

# The Impact of Change Management on the Organizational Climate: An Analytical Study of the Opinions of a Sample of Workers at Al-Kindi Hospital in Baghdad Governorate<sup>1</sup>

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## ABSTRACT

Research Objective to Recognize the Relationship between Organizational Climate and Change Management at Canadian Hospital research ", the researcher used the exploratory curriculum in a scanning manner to fit it and the nature of the research problem, The research community and its samples were identified from its boundaries of a group of Canadian hospital staff Questionnaire form was distributed as a data collection tool and 30 questionnaire forms were distributed to hospital staff and fully recovered and analysed in the programme (SPSS) In the light of the findings, the researcher found that there was a strong, statistically significant, moral firsthand link between change management and the organizational climate at an indicative level (0.05) and an indicative level recorded (0.001), and a statistically significant moral effect of change management dimensions (Change in organizational structure, technological change, change in functions) and organizational climate at an indicative level (0.05) and at an indicative level recorded (0.001). The research recommended that the hospital's managerial leadership should recognize the importance of positive change and the need to prepare its cadres to accept change, that modern management should assess the different alternatives available before making decisions, and that they must have a plan to manage resistance and motivate staff to change, including open and transparent communication with staff and provide them with training and support. Leaders and managers must also adopt a comprehensive change management approach, including planning, implementation, monitoring and evaluation. They must clearly define goals and expectations and provide the necessary resources to achieve them.

## INTRODUCTION

Change management plays an important role as it is one of the important organizational variables that have an impact on the organizational climate, where the organizational climate represents the working atmosphere within the institutions, and recent trends have attached great importance to the impact of the organizational climate, as it includes all the prevailing variables in the framework of the work of intellectual values, cultural habits and dimensions Material that mainly affects the nature of the organizational work of individuals, groups and organizations alike. It is important that change management be implemented effectively and systematically, where the necessary steps are identified and implemented gradually and in a studied manner, and their results are periodically evaluated to ensure the achievement of the desired goals. The idea of the organizational climate made its way to emergence in the early sixties of the last century and since then, and it has been receiving the attention of many researchers, especially in the theory of organization and organizational behavior. Their cognitive processes in order to extract from them their attitudes, directions, and paths that determine their behavior, performance, and the degree of their affiliation and loyalty to the organization. The research deals with the importance of change management and its role in improving work conditions and the prevailing organizational climate in the organization. The patterns of leadership and participation in decision-making and the compensation system require a lot of attention in Al-Kindi Hospital and need to be modified. And continuous updating in line with the rapid changes and renewable needs, especially in the health sector. Therefore, the concept of change management, its importance, objectives, and its most important dimensions will be discussed, then it will move to the concept of the organizational climate to define it, its importance and its most important dimensions, then it will move to the organizational concept to define it, its importance and its most important

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dimensions, and try to reach the best ways to ensure To increase the level of performance and provide services to Al-Kindi Hospital.

**THE FIRST TOPIC (RESEARCH METHODOLOGY)**

**First: The research problem:**

Change has become the distinguishing feature of the era and has become fast and successive steps to include various businesses, in order to adapt and harmonize with the internal and external environment. The problem focuses on how to manage change and improve the organizational climate in Al-Kindi Hospital. Hospital management in the lack of participation of workers in decision-making and insufficient compensation prescribed for them, and stands out in the answer to the following question for research is:

What is the impact of change management on the organizational climate in Al-Kindi Hospital in Baghdad Governorate...?

