



THE IMPACT OF ORGANIZATIONAL CHANGE ON ORGANIZATIONAL FAILURE AT THE MIDDLE EUPHRATES UNIVERSITY

A Case Study on the College of Administrative Technical - Kufa

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ABSTRACT

This study aims to verify the existence of an impact of organizational change on organizational failure at the Middle Euphrates University: A case study on the college of administrative technical -kufa. To achieve the objectives of the study, a questionnaire was designed and its validity and stability was tested. The study population consisted of all the employees of the higher and middle administrations in the college of administrative technical-kufa of (89) managers, head of department and a faculty member. In order to achieve the study objectives, a random stratified sample by (50%) was selected from the employees in the college of administrative technical-kufa, therefore the study sample was (45) employees. After that the researcher distributed of (45) questionnaire, where (43) has been recovered, and was excluded (2) questionnaire are not suitable for the statistical analysis, so the valid number of questionnaires for the statistical analysis are (41), and the data were analyzed by using the Statistical Package for Social Sciences (SPSS). The study reached to a number of results, the most important of which was there exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the organizational change in terms of three dimensions are the (change in organizational structure, change in process technology, and change in human resources) on the organizational failure at the Middle Euphrates University.

The study recommended that the Middle Euphrates University holding training courses and workshops in which modern concepts related to the dimensions of organizational change and organizational failure in the Middle Euphrates University.

KEYWORDS: *Organizational change, Organizational failure, Middle Euphrates University, Technical institute, Kufa - Iraq.*

INTRODUCTION

The organizational change is one of the most important challenges facing the productive organizations in general and the service organizations in particular, because these organizations do not deal with a static environment. The importance of the organizational change is highlighted as one of the most important types of change in the business organizations, because it is associated with various aspects of the organization, both in terms of vision, mission and achievement of its objectives, which has become the focus of interest of the researchers and scholars in the past and current years.

As a result, the organizational change depends on the coordination degree between the administrative leaders and the employees within the organization, which depends on the type of methods, patterns and contacts between them, and their effectiveness within the organization. The strategic planning requires several interlinked decisions to determine the organization's goals and its mission through the preparation, implementation, follow-up and evaluation of a set of plans and programs to achieve specific outcomes using

specific resources under existing environmental conditions (Al-Nuaimi & Al-Shukor, 2014: 2-3).

In light of the above, the change is a necessary process for all organizations. Without of the change process and development, the movements of these organizations are stops, while the public environment quickly moves in the opposite direction. So, the organizational change here is not meant to be the sudden mutations that occur under certain conditions, whether social, economic or political, but rather, that is planned in advance on scientific grounds, in line with the possibilities available to the organization within its established goals. Therefore, the change is not an end in itself, but as a means of reaching to the best results (Hussein & Abdul Fattah, 2010: 2).

METHODOLOGY

1. Study Problem & its Questions:

The study problem can be formulated through the following main question:

What is the role of senior management in practice of the organizational change to reduce the organizational failure of the employees?

The Sub- questions of this study are:

- a. What is the relative importance of organizational change from the perspective of the faculty members in the college of the Administrative Technical-Kufa?
- b. What is organizational failure level from the perspective of the faculty members in the college of Administrative Technical-Kufa?
- c. Is there exist a relationship between organizational change dimensions and organizational failure level dimensions at the college of Administrative Technical-Kufa?
- d. Is there exist an expected impact for organizational change in terms of its dimensions on organizational failure level and its dimensions at the college of Administrative Technical-Kufa?

2. Study Importance

It was the organizational change phenomenon is place to attract the researchers and writers in the organization and management sciences, human resources management, and the strategic management in their quest to understand and explain why and how the organizations are changing as well as identify the fields of the organizational change and their strategies, as it is no longer in front of the organizations management accept the choice of change or not, but should think in time of implementation, or the used methods for it. And with a view to grasping the organizational change dimensions. And the study is gaining its importance through:

2.1. Practical importance

The study attempt to measuring, testing and diagnosis of the reality of the organizational change and its role in reducing the organizational failure level for faculty members in the work field (College of Administrative Technical-Kufa) compared to a real extent of the health and safety of the senior management in the (College of Administrative Technical-Kufa) and teaching staff in which due to the impact of each on the productivity and the organization performance as a whole.

2.2. Importance at level of the (College of Administrative Technical-Kufa)

The study importance for the organization surveyed promotes the employment of the organizational change for the senior management in application of the practices and best decisions suited to bring about the change in the organizations and building the trust and strengthening between the management and the teaching staff where dealers with it, and create an appropriate work environment that contribute to reducing the negative phenomena and non-health & psychological cases, including the organizational failure phenomenon.

2.3. Study Objectives

The study aims to achieve the following objectives:

- a. Identify the application level of organizational change pillars by senior management in the (college of administrative and technical- Kufa).
- b. Identify organizational failure level for faculty members in the (college of administrative and technical-Kufa).
- c. The disclosure of nature of the relationship between organizational change and organizational failure.
- d. Measuring the impact of organizational change in terms of dimensions on organizational failure level for faculty members in the (college of administrative and technical-Kufa).
- e. Submission a set of recommendations to senior management in order to support organizational change and its possibility to avoid organizational failure and its damage in the future.

