

Impact of Changing Management on Hotels' Employees

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Abstract

This paper examines the effect of changing management on employees in Egyptian hotels. A quantitative method is used to collect the required data. The sample consisted of 5 hotels; all of these hotels changed the management company to another one. The research was conducted by surveying 46 employees of food and beverage employees in these hotels. The researchers tested four hypotheses to identify the impact of changing process on the employees' satisfaction, the relations between employees, employees' loyalty, and the employees' performance. SPSS V. 15.0 is used to analyze data, and statistical analysis included Cronbach's alpha and multiple regression analysis. Empirical findings showed that psychological support and equality between the employees have an influence significantly on employees' satisfaction, equality and change of job behaviour have an influence significantly on the relations between employees, Equality and psychological support have an influence significantly on employees' loyalty, and change of job behaviour and equality between the employees have an influence significantly on the employees' performance.

Keywords: Changing Management, Equality between the Employees, Psychological Support, Job Behaviour, Employees' Loyalty.

1. Introduction

Building a new culture is an important job. Culture changing may be performed through using new role models, focusing on basic business values, changing the structure, changing the reward system, and the best cultures are developed when a consistent approach is used⁽¹⁾. Changing management has an effect on employees' turnover, performance, job satisfaction, relations, and the psychological state of them, so the new management must treat with this problems avoiding negative effects of this change, the new management may use methods such as hiring change agent⁽²⁾.

"Cultural change is more about addressing what is beneath the surface and may be harder to change than about addressing broad strategic direction, or changing tactics. Cultural change is seen and experienced as something much deeper that cannot be wholly designed or implemented but needs to grow from within"⁽³⁾.

Changing processes failed in organization because of the misunderstanding of culture and climate within the organization. Culture refers to a deep rooted values and traditions, while climate is its current practices. On the other hand, successful changing process depends on adopting networked systems, and enhanced communication and cooperation⁽⁴⁾. Successful adaptation to new culture requires that employee must understand the new culture and motivate them to adapt this culture⁽⁵⁾. To make successful change it must be begin with results, the true purpose is to achieve particular ends or outcomes beside short term gains⁽⁶⁾.

2. Organizational Culture

Every organization has a culture, which consists of the core values and beliefs shared by the employees of the organization⁽⁷⁾. Organizational culture refers to "a system of shared meaning held by members distinguishing the organization from other organizations"⁽⁸⁾. The organizational culture is defined as "the set of key values, beliefs, understandings, and norms shared by members of an organization"⁽⁹⁾.

Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, and Stability are the seven characteristics that make the core of an organization's culture⁽¹⁰⁾. "The organizational culture existed on two levels, the observable and unobservable. The observable elements referred to the physical characteristics of the organization, including: behavior, rules, rituals and ceremonies, myths, stories, dress, general appearance and language. The unobservable elements of organizational culture included: norms, assumptions, beliefs, ideology, values and perceptions of the organization"⁽¹¹⁾.

2.1. Values

Values are standards of merit, which tell individual what is worthy of desire and what isn't, what is moral or ethical and what is not, what is appropriate and what isn't, values are acquired through experience, instruction, and rational thought, with the foundation returned to early childhood⁽⁷⁾. Values have both content and intensity, the content attribute declares that a mode of conduct or end-state of existence is important. The intensity attribute specifies how important it is. People in the same occupations tend to hold similar values⁽¹²⁾.

Corporate values are defined as "a set of principles that guide and define how a company should treat its employees, shareholders, and customers"⁽¹³⁾. Corporate values should remain unbroken in spite of changes of business or economy, be applicable to everybody in the establishment, be applied time after time regardless of issues, and remain stable regardless of employees' management changes⁽¹⁴⁾.

Societies and organizations shape values, and there are many persons in the individual life play an important role in shaping their values development by providing guidance about what is right and good⁽¹⁵⁾. The manipulation of myths and symbols, can often lead to value change, value change is hardly an exact science – even when done under pressure, when behavioral acquiescence will often mask aggressive or hesitant feelings⁽¹⁶⁾.

