A Study on Resistance to Change at Jeddah Municipality: A Case Study of Automating the Correspondence Tracking System

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Abstract

This study aims to measure the resistance to change in Jeddah Municipality (JM) using a survey. Supported by the literature review on the resistance to change in governmental institutions, this study will be concerned with the development of the Central Correspondences Department (CCD) at JM. The outcomes of this study are expected to be: Define the amount of acceptance or rejection, to the development and reengineering processes of the correspondences employees; Examine the relationships between the correspondences employees’ resistance to change and some factors which are: age of employees, job type (employment type), educational level of employees, marital status of employees, and years of experience in dealing with different CTS; and Recommend some improvements for the work efficiency of CCD using questionnaires result.

Keywords
Resistance to change, process improvement, governmental organization.

1. Introduction

In Saudi Arabia, a royal decree was issued by King Abdullah to command all public sectors to follow the same global trend of privatization by developing, automating, and executing reengineering processes keeping in mind the rules, regulations and workflow processes that govern these organizations. Jeddah Municipality (JM) is one of the governmental organizations going through a major transitional process in its developmental phases. Until recently, JM conducted its transactions using paperwork and offered its services using the conventional way. According to the Royal Decree to start implementing e-governments to prepare the organizations for full or partial privatization, JM Mayor proposed a strategic plan in 2008 for the municipality to implement an e-government. Since then, the municipality started developing its processes and restructuring the hierarchy of the organization. The next step was the employment of new staff that can activate such processes in addition to the government employees. As soon as reengineering processes started in different departments of Municipality, it has been noticed that some departments were successful; some were partially successful, while others had failed. Furthermore, it has been noticed that there were different responses to the reengineering processes. Thus, the main purpose of this study is to measures the employees’ resistance to change. In addition, this study will examine the differences in their acceptances with some reasons of this discrepancy, if found. The selected service as a pilot case for this study is called correspondences tracking service and the department that offers this service is called Central Correspondences Department (CCD).

2. Aim of the Study

This study is devoted to study the employees' resistance to the change in a governmental organization. The main question of this study is: How strong is the employees' resistance to change at JM? More specifically, the scope of the study will cover CTS users at JM.

3. Objectives

Other objectives that the study aims to achieve are as follows:
- Examine the relationship between resistance to change and five factors. Those are: employees’ ages, job types (employment types), educational level, marital status, and years of experience in dealing with different systems.
- Propose and recommend some ideas to improve the work efficiency in CCD.
4. Problem Statement
Nowadays, the governmental organizations in Saudi Arabia are going through a major transitional process in their developmental phases to implement an e-government. This is done through reengineering processes and structural reorganizations, which in turn is a part of change management. But not all theoretical suggestions can be successfully applied thus leading to large spending on contracts with consulting and engineering companies without meeting the desired objectives. In its wider perspective, this can negatively influence the country’s economy as well as hindering the implementation of an e-government in the time framework. Thus, the researcher needs to study the resistance to change at JM as an example of these organizations. Moreover, this study is focusing on the selected pilot study as a case study. Furthermore, the researcher needs to discover the effect of the five factors, which mentioned in the study objectives, in the success or failure of the development process such as employees’ functional types.

In Jeddah Municipality, the employees can be divided mainly into two main groups: employees from the governmental sector and employees from the private sector. Both types of employees can be further divided depending on their functional activities. Table 1 shows a comparison between all the different types of employees at JM. Finally, benefit from the results can be applied to the other similar departments and organizations.