2.4. Study Hypothetical Model

In light of the study problem and its questions, and literature review the researcher developed the study hypothetical model in order to analyze the impact and relationship between the study variables, as shown in the figure (1) below:

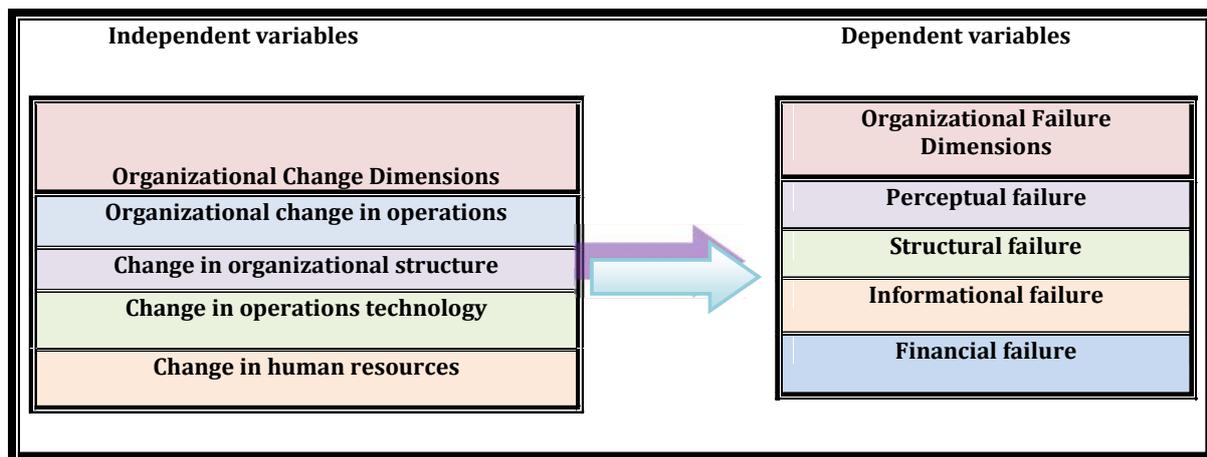


Figure 1. Study Hypothetical Model

Source: Based on the study problem, objectives, and litterateur review.

2.5. Study Hypotheses

To a chieve the study objectives, the hypotheses of this study have been suggested as a null hypothesis, as the following:

H_{01} : There is no a statistically significant correlation at the significance level ($\alpha > 0.05$), between **organizational change** dimensions represented by (organizational change in operations, change in organizational structure, change in

operations technology, and change in human resources), and **organizational failure level** dimensions represented by (perceptual failure, structural failure, informational failure, and financial failure) at the college of Administrative Technical-Kufa.

H_{02} : There is no a statistically significant impact at the significance level ($\alpha > 0.05$), for **organizational change** in terms of dimensions (organizational change in operations,

change in organizational structure, change in operations technology, and change in human resources) on **organizational failure level** dimensions in terms of (perceptual failure, structural failure, informational failure, and financial failure) at the college of Administrative Technical-Kufa.

Four Sub-hypotheses are emanated from the main hypothesis

H₀₂₋₁: There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (perceptual failure) at the college of Administrative Technical-Kufa.

H₀₂₋₂: There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (structural failure) at the college of Administrative Technical-Kufa.

H₀₂₋₃: There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (informational failure) at the college of Administrative Technical-Kufa.

H₀₂₋₄: There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (financial failure) at the college of Administrative Technical-Kufa.

INTELLECTUAL AND CONCEPTUAL FRAMEWORK

1. Concept of Organizational Change

The determination of the organizational change concept involves a great difficulty in the absence of a definitive agreement between the scholars and applied him to vary his concepts and administrative manners as there is no comprehensive definition of the change concept in the organization as a response to change as a result of the development of a meaningful change, values, attitudes and organizational structure educational strategies and make them more suitable for the modern technological development and the market challenges (Bin Hamid, 2016).

The organizational change refers to the restructuring of resources and capabilities process in order to increase the organization's ability to create the value and increase the returns obtained by the stakeholders, and if we look at innovation as the application of a new idea of the process to start a process or product or idea or initiate the development of the way they looked existing is clear to us that creativity it necessarily involves change but not necessarily every change is creative (Robbins, 2003). To deal with the organizational change process, organization should understand what he (Lewin) by (Force Field analysis), which attributes the stability state or balance experienced by the organization in its performance to the balance (equal to) two types of forces which motivated forces to change (Pushing Forces) and forces Hindering his Restraining Forces (Chelab, 2011: 667)

2. Organizational Change Dimensions

A. Organizational Change in Operations

It may require the organization to change its working environment by changing and developing its business systems

through simplifying and developing business processes, monitoring and performance appraisal systems, incentive systems, and other internal processes of the organization (Broch & Hadar, 2007: 50).

B. Change in Organizational Structure

The organization has focused in organizational change on an element of the organizational structure elements or address change organization form a radical design in the way of job design or the basis of functional division or change the connection relationships and the distribution of powers, through the direction the organization to supervision levels change, as well as changes in strategic management, policies and systems of wage and labor relations, coordination mechanisms and information systems and controls determined by senior management (Daft, 2001: 356).

C. Change in Operations Technology

It kicks off (Robbins, 2003: 544) to determine the areas of change in technology and processes through competition factors faced by organizations or innovation requirements, as directed organizations to change in technology-related devices, equipment, methods, or automation or computer, either to produce a commodity or a new service, such as the use of new automation and advanced information systems or networks. In light of the above, the change in technology and operations can be seen in the organizations' efforts to replace their old machines and equipment with new ones that require new methods and processes, as well as scheduling operations, setting new implementation priorities and changing in their internal design.

D. Change in Human Resources

(Hellriegel, et al., 2001: 550-562) explain the main objective of the organizations in organizational change planned in the area of human resources is focused on how to change the individuals behavior in the organization in terms of the individual and personal differences and attitudes, perceptions, their characteristics, needs and motivate them to participate and contribute to the decision-making processes and identify and resolve the problems and communication and believes that the changes in human resources directed towards the behavior and attitudes of employees and their contacts at the participation field in decision-making and solving the problem.

