2013). There are various approaches to managing change, including abrupt, planned, and progressive methods (Okenda, Thuo, & Kithinji, 2017). According to Richard Roeper, "change is a phenomenon of shifting the equilibrium between the complex cultural, social, economic, and technological systems that form the basis of society" (Al-Tajm, 2009). Change and development refer to permanently adjusting an organization's environment, structure, technology, or staff to enhance its work and performance (Stephen, 2008). Job performance is the individual's quantitative and qualitative execution of his work's different activities and tasks (Abu Sin, 2005). It is also defined as the management's capacity to convert the organization's inputs into various products meeting certain specifications at the lowest possible cost (Ali, 2012). It is defined as "the individual's capacity to accomplish the job's objectives" (Al-Namsheh, 1996).

Additionally, Heinz defined it as the result of an employee's work (Al-Madhi, 1996-13). It is "a collection of interrelated performance behavior patterns that reflect the employee's execution of his duties and obligations" (Al-Harashah, 2012). It is also defined as the actualization of events or circumstances that represent the result or set of results of an individual's or group's behavior in the workplace (Al-Qarala, 2009). It is also defined as the constant activity of workers through the execution of the duties, tasks, and obligations they must do to the utmost degree in their roles, emphasizing attaining the goals efficiently and effectively (Al-Sharif, 2013).

In conclusion, government performance is a result of both individual performance and the performance of government organizational units in which individuals work, as well as the effects of their social, economic, and cultural environment, provided that the organization's department's labor regulations aim to achieve as much production as possible at the lowest possible cost, in the shortest possible time with an adequate quality level (Raslan, 2007). Performance management is also described as an ongoing process that identifies, measures, and develops employees' individual and collective performance and aligns that performance with the organization's strategic goals (Aguinis, 2013). to be connected with As a result of globalization and technological advancement, the competitive pressure on all firms is intensifying (Bin, 2019).

Governmental organizations are official organizations administered by government institutions, and their work procedures comply with the rules and regulations that regulate government operations. These aspire to achieve exceptional service for auditors as one of their primary aims and then contribute to the advancement and development of the state through continual improvement and desired change in their service position. Government organizations must adapt to internal and external changes (cultural, social, technological, economic, etc.) in addition to keeping up with possible internal and external changes to fulfill their responsibilities efficiently and effectively. To reach a leading position in the service industry, they must concentrate on knowledge and technology advancements, structural adjustments, and improve their quality management systems. For government organizations to fulfill their responsibilities professionally and efficiently, they must have access to integrated elements, such as a vision with clear objectives, flexible organizational structures, advanced technology, trained human capital, and integrated subsystems. Thus, the natural consequence is systems that are highly adaptable to internal and external environment advancements and changes.

Consequently, the ability to adapt to internal and external environmental variables, along with a commitment to change and organizational development via mechanisms to overcome difficulties and resistance methods, with a focus on continuous development and improvement, is the key to the success of developed nations in terms of their capacity for continuity, progress, and growth. The presence of service institutions

with advanced technology saves effort and time. It provides knowledge bases that can be stored and retrieved quickly to serve auditors efficiently, as well as the availability of flexible organizational structures that support the diverse strategies of business organizations with a focus on quality foundations and continuous improvement in various fields. The positive impact of the application of organizational change mechanisms in business organizations is a strong indication of how these organizations can continue to serve auditors efficiently and effectively in terms of the speed and quality of the service provided while focusing on further development and modernization.

[Al-Hazaima and Al-Zoubi \(2015\)](#) explains the causes that necessitated reform from the perspective of managers and department heads (legislations & regularities, the used technology, workforce, and organizational structure). Therefore, a statistically favorable relationship exists between modifications (legal, legislations & regulations, used technology, workforce, and organizational structure) and organizational growth. Statistically, there are also disparities between (marriage status, education level, experience) and organizational development. However, the study revealed that gender does not affect organizational development. Using a descriptive-analytical technique, he constructed a forty-question questionnaire to collect data from one hundred randomly selected respondents.