**Second: the importance of research**

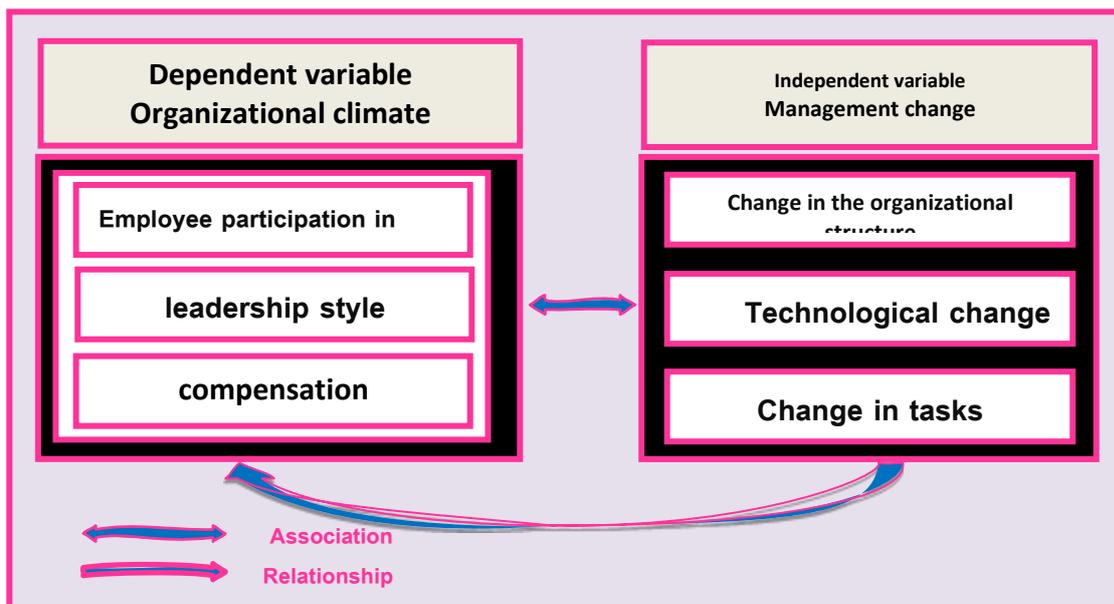
The importance of the research is theoretical in an attempt to clarify the concept of change management and organizational climate. In addition to knowing its new horizons, and this topic is considered modern and very important due to the effects it causes within the organization, as modern trends in the technological and intellectual fields are formed, and in light of these new areas, organizations must adapt to them, respond to their requirements and face their challenges, and it is practically important to research Finding the best conditions for improving performance and providing services, especially in the health field, and research dealing with these issues in the field constructively in an attempt to reach the best results.

**Third: Research Objectives:**

The following research aims to prepare a scale for the dimensions of change management and its impact on the organizational climate in order to identify the nature of the relationship between them, where the greatest weight lies in change management and directing the administrative leadership to take the hand of its organization for positive change.

**Fourth: The hypothetical scheme of the research:**

Figure (1) was prepared to show the correlations between the two variables, as shown in the following:



**Figure (1) The hypothetical scheme of the research**

**Fifth: Research Hypotheses**

**First: The first main hypothesis:** There is a statistically significant correlation with the dimensions of change management and organizational climate. Other sub-hypotheses emerge from this hypothesis, namely:

- a. There is a statistically significant correlation for the dimension of change in the organizational structure and organizational climate.
- b. There is a statistically significant correlation for the dimension of technological change and organizational climate.
- c. There is a statistically significant correlation for the dimension of change in tasks and organizational climate.

**Second: The second main hypothesis:** There is a statistically significant effect of the dimensions of change management on the organizational climate. Other sub-hypotheses emerge from this hypothesis, namely:

- a. There is a statistically significant effect of the dimension of organizational structure change in the organizational climate.
- b. There is a statistically significant effect of the technological change dimension on the organizational climate.
- c. There is a statistically significant effect of the dimension of change in tasks in the organizational climate.

**Sixth: Research limits**

- Spatial boundaries: The geographical area of the research field is Al-Kindi Hospital in Baghdad Governorate
- Temporal limits: The study was conducted during the year (2022-2023).
- Human limits: The sample included employees and heads of departments, divisions and units.

**Seventh: Measuring stability****Table No. (1) Tool stability test based on Cronbach's alpha**

Cronbach's alpha factor	number of paragraphs	Variable
0.876	9	Change Management X
0.846	9	organizational climate Y
0.935	15	The total validity of the questionnaire for all paragraphs of the questionnaire

To test the reliability measure, the two researchers conducted a test (Cronbach's Alpha) in order to identify that the paragraphs measure the variables, and it is clear from Table (1) that the value of (Cronbach's Alpha) is high for the research, as the total value of the search variables for the alpha coefficient reached (0.935), which is greater than the percentage The acceptable value (0.60), which is a very high and excellent reliability value, and this result confirms the validity and reliability of the research questionnaire and its validity for application to the basic research sample, analyzing the results, answering the research questions and testing the hypotheses.

**Eighth: The statistical methods and tools used**

- a. Theoretical side: The two researchers used it to cover the theoretical side of each of the Arabic sources, periodicals, letters and dissertations
- b. The field aspect: the questionnaire form: the questionnaire form is an appropriate tool for obtaining data and facts and a specific reality, as the composition of the questionnaire appears according to the main and sub-variables, and the number of paragraphs it included. The questionnaire was divided into two parts, the first part covered the paragraphs related to the independent variable (change management), While the second part covered the dependent variable (organizational climate).