3. Organizational Failure Concept

The failure represents a threat and an obstacle to the achievement of sustainable economic development in contemporary societies, despite the development of governance organizations practices, and procedures & practices of the owners of strategic interest and the cultural conditions as one of the critical factors that may affect the achievement of the failure of these organizations (Akpotu & Israel, 2013: 12). The controversy intellectual and conceptual based in the literature of realization centered on the concept and the reasons for the organizational failure being extended even to contemporary organizations, have taken the results of a number of views that dealt with the concept of organizational failure and its causes, including "environmental complex, industrial perspective, organizational psychology, organization theory" (Mellahi & Wilkinson, 2004 :21).

From this perspective makes it imperative for organizations to understand two key issues related to the phenomenon of organizational failure, the **first issue**: is the understanding of the main causes of organizational or causative factors of failure to help managers to design effective strategies to avoid or how to deal with him in the future. The **second**

issue: it refers to the learning barriers from the failure experiences and for the purpose of identifying strategies to overcome those (Wilkinson & Mellahi, 2004: 23).

4. Organizational Failure Dimensions

In today's world which is witnessing rapid and continuous and far changes far from stability under the dynamic environment, and because of the changes unexpected in the technology and various other sciences, demographic factors, the environment, globalization, and these changes pose a challenge may weigh down the shoulders of organizations to deal with it, causing an increase organizational disruptions for organizations, which are reflected negatively to increase in organizational pressure, which in turn causes the organizational shock and thus the failure of the organization and its creators (Mutihac, 2010: 4). The dimensions of the organizational failure adopted in the present study are:

A. Perceptual Failure

The concept of perceptual failure takes several forms to express the error or lapses of sensory perception, memory, the work (Broadbent, et al., 2007: 554), and from theory the perceptual failure may result from deficiencies in the perceptual control system that refer to the ability to guide behavior towards the achievement of the goals set, and this ability is one of the critical elements for the perceptual system (Unsworth, et al., 2012: 2). There is a mental and cognitive limit the individual's ability to gather information and address the determinants, which are environments so complex that it becomes difficult to provide full information to the decision maker makes him take decisions fully rationally, that these restrictions and determinants of cognitive environment has made decision-makers working forced under limited rational and not fully, so the necessity of forming a tactic of communication involving encoding and decoding messages from the external environment and the need to reconcile mental heterogeneous models, which are critical factors for cognitive limitations and determinants (Caleman & Zylbersztajn, 2010:10).

B. Structural Failure

Organizations fail because of their organizational structures, and the question is how organizational structures can hinder proper strategic decisions and why? Most research has provided an explanation that poor organizational structures designed to prevent organizations from reaching to achieve sustainable success, it may be one of the causes of organizational collapse (Ivanov, 2011: 94), and in this regard stressed (Ansoff) in (1956) in his book "Corporate Strategy" That structural failures have negative implications that may lead to a reduction in the performance of the Organization, and thus low organizational performance with levels (Kavale, 2012: 63), and this relationship in the process of growth and structural failure relationship in the early seventies weak performance organizations in their writings about the structural failure and its adverse repercussions on the performance, in addition to the presence of influential other factors such as the external environment and what lies threats and intense competition and the various systems of information and behaviors within the organization to its members and organizational culture prevailing (Mcfarlane, 2011: 13).

C. Informational Failure

Debate based in the acceptance of the fact that had prevailed for a long period of time where he translated that money the backbone of life in organizations for a period not

far away, it turned those facts thanks to the information revolution and in the communication to replace the information priorities outweigh the money and ostentation organizations Bhjovernma and their capital and turned into competition to form the information hub serious competition an entity possessing material is reflected as achieved by the advantages and value of service organizations, including productivity (al-Jubouri, 2010: 30). The information system in the organizations core of organizational processes in achieving sustainable competitive advantage and forms in the era of environmental and technological challenges of the rapidly it is based on the collection of information from several sources in order to achieve the value of the relevant information in making and current and future decision-making processes (Hemmatfarm, 2010: 158), despite the importance of the information system as a source of enlightenment when making decisions, but this system may affect failure for several reasons may be due to sudden changes in the work and resistance by the system users and other internal and external influences that are exposed WMO Information System (Mirza, 2010: 81).

D. Financial Failure

That failure occurs when there are operations or the work of the institution followed by the waiver of the property or assets for the benefit of creditors or bankruptcy, or a loss of creditors after unsuccessful operations, or the inability to recover the mortgaged property and the seizure of the institution's property before issuing a verdict on them, withdrawal and leaving obligations on the corporation is not paid, or the company's property is placed under judicial supervision or reorganization of the company and settlement procedures are instituted between the institution and its creditors (Rayhan et al., 2012: 3). It has thrown the main reason for the failure of organizations financially on the responsibility of the managers who generate their excessive confidence in their ability to achieve profits in most of the projects (Brigham & Houston, 2015: 15), and fail financial institutions, especially in the banking sector because of the non-sound decisions in investing in bank loans long-term lack of bank liquidity (Polsiri & Jiraporn, 2012: 50).

5. Literature review

Al-Rahim (2007), explained that the most organizations are affected by changes in the external environment and by any change in their economic, social, technological, political and cultural variables. And the fact that the organizations are linked to an environment characterized by being dynamic systems in a state of rapid change in its factors, it has keep up with it through internal changes in the basic components so that they can achieve their goals of survival, growth and adaptation.

