



Impact of Change Management on the Development of Human Resource Job Performance: An exploratory study of a sample of staff at Baghdad International Airport

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ABSTRACT

Published Online: June 25, 2025

The study aims to explore the impact of change management on job performance and to identify the extent to which the research sample members implement the dimensions of job performance. The research problem addressed several questions revolving around the nature of the influential relationships between the study variables by analyzing the opinions of the job staff at Baghdad International Airport. The sample size amounted to 280 respondents to determine the influence of change management as an independent variable and its impact on job performance as a dependent variable. Several main and sub-hypotheses were formulated to achieve this purpose. The descriptive-analytical approach was employed as the scientific method in the current study, and the study population, represented by the staff at Baghdad International Airport, was selected. The study employed the survey method to analyze the responses of the research community, utilizing a set of statistical measures and methods. The results show a noticeable trend among managers at Baghdad International Airport towards the need for changes to the organizational structure. This is due to the prevailing trend of making various administrative and legal decisions within the scope of the services provided, as well as the prevailing future vision of managers regarding the airport.

KEYWORDS:

change management, Human Resource, Job Performance, Baghdad International Airport

1. INTRODUCTION

An organization is a group of people who work together to achieve specific goals (Akpa et al., 2021). All organizations require the efforts of people to produce goods or services to satisfy the needs of customers. Any change, whether desired or undesired, favored or disfavored, that alters the people, processes, or technology of an organization is defined as an Organizational Change. Change is inevitable in organizations, as they exist in ever-evolving environments (Jaeger & Taylor, 2021). However, to be effective, a planned approach to the change process is needed, which involves Change Management. Organization Development (OD) is seen as a significant approach to change management; it is a system-wide application with the aim of improving the organization's effectiveness by combining behavior science

knowledge and technology. OD is focused on macro-systems and it is also founded on the social science disciplines. The widely used definition is that Organization Development is the planned effort, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's "processes", using behavioral science knowledge (Qureshi et al., 2019). Changes are usually planned or initiated after a period of formal preparation where the need for change is established, problems diagnosed, expectations raised, and initial interventions designed. Implementation usually requires negotiation and lobbying to gain acceptance and credibility of proposed changes. During implementation, conflicting demands are negotiated and pushed through interconnected, collaborative processes where the actual problem-solving process can nourish emergent change. Change reduces received utility and various forms of persistence can prolong the status quo and slow down the realization of the gains. In the complex world of rapid change, effective change management is one of the most crucial factors in an organization's human resource (HR) job performance. Since the 1980s, change management has gained considerable

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**Cite this Article: Duaa Qahtan Adnan, Nawfal Abdul Ridha Alwan (2025). Impact of Change Management on the Development of Human Resource Job Performance: An exploratory study of a sample of staff at Baghdad International Airport. International Journal of Social Science and Education Research Studies, 5(6), 650-656*

attention in both theory and practice (O'Flynn, 2021). Several literature reviews on change management have been published. Moreover, an increasing number of papers on change management have been published by both practitioners and academics. Customer services need to be improved to have competitive advantages in the banking industry, however, the limited approach used to operate is not sufficient to maintain customer satisfaction. To remain competitive it is essential for banking organizations to change. Change without a proper change management process can put a company in trouble.

Change management remains the safety valve for all organizations, as it is the primary focus in the formulation of strategies for advanced organizations (Ylönen & Björkman, 2023). It informs the organization's program development plans, which it uses to achieve its mission and goals. It is necessary to view leaders working in organizations as a department capable of managing change that leads to the development of job performance by formulating goals through decision-making in activities. The issue of change management is one of the essential topics for organizations, as a result of the urgent need to pay attention to it and because of the need for development in light of fierce competition, as for job performance, organizations seek to keep pace with rapid developments in the environment in a range of methods, so services are provided in the best way to meet the challenges that are represented in the growth and multiplicity of the needs of community members And its diversity, scarcity of resources and international competitive economic transformations, as there are no distinct organizations, but there are organizations that seek to achieve excellence by improving performance and productivity towards modern requirements according to advanced methodologies, methods and techniques.