[Osunsan et al. \(2019\)](#) investigated the relationship between organizational transformation and employee performance in a sample of commercial banks in Bujumbura, Burundi. The study employed a cross-sectional design; the target group consisted of 163 employees, and the sample size was 116; however, only 104 successfully participated—the primary instruments for research comprised questionnaires. The study found that structural change considerably impacted employee performance, resulting in a variance of 56.8% ($R^2 = 0.568$, $P=0.000$).

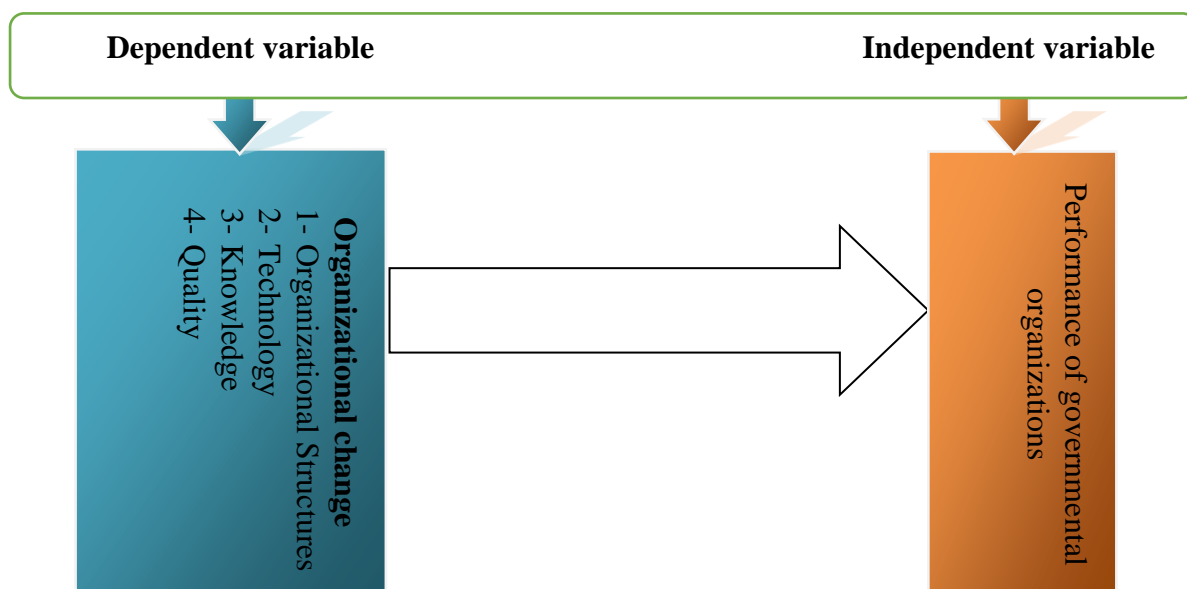
[Rose, Kumar, and Pak \(2009\)](#) determined the effect of organizational learning on organizational dedication, job satisfaction, and work performance. The most significant findings include the positive link between organizational learning and work performance, the strong linear relationship between organizational learning and organizational commitment, and the positive correlation between organizational learning and job satisfaction.

Thus, the current research differs from previous studies in that it combines studying and analyzing traditional dimensions of organizational change (organizational and technological structures) and modern dimensions (knowledge and quality) and thus evaluate their actual impact on the efficiency and effectiveness of performance in government organizations. In contrast, previous literature focused on traditional dimensions (objectives, organizational structures, technology, human element). It demonstrates how our study demonstrates the actual effect of organizational transformation on the performance of government organizations. In addition, most studies were conducted in the private business sector without focusing on the public business sector to investigate the impact of modern developments on the efficiency of government organizations and increasing their effectiveness in providing exceptional service to auditors.

3. Model and Methodology

Given its applicability to the subject of the study, the descriptive-analytic method was utilized. A questionnaire was created to collect research data (a simple random sample of 210 respondents) from a sample representing the population (workers in government organizations in the Al-Jouf region of Saudi Arabia).