Carmi (2010), refer to the organizational change is a healthy phenomenon it aims to increase the performance and effectiveness of the work, which is considered as a result of surrounding and internal organization changes to the institution are: the strength of competition, technology, economic, legal and political changes, changes a rate in social values, ... etc. The internal changes of the institution are: changes in machinery, products and other technical methods, changes in working methods and changes, changes in personnel, changes in power relations, responsibilities, status, influence, ... etc.

Hussein & Abdul Fattah (2010), refer to the organizational change has become one of the most important issues currently

facing organizations. It is under the dynamic, sharp and fast changing conditions of the environment. The organization is an open system in order to ensure its stability and growth, to grow, develop and react in light of the opportunities and challenges its surroundings which it active.

Bin Saaha (2013), explained that the organizational change management is the main objective to develop the innovations within the institution, and on this basis was addressed in the first part of the study to the organizational change management by identifying the reasons, and then the innovation to adjust the organizational factors affecting the communities, and in the second part to prove the relationship between them through Study of some small and medium industrial enterprises and the nature of this relationship, so that there was an overlap in the concept of organizational change management and innovation within this type of institutions, and in this case innovation is dependent variable for the independent variable which is a management of organizational change was to prove and there is a positive correlation and strong between these two variables relationship.

Al-Enzi (2013), explained that his study aimed to analysis of the impact of change management in enhancement of shareholding companies effectiveness at the state of Kuwait.

Ahmed (2015), he focused in his study, on analyzing the impact of the organizational change on improving administrative performance in service corporations through the case study of the Sudan Electricity Distribution company limited in Khartoum state (Presidency) for year (2015) using the descriptive and analytical approach.

Hatem (2018), explained that his study falls within the specific organizational behavior studies within the institutions, where aimed at from (LMD) to ensure that there is resistance to organizational change in the Algerian University under the application of the new system and the view of university professors, and applied the study to the faculty members of the University of Mohammed Khiedr - Biskra - and Ibn Khaldun -Tearat - where the general question was asked: (LMD) What is the reality of the resistance of organizational change in the Algerian University in light of the application of the new system and the view of university professors at the universities of Mohammed Khidr (Biskra) and Ibn Khaldun (Tiaret)?

METHOD AND PROCEDURES

This section deals with the method adopted in this study and the procedures which followed for applying this method, which are as follows:

1. Study Approach:

This study has adopted the descriptive approach, which used to the purpose of describing the responses of the study sample which represent the employees of the higher and middle administrations in college of administrative technical-kufa about their assessment of the organizational change dimensions represented by (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources). As well as, their assessment of the organizational failure dimensions in terms of (perceptual failure, structural failure, informational failure, and financial failure) . In addition to that, the analytical approach has been used to measure the impact of impact of organizational change on organizational failure at the Middle Euphrates University.

2. Study Population and its Sample:

The study population consisted all employees of the higher and middle administrations in college of administrative technical-kufa of (89) managers, head of department and a faculty member. A random stratified of (45) employee has been chosen from the study population. After that the researcher distributed of (45) questionnaire, where (43) has been recovered with response rate (95.6%), and was excluded (2) questionnaire are not suitable for the statistical analysis, so the valid number of questionnaires for the statistical analysis are (41) questionnaire.

3. Date Collection Resources:

The researcher relied on the following basic sources in order to collect the data:

a. Primary resources: It is the data was collected through the questionnaire that has been developed in accordance with the study variables. This questionnaire is considered as a tool to collect the data, and it covered the study variables.

b. Secondary sources: It is the data which available in the libraries of Iraqi universities and literature references such as (books, reports, specialized administrative researches, journals, Periodicals, Masters' theses, Doctoral dissertation, and related data published on internet).

c. The Questionnaire: The preliminary data collected through a questionnaire designed by the researcher for this purpose after presentation to the number of arbitrators, academics experienced in this place to verify its sincerity, for the purpose of verification of the stability of the questionnaire (internal consistency of the paragraphs of dimensions), was used reliability coefficient (Alpha Cronbach) , which reached the total instrument (0.905), and is very good value for the administrative and humanitarian research. As shown in the following Table No. (1):

Table 1. Test the (Internal Consistency of Paragraphs)

Main and Sub Variables	No. of Paragraphs	Cronbach's Alpha
Organizational Change Dimensions	16	0.897
Organizational change in operations	4	0.859
Change in organizational structure	4	0.836
Change in operations technology	4	0.881
Change in human resources	4	0.887
Organizational Failure Dimensions	20	0.901
Perceptual failure	5	0.878
Structural failure	5	0.848
Financial failure	5	0.824
Informational failure	5	0.791
Whole Instrument	36	0.905

For purpose of assessing the employees' responses, the researcher due to adoption of (3) levels where as the "cutting degree" is calculated by the result of the difference between the maximum value of the scale (5) and the minimum value of the scale (1) divided on (3) levels, i.e. the cutting degree equals $\{(5-1)/3=1.33\}$. Therefore, the three levels of agreement become as follows:

[Low level: (1-2.33), Medium level: (2.34-3.67), High level: (3.68-5)]

RESULTS & DISCUSSION

1. Description of the Study Variables:

1.1. Assessment of Organizational Change Dimensions:

What is the relative importance of organizational change from the perspective of the faculty members in college of the Administrative Technical-Kufa?