**THE SECOND TOPIC (THE THEORETICAL SIDE OF THE RESEARCH)****The first axis (change management)**

**First: The concept of change management:** The literature on organizational change indicates that the tremendous scientific and technical progress has greatly affected human life, the gap between developing and developed countries has widened, and the phenomenon of globalization has expanded and greatly affected organizations and their strategies, which created great challenges for organizations and the search for tools. And the mechanisms that enable them to confront them in creative and innovative ways, and organizational change management was one of the means that organizations adopted to achieve success in facing these challenges, as an intellectual development in the business world, and it should be adopted by organizations in order to innovate and achieve competitive advantage in this field, as well as success competitiveness in the business world, based on the fact that organizational change is the new environment that encourages creativity, innovation and innovation. There are many definitions presented by writers and researchers to the concept of change management, including the following:

(Al-Rubaie et al., 2017: 150) Change management defined it as "a set of means, methods, and techniques that the organization uses effectively for change in the field of work teams, human resources, and the organization."

It is defined as "the effective treatment of the changing daily events that young people are exposed to as a result of progress and development in aspects of life, and it is carried out through a set of stages that aim to bring about a difference and a positive change in the attitudes and behavior of young people to overcome the changing daily pressures that they may be exposed to in the material and human aspects of their lives." . (Abd al-Jawad and Abu Sabri, 2019: 136)

(Mansour and Suleiman, 7: 2019) believes that it is "a planned administrative action that occurs in the organization through the adoption of other values, knowledge and techniques in order to improve and develop the effectiveness of the organization and ensure its ability to face the challenges of the environment and achieve its goals." Al-Qutuz mentioned it as "management of the planned and organized effort aimed at achieving the goals of change through the development of workers by influencing their values, skills and behavior patterns, and changing the technology used, processes and organizational structures." (Al-Qutuz, 358: 2020)

(Makhdoom, 2021: 164) referred to organizational change management as "a process that takes place through the use of a studied scientific approach based on environmental variables to ensure that the organization changes effectively and without errors."

The researchers believe that change management "is the process of transforming the organization from its current state to a desired state, by identifying and implementing the changes necessary to achieve this desired state. This includes analyzing the current situation, defining desired goals, developing appropriate action plans, implementing changes, and measuring and evaluating their results." "

**Second: The importance of change management:** change management represents a reflection of the modern management theory in understanding, creating change and adapting to it, as it has become a necessity as a management skill that is very required and its importance is highlighted in the following: (Atili and Qani, 14:2021)

1. Maintaining active vitality.
2. Developing creativity.
3. Increased desire for development.
4. Reaching a higher degree of strength and performance.
5. It is a comprehensive process that includes all organizational elements, and it is not a random effort
6. It is an inevitable process that affects and is affected by what is going on around it.

**Third: The stages of change management:** The organization makes changes within it after feeling the necessity and need for that, and this feeling stems from the motives and reasons for change, whether internal or external. Therefore, the first thing that officials do before embarking on change management is as follows: (Youssef et al., 682:2022)

1. Diagnostic study and preparation for accepting change: It is the stage in which the organization studies the problems, challenges, difficulties and pressures it faces and diagnoses them accurately in order to make it easier for it to know the weaknesses and take the necessary action in order to solve these problems and control them through and prepare itself to accept the change to be made as well as prepare The organizational departments of the change that will fall on them in order to avoid the process of resisting change, as well as avoiding the process of rejecting change.

2. Planning for change: The senior management sets a plan for the change to be made based on the study in which the problem was diagnosed in the first stage, and all the details related to the plan are clearly defined in terms of the plan's duration, flexibility and steps.

3. Implementation of change: At this stage, the organization enters directly into the process of change, and it is important to benefit from the experiences of its employees in the process of change, whether by opinion or participation in the work of change.

4. Evaluation and corrective follow-up: This is the stage in which the senior management follows up on the change process and makes sure that it is proceeding according to what was previously planned for it. It calculates the level of achievement it has reached and reveals deviations and weaknesses to avoid them. It reveals strengths to confirm it and notes any resistance or rejection process. to change so she can process it quickly.