The Rokeach Value Survey (RVS) distinguished between two sets of values terminal and instrumental as follows:

- Instrumental values: reflect a person's beliefs about the means for achieving desired goals; include ambition, honesty, self-sufficiency, and courage.
- Terminal values: values that represent the goals to be achieved or the end state of existence include happiness, love, pleasure, self-respect, and freedom⁽¹⁷⁾.

2.2. Attitudes

The attitude is defined as "providing a state of readiness or tendency to respond in a particular way"⁽¹⁸⁾. Attitudes are linked with perception, personality, and motivation. So, they are determinants of behavior. The attitude may be positive or negative feeling or mental state of readiness, learned and organized through experience. It influences on a person's response to many things such as people, objects, and situations⁽¹⁹⁾.

There are three types of attitudes at organizations:

- Job satisfaction: refers to a collection of feelings that an individual holds towards his or her job.
- Job involvement: measures the degree to which the person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth.
- Organizational commitment: defined as a state in which an employee identifies with a particular organization and its goals, and wishes⁽¹²⁾.

Attitudes could be understood better by recognizing that every attitude has three distinct components, which are cognitive, affective and behavioral tendencies. Each of this type of attitude toward change may induce a person to support or not changes occurring in an organizational setting. Attitudes can be difficult to change once they have been learned⁽²⁰⁾. The process of attitude change is dependent on a number of key factors including; why an attitude is held in the first place, why it should change, what the benefits are and for whom; and the likely outcomes if it doesn't change⁽¹⁸⁾.

2.3. Beliefs

Beliefs are representing ideas about someone or something and the conclusions which people draw about them⁽²¹⁾. Beliefs are defined as "rules acquired through experience, instruction, or rational thought". Beliefs are notions about how things work and what the result will be if the person does this or that. So, every employee need to understand his organization's and his unit's cultures because they influences his boss's, himself, his employees, expectations, decisions, and actions if employee understand this and why people in his work do this it helps to knew about the values and beliefs that motivate them⁽⁷⁾.

2.4. Organizational Change

The theory and practice of organizational change and development are linked to employees' understandings of organizational culture. There are a variety of perspectives on the concept of organizational culture⁽²²⁾.

Organizational change can also be examined as a process, steps to move from an organization's current state towards a desired future state can generally be described as a three-part process as the following⁽²³⁾:

A- Planning change:

- i. The idea and its context
- ii. Define the change initiative

- iii. Evaluate the climate of change
- iv. Develop a change plan
- B- Implementing Change:
 - i. Find and Cultivate a sponsor
 - ii. Prepare for the target audience, the recipients of change
 - iii. Create the culture fit- making the change last
 - iv. Develop and Choose a change leader team
- C- Managing Change:
 - i. Create small wins for motivation
 - ii. Constantly and Strategically communicate the change
 - iii. Measure progress of the change effort
 - iv. Integrate lessons learned.

The risk of failure is greater as employees are generally resistant to changes. For some employees, change may bring satisfaction, joy and advantages, while for other employees the same change may bring pain, stress and disadvantages⁽²⁰⁾.

2.5. Employees Reactions to Change

People fear the unknown; they find change difficult and don't like it⁽²⁴⁾. So, much of this literature has focused on negative emotions such as anxiety, nervousness, aggression, and hostility^(3, 25). Employees' reactions to change are frustration and anger, some of these employees expressed that they experienced stress and physical and psychological problems, and this change may affect the health of employees. Other reactions may relate to the job like job dissatisfaction, less of motivation, and uncertainty about their job⁽²⁶⁾. Organizational changes act as a source of stress for the employees and feelings of uncertainty. Uncertainty in the organizational environment can lead to the fear of job loss among employees. On the other hands, the organizational change may be welcomed in certain cases where employees are prepared to deal with the changing situation⁽²⁷⁾.

Employees' attitudes toward change are a key component to whether an organization's change efforts are either successful or failed. When employees possess a strong, positive attitude toward change, they are likely to behave in supportive manners with the change. Moreover, when employees possess a strong, negative attitude toward change, they are more likely to resist⁽²⁸⁾.