In order to answer on the 1st question of study, the researcher calculated the arithmetic means and standard deviations of the employees' estimations regarding their assessment about organizational change dimensions represented by (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources). As shown in the following Table No. (2):

Table 2. Results of Arithmetic Means and Standard Deviations of Organizational Change Dimensions (N= 41)

Organizational Change Dimensions	Means	Standard Deviation	Relative Importance	Assessment Level
Organizational change in operations	3.72	0.76	4	High
Change in organizational structure	3.91	0.68	1	High
Change in operations technology	3.84	0.79	3	High
Change in human resources	3.86	0.77	2	High
Organizational Change	3.83	0.59	-	High

According to Table (2) above, refers to the arithmetic means and standard deviations for all the variables were analyzed. Subsequently, in this study, the arithmetic means more than and equal to (3.67) were considered (high). As shown in the above of Table (2), the results indicate that the respondents confirm there is a high assessment level. The standard deviations for all variables seem to fall between the ranges of (0.68 - 0.79), which reflect the existence of considerable acceptable variability within the data set. However, the various values indicate that all answers about the study variables were substantially different or varied from one respondent to another. This means that the estimations of the employees of the higher and middle administrations in college of administrative technical-kufa regarding their assessment level for all variables are (positive) and (high) from their view point.

1.2. Assessment of Organizational Change Dimensions:

What is organizational failure level from the perspective of the faculty members in college of Administrative Technical-Kufa?

In order to answer on the 2nd question of study, the researcher calculated the arithmetic means and standard deviations of the employees' estimations regarding their assessment about organizational failure dimensions represented by (perceptual failure, structural failure, informational failure, and financial failure). As shown in the following Table No. (3):

Table 3. Results of Arithmetic Means and Standard Deviations of Organizational Failure Dimensions (N= 41)

Organizational Failure Dimensions	Means	Standard Deviation	Relative Importance	Assessment Level
Perceptual failure	3.26	0.74	4	Medium
Structural failure	3.59	0.73	1	Medium
Financial failure	3.28	1.04	3	Medium
Informational failure	3.33	1.05	2	Medium
Organizational Failure	3.37	0.75	-	Medium

According to Table (3) above, refers to the arithmetic means and standard deviations for all the variables were analyzed. Subsequently, in this study, the arithmetic means more than and equal to (2.33) were considered (medium). As shown in the above of Table (3), the results indicate that the respondents confirm there is a medium assessment level. The standard deviations for all variables seem to fall between the ranges of (0.73 – 1.05), which reflect the existence of considerable acceptable variability within the data set. However, the various values indicate that all answers about the study variables were substantially different or varied from one respondent to another. This means that the estimations of the employees of the higher and middle administrations in

college of administrative technical-kufa regarding their assessment level for all variables are (positive) and (medium) from their view point.

1.3. Test of the Study Hypotheses

The researcher has checked some of the data properties represented by the (Homogeneity, Normality, Sampling adequacy and Multicollinearity), and that is before testing the study hypotheses, as follows:

A. Test the Data Homogeneity Property

The results in Table No . (4), refers to the (T-test) which used to check the data homogeneity property, whether the variables data of the study sample are homogeneous or non-homogeneous:

Table 4. Results of (T-test) to check the data Homogeneity property

Study variables	Calculated (T) values	Degree of freedom	Sig. of (T)
Organizational change in operations	6.106	40	0.000
Change in organizational structure	8.623	40	0.000
Change in operations technology	6.854	40	0.000
Change in human resources	7.125	40	0.000
Perceptual failure	2.285	40	0.028
Structural failure	5.125	40	0.000
Financial failure	2.384	40	0.019
Informational failure	2.027	40	0.048

{T-Tabulated value with df. (40) at the significance level (α =0.05)} = 1.684

The results in Table No. (4), indicates that the study variables data are highly homogeneous. It is supported by the calculated (T) values of the study variables whereas all these values are greater than (T) tabulated value which is (1.684), and all values of (Sig.) are less than the significance level (α =0.05).

B. Test the Data Normality Property:

Figure (1) refers to the test results of the Normal Distribution property, related to verifying that the data of the study variables are subject to normal distribution or not:

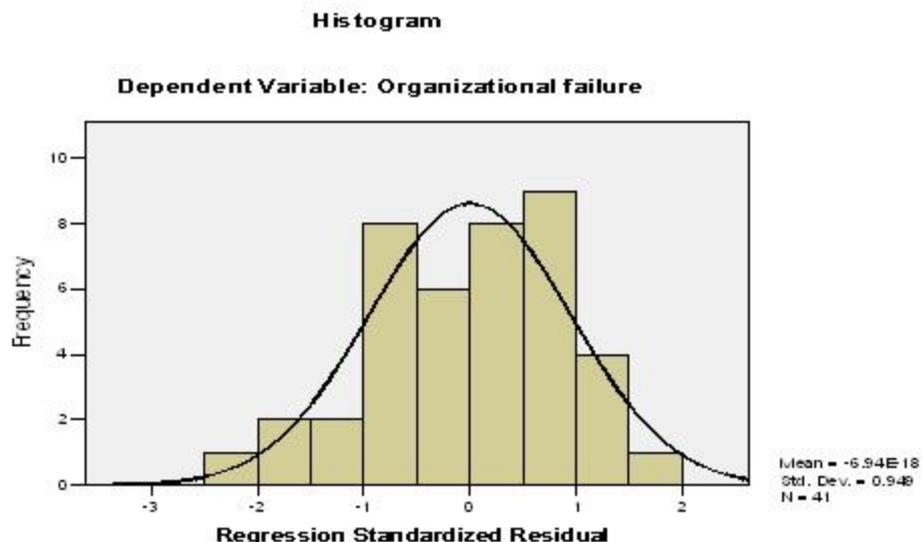


Figure 1. Histogram

The histogram shown in Figure (1), indicates that the data for all variables of the study model are subject to normal distribution.

