

IMPACT OF ORGANIZATIONAL CHANGE ON THE EMPLOYEES' PERFORMANCE IN KUWAITI EDUCATIONAL INSTITUTIONS THROUGH THE MODIFIED ROLE OF ORGANIZATIONAL CULTURE

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ABSTRACT

This study aims to test the impact of change management on employees' performance through the modified role of organizational culture in Kuwaiti educational institutions. This study is considered a descriptive and analytical study. The study population consisted of Kuwaiti educational institutions. A convenience sample of 300 employees working in Kuwaiti educational institutions was selected. 217 valid questionnaires were retrieved for analysis, with a response rate of 72.3%

It is found that there is an impact of change management in its combined dimensions (technological change, cultural change, structural change, and human change) on the employees' performance in Kuwaiti educational institutions, whereas, there is statistical differences in the impact of change management on the employees' performance through the modified role of organizational culture in Kuwaiti educational institutions.

In light of the study results, the researcher recommends the following: The necessity for Kuwaiti educational institutions to integrate departments in a flexible manner, and to amend administrative units to enhance the employees' performance. And the need to pay attention to changing the directions of the future leadership, so that the management of Kuwaiti educational institutions adopts a new leadership style to confront the resistance to change among its workers.

Keywords: *Organizational Change, Employees' Performance, Kuwaiti Educational Institutions, Organizational Culture*

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INTRODUCTION

The performance of the employee is important for the organization to achieve its goals and objectives. Employees are an important asset of the organization that may affect it either positively or negatively. Due to the unavoidable environmental changes, changes affecting employee performance have been advocated. So, the top management must ensure that the factors affecting the employees' performance are taken into consideration. As the strategic results depend on the management methods followed in the organization, thus the main administrative functions that include delegating, planning, organizing, communicating clearly, motivating employees, adapting to change and generating innovative ideas continuously is crucial. Change

is unavoidable in daily organizations, as it comes in many forms such as: merger, acquisition, joint ventures, new leadership, technology implementation, organizational restructuring, product change or regulatory compliance (Thomas, 2014).

The change may be planned years in advance or it may be imposed on an organization due to the transformation in the environment. Organizational change can also be radical and change the way the organization works, or it may be incremental and slowly change the way things are done. For change management to be successful and have a positive impact, managers or supervisors in organizations need to understand what motivates their team and record

employee participation. (Abdi Khadid & Rotich, 2017)

Indeed, separating managers from leadership in terms of style is difficult because every manager needs leadership skills to accomplish activities and every leader must possess managerial skills to induce employees to change directions.

This is especially important in organizations or organizations that are undergoing change since constant motivation and guiding principles are essential for effective employee performance and this by its nature is related to the prevailing organizational culture in the organization.

In light of the developments taking place in Kuwaiti educational institutions and the changes taking place in the surrounding environment, it was necessary to conduct this study to identify the effect of change management on the performance of employees through the modified role of organizational culture in Kuwaiti educational institutions. The scientific importance of the study is highlighted by the importance of the subject of the study as it is an important scientific addition to the academic library, in order to measure the impact of change management on employees' performance through the modified role of organizational culture in Kuwaiti educational institutions.

Through its recommendations, this study will contribute to assisting the administrations of Kuwaiti educational institutions to improve the performance of their employees. The practical importance also emerges from the importance of the sector covered by the study, which is the Kuwaiti educational institutions sector.

Problem Of The Study

The educational environment is witnessing various environmental changes that result from fluctuations in the surrounding environment, which prompted departments in Kuwaiti educational institutions to make various changes in them, and with the researcher's reference to previous studies, he found few studies that studied the role of organizational culture as a modified variable on the relationship between change management and employee performance. Therefore, the study problem centered on answering the following questions:

1. What is the level of change management in Kuwaiti educational institutions?
2. What is the level of performance of workers in Kuwaiti educational institutions?
3. What is the impact of change management on the employees' performance in Kuwaiti educational institutions?
4. Are there differences in the impact of change management on the employees' performance through the modified role of organizational culture?