"Often it is not the change itself which leads to negative affect and subsequent behaviours of withdrawal, aggressive reactions, resignation, sabotage, etc. It is how change and, these days, how continuous and large-scale change are managed"⁽²⁹⁾. Employees go through a reaction process when they are personally confronted with major organizational change, this process consists of four stages; initial denial, resistance, gradual exploration and eventual commitment⁽³⁰⁾. Individuals do not always experience these changes in a uniform or same way; employees are different⁽³¹⁾.

2.6. Resistance to Change

Resistance to change is defined as "a phenomenon that affects the changing process, delaying or slowing down its beginning, obstructing or hindering its implementation, and increasing its costs"⁽³²⁾. Resistance to change is "any attitude or behavior that indicates

unwillingness to make or support a desired change⁽²¹⁾. Resistance to change is the more common reaction⁽³³⁾. It is normal and to be expected in any change effort. Resistance to change takes many forms⁽³¹⁾. Resistance to change is typical in organizations whenever a new initiative is undertaken. Resistance to change is weakest during crisis conditions and therefore stronger when conditions fall short of crisis⁽³⁾.

Resistance to change is "significantly associated with employees' job satisfaction, organizational commitment, and intention to leave the organization, which are all important to the success of organizational change"⁽³⁴⁾. "Resistance to change can be traced back to eight reasons: 1) fear of the unknown; 2) lack of pertinent information; 3) fear of losing knowledge; 4) a change that is perceived as or is really useless; 5) fear of losing control/power; 6) a lack of resource; 7) poor timing; and 8) an attachment to habits"⁽³⁵⁾. Employees don't resist change but they resist the loss of status, loss of pay, or loss of comfort. In other words, employees don't resist the change but they resist consequences of change⁽²⁶⁾.

The main reasons of resistance to change in hotels as: financial difficulties; cost of change; lack of resources; fear of losing the existing customer; time limitation; priority of other businesses; lack of cooperation and skills; fear of insecurity; losing something valuable; and internal politics⁽¹⁸⁾.

The management can overcome employees' resistance to change through many techniques such as effective communication of the justifications behind the changes or involvement strategies, and clear leadership⁽²⁴⁾. Solutions for every reason of resistance may be as follows: low tolerance of change can often be overcome with supportive, patient supervision. If politics and self interest are at the root of resistance, it might be possible to face the resistance by giving resisters a special desirable role in the changing process or by negotiating special incentives for change. If misunderstandings, lack of trust, or different assessments, good communication can be a good solution. Involving the people who are the targets of change in the changing process usually reduces their resistance⁽³⁶⁾.

2.7. Change Agent

The success of implementing change is generally associated with those who facilitate the changing process. The change agent is defined here as "a manager who seeks to reconfigure an organization's roles, responsibilities, structures, outputs, processes, systems, technology or other resources"⁽²⁾. Change agents are the people who lead and support the changing processes. Although change agents sometimes are hired as consultants from outside the organization, it is also true that managers, team leaders, and others working in firms are expected to act as change agents⁽³⁷⁾. Most researchers attribute a great deal of success of organizational changes to the effectiveness of the person responsible for the change, who is usually referred to as the change agent⁽¹⁾.

2.8. The Manager's Role during Change

The middle managers play an essential role in major culture change⁽³⁸⁾. There are six steps in sequential order in management of change as the following⁽¹⁾:

- 1- Diagnose the present condition, including the need for change.

- 2- Set goals and defines the new state or condition after the change.
- 3- Define the transition state between the present and the future.
- 4- Develop strategies and action plans for managing the transition.
- 5- Evaluate the change effort.
- 6- Stabilize the new condition and establish a balance between stability and flexibility.