C- Test the Sampling Adequacy Property:

The results listed in Table No. (5), shows the test of sampling adequacy property to select the data of the study

Table 5. Results of Kaiser-Meyer-Olkin (KMO) Test

Statistical indicators	Factorial Analysis results
KMO	0.836
Sig.	0.000

The results in table (5), indicates that the sampling method is adequate and the selected variables data are sufficient for the statistical analysis purposes. Which supported by the value of (KMO) Test (0.836) which is greater than (0.5), i.e. more than (50%) of the variables data and that the value of the (Sig.) is less than the significance level ($\alpha = 0.05$).

variables and its sufficiency which is related to check if the variables data are sufficient for the statistical analysis purposes. The researcher was used the test Kaiser-Meyer-Olkin (KMO) Test, as follows:

D- Test the Multicollinearity Problem:

The results in Table No. (6), shows the test of the Variance Inflation Factor (VIF) which is related to check the existence or not existence of the Multicollinearity problem between the independent variables represented by (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), as follows:

Table 6. Results of (VIF) Test to check the Multicollinearity problem between the independent variables

No.	Independent variables	Tolerance	VIF	Critical value
1	Organizational change in operations	0.736	1.359	10
2	Change in organizational structure	0.501	1.996	10
3	Change in operations technology	0.481	2.081	10
4	Change in human resources	0.507	1.972	10

The results in Table No.(6), indicates that the Multicollinearity problem does not exist between the independent variables represented by (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources). Which supported by the calculated values of (VIF) of the mentioned variables which are (1.359, 1.996, 2.081, and 1.972) respectively, whereas all the calculated values of (VIF) are less than the critical value of the test (10) .

After the aforementioned data properties have been tested and checked, it is possible now to test the study main hypotheses and its sub-hypotheses, as follows:

1.3.1. Testing the 1st Main Hypothesis

H_{01} : There is no a statistically significant correlation at the significance level ($\alpha = 0.05$), between **organizational change** dimensions represented by (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), and **organizational failure level** dimensions represented by (perceptual failure, structural failure, informational failure, and financial failure) in college of Administrative Technical-Kufa.

Table (7) shows the results of the Spearman correlation coefficients Matrix to test the **1st Main Hypothesis**, as follows:

Table 7. Result of the Spearman Correlation Coefficients Matrix to test the 1st Main Hypothesis

Variables	Organizational change in operations	Change in organizational structure	Change in operations technology	Change in human resources
Perceptual failure	- 0.501*	- 0.512*	- 0.505*	- 0.514*
Sig.	0.016	0.011	0.014	0.009
Structural failure	- 0.597**	- 0.652**	- 0.678**	- 0.614**
Sig.	0.000	0.000	0.000	0.000
Financial failure	- 0.592**	- 0.561**	- 0.504**	- 0.574**
Sig.	0.000	0.000	0.014	0.000
Informational failure	- 0.551**	- 0.535**	- 0.509*	- 0.542**
Sig.	0.000	0.000	0.012	0.000

** Correlation is significant at the (0.01) level (2-tailed).

* Correlation is significant at the (0.05) level (2-tailed).

Based on the results listed on Table (7), the researcher found that there exists a statistically significant correlation at the significance level ($\alpha = 0.05$), between organizational change dimensions represented by (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), and organizational failure level dimensions represented by (perceptual failure, structural failure, informational failure,

and financial failure) in college of Administrative Technical-Kufa. Which supported by all values of (Sig.) are less than the significance level ($\alpha = 0.05$).

1.3.2. Testing the 2nd Main Hypothesis

H_{02} : There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations

technology, and change in human resources) on **organizational failure level** dimensions in terms of (perceptual failure, structural failure, informational failure, and financial failure) in college of Administrative Technical-Kufa.

Table (8) shows the results of the Multiple Linear Regressions Analysis to test the 2nd main hypothesis, as follows:

Table 8. Result of Multiple Linear Regression to test the 2nd Main Hypothesis

Organizational Change Dimensions	Unstandardized Coefficient (β)	Standard Error	Calculated (t) value	Sig.
Constant (β ₀)	0.185	0.619	0.298	0.767
Organizational change in operations	- 0.161	0.196	- 0.821	0.413
Change in organizational structure	- 0.126	0.046	- 2.739*	0.003
Change in operations technology	- 0.241	0.086	- 2.802*	0.002
Change in human resources	- 0.219	0.081	- 2.704*	0.004
Calculated (F) value = 19.452		Significance (F) = 0.000		
Correlation Coefficient (R) = 0.672		Determination Coefficient (R²) = 0.452		

{T- Tabulated value with (36) degree of freedom at (α =0.05)} = 1.691

{F- Tabulated value with two degrees of freedom (4, 36) at (α =0.05)} = 2.65

Based on the results listed on Table (8), the researcher found that:

a. The determination coefficient (R²) value (0.452) indicates that the change in organizational change in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), in general explain (45.2%) of the changes in organizational failure level at college of Administrative Technical-Kufa.

b. The significant of the coefficient (β) is proven for **three dimensions** which are (change in organizational structure, change in operations technology, and change in human resources), which supported by its (T) calculated values (2.739, 2.802 and 2.704) respectively are greater than (T) tabulated value (1.691). As well as, the (Sig.) values for the mentioned dimensions are less than (α = 0.05). So, the null hypothesis (H₀₂) is **rejected** and the alternative hypothesis (H₁₂) is **accepted** that stated: there exists a statistically significant impact at the significance level (α = 0.05), for organizational change in terms of dimensions (change in organizational structure, change in operations technology, and change in human resources) on organizational failure level in college of Administrative Technical-Kufa.