<table>
<thead>
<tr>
<th>Functional Type (English)</th>
<th>Functional Type (Arabic)</th>
<th>Employed by</th>
<th>Supervised by</th>
<th>Receive salaries from</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>ﻣﻮﻅﻒ ﺭﺳﻤﻲ</td>
<td>Government</td>
<td>JM directors</td>
<td>Government budget</td>
</tr>
<tr>
<td>Temporary</td>
<td>ﻣﻮﻅﻒ ﺑﻨﺪ ﺃﺟﻮﺭ</td>
<td>Government</td>
<td>JM directors</td>
<td>Government budget</td>
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<tr>
<td>Indirect-contract</td>
<td>ﻣﻮﻅﻒ ﻣﺘﻌﺎﻗﺪ ﻣﻊ ﺷﺮﻛﺔ</td>
<td>Private companies</td>
<td>JM directors</td>
<td>Government projects contracts</td>
</tr>
<tr>
<td>Special-contract</td>
<td>ﻣﻮﻅﻒ ﻣﺘﻌﺎﻗﺪ ﻣﻊ ﺷﺮﻛﺔ</td>
<td>JM</td>
<td>JM directors</td>
<td>Jeddah Mayor special budget</td>
</tr>
</tbody>
</table>

5. Scope of the Study
CCD employees and other CTS users were considered as the sample that represents JM employees due to the following:
1. JM has large number of employees, which may exceed 3000, and CTS users are a significant percentage of them.
2. The incompletion of reengineering in some departments and the inexistence of it in others.

Also, the sample will be chosen according to the following:
1. Four functional types of employees have to be in the same department or performing the same service.
2. Availability of seniors; those who have been working before the start of the developmental processes.

6. Literature Review
a. Jeddah Municipality
JM is the headquarters of the area of Jeddah, Saudi Arabia. It had been founded in 1344 H and was called (Baladiat Jeddah); later, called Municipality of Jeddah City; then, Municipality of Jeddah Governorate. Since then, twenty one mayors have succeeded its presidency (Jeddah Municipality website 2010).

b. Correspondences Tracking System (CTS) in JM
CTS is a tool to control the movement of incoming and outgoing transactions at JM automatically and gives the chance to trace and know the status of transactions. The system also allows linking the serial number given to the transaction by external sectors to the serial number given to the transaction by the municipality, as well as showing the status of the transaction when sent to an external sector. Moreover, the system gives different sorts of authorities depending on the user (ITWorx 2008).

In order to promote the concept of an e-government, the CTS at JM recently has been integrated with the archiving system used in the e-archives at JM. CCD is considered to be the owner of the CTS at JM and the responsible for its work, policies, rules, and regulations. CTS has other features such as: assign transactions to the JM employees and departments; find incoming and outgoing transactions through various ways like: subject, serial number, date of issue, and department that issued the transaction; and it has the ability to use bar codes on transactions to minimize
human errors. CTS files the incoming and outgoing, internal and external, and private transaction within the
different sectors of the municipality as well as posts administrative decisions and policies.

c. Development of Correspondence Tracking Systems
The Correspondence Tracking Systems at JM was developed through three stages respectively shown as following:

- **Paper Correspondence Tracking System (The Old System)**
  This system used a primitive way in sending and receiving transactions, where the most prominent feature is the
  existence of a record book with a porter that records the number of transaction and its details. When a transaction is
  arrives at a department, the employee that receives the transaction signs in the record book, which serves as a proof
  of receipt. Yet, it was difficult to trace the transaction. Also whenever the transaction is received by a department, a
  new serial number was assigned to it, thus one transaction receives more than one serial number depending on the
  number of departments it had went through.

- **Previous Semi Electronic System (Oracle Frame)**
  The oracle system that was used is a semi-electronic system, where the primary data of the transaction is entered on
  the system as well as the personal information of its owner. Then the transaction is assigned electronically to the
  relative department. However, the paper transaction was sent to the correspondence unit in the relative department
  with the porter. The employee in the correspondence department will in turn receive the transaction by paper and
  electronically as well.

- **Current Semi Electronic System (Web Based)**
  The current system is a web based tracking system for correspondences, transactions and complaints. It is a built-in
  tracking tools for managing action items providing a unified and integrated logging and tracking tool. This system is
  developed by ITWorx Company. The Correspondence Tracking System (CTS) is a customized web-based workflow
  management system for tracking external citizen transactions which was initiated by JM employees, as well as
  internal municipality transactions, initiated and integrated with the Citizen Service Platform (CSP) and e-services. This
  resulted in a significant rise in the number of daily submitted requests and increased credibility of the
  municipality’s operations and performance has been seen (ITWorx 2008). This system is also a semi-electronic one
  through which primary data of the transaction can be entered on the system, as well as the personal information of
  its owner, and then the transaction is assigned electronically to the relative department. The paper transaction is sent
  to the correspondence unit in the relative department with the porter. Thus, the employee in the correspondence unit
  of that department will receive both paper transaction and the electronic version.