Managers must be responsive to change. Management must take into consideration the importance of human and social factors of change. So, management role in changing management is as follows⁽¹⁸⁾:

- Create an environment of trust and shared commitment, and involve staff fully in decisions and actions which affect them;
- Maintain full and open communications, and the genuine participation of all staff concerned, preferably well before the actual introduction of the change;
- Emphasize benefits of the change, and potential opportunities presented by it;
- Encourage team management and a cooperative spirit among staff;
- Give attention to job design, methods of work organization and the development of cohesive groups;
- Provides suitable economic incentive schemes to safeguard potential loss of earnings or job security, and ensure an equitable allocation of any financial savings resulting from the change;
- Design a personal management action programme directed to a review of recruitment and selection.

2.9. Change and Psychological Aspects

The employees make unconscious process (resistance) as defense mechanisms in response to the perceptions of the danger as a result to the change of management. The employees adopt these mechanisms to lessen worry⁽³⁰⁾. The concept of the psychological contract could be understood as individual beliefs regarding the terms and conditions of a mutual agreement between the individual and the organization. A psychological contract may differ from the formal, written legal contract but is very real to the persons who hold them⁽³⁹⁾.

2.10. Change and Job Satisfaction

Job satisfaction is "an emotional state resulting from the evaluation or appraisal of one's job experiences"⁽⁴⁰⁾. Job satisfaction is a function of the perceived relationship between what employees want from his job and what this employee perceives it as offering, there is a relationship between job satisfaction and organizational commitment and a relationship between job satisfaction and performance. Employees with higher job satisfaction absent less⁽⁴¹⁾. Organizations want to measure their employees' satisfaction; the organization may need to create its own scales to measure employees' job satisfaction⁽⁴²⁾.

2.11. Change and Performance

Performance refers to the degree of accomplishment of the tasks that make up an employee's job. It reflects how well an employee is fulfilling the requirements of a job. Performance is measured in terms of results⁽⁴³⁾. Strategic change management can be a challenging task that requires careful performance measurement before, during and after the process of change. The performance measurement system allows the preliminary definition of financial and non-financial measures to lead design and implementation of strategic changes. This multidimensional performance measurement system can improve the organization's ability to adapt and survive⁽⁴⁴⁾.

2.12. Change and Equal Opportunities

Equal employment opportunity refers to the management's attempt to ensure that all persons have an equal chance for employment, regardless of race, color, religion, sex, or national origin⁽⁴²⁾. Equity theory suggests that employees respond to an inequitable employment relationship in terms of job dissatisfaction, non-compliance or exit. The workers are deeply influenced by an employer's consistency and sensitivity in dealing with issues of fairness, justice and equality⁽⁴⁵⁾.

2.13. Change and the relations between employees

Many change management interferences are based on the belief that communicating with employees about change will promote cooperation and reduce resistance to change, while also minimizing worry and uncertainty about change⁽⁴⁶⁾.

The social exchange perspective, the justice view perspective, the industrial relations perspective, the legal perspective and the economic perspective are five perspectives on the employment relationship and the way in which trust is built⁽³⁹⁾. Positive actions directed at employees by the organization and/or its representatives contribute to the establishment of high quality exchange relationships, which based on employees trusting that the other parties will meet their obligations in the long run⁽²⁹⁾. Because human resources are the primary asset of these firms, personal and social relations become of decisive importance⁽⁴⁷⁾.

2.14. Change and Employees' Loyalty

Loyalty is a complex construct⁽⁴⁸⁾. Loyalty is referring to an employee's level of attachment to the organization. Sometimes number of employees despite of feeling job insecurity they may also respond by staying loyal to the organization, but it must be known that there is experiential consensus which suggested that loyalty is negatively affected by change and uncertainty⁽⁴⁹⁾.

3. Methodology

This part presents the adopted methodology to test the proposed hypotheses, the design of the sample, data collection procedures, and the used statistical analysis.

3.1. Research Hypotheses

A number of hypotheses have been tested during the present investigation:

- Hypothesis 1: Changing process influences significantly on the employees' satisfaction
- Hypothesis 2: Changing process influences significantly on the relations between employees
- Hypothesis 3: Changing process influences significantly on employees' loyalty.
- Hypothesis 4: Changing process influences significantly on the employees' performance.

3.2. Sample of the Research

The population of this study comprises of hotels which have changed the management company to another one, five hotels between these hotels have accepted to co-operate and respond to this study. These hotels are illustrated in table 1.