This is how the model has been specified:



Source: Authors based on [Yahya et al. \(2019\)](#) and the literature of [Osunsan et al. \(2019\)](#) and [Chansanam et al. \(2020\)](#)

The main hypothesis of this research is that there is a significant impact between organizational change and increasing performance rates in governmental organizations through the following sub-hypotheses:

1. There is a significant impact of organizational development (change in the organizational structure) on performance in government organizations.
2. There is a significant impact of organizational development (technological change) on performance in government organizations.
3. There is a significant impact of organizational development (Knowledge change) on performance in government organizations.
4. There is a significant impact of organizational change (quality) on performance in government organizations

4. Field study

The population studied comprised government employees in the Al-Jouf region of the Kingdom of Saudi Arabia. The questionnaire approach was used as the primary instrument for data collection to determine the opinions and trends of the research sample, and 210 questionnaires were distributed.

Table (1) shows the number of questionnaires distributed to the respondents:

Percentage	The number	Statement	Number
100%	210	forms received	1
0%	0	Unreceived forms	2
100%	210	Total	3

To achieve the research aims, the researchers used the questionnaire to collect the data and some statistical methods which be in line with the research nature and sample answers analysis was carried out using the following statistical methods:

- 1- The validity and reliability test using the Cronbach Alpha coefficient.
- 2- The Chi-squared test.
- 3- Arithmetic mean
- 4- Standard deviation.

In their studies, some of these statistical methods were used by [Atieno and Kyongo \(2017\)](#); [Øy garden, Olsen, and Mikkelsen \(2020\)](#).

The validity of the internal consistency of the paragraphs:

(1) Experimental validity: The researcher tested the experimental validity coefficient using Pearson's correlation equation between the relevant items of the scale, so the correlation coefficient values ranged between (0 - 0.65).

Table (2) shows the result of Pearson's correlation coefficient (n = 40)

The first-dimension variables (Organizational Change)

The first variable		The second variable		The third variable		The fourth variable	
N.	Cronbach's Alpha	NO	Cronbach's Alpha	NO	Cronbach's Alpha	NO	Cronbach's Alpha
1	.804	1	.802	1	.804	1	.801
2	.801	2	.818	2	.802	2	.825
3	.797	3	.801	3	.800	3	.800
4	.802	4	.806	4	.800	4	.798
5	.804	5	.804	5	.800	5	.801

The second-dimension items (Organizational Change and its Impact on the Performance of Government Organizations)

N.	Cronbach's Alpha	NO	Cronbach's Alpha
1	.833	6	.804
2	.801	7	.798
3	.800	8	.799
4	.815	9	.800
5	.802	10	.800

It is evident from [Table \(2\)](#) that there is a high positive correlation between the dimensions and the scale as a whole, indicating that the scale is valid for measuring what it was intended to measure. To determine the reliability of the scale's final total score, the researcher applied Cronbach's alpha equation to the initial sample's data.

The results of the stability coefficients of the dimensions scale in the current study population are as follows:

Scales	The number of paragraphs	Psychometric properties	
		Self-validity	Alpha Cronbach
Scale statements	30	0.86	0.81

The validity and reliability tests that were conducted on the sample can be summarized in the following Table:

Table (3) Summary of psychometric tests on the validity and reliability of the sample

Test	Degree	Significance
(a) Validity		
(1)The validity of the content	Agreement of 80% of the arbitrators	High
(2)Self-validity	86%	High
(b)Reliability		
(3)Cronbach's alpha coefficient	0.81	High

From the preceding, it can be inferred that the research tool satisfied the good psychometric test conditions and is suitable for research purposes.

Presentation and analysis of the research data:

Basic data:

Table (4) shows the distribution of respondents according to gender (male/female)

Gender	Frequency	Percentage
Male	176	83.8
Female	34	16.2
Total	210	100.0

Table (5) shows the distribution of respondents according to age

Age	Frequency	Percentage
Less than 30 years old	129	61.4
30-40 years old	57	27.1
40-50 years old	20	9.5
50 years old and above	4	1.9
Total	210	100.0

Table (6) shows the distribution of respondents according to academic qualification

Academic qualification	Frequency	Percentage
Pre-secondary	15	7.1
Secondary	70	33.3
Baccalaureate	115	54.8
Master's	8	3.8
PhD	2	1.0
Total	210	100.0

Table (7) shows the distribution of respondents according to marital status

Marital status	Frequency	Percentage
Married	119	56.7
Not married	91	43.3
Total	210	100.0