d. Resistance to Change and its Management
In organizations there are often two types of work. The first type is the normal delivery process where the main
business of the organization is done. The second type is where necessary changes are made to the business and the
way it is done. As mentioned before, JM is working on transforming to e-government. The effect of development
and reengineering has caused resistance to change to processes which is a problem encountered worldwide.

It is normal that people fear and reject changes because of its uncertainty to them or the new information is unclear.
Mostly people believe that change would affect them negatively (Jordanian government 2007). Thus, resistance to
change can be defined as the individuals and groups’ reaction upon any new change (Straker 2002). This feeling of
uncertainty creates a feeling of insecurity and conflict and resistance to change might mean refraining from change
and remaining in the current situation. However, this resistance might diminish if employees know the importance
of this change and its financial and social benefits.

The negative reaction or behaviors which reflects resistance to change can be violent and may be come in various
forms such as violent actions, absences, strikes, resignations, conflicts between employees and their supervisors, etc.
On the other hand, the resistance from an individual might be permanent as well as hidden (Change team members
2010). This can be done from all levels of employees whether in the higher administration or on the managerial,
departmental, or other employee’s level (Jordanian government 2007).

In addition to previous types and factors there are several other reasons behind resistance to change. Researchers
have different points of view about the reasons behind this resistance. Some trace it back to social, personal, and
economical factors and others believe that it might be individual or organizational. On the other hand, some think
that the reason is the ambiguity between the general aim and specific aims or disputation in the prediction of results
or low tolerance for change or parochial-self interests conflicts. The way to solve these reasons determines its category where researchers have agreed on four main reasons. These are: parochial self-interest, lack of trust and misunderstanding, different assessment, and low tolerance for change (Change team members 2010). In 2008, Ismail states that although change is a complementary characteristic of excellence as well as a necessary component of administrative work in organizations these days, yet it is faced with resistance from employees across all levels due to many different reasons. Those reasons are: organizational subjectivity reasons, organizational politics reasons, personal and social reasons, personal economic reasons, personal emotional reasons, cultural reasons, limitedness in thinking reasons, coordination reasons. Moreover, Bohaje (2010) mentioned that there are thirty reasons behind employees’ resistance to change such as not encountering this work process or method before.

Also, Kotter (2002) in his report states that deeply conditioned or historically reinforced feelings cause a strong resistance to change. Furthermore, according to Kotter (2002), people who welcome change are not generally the best at being able to work reliably, dependably and follow processes. The reliability/dependability capabilities are directly opposite character traits to mobility/adaptability capabilities. Certain industries and disciplines have a high concentration of staff who need a strong reliability/dependability personality profile, for example, health services and nursing, administration, public sector and government departments, utilities and services; these sectors will tend to have many staff with character profiles who find change difficult.

Age is another factor. Erikson's fascinating Psychosocial Theory is helpful for understanding that people's priorities and motivations are different depending on their stage of life. Furthermore, to deal with any resistance to change, organizations should have the concept of change management (or change control), which is the process during which the changes of a system are implemented in a controlled manner by following a pre-defined framework/model with, to some extent, reasonable modifications (Wardale 2009). On the other hand, a study conducted on 387 administrative employees in national organizations in Jeddah, Saudi Arabia, stated that that “there is no significant relationship between functional level in one way and resistance to change on the other hand” (Al-Harbi 2008). Although years of experience is one of the factors that affect employees’ resistance according to many researches result, but Al-Harbi study (2008) shows that there is no relation between this factor and resistance to change.

Job type is also a factor that may affect the employees’ resistance to change. Al-Harbi study (2008) shows that there is a relationship between this factor and resistance to change. Finally, with regards to marital status, the researcher could not find any previous study talking about the effect of marital states on employees’ resistance to change.