Table 1. The investigated hotels

Hotel	City	Classification	Previous management company	Current management company
Sofitel Cairo El Gezirah	Cairo	5 star	Sofitel	Sheraton
VAL Tours Hotel	Sharm El-Sheik	5 star	Lewis Tiran	VAL Tours
AA Amwaj Hotel	Sharm El-Sheik	5 star	Millennium	Accommodations and Activities
AA Grand Oasis	Sharm El-Sheik	4star	Tropicana	Accommodations and Activities
Top Choice Viva Club	Sharm El-Sheik	3 star	Falcon	Top Choice

3.3. Research Tools

This study is concerned with investigating the impact of change of management on hotels' employees in Egyptian hotels (employees' satisfaction, the relations between employees, employees' loyalty, and employees' performance). So, the questionnaire for food and beverage employees is designed. This questionnaire included 27 statements using a five point likert scale to identify the impact of change of management on hotels' employees.

3.4. Pilot study

A pilot study was conducted to ensure that the questions were understandable and specific to study the impact of change of management on hotels'. The pilot study suggested some clarifications to the survey. For Instance, the researchers deleted some statements such as I lost my rights when change occurred, because the respondents of pilot study stated that this statement is not clear.

3.5. Data Analysis

The collected data were analyzed using Statistical Package for Social Sciences (SPSS) version 15.0. Appropriate statistical analyses such as Cronbach's α (alpha) measure and stepwise regression were used to achieve the objectives of this study.

3.6. Sample

The questionnaire of this research was distributed to a randomly selected group of food and beverage employees in the hotels which are mentioned in table 1. A total of 79 questionnaires were distributed, 56 (70.88%) questionnaires were returned, and 46 (58.22%) questionnaires were valid.

4. Results

This part presents the results of data analysis and hypotheses testing results.

4.1. Assessing Scale Reliability

To test the reliability, the Cronbach's alpha of the questionnaire was determined. The results showed that the alpha coefficient was 0.877. The results were considered more than reliable.

Table 2. Reliability analysis

Cronbach's Alpha	No. of Items
0.877	25

Hypothesis 1: Changing process influences significantly on the employees' satisfaction

The testing of Hypothesis 1 requires the use of multiple regression analysis to examine the interaction of selected variables.

Table 3. Multiple regression results of changing process on employees' satisfaction

Statement	R	R ²	Adjusted R ²	F	Sig.	T	Sig.	Beta	Unstandardized coefficient	
									B	Std. error
Constant						-0.89	0.37		-0.44	0.49
Psychological support	0.701	0.491	0.48	42.5	0.0	4.33	0.00	0.52	0.68	0.15
Equality between the employees	0.749	0.561	0.54	27.49	0.0	2.61	0.01	0.31	0.37	0.14

To predict the goodness-of-fit of the regression model, the multiple correlation coefficient (R), coefficient of determination (R²), and F ratio were examined. First, the R

of independent variables (Psychological support, Equality and the equal opportunities) on the dependent variable (employees' satisfaction) is 0.749, which showed that the employees had positive and high satisfaction levels with the two dimensions. Second, the R² is 0.561, suggesting that more than 56% of the variation of employees' satisfaction was explained by Psychological support and Equality and the equal opportunities. Last, the F ratio, which explained whether the results of the regression model could have occurred by chance, had a value of 27.49 (p=0.00) and was considered significant. The regression model achieved a satisfactory level of goodness-of-fit in predicting the variance of employees' satisfaction in relation to the two factors, as measured by the above –mentioned R, R², and F ratio. In other words, at least one of the two factors was important in contributing to employees' level of satisfaction with the change management.

In the regression analysis, the beta coefficients could be used to explain the relative importance of the two dimensions (independent variables) in contributing to the variance in employees' satisfaction (dependent variable). As far as the relative importance of the two changing process activities is concerned, Psychological support carried the heaviest weight for employees' satisfaction, followed by Equality and the equal opportunities. The regression equation is as follows:

Employees' satisfaction = -0.44 + 0.68 Psychological support + 0.37 Equality and the equal opportunities.