#### ***Fourth: Requirements for the success of change management***

Al-Otaibi and Al-Enezi believe that there are many factors that have an impact on the change brought about by the organization and on the degree of success achieved by change management, among these requirements: (Al-Otaibi and Al-Enezi, 68:2022)

1. Availability of a general climate that accepts change rather than opposes it.
2. Support and advocacy of the administrative leaders in the organization.
3. The presence of change leaders who possess human and mental skills.
4. Honestly diagnose the organization's problems to develop solutions.
5. A statement of the material and moral benefits that will result from the change process.
6. Facilitating communication between administrative levels.

***Fifth: Dimensions of Organizational Change:*** Writers and researchers dealt with the subject of change management from several aspects, according to their backgrounds and specializations, and most of them agreed on the following dimensions of organizational change management:

1. Change in the organizational structure: It is an illustration that symbolizes a network that represents the different positions of responsibility, methods of official information flow, decision-making levels and communication processes within the organization. (Ghadab, 11: 2018), and through the organizational structure, it is possible to define the administrative divisions of the units and divisions that make up the organization, arranged in the form of levels on top of each other and taking the form of a pyramid, and linked by a formal line of authority through which orders, instructions and directives flow from the higher level and down to the lower level of During which the points become clear for making decisions and the positions of authority and responsibility. (Asmaa, 3:2022) In which change is brought about by modifying the structural aspects of the organization, such as changes in the administrative levels of the organization, delegation, specialization, policies, wage and reward systems, work relations and powers, coordination mechanisms, and information and control systems determined by senior management. In other words, it is a process that includes redesigning the organizational structure, creating organizational units, and excluding others. This results in modifications in other areas of organization such as individuals, policies, capabilities, systems, procedures, design of communication lines, channels of flow of authority and responsibility, and re-specialization. (Al-Sheikhi and Al-Sheikhi, 144:2022)

2. Technological change: It is represented in the positive transition in the production function, as the concept of technological efficiency depends on the relationship between inputs and outputs, which is the increase in the efficiency of operations, which is reflected in an increase in outputs without inputs (Hussein and Hussein, 79: 2019), and on the other hand Technological change means using the outputs of innovation or creativity for the purpose of making a simple (partial) change, or a comprehensive (total) change in the process. (Al-Husseini, 25:2018)

3. Change in tasks: It includes a change in powers, responsibilities, works, duties, activities, and work methods, by simplifying work procedures, reducing repetitive routines, merging and reducing some activities, and it also includes changing the approved policies in the company by amending or deleting some of them, as well as changing In the nature of job relations and the conditions surrounding work and workers. (Bidaweed, 259: 2019)

### **The Second Axis (Organizational Climate)**

***First: The concept of organizational climate:*** The organizational climate is a concept realized by working individuals and that it depends on a value judgment, and perceptions towards it may differ from one person to another. The organizational climate affects the productivity, motivation and behavior of the individual worker

Organizational climate is meant as "a metaphor for management to denote a set of factors that affect the behavior of employees within the organization, such as leadership style, the nature of the organizational structure, legislation, compensation, and the characteristics of the internal and external environment." (Saad and Hammoud, 2022: 217)

And he defined it (Mizal, 207: 2022) as “the common meaning that connects the members of the organization with the events, policies, practices, and procedures that they face, and the behaviors that they deem worthy of support and encouragement.”

According to Yas, the organizational climate "is a set of practices, methods, and methods of interaction with members and the environment, which become a tangible and clear reality when discussing these concepts by members within the organization." (Yas, 465:2022)

Obaid and others referred to the organizational climate as “the set of characteristics that describe an organization and distinguish it from other organizations that persist relatively over time and affect the behavior of individuals in it.” (Obeid et al., 2022: 260)

**Second: The importance of the organizational climate:** The reasons for caring about the organizational climate appear by knowing the relationship between other organizational variables, especially in the field of interaction between the individual and the organizational environment in general, which is defined by two main axes: (Amr, 4:2020)

**The first axis:** It is represented in the characteristics of the individual that are largely related to his knowledge system with regard to his experiences, experiences, education and culture.

**The second axis:** the internal work environment, describing the characteristics that distinguish it from other institutions, which differ according to the specific dimensions of environmental climates, the most famous of which are the organizational structure, communication system, work procedures systems, leadership style, decision-making style, and teamwork.

**Third: Characteristics of the organizational climate:** The organizational climate is characterized by several characteristics, including the following: (Ghulam, 570: 2022)

1. Integration between organizational goals and personal goals.
2. Management's awareness of individual differences and characteristics, workers' needs and expectations during work.
3. Existence of fair rules and appropriate systems of rewards and penalties.
4. Supporting the individual and professional development of individuals within the organization
5. The real participation of relevant employees in decision-making.