People involved in development (external consultant, teams, and managers) should know reasons of the resistance, so it can be solved through change management. Wardale (2009) defined change management as a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. Ernst & Young Consultation Company (2009) also defined it as a program that builds the awareness of change and leadership capabilities, minimizes the resistance to change, and helps in aligning organization culture.

7. Methodology of Work

Biggam (2008) states that research methodology needs to identify and justify four elements which are: population, sample size, sampling technique, and method of data collection.

a. Sampling Design (the population, the sample size, the sampling technique)

To achieve the aim of this study, real data need to be collected. This study is an empirical study designed to meet its main aim and other objectives. Thus, a targeted population has been selected since it was not feasible to reach every correspondence employee in the JM. Also, the sample is a representative of correspondence employee in the JM. Blumberg et al (2008) mentioned that sampling is advantaged because of low costs and speed of data collection. To decide the number of the sample, the population size had to be known. It was found, from the CTS administrator and CCD manager, the active population is 300 users for the current CTS from the total number of around 600 users including managers, head of departments, technicians, and others that have been excluded from the targeted population of this study. The formula used to calculate the sample size (SS) is the following (Amaral and Sousa 2009):

\[
SS = \frac{Z^2 \times (P) \times (1-P)}{E^2}
\]

Where: \( P \) = percentage picking a choice, expressed as decimal \( (0.5 \text{ used for sample size needed}) \)
Instead of using the previous formula manually, a program developed by surveysystem.com (2010) has been used to calculate SS. This calculator is shown in figure 1. Hence, SS is equal to 169 employees out of 300.

b. Data collection
After SS has been defined and questionnaire was designed, it was distributed into two different ways. In the first way, the researcher visited randomly chosen groups of correspondences employees in their offices. The research objectives were explained and the questionnaire was distributed. Then, the questionnaire was collected after an ample time to answer. In the second method, the researcher depended on colleagues and other employees to distribute questionnaires as well as snowballing technique. In this way, the distributed questionnaires were not collected immediately which required the researcher to follow up and collect the questionnaires himself.

This study has gone through several stages which are summarized in following steps:
1. Identify the work aim, objectives, hypothesis, limitation, and methodology.
2. Design the questionnaire for the purpose of the study by modifying an old one to meet the study requirements.
3. Test the questionnaire through a pilot study by distributing it to 10 employees and getting their comments on it, as well as the problems encountered during answering it. The researcher later modified the questionnaire according to the comments and his observations on the tested sample.
4. Identify the population and the sample size.
5. Distribute the questionnaire and collect the data.
6. Analyze the data collected from the questionnaire and design the index of resistance to change (RCI) and sub-indicators to study the relations mentioned in the objectives of the study.
7. Study the five hypotheses in the objectives of the study.
8. Develop findings and the final recommendations according to the results of the questionnaire.
9. Recommend solutions to improve and to develop performance, as well as to reduce the resistance to change.

8. Resistance to Change in JM: CTS Development Case Study (Data Analysis and Results)
Data on resistance to change will mostly be of a descriptive nature. Thus, appropriate graphs are used to represent the data. In the beginning, the RCI was created through analyzing data from twelve questions which were grouped into four groups. Each group contains a number of questions related to the same theme. The groups’ indices were measured using the following formula:

\[ \text{Group index} = \frac{\text{sum of this question answers}}{\text{number of the questions} \times \text{the highest value of the answer}} \]  \hspace{1cm} (2)

For example, for the first group index:

\[ \text{Group 1 index} = \frac{5 + 1}{5 \times 1} \]. Likewise the next three groups were formulated.

After that, for measuring RCI, the next formula is followed:

\[ \text{RCI} = \left( \frac{\text{Group 1 index} \times \frac{5}{12}}{\text{total number of the questions in this index}} \right) + \left( \frac{\text{Group 2 index} \times \frac{5}{2}}{\text{total number of the questions in this index}} \right) + \left( \frac{\text{Group 3 index} \times \frac{5}{3}}{\text{total number of the questions in this index}} \right) + \text{etc.} \]  \hspace{1cm} (3)

To measure the resistance to change and answer the study question, the RCI values are grouped into four ranges that represent the strength of the employees’ resistance to change at JM. These four parts are: no resistance, low, moderate, and high resistance. As shown in figure 2, approximately 75% of the SS has low resistance, which means that the value of their resistance to change is less than a half (RCI < 0.5). In conclusion, the percentages show that most of the employees are somehow accepting the change or development processes with little resistance.
So, the answer of the main question of this study is that three fourths of the correspondence employees at JM have low resistance to change. However, the resistance is in low level range as shown in figure 3.