Educating the new style of management and change of job behaviour have no influence significantly on the employees' satisfaction.

Hypothesis 2: Changing process influences significantly on the relations between employees

To verify this hypothesis, the researchers calculated stepwise regression and multiple correlations between Changing process activities and the relations between employees.

Table 4. Multiple regression results of changing process on the relations between employees

Statement	R	R ²	Adjusted R ²	F	Sig.	T	Sig.	Beta	Unstandardized coefficient	
									B	Std. error
Constant						-0.46	.64		-0.024	0.51
Equality between the employees	0.679	0.461	0.449	37.66	0.0	5.98	0.00	0.60	0.63	0.10
Change of job behaviour	0.760	0.578	0.558	29.39	0.0	3.44	0.001	0.34	0.40	0.11

To predict the goodness-of-fit of the regression model, the multiple correlation coefficient (R), coefficient of determination (R²), and F ratio were examined. First, the R of independent variables (Equality and the equal opportunities and Change of job behaviour) on the dependent variable (the relations between employees) is 0.760, which showed that there was significant positive correlation between the relations between employees (as dependent variable) and the Equality and the equal opportunities and

change of job behaviour (as independent variables). Second, the R² is 0.578, suggesting that more than 57% of the variation of relations between employees was explained by Equality and change of job behaviour. Last, the F ratio, which explained whether the results of the regression model could have occurred by chance, had a value of 29.39 (p=0.00) and was considered significant. The regression model achieved a satisfactory level of goodness-of-fit in predicting the variance of the relations between employees in relation to equality and change of job behaviour, as measured by the above –mentioned R, R², and F ratio. In other words, at least one of the two factors was important in contributing to the relations between employees with the change management.

In the regression analysis, the beta coefficients could be used to explain the relative importance of the two dimensions (independent variables) in contributing to the variance in the relations between employees (dependent variable). As far as the relative importance of the two changing process activities is concerned, Equality between the employees carried the heaviest weight for the relations between employees, followed by Change of job behaviour. The regression equation is as the following:

The relations between employees = $-.024 + 0.63 \text{ Equality and the equal opportunities} + 0.40 \text{ Change of job behaviour}$.

Educating the new style of management and psychological support have no influence significantly on the relations between employees.

Hypothesis 3: Changing process influences significantly on employees' loyalty.

The testing of Hypothesis 1 requires the use of multiple regression analysis to examine the interaction of selected variables.

Table 5. Multiple regression results of changing process on employees' loyalty

Statement	R	R ²	Adjusted R ²	F	Sig.	T	Sig.	Beta	Unstandardized coefficient	
									B	Std. error
Constant						-2.28	0.27		-0.91	0.401
Equality between the employees	0.784	0.615	0.606	70.34	0.0	5.90	0.0	0.54	0.68	0.115
Psychological support	0.865	0.747	0.736	63.63	0.0	4.74	0.0	0.43	0.60	0.128

To predict the goodness-of-fit of the regression model, the multiple correlation coefficient (R), coefficient of determination (R²), and F ratio were examined. First, the R of independent variables (Equality and psychological support) on the dependent variable (employees' loyalty) is 0.865, which showed that the employees had positive and high loyalty with equality and psychological support. Second, the R² is 0.747, suggesting that more than 74% of the variation of employees' loyalty was explained by equality and psychological support. The F ratio, which declared whether the results of the regression model could have occurred by chance, had a value of 63.63 (p=0.00) and was considered significant. The regression model achieved a satisfactory level of goodness-of-fit in predicting the variance of employees' loyalty in relation to equality and psychological support, as measured by the above –mentioned R, R², and F ratio. As such, at least one of

the two factors was important in contributing to employees' loyalty with the change management.

In the regression analysis, the beta coefficients could be used to explain the relative importance of the two dimensions (independent variables) in contributing to the variance in employees' loyalty (dependent variable). Insofar as the relative importance of the two changing process activities is concerned, Equality between the employees carried the heaviest weight for employees' loyalty, followed by psychological support. The regression equation is as follows:

Employees' loyalty = -0.91+ 0.68 Equality between the employees + 0.60 Psychological support.