Objectives Of The Study

- 1- Determine the level of change management in Kuwaiti educational institutions.
- 2- Determine the level of the employees' performance in Kuwaiti educational institutions.
- 3- Determine the impact of change management on the employees' performance in Kuwaiti educational institutions
- 4- Identify the extent of differences in the impact of change management on the employees' performance through the modified role of organizational culture in Kuwaiti educational institutions.

Study Hypotheses

In light of the problem of the study and the questions raised in it, the following main hypotheses were formulated:

The First Main Hypothesis

H01: There is no impact of change management in its combined dimensions (technological change, cultural change, structural change, and human change) on the employees' performance in Kuwaiti educational institutions

It stems from the following sub-hypotheses:

- H01.1: There is no impact of technological change on the employees' performance in Kuwaiti educational institutions
- H01.2: There is no impact of cultural change in the employees' performance in Kuwaiti educational institutions
- H01.3: There is no impact of structural change in the employees' performance in Kuwaiti educational institutions

H01.4: There is no impact of human change on the employees' performance in Kuwaiti educational institutions

The Second Main Hypothesis

H02: There is statistical differences in the impact of change management on the :

employees' performance through the modified role of organizational culture in Kuwaiti educational institutions.

Where the following study model will be tested

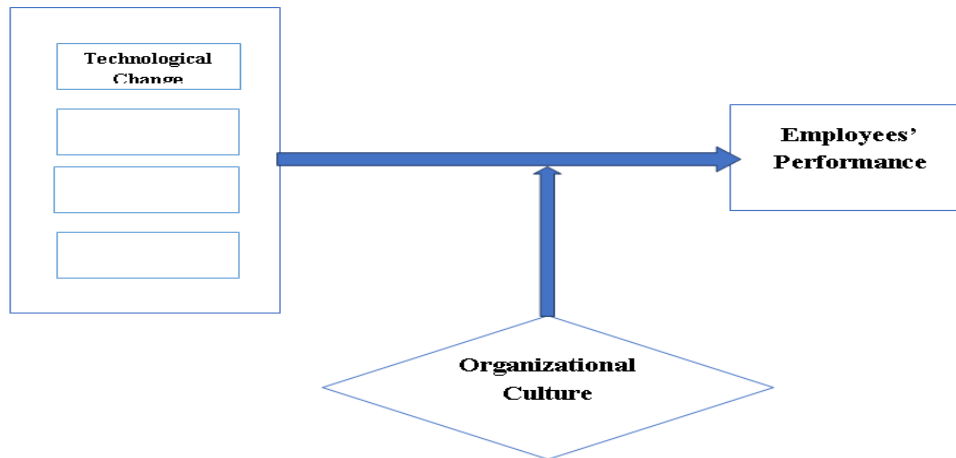


Figure 1 : Study Model

Source: Prepared by the researcher based on (; Khatibi, et al, 2012, Wanza & Nkuraru, 2016)

LITERATURE REVIEW

Organizational Change Management

Change management is a set of processes used to ensure that a major strategic change is made in an organization in an organized and systematic manner, to overcome resistance to change in order to increase participation and achieve organizational goals. Achieving sustainable change begins with a clear understanding of the current state of the organization, followed by the implementation of appropriate and targeted strategies.

And Codreanu (2010) states that organizational change is a salient feature of Organizational Development. Hashim (2013) indicated that management changes in both internal and external changes have an important role in the development and stability of the organization.

Robbins & Judge (2015) list six specific forces that drive change: (1) the nature of work, (2) technology, (3) economic shock, (4) competition, (5) social trends, (6) changing organizational activities through evolution. Through the latest technologies, changing

production techniques, changing customer behavior, and economic change (Hashim, 2013).

The task of managing change is not easy because it requires business skills, analytical skills, political skills, system skills, employee skills, and various advisory services.

There are four basic steps for taking changes in the organization as follows: (1) Assess the need for change (2) Initiate change by making change steps (3) Implement change (4) Monitor or evaluate changes (Hashim, 2013).

The organizational change management variable can be measured through the following dimensions:

- **Technology:** Managers can also change the technology used to improve production efficiency, develop marketing areas, coordinate data etc.
- **Organizational structure:** includes all changes in the areas of authority mechanisms, coordination, employee empowerment, work redesign, organizational design.