Table (8) shows the distribution of respondents according to work sector

Work sector	Frequency	Percentage
Public	117	55.7
Private	93	44.3
Total	210	100.0

Table (9) shows the distribution of respondents according to years of experience

Years of experience	Frequency	Percentage
Less than 3 years	80	38.1
3-6 years	69	32.9
6-9 years	22	10.5
More than 9 years	39	18.6
Total	210	100.0

Table (10) shows the expected weights of the respondents' answers to the questions included in the research

Variable	Weight	Expected weight
Strongly Disagree	1	1-1.8
Disagree	2	1.8- 2.6
Neutral	3	2.6- 3.4
Agree	4	3.4- 4.2
Strongly agree	5	4.2- 5

Table (11) shows the arithmetic mean and standard deviation of the respondent's answers to the statements of the first dimension, the first variable organizational structures

No	Statement	Degree of approval	Standard deviation	Arithmetic mean	The highest	The lowest
1	The criterion for employment in my organization depends on educational qualifications.	Agree	1.05770	3.8429	5.00	1.00
2	Career promotions in my organization depend on job merit.	Agree	1.03456	3.9619	5.00	1.00
3	The organizational structure of my organization encourages creativity.	Agree	1.13319	3.5238	5.00	1.00
4	There is the ease in coordination between different departments within the organization.	Agree	1.03901	3.6524	5.00	1.00
5	The organization's management constantly evolves its organizational structure, contributing to its societal role.	Agree	1.27786	3.6238	5.00	1.00

The values of the arithmetic mean were between (3.9619 and 3.5238) and the weighted average was between (3.4 and 4.2) on a five-point Likert scale, indicating that the majority of respondents agreed with all assertions (Table 11).

The statement (Career advancements in my organization are based on job performance) received the highest score for the first dimension of change in organizational structures.

Table (12) shows the arithmetic mean and standard deviation of the respondent's answers to the statements of the first dimension, the second variable, technology

No	Statement	Degree of approval	Standard deviation	Arithmetic mean	The highest	The lowest
1	The organization's management provides the latest electronic devices to accomplish tasks.	Agree	1.02019	3.9524	5.00	1.00
2	The organization's management provides modern technologies that facilitate communication with customers.	Neutral	2.95631	4.0429	5.00	1.00
3	All departments are equipped with necessary electronic means to solve problems facing customers.	Agree	1.05364	3.5476	5.00	1.00
4	An internal Internet network connects the different departments within the organization.	Agree	.99743	3.9286	5.00	1.00
5	An Internet network connects the organization with external parties related to its work.	Agree	1.17779	3.6476	5.00	1.00

According to the values of the arithmetic mean (4.0429 to 3.5476) and the weighted average (3.4-4.2) on a five-point Likert scale, [Table \(12\)](#) demonstrates that the majority of respondents agree with all claims. Among the statements of the second dimension, the statement (The organization's management provides current technology that assists the process of communicating with clients) ranks highest (technological change).

Table (13) shows the arithmetic mean and standard deviation of the respondent's answers to the statements of the first dimension, the third variable, knowledge

No	Statement	Degree of approval	Standard deviation	Arithmetic mean	The highest	The lowest
1	The organization has databases for different departments.	Agree	1.03571	3.6048	5.00	1.00
2	Important information to accomplish various tasks can be easily obtained.	Agree	.94824	3.6476	5.00	1.00
3	The organization's various departments have advanced electronic devices that contribute to providing information at the required speed.	Agree	1.03888	3.7667	5.00	1.00
4	Information is exchanged easily between different departments within the organization.	Agree	.97217	3.8714	5.00	1.00
5	Information is transmitted and exchanged easily and conveniently between the organization and related parties outside the organization.	Agree	1.09478	3.4952	5.00	1.00

The arithmetic mean values were between (3.8714 and 3.4952) and the weighted average ranged from (3.4 to 4.2) on the five-point Likert scale, indicating that most respondents agreed with all assertions. The statement (Information is easily shared between different departments within the organization) received the best score for the third dimension, Knowledge exchange.