**Fourth: Dimensions of Organizational Climate:** Writers and researchers dealt with the issue of organizational climate from several aspects, according to their backgrounds and specializations, and most of them agreed on the following dimensions of organizational change management:

1. Participation of employees in decision-making: it is defined as the participation of all employees in expressing their opinions and suggestions on all aspects of work. As well as matters related to the reconciliation and interests of the organization and the provision of an atmosphere of trust and respect in the discussion of various topics and the exchange of data and information between the management of the organization and the various employees with the aim of increasing production continuously. (Al-Sabbagh et al., 2017: 143).

2. Leadership style: The leadership style is what lies within the individual of feeling, enthusiasm, confidence, conformity of thought, the role of influencing others, and the confidence to reach a high level of performance and decision-making. (Al-Noor, 18: 2018) And that the leadership style followed in the organization is one of the basic elements for the success and effectiveness of management, as the success of any work depends on the presence of competent leadership. (Ghulam, 2022: 570), and what is meant by it is the activity practiced by a person to influence people and make them cooperate to achieve a goal they wish to achieve. (Fatih and Abd al-Hadi, 14: 2019), and it is also meant from the point of view of mercy and grace, the ability of the individual to influence the behavior of the group, direct them, and try to raise their performance in order to achieve common goals. (Rahma and Mina, 29:2022)

3. Compensations: Compensations are used to influence the driving forces within the individual and direct them in a way that allows him to continue his activity in a certain way and at a certain pace, as well as to achieve goals set by the institution, based on their connection to the goals of the person, through his individual behavior and in his group or his social or material environment. (Leah, 26:2013)

### **The Third Axis (The Relationship Between Change Management And Organizational Climate)**

Survival is an organizational goal that the organization seeks to achieve through organizational change and keeping pace with changes in the surrounding environment, whether (internal or external), as organizations disappear from

existence when they are not able to satisfy a need in society or when they cannot respond to a set of urgent circumstances. Such as the emergence of favorable events such as technical developments, and change in its general sense indicates a deviation from the past. Change may be an automatic process that occurs by nature without planning or direction, or it may be a planned change that the organization can direct towards intended goals and follow a clear plan. (The Merciful, 2:2017)

Change has become the distinguishing feature of the era, and it is proceeding with rapid and successive steps to include the various aspects of life. Change has become an urgent necessity and a basic requirement for various institutions, whether service or production, in order to adapt and harmonize with the changing environment, whether internal or external, in order to survive and continue. In managing change and directing it to administrative leaders through effective management of positive change, and it should improve dealing with this change so that change is not random, but proceeds according to a well-studied process through the issuance of decisions on the ground that are in line with the available capabilities and in a way that leads to good use and rationalize those capabilities. The contemporary role requires that the leader be an effective decision-maker in the face of different situations and familiar with all administrative aspects in order to achieve the goals of management in order to successfully manage his organization and work on developing it through his continuous interaction. It depends to a large extent on the adequacy of their decision-making. (Muslih and Khazal, 1:22021)

The organizational climate plays an important role as it is one of the important organizational variables, as it represents work within institutions, and that knowledge and interest in it leads to success and achievement of the goals of the institution because of its impact on the behavioral variables of working individuals who are the basis of work. Contemporary intellectual trends have given great importance to the impact of climate. Organizational, as it includes all the variables prevailing in the framework of work, including intellectual values, cultural habits, and material dimensions that fundamentally affect the organizational behavior of individuals, groups, and organizations alike.

### THE THIRD TOPIC (THE PRACTICAL SIDE OF THE RESEARCH)

#### The First Requirement: Descriptive Statistics:

Table (2) results and indicators of the dimensions of the independent variable (change management)

coefficient of difference	standard deviation	Arithmetic mean	Question	
24.93	0.935	3.75	The administration seeks to bring about changes in the organizational structure in order to improve performance	1
29.20	0.911	3.12	The administration works to change the tasks of its employees from time to time in its administrative units	2
31.50	1.030	3.27	The hospital management develops the organizational structure in accordance with the business requirements	3
28.54	0.959	3.38	Average indicators of the dimension of change in the organizational structure	
29.23	1.070	3.66	There is support for technological change in the hospital and it is applied efficiently and accurately	1
30.80	0.961	3.12	The hospital administration provides various mechanisms and modern technology for the success of the work	2
32.73	1.031	3.15	The hospital administration allocates sufficient funds to secure the provision of supplies, equipment and modern devices	3
30.92	1.022	3.31	Average indicators of the technological change dimension	
23.98	0.873	3.64	The hospital administration can modify the tasks of its employees according to the need	1

