

Critical Success Factors of Change Management: A case study Bank of Jordan and capital Bank

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This paper intend to have a knowledge about key areas in change management such as objectives, drivers, resistance of change and ways of eliminating such resistance, the impact of organizational change in Bank of Jordan and the capital bank have been also discussed. This study aims to identify the critical success factors for each bank, compare these factors among this tow banks so as to develop a new change model. The importance of critical success factors in the change process must be stressed due to its key role in assessing change programs .yielding benefits of such programs, identifying challenges and opportunities, achieving competitive advantage, and guaranteeing the overall success of the organization and attaining its goals. The study has an explanatory nature since it uses distributed questionnaires on all the managers of upper middle management levels in both banks. The study results indicate that the following seven critical success factors are the one that both surveyed Banks agreed upon: resources, top management support, quality, employee satisfaction, training, technology, process and systems. The study also showed no statistical significant variation among the surveyed banks in terms of change management component.

Field of research: Change management critical success factors. Change management factors.

1. Introduction

Growing competition, privatization and deregulation across many parts of industry, commerce and the public sector have led many organizations to try to develop in their staff more commercial awareness and more concern of quality. Organizations must modify itself not just from time to time but all of the

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time. Change management helps organizations in increasing its ability to solve its problems, improving systems of work and achieving effectiveness and competitive advantage. For best implementation of change management programs critical success factors should be held in order to improve work quality and organizational performance.

Corporate environment have become more growth end customer-oriented, faster moving and increasingly international, these trends demand grater responsibility, initiative and leadership from manager at all levels of the organizations. (Hamlin.2001)Organizations must run fast to keep up with changes taking place all around them (Daft 2001) Change, rather than stability is the norm today .Whereas change once occurred incrementally and infrequently, today it is dramatic and constant. . (Lawrie 1990) Research is telling us that, despite all our theories and models of change management, a large number of change initiatives fail in achieving their full objectives (Bishop.2001) A major aspect of answering the question of management *How to make change happen?* Often involves overcoming obstacles. Most obstacles are owned by different people associated with the change. (Kotter, 1996)The need for collaboration and consensus to proceed frequently can make or break a proposed improvement.

While a number of change initiative fail to reach all of its change objectives , organizations needs to understand the critical success factors in change management , because it plays a key role in evaluating change programs , challenges and opportunities and achieving competitive advantage.(Griffith,2002). This paper aims to discus the major aspects of change management and analyzing the critical success factors in tow Jordanians banks; Bank of Jordan and capital bank,

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