Table (14) shows the arithmetic mean and standard deviation of the respondent's answers to the statements of the first dimension, the fourth variable, quality

No	Statement	Degree of approval	Standard deviation	Arithmetic mean	The highest	The lowest
1	The organization seeks to win customer loyalty.	Agree	.97577	4.0048	5.00	1.00
2	The organization seeks to provide immediate service to customers.	Agree	3.59370	4.1667	5.00	1.00
3	The organization focuses on ensuring the quality of services provided to customers.	Agree	1.01594	3.8571	5.00	1.00
4	The organization is constantly developing its infrastructure, commensurate with providing optimal service to customers.	Agree	1.13822	3.6333	5.00	1.00
5	The organization provides the means to ensure the confidentiality of customer information.	Agree	.95586	4.0143	5.00	1.00

The values of the arithmetic mean they were found between (4.1667 and 3.6333) and the weighted average was between (3.4 and 4.2) on a five-point Likert scale, indicating that the majority of respondents agreed with all assertions (Table 14). The statement (The firm strives to provide prompt service to consumers) received the best score for quality among the fourth dimension phrases.

Table (15) shows the arithmetic mean and standard deviation of the respondent's answers to the statements of the second dimension, Organizational Change, and its impact on the Performance of Government Organizations.

No	Statement	Degree of approval	Standard deviation	Arithmetic mean	The highest	The lowest
1	Information is exchanged efficiently in my organization.	Agree	3.65287	4.1238	5.00	1.00
2	The organization's employees have the skill to deal with various electronic devices to accomplish tasks.	Agree	.98595	3.8333	5.00	1.00
3	In the organization, every employee is in a position that suits their qualification and experience.	Agree	1.10237	3.6762	5.00	1.00
4	The organization's objectives focus on the quality of customer service.	Agree	2.92492	4.1190	5.00	1.00
5	Change programs lead to further development of the organization.	Agree	.98376	3.8667	5.00	1.00
6	The lines of authority are evident between the various departments of the organization.	Agree	1.00149	3.6524	5.00	1.00
7	There is high coordination between the organization's various departments, which contributes to improving the performance of government organizations.	Agree	1.03360	3.6238	5.00	1.00
8	There is high coordination between the organization and external parties, which contributes to the effective delivery of services.	Agree	1.12127	3.6333	5.00	1.00
9	The organization focuses on various change programs in the organization.	Agree	1.08386	3.6190	5.00	1.00
10	Employees participate in the various change programs of the organization.	Agree	1.15183	3.4238	5.00	1.00

Table (15) shows that most respondents agree with all the statements because the values of the arithmetic mean were located between (4.1238 to 3.6190) while the weighted average range (3.4-4.2) according to the five-point Likert scale.

Hypothesis testing: To verify the respondents' answers to adopt their results in society, the Chi-squared test was conducted, shown in the following tables.

Dimensions of organizational change:

The first hypothesis: There is a significant impact of organizational development (change in the organizational structure) on performance in government organizations.

Table (16) Chi-statistic test for the statements of the first axis, the first dimension (change in the organizational structure)

Statement	First	Second	Third	Fourth	Fifth
Calculated chi value	87.095 ^a	120.095 ^a	45.810 ^a	102.714 ^a	136.457 ^b
Degree of freedom	4	4	4	4	5
Level of significance	.000	.000	.000	.000	.000

- The null hypothesis is: (there are no significant differences between the expected and observed frequencies). The alternative hypothesis is: (there are significant differences between the expected and observed frequencies).
- It is clear from Tables (16) and statements (1-5) of the questionnaire that the P-Value (<0.05) associated with the chi statistic is less than 0.05. Therefore, we can reject the 5% significance level null hypothesis and accept the alternative hypothesis, i.e., there are significant differences between the expected and observed frequencies.

The second hypothesis is that organizational development (technological change) significantly impacts government organizations' performance.