II. LITERATURE REVIEW

Change management has become a universal term, which refers to the plan and processes organizations undergo in response to changes in their environment (Khader & Ridha, 2021). Change is the process in which one state is transferred to another state and it is everywhere. Change management is an essential element for organizations to meet their targets. Change management is the art of balancing the need for change with the need to minimize disruption. Change management is successfully influencing the organization or stakeholder behavior to accept and embrace new practices, processes and tools in their business operations. It is ensuring the smooth transition from past to future in a manner that minimizes risks. Change management looks at the fears and worries of people and how to address these (Kotter et al., 2025). The processes of change seen in the individual and organization however have been built up over a long time and move slowly. Change management therefore takes years or at

least months. Change is disruptive to a system and will have implications on the equilibrium and hence behavior. There are two distinct components to change management, the human side or soft component and the system side or hard component. Both sides must be attended to. Organizations must take risks in the change journey but they must also prudently assess and manage these risks. To maintain its success in a time of change, management must adopt positive attitudes and practices that accept and introduce appropriate changes to ensure competitiveness and address ongoing challenges (Xue et al., 2024). Thus, change is an absolute necessity for the survival and continuity of organizations. Change is a linguistic expression derived from the word "ghair," where the meaning of change is "to change something from its state, to transform it, meaning to change it and alter it, as if to make it different from what it was" (Alwan & Nori, 2021). Change management is: "A planned process that works to develop the economic and production reality of the company targeted for change, using modern and diverse methods and approaches, in a way that helps this company perform better in various tasks and activities, which will be positively reflected on the economy and society together". Change management is: "The process of planning, implementing, and overseeing changes within an organization. Change, in this case, can refer to a wide range of situations, including the introduction of new technologies, changes in organizational structure or processes, shifts in organizational culture or values, etc." (Moraru, 2024).

The need for change arises because of internal and external factors affecting the organization. Internal factors relate to potential organizational disruptions and include elements such as modified organizational goals, decreased productivity, increased costs, or a discouraging organizational climate. External factors represent forces in the organization's environment that increase the uncertainty it must address. These factors include changes in knowledge and technology, economic opportunities, changes in political power structure, environmental concerns, and cultural and ideological factors (Thompson et al., 2018).

The importance of change is highlighted by the presence of factors that necessitate its occurrence, such as the accelerating pace of various approaches to change in the era of globalization. Therefore, managers today must work to bring about change to meet current challenges and capitalize on available opportunities. Employees must also be involved in the planning and management of change, utilizing innovative and creative methods to ensure success (Almagtome et al., 2020). The importance of change is evident in maintaining the organization's stability within the market, which requires monitoring continuous developments and progress at the global level. This enables

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the organization to meet the growing consumer demand, making it necessary to make permanent adjustments to financing rates within its strategy and organizational structure (Hill, 2013). Therefore, the importance of change management in organizations lies in its assistance at every stage, whether at the level of your organization's management or at the level of successfully achieving goals. This is because your organization may always undergo various changes, from minor to major and radical. Therefore, it is essential to ensure that your employees are fully aware of their new responsibilities after the changes are introduced in the workplace. Their efficiency is enhanced and their responsibilities are clearly defined through the implementation of a change management policy. A well-managed change program also allows your business to thrive by adapting to current market trends and growing as a result (da Silva Lopes et al., 2019). The issue of modernizing and developing organizations has become a fundamental issue in the field of management modernization, particularly what is known as administrative development. This concept has been linked to numerous organizational processes and concepts such as restructuring, comprehensive change, strategic planning, organizational change, and other concepts and processes. Development is a long-term plan aimed at improving organizational performance by improving problem-solving methods and renewing management practices. This plan relies on collaborative efforts among administrators, taking into account the organization's environment and organizational characteristics. Administrative development focuses on the structural and organizational aspects of an

organization, aiming to increase its flexibility and enhance its capacity and speed of job performance (Alwan & Abbood, 2021). Organizational change represents an effective tool for establishing diverse management systems to improve and develop job performance, ensuring improvements in important aspects of work, such as quality, innovation, and continuous improvement to enhance the interests of organizational stakeholders at both the internal and external levels, such as customers, employees, and the community (Alwan & Abbood, 2021). All organizations, regardless of their type, size, or orientation, strive to achieve growth, survival, and continuity, and adapt to environmental developments. This can only be achieved by bringing about appropriate change within the organization that is compatible with its situation. There are several administrative approaches that lead to change.

III. RESEARCH METHOD

This study employs a quantitative research approach to investigate the impact of change management on improving the job performance of human resources employees at Baghdad International Airport, Iraq. Analyses were designed to ensure a rigorous and systematic evaluation of the collected data, which was gathered using validated tools. The study population reached 1387 individuals, and due to the large size of the community, the researcher adopted a random sample. According to the following, the researcher relied on determining the sample size on the following equation: Stephen Sampson's equation

$$n = \frac{N \times p(1-p)}{\left[\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

N = size of the community

Z = standard score corresponding to a significance level = 1.96, and squared (Z) represents the value of the preferred confidence level

= d Allowable error ratio = 0.05

P = Property availability and neutral = 00.5

According to the foregoing, the sample size of 301 was randomly distributed to the study population, and 280 forms were obtained, on which the statistical analysis was based. Table 1 shows the population and sample of the study.