To examine the five hypotheses those are listed in this study objectives, the data was sorted out in an Excel spreadsheet and converted from descriptive data to numerical data. Then, several charts have been drawn and two normality tests have been used on RCI values to determine the suitable type of test for the hypotheses. For both normality test and hypotheses testing, the data was imported to SPSS. After the analysis, it found that:

- RCI’s histogram shows that the 'bell-shaped' is skewing to the right.
- From the descriptive table of this data the skewness value is equal to 0.571, which indicates that this data does not follow normal distribution.
- In the scatter chart for RCI values that all the values were within the range between 0.2 and 0.7 except one that reached 0.8 which is the highest resistant employee.
- The normal probability plot for this data shows that the points on this plot formed a approximately linear pattern except the last observation, which is far away from the trend.
- The standard deviation plot chart shows all the observations values for the standard deviation are around the normality line, yet the last observation is the further away.
- The box plot of this data shows that the median for this data is approximately 0.42. The box plot has a few outliers on the high side.
- Kolmogorov-Smirnov test shows that the significant value is equal to 0.071 which is more than 0.05. So, the null hypothesis is rejected, which means the data are normally distributed. Stephens (1974) stated that this test can be modified to test the normality in some cases where other studies have found that, even by this modification, this test is less powerful for testing normality than the Shapiro–Wilk test or Anderson–Darling test.
- Shapiro-Wilk test shows that the significance value is 0.012, which is less than 0.05. So, according to this test the null hypothesis can't be rejected, which means that this data are not following normal distribution according to this test. Stephens (1974) mentioned that Shapiro-Wilk test is specifically designed to detect departures from normality and it is tend to be more powerful than the Kolmogorov-Smirnov test.

Thus, there is inconsistency in results of previous tests about the data if it follows the normal distribution or not. But according to all of the above, the researcher believes that this data is normally distributed, yet to prove that he decided to delete the highest value of that index, which is the highest value of employees’ resistance to change (CRI = 0.8013). Then, to assure that the normality test was redone for this data. This made to examine if it will fit the normal distribution or not. After the exclusion of the highest observation value and re-examining the data, the total number of observations became 168 employees and the result showed the following:

- The data under the bell curve in new RCI histogram followed normal distribution with mean equal to 0.43 and the standard deviation is 0.085. However, the skewing still exists but less than previous.
- The descriptive table showed that the skewness value became 0.247 instead of 0.571 previously, which is better and closer to the normality. Furthermore, this table showed the minimum value still equal to 0.2179 as it was but the maximum value became 0.6859 instead of 0.8013.
- The new scatter chart (figure 4) represents all the RCI values, for each employee, within the new sample size, between 0.2 and 0.7.
• New Kolmogorov-Smirnov test (table 2) shows that the significant value became 0.200 instead of 0.071. So, the null hypothesis is rejected, which mean the data is normally distributed.

• New Shapiro-Wilk test (table 2) shows that the significance value became 0.477 instead of 0.012. So, the significant value became bigger than 0.05. Thus, according that the null hypothesis was rejected, which means that this data follow normal distribution.

Table 2: New table of tests of Normality

<table>
<thead>
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<th></th>
<th>Kolmogorov-Smirnov</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistic</td>
<td>Df</td>
<td>Sig.</td>
</tr>
<tr>
<td>RCI</td>
<td>.059</td>
<td>168</td>
</tr>
</tbody>
</table>

a. Lilliefors Significance Correction
* This is a lower bound of the true significance.