27.28	1.042	3.82	The hospital administration is constantly updating its working methods	2
30.54	1.112	3.64	The hospital administration changes the size of the responsibilities and powers of its employees	3
27.27	1.009	3.70	Average indicators of the change in tasks dimension	

**First: Results related to the dimensions of the independent variable (change management):**

a. Change in the organizational structure: The results related to the dimension of change in the organizational structure shown in Table (2) showed that this dimension came in total with an arithmetic mean of (3.38), which is greater than the value of the hypothetical mean of (3), with a standard deviation of (0.959), and with a coefficient Difference (28.54), and the results were distributed among the highest level of response achieved by the third question, which reads (the hospital management develops the organizational structure in accordance with work requirements), as the mean value was (3.75) and the standard deviation was (0.935), as the coefficient of variation reached (24.93). As for the lowest value, it came in the second question, which stated (the administration works to change the tasks of its employees from time to time in its administrative units), as the mean value for it was (3.12), with a standard deviation (0.911), and the coefficient of variation for it was (29.20), and this indicates that The hospital administration is constantly interested in the nature of its organizational structure.

b. Technological change: The results related to the dimension of technological change shown in Table (2) showed that this dimension came in total with an arithmetic mean of (3.31), which is greater than the value of the hypothetical mean of (3), with a standard deviation of (1.022), and with a coefficient of variation (30.92). The results were distributed among the highest level of response achieved by the first question, which reads (there is support for technological change in the hospital and it is applied efficiently and accurately), as the mean value was (3.66) and the standard deviation was (1.070), as the coefficient of variation was (29.23). The lowest value came in the second question, which reads (the hospital administration provides various mechanisms and modern technology for the success of the work), as the mean value for it was (3.12), with a standard deviation (0.961), and the coefficient of variation for it reached (30.80), and this indicates that the hospital administration is interested in developing its technology constantly.

c. Change in tasks: The results related to the dimension of change in tasks shown in Table (2) showed that this dimension came in total with an arithmetic mean of (3.70), which is greater than the value of the hypothetical mean of (3), with a standard deviation of (1.009), and with a coefficient of difference ( 27.27), and the results were distributed among the highest level of response achieved by the second question, which reads (the hospital management constantly updates the work methods), as the mean value was (3.82) and the standard deviation was (1.042), as the coefficient of difference was (27.28), while the lowest value came at The third question, which reads (the hospital administration makes changes in the size of the responsibilities and powers of its employees), as the mean value for it was (3.64), and with a standard deviation (1.112), and the coefficient of variation for it was (30.54), and this indicates that the hospital administration is interested in constantly adjusting its business activities .

**Second: the results of the dimensions of the dependent variable (organizational climate)**

Table (3) results and indicators of the dimensions of the dependent variable (organizational climate)

coefficient of difference	standard deviation	Arithmetic mean	Question	
27.04	0.933	3.45	Business decisions are made objectively	1
30.22	0.961	3.18	There is clear harmony between senior management and its employees regarding the decision-making process	2
56.23	1.760	3.13	The hospital administration is keen to take into account the suggestions of its employees regarding decision-making	3

37.83	1.218	3.25	<b>Average indicators of the dimension of employee participation in decision-making</b>	
46.88	1.65	3.52	<b>The hospital uses appropriate methods to raise the efficiency of its employees</b>	1
30.06	0.962	3.20	<b>The hospital management adopts clear policies to improve the level of performance</b>	2
18.45	0.631	3.42	<b>The hospital administration trusts the capabilities of its employees to achieve the desired goals.</b>	3
31.80	1.081	3.38	<b>Average indicators of the driving style dimension</b>	
18.87	0.683	3.62	<b>There is a good and effective incentive system within the hospital</b>	1
37.02	1.440	3.89	<b>The work of employees is evaluated impartially and fairly</b>	2
40.25	1.437	3.57	<b>The amount of wages and bonuses corresponds to the efforts made</b>	3
32.04	1.187	3.69	<b>Average indicators of the compensation dimension</b>	

a. Participation of employees in decision-making: The results related to the dimension of employee participation in decision-making shown in Table (3) showed that this dimension came in total with an arithmetic mean of (3.25), which is greater than the value of the hypothetical mean of (3), and with a standard deviation of (1.218). , and with a coefficient of difference (37.83), and the results were distributed among the highest level of response achieved by the first question, which reads (decisions related to work are taken objectively), as the value of the mean was (3.45) and the standard deviation was (0.933), as the coefficient of difference reached (27.04). As for the lowest value, it came at the third question, which reads (the size of wages and rewards corresponds to the efforts made), as the mean value for it was (3.13), with a standard deviation (1.760), and the coefficient of variation for it was (56.23), and this indicates that the hospital administration cares about the nature of decisions taken with high accuracy and objectivity.