Table (17) Chi-statistic test for the first-dimension statements, the second variable (technological change)

	First statement	Second statement	Third statement	Fourth statement	Fifth statement
Calculated chi value	140.857 ^a	173.771 ^b	61.667 ^a	128.667 ^a	56.048 ^a
Degree of freedom	4	5	4	4	4
Level of significance	.000	.000	.000	.000	.000

- The null hypothesis is: (there are no significant differences between the expected and observed frequencies). The alternative hypothesis is: (there are significant differences between the expected and observed frequencies).
- It is clear from [Tables \(16\)](#) and statements (6-10) of the questionnaire that the P-Value (<0.05) associated with the chi statistic is less than 0.05. Therefore, we can reject the 5% significance level null hypothesis and accept the alternative hypothesis, i.e., there are significant differences between the expected and observed frequencies.

The third hypothesis is that organizational development (knowledge change) significantly impacts government organizations' performance.

Table (18) Chi-statistic test for the first-dimension statements, the third variable (knowledge change)

	First statement	Second statement	Third statement	Fourth statement	Fifth statement
Calculated chi value	91.762a	107.905a	94.333a	126.238a	74.905a
Degree of freedom	4	4	4	4	4
Level of significance	.000	.000	.000	.000	.000

- The null hypothesis is: (there are no significant differences between the expected and observed frequencies). The alternative hypothesis is: (there are significant differences between the expected and observed frequencies).
- It is clear from [Tables \(16\)](#) and statements (11-15) of the questionnaire that the P-Value (<0.05) associated with the chi statistic is less than 0.05. Therefore, we can reject the 5% significance level null hypothesis and accept the alternative hypothesis, i.e., there are significant differences between the expected and observed frequencies.

The fourth hypothesis is that organizational development (quality) significantly impacts government organizations' performance.

Table (19) Chi-statistic test for the first-dimension statements, the fourth variable, quality

	First statement	Second statement	Third statement	Fourth statement	Fifth statement
Calculated chi value	111.476a	155.200b	91.667a	61.667a	113.000a
Degree of freedom	4	5	4	4	4
Level of significance	.000	.000	.000	.000	.000

- The null hypothesis is: (there are no significant differences between the expected and observed frequencies). The alternative hypothesis is: (there are significant differences between the expected and observed frequencies).
- It is clear from tables No (19) and phrases No (16-20) of the questionnaire that the P-Value (<0.05) associated with the chi statistic is less than 0.05. Therefore, we can reject the 5% significance level null hypothesis and accept the alternative hypothesis, i.e., there are significant differences between the expected frequency and observed frequency.

The impact of organizational change on the performance of government organizations:

The main hypothesis of the research: There is a significant impact of organizational development on performance in government organizations.

Table (20) Chi-statistic test for the second-dimension statements

Chi statistic test	First statement	Second statement	Third statement	Fourth statement	Fifth statement
Calculated chi value	195.657 ^a	101.762 ^b	62.619 ^b	171.257 ^a	114.524 ^b
Degree of freedom	5	4	4	5	4
Level of significance	.000	.000	.000	.000	.000
Chi statistic test	Sixth statement	Seventh statement	Eighth statement	Ninth statement	Tenth statement
Calculated chi value	80.190 ^a	84.619 ^a	55.190 ^a	70.571 ^a	62.714 ^a
Degree of freedom	4	4	4	4	4
Level of significance	.000	.000	.000	.000	.000

- The null hypothesis is (there are no significant differences between the expected and observed frequencies)
- The alternative hypothesis is (there are significant differences between the expected and observed frequencies)

From [Table \(20\)](#) and statements (21-30) of the questionnaire, we find that the P-Value (<0.05) associated with the chi statistic is less than 0.05. Therefore, we can reject the 5% significance level null hypothesis and accept the alternative hypothesis, i.e., there are significant differences between the expected and observed frequencies.

We conclude from the preceding that the primary research hypothesis- there is a significant impact between organizational change and performance in government organizations- was achieved.

5. Results and Recommendations

1. Results:

The implementation of organizational change (change in organizational structures) positively impacts the performance of government organizations in the Al-Jouf region of the Kingdom of Saudi Arabia in terms of basing career advancements on job performance. In terms of improving the communication process with consumers, implementing organizational change (technology change) improved the performance of government organizations in the Al-Jouf region of Saudi Arabia. Implementing organizational change (Knowledge change) improved the functioning of government organizations in the Al-Jouf region of Saudi Arabia, as measured by the ease of information exchange across departments.