Moreover, the new normal probability plot and box plot indicated that this data is nominal and ordinal. Thus, the appropriate charts will be bar charts and line charts as suggested by Hussey and Hussey (1997). Also, the pie chart will be used for analyzing answers collected from the questionnaire. Due to the need of studying the hypotheses, where they contain comparisons between quantitative variables of more than two groups, one-way ANOVA which is tested for comparing the F-test statistic, was used to compare and study the relationship between the RCI and the other indicators. This test has been done using SPSS software and the results became as follows:

Employees’ ages: Figure 5 shows the percentages of correspondence employees’ ages, which was divided into four groups. To study the relationship between resistance to change and the employees’ ages, the following hypothesis is tested:

H0: There is no relationship between resistance to change and the employees’ ages.

H1: There is a relationship between resistance to change and the employees’ ages.

After analyzing the data, it was observed that the intervals of the different employees’ ages are narrow somehow. So, it seems that there may be a relation between RCI and the employees’ ages. Moreover, it is noted that the means plot seems to be downward as the employees’ ages increase. That means the resistance to change may decreases when the age increases. However, since the sig. value in the ANOVA table is equal to 0.100, which is more than 0.05, the null hypothesis can’t be rejected. Thus, there is no relationship between resistance to change and the correspondence employees’ ages even if there is a trend in the means plots chart.

Job type: Figure 6 shows the percentages of employees’ job types (employment types), which was divided into four groups. To analyze the relationship between resistance to change and the job types the following hypothesis has been studied:

H0: There is no relationship between resistance to change and the job type.

H1: There is a relationship between resistance to change and the job type.

The means of resistance to change and job types indicators are drawn in the chart of relationship between means of RCI and correspondences employees’ job types at JM using SPSS. From that chart it was observed that the intervals are narrow for the different job types. So, it may have a trend. Conversely, since the sig. value is 0.120 in the ANOVA table, which is bigger than 0.05, the null hypothesis can’t be rejected. In conclusion, there is no relationship between resistance to change and the job types (employment types), which is unexpected result.

Educational level: Figure 7 shows the percentages of employees' educational levels. This indicator was divided into six groups. As shown in the figure, there is no one without qualification. The following is the hypothesis of the relationship between resistance to change and the educational levels that have been tested:

H0: There is no relationship between resistance to change and the employees' educational levels.

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H1: There is a relationship between resistance to change and the employees' educational levels.

After analyzing this data, it was found that the intervals of the different employees' educational levels are wide somehow. However, it seems that there is a relation between resistance to change and the employees' educational level. Moreover, it is noted that the levels of education line moves upward. That means the resistance to change may increase when the level of education increases. Since the sig. value is equal to 0.048 in the ANOVA table, which is still less than 0.05, the null hypothesis is rejected. Therefore, there is a relationship between resistance to change and the employees' educational levels. But this relationship can be judged as a weak relationship because of the sig. value that is large and proximity near to 0.05.

Marital status: By looking at figure 8 it can be observed that 67.9% of the correspondences employees' in JM are married. After examining the hypothesis of the relationship between resistance to change and the marital status which is:
H0: There is no relationship between resistance to change and the marital status.
H1: There is a relationship between resistance to change and the marital status.

The following result has been reached. The intervals are not that small between the different marital statuses. In contrast, since the sig. value is 0.022 in the ANOVA table, which is less than 0.05, the null hypothesis is rejected. In summary, there is a relationship between resistance to change and the marital status. In addition, according to the chart of relationship between means of RCI and correspondences employees' marital status it was found that singles had higher resistance to change than married employees.

Years of experience: Figure 9 shows the percentages of employees' experiences. To analyze the relationship between resistance to change and the years of experience in dealing with the old correspondence system at JM the following hypothesis has been studied:
H0: There is no relationship between resistance to change and the years of experience in dealing with the old system.
H1: There is a relationship between resistance to change and the years of experience in dealing with the old system.

As a result, it was observed that the intervals are narrow for the different years of experience and the data do not follow a specific pattern. Furthermore, since the sig. value 0.276 in the ANOVA table, which is bigger than 0.05, the null hypothesis can't be rejected. In conclusion, there is no relationship between resistance to change and the years of experience. This result also was unexpected at all.