Table 1. Details of the population and sample of the study

Place of study	Year Established	Number of Staffing	Number of Directors	Number of Departments	Number of divisions	Sample size
Baghdad International Airport	1982	1387	4	31	153	301

Source: Prepared by the researcher based on data received from the airport

V. RESULTS AND DISCUSSION

First: The correlation matrix between the variables of the study and its dimensions

The existence of weak to medium positive positive correlation relationships between the independent variable (change management) and its dimensions (change in organizational structure, change in technology, change in culture, change in tasks) with the dependent variable (job

performance) and its dimensions (task performance, creative performance, citizenship behavior). The value of the error probability is less than (0.05), and this means that when the interest of the staff at Baghdad International Airport increases the management of change or one of its dimensions, their interest increases the quality of job performance and by a coefficient Correlation with the dependent variable and its dimensions.

Table 2. Correlation Matrix of Study Variables and Dimensions

Functionality	Citizenship Conduct	Creative Performance	Perform tasks	Dimensions
.**628	.**643	.616*	.582**	Change in organizational structure
.445**	.318**	.465**	.665**	Change in technology
.431*	.441**	.253**	.534**	Change in culture
.508**	.511**	.538**	.434*	Change in tasks
.676**	.514*	.774**	.680**	Change Management

P* < 0.05, P** < 0.01, n = 280

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS V.28)

Second: Testing the influence relationships and verifying the hypotheses of the study:

To test the validity of the main impact hypotheses identified in the research methodology, the researcher tested the effect of the independent variable (change management and its dimensions combined) in the dependent variable (job performance in total and dimensions of e separatelyfor), and according to the coefficient of determination and impact And accept them down to determine the following multiple linear regression :equation

$$Y = A + \beta_1 (x_1) + \beta_2 (x_2) + \dots + U$$

First: Testing the impact of the independent variable (change management) on the dependent variable (job performance):

The researcher identified the first central hypothesis of the study, which states that (there is a significant effect of the dimensions of change management combined in job performance and its dimensions), and to verify the validity of this hypothesis, the multiple linear regression model was implemented in a way (Backward) across the level of significance, which is valued (0.05) and the value of (T) calculated is greater than the tabular (1.980) at the degree of freedom (279) and the value of (F.) calculated greater than its tabular value (3.03), for the first central hypothesis and its sub-hypotheses emanating from the first central hypothesis as follows:

1- Testing the first main hypothesis

It was found that there is an impact model with a calculated value of (F) (914.14) at the degrees of freedom (4, 275, 279), which is more than its tabular value (3.03). At the

same time, the results of Table 25 showed the presence of an interpretation coefficient (0.378) and a modified interpretation coefficient (0.366), as the dimensions of (change management combined) were able to explain (36.6%) of the changes in job performance. In comparison, the percentage was attributed (63.4%) to other variables not included in the model, as the researcher noted the clear role of change management in improving job performance. Thus, these results lead to the acceptance of the first main hypothesis (that the dimensions of change management collectively affect job performance significantly).. The results of Table (25) also showed that the job cadres at Baghdad International Airport were able to employ the sub-variable (change in technology) to affect job performance, so the value of the marginal slope was (0.275) with a probability value (0.008), and the calculated value (T) (2.674), as well as the effect of the subvariable (change in culture) of (0.189) and a probability value of (0.000.) with a calculated value (T) (5.301), and the presence of an effect (for change in tasks) of (0.106) and a probability value (0.002) and the calculated value of (T) (3.123) as all the calculated values of (T) exceeded their tabular value (1.980) and a degree of freedom (279) and a level of significance (0.05), while no role appeared After (change in organizational structure) in improving job performance, and therefore these results indicate that contributing to changes in technology and culture as well as change in tasks clearly contribute to improving job performance, which indicates the efficiency of the model by (75%), and according to the equation of predicting job performance in terms of change management in its dimensions:

$$\text{Job performance} = 2.223 + 0.275 * \text{Change in technology} + 0.189 * \text{Change in culture} + 0.106 * \text{Change in tasks}$$

Table 3. The Effect of Change Management Dimensions on Job Performance (n=280)

Functionality							Independent variable
A	P-v	T	AR ²	R ²	B	F	
2.223	.296	1.047	.366	.378	.025	14.914	Change in organizational structure
	.008	2.674			.275		Change in technology
	.000	5.301			.189		Change in culture
	.002	3.123			.106		Change in tasks

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS V.28).