In the Al-Jouf region, Saudi Arabia, the application of organizational transformation (application of quality) positively impacted the performance of government organizations in terms of their attempts to give immediate service to customers. The performance of government organizations in the Al-Jouf region of the Kingdom of Saudi Arabia improved after the implementation of organizational change and, to a greater extent, after the implementation of knowledge, quality, technology, and organizational structure changes.

There is a conclusion to the results. The performance of governmental organizations in the Al-Jouf region of the Kingdom of Saudi Arabia improved after the implementation of organizational change, particularly when applying Knowledge change in the first degree, quality in the second degree, and the elements (knowledge, quality, technology, organizational structures) in the third degree, followed by technology in the fourth degree and organizational structures in the fifth degree. According to the study, government organizations exhibit a considerable relationship between organizational change and performance.

2. Recommendations:

This article suggests enhancing the role of organizational transformation in the functioning of government agencies in the Al-Jouf region of Saudi Arabia. Encourage

interest in the role of knowledge transformation in organizations due to its significant positive effects on government organization performance. In addition to promoting greater awareness of the importance of quality and continuous improvement in government organizations, the results of this study suggest that a greater emphasis should be placed on these concepts, in addition to encouraging researchers to perform additional studies in the field of organizational transformation, with a focus on the knowledge change component and the quality dimension.

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Appendices

The Questionnaire

First: Personal and occupational variables:

1	Sex	Male (), Female ()
2	Marital Status	Married (), unmarried ()
3	Age	less than 30 Years (), 30 and less than 40 Years (), 40 and less than 50 Years (), more than 50 Years ()
4	Qualification	Intermediate (), Secondary () Bachelor (), Master (), Ph.D ()
5	Sector of Work	Public Sector (), Private Sector ()
6	Experience Years	less than 3 Years (), 3 and less than 6 Years (), 6 and less than 9 Years (), more than 9 Years ()

Second: Organizational Change Dimensions:

Structural Change:						
No	Statement	Degree of Approval				
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1	The criterion for employment in my organization depends on the educational qualification.					
2	Career promotions in my organization depend on job merit.					
3	The organizational structure of my organization encourages creativity.					
4	There is ease in coordination between different departments within the organization.					
5	The organization's management is constantly evolving its organizational structure, contributing to the organization's role towards society.					
Technological Change:						
No	Statement	Degree of Approval				
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1	The management of the organization provides the latest electronic devices to accomplish the tasks.					
2	The organization's management provides modern technologies that facilitate the process of communicating with customers.					

3	All departments are equipped with important electronic means to solve problems facing customers.					
4	There is an internal Internet network that connects the different departments within the organization.					
5	There is an Internet network that connects the organization with external parties related to its work.					
Knowledge Change:						
No	Statement	Degree of Approval				
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization has databases for different departments.					
2	Important information to accomplish various tasks can be easily obtained.					
3	The various departments of the organization have advanced electronic devices that contribute to providing information at the required speed.					
4	Information is exchanged easily between different departments within the organization.					
5	Information is transmitted and exchanged easily and conveniently between the organization and related parties outside the organization.					

Quality Change:						
No	Statement	Degree of Approval				
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization seeks to win customer loyalty.					
2	The organization seeks to provide immediate service to customers.					
3	The organization focuses on ensuring the quality of services provided to customers.					
4	The organization is constantly developing its infrastructure, which is commensurate with how to provide optimal service to customers.					
5	The organization provides the means to ensure the confidentiality of customer information.					

Third: Organizational Change Impact on the Performance of Government Organizations

No	Statement	Degree of Approval				
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1	Information is exchanged efficiently in my organization.					
2	The employees of the organization have the skill to deal with various electronic devices to accomplish the tasks.					

3	In the organization every employee is in the position that suits their qualification and experience.					
4	The organization's objectives focus on the quality of customer service.					
5	Change programs lead to further development of the organization.					
6	The lines of authority are clear between the various departments of the organization.					
7	There is high coordination between the various departments of the organization, which contributes to improving the performance of government organizations.					
8	There is high coordination between the organization and external parties, which contributes to the effective delivery of services.					
9	The organization focuses on the various change programs in the organization.					
10	Employees participate in the various change programs of the organization.					