- **Organizational culture:** It is the change related to employees' ideas, attitudes, habits, values, motives and ambitions.
- **Human resources:** changing attitudes, expectations, perceptions, and behavior of the employee. (Al-Awar, 2019; Robbins & Judge, 2015; Abdi Khadid, Rotich, 2017)

Change is like a process that affects many aspects of the educational institution, as the rapid developments and changes in cultures, technology, and methods of organization make the educational institution obligated to implement change processes that include the areas of culture, technology, and organization, as change can affect many aspects, the most important of which are: (Wanza & Nkururu, 2016)

-Technological change: It is the change related to the technology used and the work methods and methods that are followed.

- Structural change: It is the change related to the relationships between the various functional levels and the departments operating in the organization

- Cultural change: it is the change related to the values, habits and trends that workers in the organization carry

-Human Change: It is the change in behaviors that take place among employees.

EMPLOYEES' PERFORMANCE

An employee at his workplace is a very important asset of the organization. The good performance of the employees of the organization leads to good organizational performance, which ultimately makes the organization more successful and effective and vice versa. (Ahmed & Ramzan, 2013)

Job performance refers to “the work behaviors followed to achieve organizational goals, within the capacity of the individual, and their ability to be measured and followed.” (Khuong & Yen, 2016)

Job performance can also be described as “the ability of individuals to achieve their business goals, then meet their expectations, and achieve

the standards and goals of the organization” (Gharib, Jamil, Ahmad & Ghouse, 2016)

Karunanithy and Ponnampalam (2013) dealt with the following performance criteria, which will be adopted for the purposes of the study:

1- Standards For Measuring Personality Traits / Characteristics

It is related to the personal qualities that the employee enjoys and helps him to work, such as a sense of loyalty and belonging, communication skills, leadership and others.

2- Behavioral Standards

It includes various behaviors related to work performance, whether they are positive, such as commitment to work and non-negligence, or negative ones such as absenteeism, being late for work, neglect and others.

3- Objective Results

These standards are concerned with measuring what has been accomplished and actually produced against the established standards.

Organizational Culture

The essence of culture lies in the nature of the values, beliefs and assumptions shared among the members of an organization, and its study must include three main aspects: - Tangible phenomena, values, and the basic assumptions of the members of the organization regarding the nature of the relationship between man and the environment. The concept of culture stems from the study of ethnic and national differences in the disciplines of sociology, anthropology, and social psychology, and culture can be considered as the social heritage of society. It is a pattern of responses that have been discovered, developed, or invented during the history of society to deal with problems that arise from the interactions between its members and their environment. If these responses are the correct way to perceive, feel, think and act, then they are transferred to the new members through experience and teaching. Culture defines what is acceptable or unacceptable, important or unimportant, right or wrong, practical or impractical. (Hofstede, 2011)

Studies have unanimously agreed that culture affects our whole life, as not only culture has an important role in our relationship between each other in our daily life, but it is also very

important within the organization, as it plays a big role in whether there is a happy and healthy environment to work in. The culture of the organization creates a framework for managers and employees. For example, if the culture can easily communicate between managers and subordinates, then this situation can influence their work behaviors and attitudes. And when the interaction between managers and employees is good, it can reflect this effective relationship as a greater contribution to corporate communication and cooperation and, therefore, it can also encourage achievement of the task and goals set by the organization. On the organizational level, culture can be defined as the collective programming of the minds of group members that distinguishes one group from others (Hofstede, 2011)

Organizational culture can also be defined as “a pattern of common basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, and has worked well enough to be valid, and therefore, it should be taught to new members as the correct way to visualize thinking and feeling in relation to With those problems ”(Arditi, et.al., 2016).

Organizational culture can also be defined as “a set of values, beliefs and behavioral forms that constitute the essence of organizations’ identity and contribute to changing employee behavior ”(Abdul Rashid, Sambasivan & Johari, 2003)

There are four types of organizational culture:

- **(Culture of Power):** - This culture is characterized by its focus on hierarchy and orientation towards the individual, whereby individuals in the organization change their tasks under the direction of the leader.
- **(Role culture):** - It focuses on hierarchy and orientation on the task characteristics, as the Eiffel Tower symbolizes the bureaucracy in terms of the length of the organization, which is narrow from the top and broad from the bottom, and the roles and tasks are explained and coordinated from the top. And authority arises from the position of the individual and his role within the organization.