Educating the new style of management and change of job behaviour have no influence significantly on employees' loyalty.

Hypothesis 4: Changing process influences significantly on the employees' performance.

To verify this hypothesis, stepwise regression and multiple correlations have calculated between changing process activities and employees' performance.

Table 6. Multiple regression results of changing process on employees' performance

Statement	R	R ²	Adjusted R ²	F	Sig.	T	Sig.	Beta	Unstandardized coefficient	
									B	Std. error
Constant						-0.453	.653		-0.159	0.351
Change of job behaviour	0.753	0.567	0.558	57.71	0.00	4.693	0.00	0.48	0.492	0.105
Equality between the employees	0.839	0.704	0.691	51.21	0.00	4.462	0.00	0.45	0.501	0.112

To predict the goodness-of-fit of the regression model, the multiple correlation coefficient (R), coefficient of determination (R²), and F ratio were examined. First, the R of change of job behaviour and Equality between the employees as independent variables on the employees' performance as dependent variable is 0.839, which showed that the employees had positive and high performance with change of job behaviour and equality between the employees. Second, the R² is 0.704, suggesting that more than 70% of the variation of employees' performance was explained by change of job behaviour and equality between the employees. The F ratio, which declared whether the results of the regression model could have occurred by chance, had a value of 51.21 (p=0.00) and was considered significant. The regression model achieved a satisfactory level of goodness-of-fit in predicting the variance of employees' performance in relation to the two dimensions, as measured by the above –mentioned R, R², and F ratio. As such, at least one of the two factors was important in contributing to employees' performance with the change management.

In the regression analysis, the beta coefficients could be used to explain the relative importance of change of job behaviour and equality between the employees (independent variables) in contributing to the variance in employees' performance (dependent variable). As far as the relative importance of the two changing process activities is concerned, change of job behaviour carried the heaviest weight for employees' performance, followed by equality between the employees. The regression equation is as the following:

Employees' performance = -0.159 + 0.492 Change of job behaviour + 0.501 Equality between the employees.

Educating the new style of management and psychological support have no significant influence on employees' performance.

5. Discussion

The purpose of this study was to test the effect of changing management companies on hotels' employees. The researchers predicted that changing process activities influence significantly on employees' satisfaction, the relations between employees, employees' loyalty, and employees' performance. The findings of this research declared that psychological support and equality between the employees have an influence significantly on employees' satisfaction, equality and change of job behaviour have an influence significantly on the relations between employees, Equality and psychological support have an influence significantly on employees' loyalty, and change of job behaviour and equality between the employees have an influence significantly on the employees' performance.

Equality between the employees has a crucial role in the success of change management process, whereas the equality between the employees has an influence significantly on employees' satisfaction, the relations between employees, employees' loyalty, and employees' performance.

The significance of equality in the workplace was seen as vital by all organizations⁽⁵⁰⁾. Equality and the equal opportunities between the employees could make a difference in the workplace⁽⁵¹⁾. As well as, employees' performance during change increased when they feel justice and trust⁽²⁹⁾.

When an organization acts in a way that is perceived to be unfair or unjust, then an adjustment is likely to take place in respect of the injured party's level of commitment to meeting the employer's expectations. If the unfairness is perceived to be systemic then all employees will adjust their conception to be the existing psychological contract and its behaviour and expectations will change accordingly⁽⁴⁵⁾.

The psychological impact of change on employees is effective. So, some employees preferred retirement rather than dealing with this new change⁽⁵²⁾. Uncertain, ambiguous, or uncontrollable situations lead to decreases in job satisfaction⁽⁵³⁾. Moreover, Employees with higher job satisfaction absent less⁽⁴¹⁾. So, job satisfaction is important indicator for employees' adjustment to organizational change. Changes are negatively associated with job satisfaction and positively related to intentions to leave an organization⁽⁴⁶⁾.