b. Driving style: The results related to the driving style dimension shown in Table (3) showed that this dimension came in total with an arithmetic mean of (3.38), which is greater than the value of the hypothetical mean of (3), with a standard deviation of (1.081), and with a coefficient of difference (31.80). The results were distributed among the highest level of response achieved by the first question, which reads (the hospital uses appropriate methods to raise the efficiency of its employees), as the value of the mean was (3.52) and the standard deviation was (1.65), as the coefficient of difference was (46.88), while the lowest value came at the question The second, which reads (the hospital administration adopts clear policies to improve the level of performance), as the mean value for it was (2.22), with a standard deviation (0.962), and the coefficient of variation for it was (30.06), and this indicates that the hospital administration is constantly concerned with the nature of its organizational structure.

c. Compensations: The results related to the compensation dimension shown in Table (3) showed that this dimension came in total with an arithmetic mean of (3.69), which is greater than the value of the hypothetical mean of (3), with a standard deviation of (1.187), and with a coefficient of difference (32.04), and it was distributed The results are between the highest level of response achieved by the second question, which reads (the work of employees is evaluated impartially and fairly), as the value of the mean was (3.89) and the standard deviation was (1.440), as the coefficient of difference was (37.02), while the lowest value came at the third question, which read (The volume of wages and rewards corresponds to the efforts made) as the average value for it was (3.57), with a standard deviation (1.437), and the coefficient of variation for it was (40.25), and this explains that the hospital administration is conducting a process of evaluating the performance of its workers in order to ensure fairness in what they deserve.

### **Third: inferential statistics**

For the purpose of covering the inferential aspect of the research, the research hypotheses were tested as follows:

**First: The first main hypothesis:** There is a statistically significant correlation with the dimensions of change management and organizational climate. Other sub-hypotheses emerge from this hypothesis:

a. There is a statistically significant correlation for the dimension of change in the organizational structure and organizational climate.

b. There is a statistically significant correlation for the dimension of technological change and organizational climate.

c. There is a statistically significant correlation for the dimension of change in tasks and organizational climate.

**Table (4) Pearson correlation between the research variables**

Change Management	Change in tasks	Technological change	Change in the organizational structure	paragraphs
0.832**	0.840**	0.612**	0.651**	organizational climate
0.001	0.001	0.001	0.001	Sig. (2-tailed)

It is clear from Table (4) the nature of the correlations of the Pearson coefficient between the research variables, as the results that have been extracted are shown as follows:

1. The value of the Pearson correlation coefficient for the independent variable (change management) and the dependent variable (organizational climate) was (0.832\*\*). These results accept the main hypothesis that says (there is a statistically significant correlation for the dimension of change management and organizational climate).

2. The value of the Pearson correlation coefficient between the first dimension of the independent variable (the change in the organizational structure) and the dependent variable (the organizational climate) was (0.651\*\*). In the light of these results, we accept the main hypothesis that says (there is a statistically significant correlation for the dimension of change in the organizational structure and organizational climate)

3. The value of the Pearson correlation coefficient between the second dimension of the independent variable (technological change) and the dependent variable (organizational climate) was (0.612\*\*). In the light of these results, we accept the main hypothesis that says (there is a statistically significant correlation for the technological change dimension and the organizational climate).

4. The value of the Pearson correlation coefficient between the third dimension of the independent variable (change in tasks) and the dependent variable (organizational climate) was (0.840\*\*). In the light of these results, we accept the main hypothesis that says (there is a statistically significant correlation for the dimension of change in tasks and organizational climate).

**Second: The second main hypothesis:** There is a statistically significant effect of the dimensions of change management in the organizational climate, and other sub-hypotheses emerge from this hypothesis, namely:

a. There is a statistically significant effect of the dimension of change in the organizational structure and organizational climate.

b. There is a statistically significant effect of the dimension of technological change and organizational climate.

c. There is a statistically significant effect of the dimension of change in tasks and organizational climate.