- **(Mission Culture):** - It focuses on equality and mission orientation. The organization's structures, processes, and resources are geared toward the accomplishment of the specified mission and company goals. The strength comes from more experience than the official website.

- **(Personal Culture):** - This type is characterized by its focus on equality in addition to orientation towards the individual, so that the focus is on the employee’s level of achievement (Joiner, 2001).

Study Methodology

This study is considered a descriptive and analytical study to identify the impact of change management on employees’ performance through the modified role of organizational culture in Kuwaiti educational institutions.

Study Population And Sample

The study population consisted of Kuwaiti educational institutions. A convenience sample of 300 employees working in Kuwaiti educational institutions was withdrawn. 217 valid questionnaires were retrieved for analysis, with a response rate of 72.3%

Data Collection Methods

This study relies on the following methods of data collection:

A- Secondary Data

To obtain secondary data, books, research papers, previous studies, theses, periodicals, and the Internet related to the subject of study were relied upon to obtain this information in order to build the theoretical side of this study.

B- Primary Data

A questionnaire was formulated for this study based on the theoretical framework of the study.

Sample Characteristics

It was found that males formed the majority of the sample members, whose percentage was (55.1%), while females constituted (44.9%) of the sample, reflecting the high percentage of males among the study sample.

Also, 20% of the study sample is under the age of 30 years, while 50.5% of the sample is between the ages of 25 - less than 35 years, and

22.8% of the sample is between the ages of 35 - less than 45 years and the rest is more than 45 years, which indicates The high percentage of youth among the sample members.

It was found that the largest percentage of the study sample are holders of a (bachelor's) degree, as their percentage is (75.7%), followed by the percentage of postgraduate holders.

In addition, the category of experience 5 - less than 10 years was the largest, which amounted to (36.6%), followed by the percentage of those

with less than 5 years of experience and a rate of (29.8%), followed by the percentage of those whose experience ranged between 10 - less than 15 years of age. 23.7%, and finally, the percentage of those whose experience exceeds 15 years, and this is consistent with the nature of work of the sample members.

Analysis:

Mean and standard deviation were found to define attitudes toward following variables:

Table (1) Descriptive analysis

| | N | Minimum | Maximum | Mean | Std. Deviation |
|------------------------|-----|---------|---------|--------|----------------|
| Technological Change | 217 | 1.00 | 5.00 | 3.4184 | 1.07015 |
| Cultural Change | 217 | 1.00 | 5.00 | 3.2728 | .83024 |
| Structural Change | 217 | 1.00 | 5.00 | 3.2783 | .89935 |
| Human Change | 217 | 1.00 | 5.00 | 3.4424 | .91614 |
| Employees' Performance | 217 | 1.00 | 5.00 | 3.3152 | .88475 |
| Organizational Culture | 217 | 1.00 | 5.00 | 3.3843 | .88041 |

Above table shows that there are positive attitudes toward above variables because their means are greater than mean of the scale (3).

Reliability Test

Cronbach Alpha is used to test the reliability of the questionnaire, it is found that alpha= 0.958 is greater than accepted percent 0.60. that means the questionnaire is reliable.

Hypotheses Testing

The first main hypothesis

H01: There is no impact of change management in its combined dimensions (technological change, cultural change, structural change, and human change) on the employees' performance in Kuwaiti educational institutions

Table (2) H01 Testing

| Model Summary | | | | | | |
|---------------|------------|-----------------------------|-------------------|----------------------------|---------|------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .844 | .713 | .708 | .47839 | | |
| ANOVA | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 120.563 | 4 | 30.141 | 131.703 | .000 |
| | Residual | 48.517 | 212 | .229 | | |
| | Total | 169.080 | 216 | | | |
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .574 | .151 | | 3.804 | .000 |

| | | | | | | |
|--|----------------------|-------|------|-------|--------|------|
| | Technological Change | .057 | .037 | .069 | 1.554 | .122 |
| | Cultural Change | -.116 | .057 | -.108 | -2.045 | .042 |
| | Structural Change | .017 | .053 | .017 | .324 | .747 |
| | Human Change | .833 | .050 | .863 | 16.767 | .000 |

Multiple regression test is used to test above hypothesis, it is found that F value = 131.703 is significant at 0.05. that means, there is an impact of change management in its combined dimensions (technological change, cultural change, structural change, and human change) on the employees’ performance in Kuwaiti educational institutions. Also, it is found that r=

0.844 reflects high correlation between the independent variables and the dependent variable.