Employees feel ill by the prospect of change, viewing it as a threat to their relationship at work, their financial security and their daily routine. The negative attitudes towards

change are generally due to the perception of a lack of control over the stressful situation⁽²⁷⁾. Despite number of employees have a feeling of job insecurity, they may also respond by staying loyal to the organization, but it must be known that there is experiential consensus which suggested that loyalty is negatively affected by change and uncertainty⁽⁴⁹⁾.

In terms of study limitations, the study concentrates on food and beverage employees only. There are many other departments in the hotels. However, further research should examine the effect of changing management on hotels' Employees of other departments.

6. Recommendations

Based on the literature reviewed, field study, and findings, the following recommendations could be suggested:

1. The new management should take into consideration employees because they are the foundation of the success or failure of the hotel, and take care about cultural differences between employees.
2. Involving the employees in decision making is a vital aspect, as well as following a scientific method to overcome employees' resistance to change.
3. The new management should organize programs for employees to inform them about the new administrative thoughts.
4. It is worth to gain the trust of employees and create an atmosphere of harmony between the management and the employees and between employees themselves.
5. The new management should make employees has a sense of job security and equality as a result of this change, because a sense of job insecurity and inequality affect negatively and significantly on performance levels.

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اثر تغيير الادارة على موظفي الفنادق

تهدف هذه الدراسة الى الوقوف على تأثير تغيير الإدارة على الموظفين في الفنادق المصرية. استخدم الدارسون الاستبيان كأحد طرق الأسلوب الكمي في جمع البيانات لهذه الدراسة. تمت الدراسة على خمس فنادق، جميعها من الفنادق التي تغيرت شركة إدارتها. وأجري البحث على موظفي أقسام الأغذية والمشروبات بهذه الفنادق. وجمعت ٤٦ استمارة صالحة للاستعمال واختبر الباحثون أربع فرضيات لتحديد تأثير عملية التغيير على كل من رضا العاملين، العلاقات بين الموظفين، ولاء الموظفين، و أداء الموظفين. واستخدم الإصدار الخامس عشر من برنامج الحزمة الاحصائية للعلوم الاجتماعية (SPSS) لتحليل بيانات الدراسة. وشملت المعاملات الاحصائية التي تم اجرائها في هذه الدراسة Cronbach's alpha وتحليل الانحدار المتعدد. وأظهرت النتائج التجريبية أن الدعم النفسي والمساواة بين الموظفين لهما تأثير ذات دلالة احصائية على رضا الموظفين، والمساواة وتغيير السلوك الوظيفي لهما تأثير ذات دلالة احصائية على العلاقات بين الموظفين، المساواة والدعم النفسي كان لهما تأثير ذات دلالة احصائية على ولاء الموظفين، و أخيراً تغيير السلوك الوظيفي والمساواة بين الموظفين لهما تأثير ذات دلالة احصائية على أداء الموظفين.

استناداً على الدراسات المرجعية، الدراسة الميدانية والنتائج أمكن التوصل إلى عدة توصيات وهي كالتالي:

- ١- على الادارة الجديدة ان تأخذ في اعتبارها الاول العاملين لانهم اساس نجاح الفندق او فشله، وان تراعى الاختلافات الثقافية بين العاملين.
- ٢- اشترك العاملين في عملية اتخاذ القرار من الامور الضرورية بجانب اتباع احد الاساليب العلمية للتغلب على مقاومة العاملين للتغيير و المرور بامان من مرحلة التغيير.
- ٣- من الافضل للادارة الجديدة ان تكسب ثقة العاملين وخلق جو من الالفة بينها وبين العاملين من ناحية وبين العاملين بعضهم البعض من ناحية اخرى.
- ٤- على الادارة الجديدة ان تجعل العاملين يشعرون بالامان الوظيفي والعدالة جراء هذا التغيير لان الاحساس بعدم الامان الوظيفي وعدم العدالة يؤثر سلبا وبشكل كبير على مستويات الاداء.
- ٥- ينبغي تنظيم الادارة الجديدة برامجا لنشر أساليبها الادارية بين العاملين بالفندق.