While, the significant of coefficient (β) of (**organizational change in operations**) is not proven, so there is no a statistically significant impact at the significance level (α = 0.05), for organizational change in terms of dimensions (change in organizational structure, change in operations technology, and change in human resources) on organizational failure level in college of Administrative Technical-Kufa.

A. Testing the 1st Sub-hypothesis:

H₀₂₋₁: There is no a statistically significant impact at the significance level (α = 0.05), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (**perceptual failure**) in college of Administrative Technical-Kufa.

Table (9) shows the results of the Multiple Linear Regressions Analysis to test the 1st sub-hypothesis, as follows:

Table 9. Result of Multiple Linear Regression to test the 1st Sub-Hypothesis

Organizational Change Dimensions	Unstandardized Coefficient (β)	Standard Error	Calculated (t) value	Sig.
Constant (β ₀)	1.481	0.619	2.393	0.007
Organizational change in operations	- 0.161	0.173	- 0.931	0.328
Change in organizational structure	- 0.119	0.042	- 2.833*	0.001
Change in operations technology	- 0.216	0.081	- 2.667*	0.003
Change in human resources	- 0.208	0.079	- 2.633*	0.004
Calculated (F) value = 14.087		Significance (F) = 0.000		
Correlation Coefficient (R) = 0.698		Determination Coefficient (R²) = 0.487		

{T- Tabulated value with (36) degree of freedom at (α =0.05)} = 1.691

{F- Tabulated value with two degrees of freedom (4, 36) at (α =0.05)} = 2.65

Based on the results listed on Table (9), the researcher found that:

a. The determination coefficient (R^2) value (0.487) indicates that the change in organizational change in terms of dimensions (change in organizational structure, change in operations technology, and change in human resources), in general explain (48.7%) of the changes in (perceptual failure) at college of Administrative Technical-Kufa.

b. The significant of the coefficient (β) is proven for **three dimensions** which are (change in organizational structure, change in operations technology, and change in human resources), which supported by its (T) calculated values (2.833, 2.667 and 2.633) respectively are greater than (T) tabulated value (1.691). As well as, the (Sig.) values for the mentioned dimensions are less than ($\alpha = 0.05$). So, the null hypothesis (H_{02-1}) is **rejected** and the alternative hypothesis (H_{12-1}) is **accepted** that stated: there exists astatistically significant impact at the significance level ($\alpha = 0.05$), for organizational change in terms of dimensions

(change in organizational structure, change in operations technology, and change in human resources) on (perceptual failure) in college of Administrative Technical-Kufa.

While, the significant of coefficient (β) of (**organizational change in operations**) is not proven, so there is no a statistically significant impact at the significance level ($\alpha = 0.05$), for organizational change in terms of dimensions (change in organizational structure, change in operations technology, and change in human resources) on (perceptual failure) in college of Administrative Technical-Kufa.

B. Testing the 2nd Sub-Hypothesis:

H_{02-2} : There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (**structural failure**) in college of Administrative Technical-Kufa.

Table (10) shows the results of the Multiple Linear Regressions Analysis to test the 2nd sub-hypothesis, as follows:

Table 10. Result of Multiple Linear Regression to test the 2nd Sub-Hypothesis

Organizational Change Dimensions	Unstandardized Coefficient (β)	Standard Error	Calculated (t) value	Sig.
Constant (β_0)	- 0.217	0.497	- 0.437	0.665
Organizational change in operations	- 0.152	0.071	- 2.141*	0.007
Change in organizational structure	- 0.121	0.039	- 3.103*	0.000
Change in operations technology	- 0.127	0.063	- 2.016*	0.009
Change in human resources	- 0.225	0.081	- 2.778*	0.002
Calculated (F) value = 15.859		Significance (F) = 0.000		
Correlation Coefficient (R) = 0.799		Determination Coefficient (R^2) = 0.638		

{T- Tabulated value with (36) degree of freedom at ($\alpha = 0.05$)} = 1.691

{F- Tabulated value with two degrees of freedom (4, 36) at ($\alpha = 0.05$)} = 2.65

Based on the results listed on Table (10), the researcher found that:

a. The determination coefficient (R^2) value (0.638) indicates that the change in organizational change in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), in general explain (63.8%) of the changes in (structural failure) at college of Administrative Technical-Kufa.

b. The significant of the coefficient (β) is proven for **all dimensions** which are (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), which supported by its (T) calculated values (2.141, 3.103, 2.016 and 2.778) respectively are greater than (T) tabulated value (1.691). As well as, the (Sig.) values for the mentioned dimensions are less than ($\alpha = 0.05$). So, the null hypothesis (H_{02-2}) is **rejected** and the alternative hypothesis (H_{12-2}) is **accepted** that stated:

there exists a statistically significant impact at the significance level ($\alpha = 0.05$), for organizational change in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources) on (structural failure) in college of Administrative Technical-Kufa.

C. Testing the 3rd Sub-hypothesis:

H_{02-3} : There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (**informational failure**) in college of Administrative Technical-Kufa.