It stems from the following sub-hypotheses:

H01.1: There is no impact of technological change on the employees’ performance in Kuwaiti educational institutions

Table (3) H01.1 testing

| Model Summary | | | | | | |
|---------------|----------------------|-----------------------------|-------------------|----------------------------|--------|------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .362 | .131 | .127 | .82675 | | |
| ANOVA | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 22.125 | 1 | 22.125 | 32.369 | .000 |
| | Residual | 146.955 | 215 | .684 | | |
| | Total | 169.080 | 216 | | | |
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.293 | .188 | | 12.180 | .000 |
| | technological change | .299 | .053 | .362 | 5.689 | .000 |

Linear regression test is used to test above hypothesis, it is found that F value = 32.369 is significant at 0.05. that means, there is an impact of technological change on the employees’ performance in Kuwaiti educational institutions. Also, it is found that r= 0.362 reflects medium

correlation between the independent variable and the dependent variable.

H01.2: There is no impact of cultural change in the employees’ performance in Kuwaiti educational institutions

Table (4) H01.2 testing

| Model Summary | | | | | | |
|---------------|------------|----------------|-------------------|----------------------------|--------|------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .430 | .185 | .181 | .80065 | | |
| ANOVA | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 31.258 | 1 | 31.258 | 48.761 | .000 |
| | Residual | 137.822 | 215 | .641 | | |

| | Total | 169.080 | 216 | | | |
|--------------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.816 | .222 | | 8.196 | .000 |
| | cultural change | .458 | .066 | .430 | 6.983 | .000 |

Linear regression test is used to test above hypothesis, it is found that F value = 48.761 is significant at 0.05. that means, there is an impact of cultural change on the employees' performance in Kuwaiti educational institutions. Also, it is found that $r = 0.43$ reflects medium

correlation between the independent variable and the dependent variable.

H01.3: There is no impact of structural change in the employees' performance in Kuwaiti educational institutions

Table (5) H01.3 testing

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .549 ^a | .302 | .298 | .74106 |

| ANOVA | | | | | | |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 51.009 | 1 | 51.009 | 92.884 | .000 ^b |
| | Residual | 118.071 | 215 | .549 | | |
| | Total | 169.080 | 216 | | | |

| Coefficients | | | | | | |
|--------------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.544 | .191 | | 8.101 | .000 |
| | structural change | .540 | .056 | .549 | 9.638 | .000 |

Linear regression test is used to test above hypothesis, it is found that F value = 92.884 is significant at 0.05. that means, there is an impact of structural change on the employees' performance in Kuwaiti educational institutions. Also, it is found that $r = 0.549$ reflects medium

correlation between the independent variable and the dependent variable.

H01.4: There is no impact of human change on the employees' performance in Kuwaiti educational institutions

Table (6) H01.4testing

| Model Summary | | | | |
|---------------|------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .840 | .706 | .705 | .48058 |

| ANOVA | | | | | | |
|-------|------------|----------------|-----|-------------|---------|------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 119.423 | 1 | 119.423 | 517.069 | .000 |
| | Residual | 49.657 | 215 | .231 | | |

| | Total | 169.080 | 216 | | | |
|--------------|--------------|-----------------------------|------------|---------------------------|--------|------|
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .521 | .127 | | 4.100 | .000 |
| | human change | .812 | .036 | .840 | 22.739 | .000 |

Linear regression test is used to test above hypothesis, it is found that F value = 517.069 is significant at 0.05. that means, there is an impact of human change on the employees' performance in Kuwaiti educational institutions. Also, it is found that $r = 0.84$ reflects high correlation between the independent variable and the dependent variable.