As shown in the following table:-

**Table (5) statistical indicators for analyzing change management and its impact on the organizational climate**

	Sig.	F Test		T Test		Change Management	dependent variable
		Tabular	Computed	Tabular	Computed		
significant	0.001	4.20	17.865	2.045	4.545	Change in the organizational structure	organizational climate
significant	0.001		14.776		3.745	Technological change	

significant	0.001		52.545		7.756	Change in tasks	
significant	0.001		32.476		6.675	Change Management	

It is clear from Table (5) the nature of the influencing relationships between the research variables, as the results that have been extracted are shown as follows:

1. The value (T) calculated for the marginal slope coefficient of the change management variable was (6.675), which is greater than the tabular (T) value (2.045) at the level of significance (0.05) and at the level of significance recorded (0.001). The calculated (F) value was recorded (32.476). ) which is greater than the tabular (F) value of (4.20) at the level of significance (0.05) and at the level of significance recorded (0.001), and thus we accept the main hypothesis which states (there is a statistically significant effect of the dimensions of change management in the organizational climate), which indicates that Change management has an active role in achieving an appropriate organizational climate.

2. The value (T) calculated for the marginal tendency coefficient for the dimension of the independent variable (the change in the organizational structure) was (4.545), which is greater than the tabular (T) value (2.045) at the level of significance (0.05) and at the level of significance recorded (0.001), and this indicates that Significance of the marginal slope coefficient, as the calculated (F) value (17.865) was recorded, which is greater than the tabular (F) value of (4.20) at the level of significance (0.05) and at the level of significance recorded (0.001), and thus we accept the main hypothesis which states (there is an effect of Statistical indication of the dimension of change in the organizational structure in the organizational climate).

3. The value (T) calculated for the marginal slope coefficient for the dimension of the independent variable (technological change) was (3.745), which is greater than the tabular (T) value (2.045) at the level of significance (0.05) and at the level of significance recorded (0.001). This indicates that the coefficient is significant. Marginal slope, as the calculated (F) value was recorded (14.776), which is greater than the tabular (F) value of (4.20) at the level of significance (0.05) and at the level of significance recorded (0.001), and thus we accept the main hypothesis which states (there is a statistically significant effect the dimension of technological change in the organizational climate).

4. The value (T) calculated for the marginal propensity coefficient for the dimension of the independent variable (change in tasks) was (7.756), which is greater than the tabular (T) value (2.045) at the level of significance (0.05) and at the level of significance recorded (0.001), and this indicates that it is significant. Marginal slope coefficient, and the calculated (F) value (52.545) was recorded, which is greater than the tabular (F) value of (4.20) at the level of significance (0.05) and at the level of significance recorded (0.001). Thus, we accept the main hypothesis, which states (there is a significant effect Statistics for the dimension of change in tasks in the organizational climate).

## THE FOURTH TOPIC (CONCLUSIONS AND RECOMMENDATIONS)

### First: Conclusions:

1. Change management contributes to improving performance and increasing productivity in the organization, as it helps to modernize processes and procedures and develop skills and competencies.

2. The application of change management helps to improve team spirit and enhance cooperation and interaction for the organization's members, which leads to the promotion of a positive organizational climate.

3. There is a strong direct correlation with statistical significance for the change management variable with the organizational climate.

4. The (change in tasks) dimension achieved the highest correlation among the dimensions of change management with the organizational climate, and the least correlated was the (technological change) dimension.

5. There is a statistically significant effect of the change management variable on the organizational climate.

6. There is a statistically significant effect of change management dimensions (change in organizational structure, technological change, change in tasks) on the organizational climate. The most influential dimension in the organizational climate was (change in tasks) and the least influential was (technological change).

**Second: Recommendations**

1. The hospital management should adopt a comprehensive approach to change management, including planning, implementation, monitoring and evaluation. They must also clearly define goals and expectations, and provide the necessary resources to achieve these goals.

2. The need to provide a plan for managing resistance to change and motivating employees to change, including open and transparent communication with employees and providing them with the necessary training and support.

3. The necessity of identifying the training needs of workers and designing programs in a manner commensurate with them.

4. The necessity of simplifying work procedures, reducing repetitive routines, merging and reducing some activities, and paying sufficient attention to technological change in completing its various activities.

5. Work to encourage renewal and innovation, and establish an organizational unit in the organizational structure to provide moral and material support to workers through the continuous change of tasks, and to transform creative behavior into more acceptable results using technological change.

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