This study provides beneficial understanding to those who consider that change management is only the process of business or party take over, townships merger or even high profile strike for better conditions. The attitude towards change varies from organization to organization, from department to department, even person to person. An employee can be affected solely by his job definition, the management style or even the circumstances of the time or location. Often an employee considers the phase of transition as a 'turning point'. More often than not an employee foresees new values bringing advantages such as updated knowledge, better working environment, improved physical and technological infrastructures. Change management is a process which takes time and time accustomed to acclimate (dos Santos Rodrigues et al., 2018). The changes are successfully established in that organization where the employees are treated as a part and parcel of the organization. Otherwise, the stress level of the employees significantly increases. Change should not be implemented all at once. It should be brought change by change so that expected advantage may not remain limited to imagination.

V. CONCLUSION

The study concludes that change management does impact the job performance of human resource employees. The management style and the management's working deeply affect the job performance. The management is receptive and gives follow up which leads to increased job performance. Change management ensures that an employee is given job security and a sense of involvement, it increases output. Change management involves proactive efforts of management which leads to increased productivity. The organization is liable for work pressure on the employees, the workload on the employees is increased with the change and adjustment of work, but a proper understanding of job leads to efficiency. The employees encourage change in management style, but it is the personal manager who is responsible for all the good

aspects of any organization (Qureshi et al., 2020). New methods of working are known which also help in the development of training programs. The employees concentrate on developing themselves to their best potential and involvement of top management is required to increase productivity. Strategies for improved communication do encourage change but the job performance is not much affected. Employees perform extra work on the request of manager reduces the quality of work. Conclusions at the change management level indicate a noticeable trend among managers at Baghdad International Airport toward implementing changes to the organizational structure. This is due to the prevailing trend toward making various administrative and legal decisions, or decisions within the scope of the services provided, as well as the managers' prevailing vision for the airport. There is also a clear trend among the sample surveyed toward implementing comprehensive technological changes throughout the airport. This is due to the prevailing trend that includes encouraging innovation, invention, and the dissemination of technology, techniques, or technical processes, as part of changes in the service delivery process. The job cadres at Baghdad International Airport demonstrated a significant interest in cultural change due to general policies and administrative strategies that emphasize the importance of cultural heritage in the prevailing cultures and in line with the prevailing organizational culture at the airport. There is a noticeable trend among the surveyed sample toward changing tasks due to the trend toward defining a new work method through integration, change, or modification of the activity pattern, scope of responsibility, or working conditions, as well as to ensure accuracy, speed, and ease of work execution. The conclusions at the level of job performance revealed that the job cadres at Baghdad International Airport perform the tasks and work roles determined by the airport management, based on the prevailing job description, which includes moderate efficiency. It is also

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evident that there is a noticeable tendency among the job cadres at Baghdad International Airport toward innovative performance, due to the nature of the achievements that must be realized in the field of ideas, planning, new methods, products, and services that add new value to travelers. Furthermore, there is moderate interest among the job cadres at Baghdad International Airport in organizational citizenship behavior, due to the voluntariness and freedom of choice that this behavior leads to, as well as its contribution to the effectiveness of the airport's job performance. Finally, the conclusions related to hypothesis testing indicate that the managers of the job cadres at Baghdad International Airport support the use of change management to positively develop and improve job performance, as well as to improve citizenship behavior by focusing on making changes in (technology and tasks). Furthermore, the interest in making changes in (organizational structure, technology, and tasks) has clearly played a role in improving task performance. Regarding innovative performance, it was found that it is necessary to rely on the recent changes in (technology and culture). To improve job performance and creativity, it was found that focusing on the aspects of authenticity and fluency had a significant impact, while focusing on the aspects of fluency and problem sensitivity demonstrated a clear impact on improving task performance. Meanwhile, the aspects of authenticity and flexibility clearly contributed to improving citizenship behavior.

Therefore, managers of job positions at Baghdad International Airport should improve the administrative and legal decisions made to develop production and improve the quality of services provided. This can be achieved through the following:

A. Developing the organizational structure in accordance with work requirements and changes in departments and functions.

B. Encouraging managers of departments, divisions, and units at the airport to develop their organizational structures to accommodate the need for diversity among employees. On the other hand, greater attention should be given to developing public policies and administrative strategies that emphasize cultural heritage in organizations with multiple organizational decision-making stages by adopting the following mechanisms:

A. Embodying the institutional culture among employees in accordance with the overall objectives.

b- Encouraging employees to be willing to share their knowledge, culture, and information with others about the work process.

The sample should also be more interested in improving the quality of performance and executing tasks accurately, quickly, and easily by identifying a new work method through integration, change, or modification of the activity pattern, the scope of responsibility, or working conditions.

This can be achieved through the following:

a- Determining a work performance method appropriate for individuals and groups within the airport.

b- Changing the type of activities and tasks assigned to employees from time to time by changing the working conditions surrounding them..

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