The Second Main Hypothesis:

H02: There is no statistical differences in the impact of change management on the employees' performance through the modified role of organizational culture in Kuwaiti educational institutions.

Table (7) H02 testing

| Model Summary | | | | | | | | | |
|--|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .676 ^a | .456 | .454 | .65384 | .456 | 180.500 | 1 | 215 | .000 |
| 2 | .971 ^b | .942 | .942 | .21340 | .486 | 1804.26 | 1 | 214 | .000 |
| 3 | .971 ^c | .944 | .943 | .21160 | .001 | 4.663 | 1 | 213 | .032 |
| a. Predictors: (Constant), change management | | | | | | | | | |
| b. Predictors: (Constant), change management, culture | | | | | | | | | |
| c. Predictors: (Constant), change management, culture, mod | | | | | | | | | |

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|----------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 77.165 | 1 | 77.165 | 180.500 | .000 ^b |
| | Residual | 91.915 | 215 | .428 | | |
| | Total | 169.080 | 216 | | | |
| 2 | Regression | 159.334 | 2 | 79.667 | 1749.324 | .000 ^c |
| | Residual | 9.746 | 214 | .046 | | |
| | Total | 169.080 | 216 | | | |
| 3 | Regression | 159.543 | 3 | 53.181 | 1187.732 | .000 ^d |
| | Residual | 9.537 | 213 | .045 | | |
| | Total | 169.080 | 216 | | | |
| a. Dependent Variable: dep | | | | | | |
| b. Predictors: (Constant), change management | | | | | | |
| c. Predictors: (Constant), change management, culture | | | | | | |
| d. Predictors: (Constant), change management, culture, mod | | | | | | |

Table (7) shows the existence of a statistically significant effect of the change management on the employees' performance, as the value of (F = 180.5, $p \leq 0.5$) is a statistically significant. The organizational culture variable was added in the

second step, and it was found that it added $\Delta R^2 = 48.6\%$ of the total interpretation coefficient and it is a significant value.

In the third step, the interaction variable between change management and organizational culture

was introduced, and the percentage of change was 0.1% in the interpretation factor, which is significant at 0.05 level.

That means there is statistical differences in the impact of change management on the employees' performance through the modified role of organizational culture in Kuwaiti educational institutions.

CONCLUSION AND RECOMMENDATIONS

This study aims to test the impact of change management on employees' performance through the modified role of organizational culture in Kuwaiti educational institutions. It is found that

there is an impact of change management in its combined dimensions (technological change, cultural change, structural change, and human change) on the employees' performance in Kuwaiti educational institutions, whereas, there is an impact of technological change on the employees' performance in Kuwaiti educational institutions. Also, There is an impact of cultural change in the employees' performance in Kuwaiti educational institutions, as well as, There is an impact of structural change in the employees' performance in Kuwaiti educational institutions. And There is an impact of human change on the employees' performance in Kuwaiti educational institutions. Also, there is statistical differences in the impact of change management on the employees' performance through the modified role of organizational culture in Kuwaiti educational institutions. Hence, it can be said that change in Kuwaiti educational institutions can come in different forms and positions. It could be a kind of technological development in educational technologies and equipment, it could be a development in the functional relationships and the structural construction of the institution and its management, divisions and units, as well as emerging from the change in terms of workers' ideas, attitudes, habits, values, motivations and ambitions, and this change has a positive impact on the performance of employees In Kuwaiti educational institutions. This requires taking into account the prevailing organizational culture in the organization as it affects this influential

relationship between the independent variable and the dependent variable.

In light of the study results, the researcher recommends the following: The necessity for Kuwaiti educational institutions to integrate departments in a flexible manner, and to amend administrative units to enhance the performance of their employees. And the need to pay attention to changing the directions of the future leadership, so that the management of Kuwaiti educational institutions adopts a new leadership style to confront the resistance to change among its workers. And try to create a harmony between the culture of Kuwaiti educational institutions and their strategic goals, and that Kuwaiti educational institutions are committed to flexibility in building cultural values that govern their operations in a manner that enhances the performance of their employees. And the need to use the latest technological methods in the business of Kuwaiti educational institutions, and to train their employees on the latest technological means related to the educational process. And conducting other studies on the subject of study in application to other sectors.

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