9. Results and Discussion

After studying the five hypotheses of this study using the F-test as explained previously, the results were summarized as follows:

1- There is no relationship between resistance to change and the employees' ages. According to the researcher’s different observations of the employees’ opinions about the change that has occurred in the CTS, it was found that there are some elderly supporters of the current system whom are ambitious for further development. On the other hand, there are also young employees, who have not reached the age of thirty and have less than five-year experience, who believe that computer usage in the receipt and transfer of transactions increased the complexities of work procedure. From the survey results, 29 people out of 169 employees (representing about 16.57%) said that the change that occurred in the correspondences system has increased the complexity of their work. The inexistence of a relationship between the employees’ age and resistance to change might be due to the different responses collected from the same age group. For example, 46.43% from the category that resist the change are from the group of 29 years old or less. On the other hand, 14.29% from the same category are from the group of 50 years old or more. This means there is no clear-cut result as to which age group resists to change and which does not. This result does not fall in line with previous literature. Conversely, Al-Harbi (2008) study showing that there is no relationship between the resistance to change and Employees’ age.
2- There is no relationship between resistance to change and the job types. This result was unexpected but it was consistent with the results of Al-Harbi research (2008). Similar to the result of the employees’ age groups and its relation to resistance to change, each job type had its own variety of employees accepting and rejecting change processes.

3- There is a positive relationship between resistance to change and the employees' educational levels. The researcher finds that this relationship is logical because when the level of education increases the ability to debate increases conflict. That makes a person more viable to resist change especially if the reasons for the change are not clear for him. This result is also compatible with Al-Harbi (2008) research results where his result shows that there is a relationship between resistance to change and the employees' educational levels. In addition, this finding is parallel to the finding of Islam et al (2010) in their research about resistance to change among first line managers in multinational organizations in Malaysia. For example, first-line managers who hold master degree reported higher level of resistance to change than those who held lower degree certificates. They described that by saying "Employees who hold master degree show higher resistance to change probably they do not want the change to affect their "status" and position in the organization. They were probably "afraid" to accept the change which may bring surprises to their career in the organization”.

4- There is a relationship between resistance to change and the marital status. In addition, according to figure 8 it was observed that singles are more resistant to the change than the married. This may be because the singles are still young and have more enthusiasm and vitality for dialogue and debate and ability for creativity than others. There may be other factors that led to this result, such as job satisfaction for married employees or singles. For example there might be a relationship between marital status and other factors that may in turn affect their resistance to change.

5- There is no relationship between resistance to change and the years of experience. This result is also compatible with Al-Harbi (2008) research results where his research shows the same result. This relationship also can explained by the same logic of employees’ ages factor. As there was a variety of reactions of acceptance or rejections on the occurred changes within the same group of employees’ ages, there is also a variety of the reactions within the same group of employees’ years of experiences.

10. Recommendations
1- Although resistance is present in JM, its causes should be deeply studied for better work performance.

2- Despite the strong support evidence in the results of this study on the transition from the semi-electronic system to a fully electronic one, the researcher recommends more studies to be done in JM before reaching any definitive decisions. Since this study included correspondences employees only, and this development will reduce a lot of the work burden, so to get a broader view, it should take into account the heads of departments, technicians, and other employees’ opinions. Conducting a simple study or workshops to get their opinion about the acceptability of this development can do this.

3- The researcher recommends further studies to be done to verify the reasons behind correspondences employees’ resistance against organizational change.

4- Perform similar studies to measure the resistance to change in other departments at JM.

5- Create a team from JM leaders to deal with the employees’ resistance to change. This team should have a direct contact with authorities of the strategic plan and project management teams at JM. This change management team should understand the municipality’s direction from other two teams. Then, they should work on making a good environment for such applications and reducing the resistance on these applications.

Acknowledgements
First, I thank almighty Allah Who gave me the strength to finish this paper in an appropriate way and granted me His numerous blessings to achieve the study objectives. I then thank everyone who has supported me throughout my
paper whether physically or emotionally. I specially thank my parents for their moral support, and thank my wife for here infinite support.

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