Table (11) shows the results of the Multiple Linear Regressions Analysis to test the 3rd sub-hypothesis, as follows:

Table 11. Result of Multiple Linear Regression to test the 3rd Sub-Hypothesis

Organizational Change Dimensions	Unstandardized Coefficient (β)	Standard Error	Calculated (t) value	Sig.
Constant (β ₀)	- 1.024	0.697	- 1.469	0.665
Organizational change in operations	- 0.132	0.061	- 2.164*	0.006
Change in organizational structure	- 0.138	0.051	- 2.706*	0.003
Change in operations technology	- 0.098	0.042	- 2.333*	0.005
Change in human resources	- 0.227	0.083	- 2.735*	0.002
Calculated (F) value = 13.859		Significance (F) = 0.000		
Correlation Coefficient (R) = 0.691		Determination Coefficient (R²) = 0.477		

{T- Tabulated value with (36) degree of freedom at (r =0.05)} = 1.691

{F- Tabulated value with two degrees of freedom (4, 36) at (r =0.05)} = 2.65

Based on the results listed on Table (11), the researcher found that:

a. The determination coefficient (R²) value (0.477) indicates that the change in organizational change in terms of dimensions (organizational change in operations, organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), in general explain (47.7%) of the changes in (informational failure) at college of Administrative Technical-Kufa.

b. The significant of the coefficient (β) is proven for all dimensions which are (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), which supported by its (T) calculated values (2.164, 2.706, 2.333 and 2.735) respectively are greater than (T) tabulated value (1.691). As well as, the (Sig.) values for the mentioned dimensions are less than (α = 0.05). So, the null hypothesis (H_{02.3}) is rejected

and the alternative hypothesis (H_{12.3}) is accepted that stated: there exists a statistically significant impact at the significance level (d'' 0.05), for organizational change in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources) on (informational failure) in college of Administrative Technical-Kufa.

D. Testing the 4th Sub-hypothesis:

H_{02.4}: There is no a statistically significant impact at the significance level (d'' 0.05), for organizational change in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), on (financial failure) at the college of Administrative Technical-Kufa.

Table (12) shows the results of the Multiple Linear Regressions Analysis to test the 4th sub-hypothesis, as follows:

Table 12. Result of Multiple Linear Regression to test the 4th Sub-Hypothesis

Organizational Change Dimensions	Unstandardized Coefficient (β)	Standard Error	Calculated (t) value	Sig.
Constant (β ₀)	- 0.121	0.978	- 0.124	0.892
Organizational change in operations	- 0.184	0.071	- 2.592*	0.006
Change in organizational structure	- 0.189	0.068	- 2.779*	0.003
Change in operations technology	- 0.102	0.135	- 0.756	0.218
Change in human resources	- 0.214	0.057	- 3.754*	0.000
Calculated (F) value = 11.245		Significance (F) = 0.000		
Correlation Coefficient (R) = 0.561		Determination Coefficient (R²) = 0.315		

{T- Tabulated value with (36) degree of freedom at (r =0.05)} = 1.691

{F- Tabulated value with two degrees of freedom (4, 36) at (r =0.05)} = 2.65

Based on the results listed on Table (12), the researcher found that:

a. The determination coefficient (R²) value (0.315) indicates that the change in organizational change in terms of dimensions (organizational change in operations, change in organizational structure, and change in human resources), in general explain (31.5%) of the changes in (financial failure) at college of Administrative Technical-Kufa.

b. The significant of the coefficient (β) is proven for three dimensions which are (organizational change in operations, change in organizational structure, and change in

human resources), which supported by its (T) calculated values (2.592, 2.779 and 3.754) respectively are greater than (T) tabulated value (1.691). As well as, the (Sig.) values for the mentioned dimensions are less than (α = 0.05). So, the null hypothesis (H_{02.4}) is rejected and the alternative hypothesis (H_{12.4}) is accepted that stated: there exists a statistically significant impact at the significance level (d'' 0.05), for organizational change in terms of dimensions (organizational change in operations, change in organizational structure, and change in human resources) on (financial failure) in college of Administrative Technical-Kufa.

While, the significant of coefficient (β) of (change in operations technology) is not proven, so there is no a statistically significant impact at the significance level ($d'' 0.05$), for organizational change in terms of dimensions (organizational change in operations, change in organizational structure, and change in human resources) on (financial failure) in college of Administrative Technical-Kufa.

CONCLUSIONS

The study reached to a number of results, among them the following:

1. The results of the Spearman correlation coefficients related to the 1st main hypothesis refers to: there exists a statistically significant correlation at the significance level ($d'' 0.05$), between organizational change dimensions represented by (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources), and organizational failure level dimensions represented by (perceptual failure, structural failure, informational failure, and financial failure) in college of Administrative Technical-Kufa.

2. The results of the Multiple Linear Regression Analysis related to the 2nd main hypothesis refers to: there exists a statistically significant impact at the significance level ($d'' 0.05$), for **organizational change** in terms of dimensions (change in organizational structure, change in operations technology, and change in human resources) on **organizational failure level** in college of Administrative Technical-Kufa.

3. The results of the Multiple Linear Regression Analysis related to the 1st sub-hypothesis refers to: there exists a statistically significant impact at the significance level ($d'' 0.05$), for **organizational change** in terms of dimensions (change in organizational structure, change in operations technology, and change in human resources), on (**perceptual failure**) in college of Administrative Technical-Kufa.

4. The results of the Multiple Linear Regression Analysis related to the 2nd sub-hypothesis refers to: there exists a statistically significant impact at the significance level ($d'' 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources) on (**structural failure**) in college of Administrative Technical-Kufa.

5. The results of the Multiple Linear Regression Analysis related to the 3rd sub-hypothesis refers to: there exists a statistically significant impact at the significance level ($d'' 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, change in operations technology, and change in human resources) on (**informational failure**) in college of Administrative Technical-Kufa.

6. The results of the Multiple Linear Regression Analysis related to the 4th sub-hypothesis refers to: there exists a statistically significant impact at the significance level ($d'' 0.05$), for **organizational change** in terms of dimensions (organizational change in operations, change in organizational structure, and change in human resources) on (**financial failure**) in college of Administrative Technical-Kufa.

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