



The relationship of organizational change to job satisfaction among The Workers of the Youth and Sports Directorate of Souk Ahras State

علاقة التغيير التنظيمي بالرضا الوظيفي لدى العاملين بمديرية

الشباب والرياضة لولاية سوق اهراس

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Abstract:

Our study aimed to identify the relationship of organizational Change in levels of job satisfaction among The Workers of the Youth and Sports Directorate of Souk Ahras State. The study population included individuals working in the district. We used the descriptive analytical approach on 30 workers, while the sample was selected by a comprehensive inventory method with Questionnaire form. As a research tool, the most important findings of the researchers are: There are no statistically significant differences at the level of significance $\alpha \geq 0.05$ between the averages of the answers of the study sample members about organizational change due to the gender variable.

The study on organizational change is attributed to the variable of educational level and Years of service. - There is a statistically significant relationship at $0.05 \geq \alpha$ between organizational change and job satisfaction among The Workers of the Youth and Sports Directorate.

Key words: Organizational change, job satisfaction, The Workers, Youth and Sports Directorate

الملخص:

الشباب والرياضة لولاية سوق اهراس، وقد تكون مجتمع الدراسة من العاملين بمديرية الشباب والرياضة لولاية سوق اهراس، واستخدمنا المنهج الوصفي التحليلي على 30 عاملا، فيما تم اختيار العينة بطريقة الحصر الشامل مع استخدام استبيان أداة

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للبحث، وأهم ما توصل إليه الباحثان : عدم وجود فروق ذات دلالة إحصائية حول التغيير التنظيمي تعزى لمتغير الجنس. - توجد فروق ذات دلالة إحصائية حول التغيير التنظيمي تعزى لمتغير المستوى التعليمي وسنوات العمل. - توجد علاقة ذات دلالة إحصائية عند مستوى دلالة $\alpha \leq 0.05$ بين التغيير التنظيمي والرضا الوظيفي لدى العاملين بمديرية الشباب والرياضة. الكلمات المفتاحية: التغيير التنظيمي، الرضا الوظيفي، العاملين، مديرية الشباب والرياضة.

Introduction

organizations in order to make some kind of difference in their current conditions so that they can better achieve their objectives.

It is of great importance in changing the behaviors of individuals working in the organization to be consistent with the changes that have occurred in the circumstances surrounding it, Such as moving from individual work to encouraging team work in the form of collective

work teams. It also works to encourage working People to achieve a set of organizational goals and achieve their job satisfaction. This is for the sake of raising effectiveness in performance levels.

This is done by following a set of methods and means aimed at increasing the feeling of satisfaction and creating reassurance within the administration.

Since the human element is the main pillar of the success of organizations and achieving their objectives, therefore, it is necessary to increase attention to it, and work to satisfy it and achieve its objectives, In special cases, it has been believed that the individual is forced to work regardless of his satisfaction or dissatisfaction with the job he holds, and this has resulted in neglect of the human element, especially in government establishments, Consequently, there was a noticeable decline in the performance of employees, so it became necessary to search for a solution to this problem through one method, which is improving the level of employee satisfaction (Abdel Baki, 2003, p 229).

The issue of job satisfaction has taken up a large part of management experts, who are studying methods of motivating employees to establish their loyalty and love for their organizations, This matter cannot be achieved overnight. Rather, the organization needs a series of procedures and programs in order to gain the loyalty and love of its employees, at the same time convincing them of its loyalty and love for them, Therefore, the process is reciprocal for both parties, and the employee will not be able to continue giving for an organization that does not provide him with what is commensurate with his giving (Abdel Latif, 2007, p200).

The concept of job satisfaction among working individuals also indicates the significant and significant impact of work on the lives of individuals. It also has an impact on the continuation and survival of the organization, as well as its impact on the worker's psychology, the balance of his feelings, and ensuring a happy life for him, And between the reality of change in work organizations and its impact on the degree

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of satisfaction among employees, this study comes to address the issue of the relationship of organizational change to Satisfaction among workers of the Youth Directorate in Souk Ahras.

Perhaps the chances of achieving survival of any organization or facility, including its programs, structures, methods and methods of work, It depends on the extent of good control over the administrative side and flexibility in solving the many problems facing managers and those in charge of management, the most important of which is the difficulty of workers adapting to the work assigned to them and the routine that most of them suffer from They feel a sense of job alienation and are completely dissatisfied with the work they provide. Hence the importance of organizational change emerges amidst variables characterized by continuous dynamic.

We posed the general question as follows:

- Is there a statistically significant relationship between organizational change and job satisfaction among employees of the Youth and Sports Directorate of Souk Ahras State?

Partial questions:

- Are there statistically significant differences at $0.05 \geq \alpha$ in the direction of organizational change due to the difference in the gender variable?

- Are there statistically significant differences at the significance level of $0.05 \geq \alpha$ in the responses of the study sample members regarding organizational change due to the difference in the educational level variable?

- Are there statistically significant differences at the significance level of $0.05 \geq \alpha$ in the responses of the study sample members regarding organizational change due to differences in the variable of years of work?

General hypothesis:

- There is a statistically significant relationship between organizational change and job satisfaction among employees of the Youth and Sports Directorate of Souk Ahras State.

- Sub-hypotheses:

- There are no statistically significant differences at the significance level of $0.05 \geq \alpha$ for the responses of the study sample members regarding organizational change due to the difference in the gender variable.

There are statistically significant differences at the significance level of $0.05 \geq \alpha$ for the responses of the study sample members regarding organizational change due to differences in the educational level variable.

- There are statistically significant differences at the significance level of $0.05 \geq \alpha$ for the responses of the study sample members regarding organizational change due to differences in the variable of years of work.

Objectives of the study.

- Distinguishing differences with statistical significance for organizational change due to sexual diversity.

- Find out whether there are statistically significant differences in the responses of individuals to the study towards organizational change due to the educational level variable.

- Highlighting the statistical differences in the new study's responses to organizational change due to differences in years of work

Importance of the study: The i Importance of the research: This study is of great importance, which is evident in the following points:

A - From a scientific standpoint: Through this study, we seek to highlight the importance of managing the relationship between organizational change and employees' job satisfaction.

B- From a practical perspective: The results of the study help provide information that helps subordinates learn about the actual reality of organizational change and demonstrate its impact on improving workers' skills and increasing their job satisfaction.

1. the theoretical side

1.1 Organizational change:

A- Terminological definition: Organizational change is defined as “a shift from the current equilibrium point.” To the target equilibrium point, which means moving from one state to another in space and time.

Skibbins defined change as “the administrative method for transforming and changing the organization to a better state of construction in the field of its expected future development.” (Mahmoud, 2005, p103)

B- Procedural definition: It is a set of changes occurring in the organization in order to create more opportunities for success.

1.2 Job Satisfaction :

A- The terminological definition: It is an internal feeling that an individual (worker, employee) feels regarding the work he does in order to satisfy his needs, desires, and expectations in his work environment (Omar, 2015, p10).

B - Operational definition: It is the extent to which the employee feels adaptable towards his work environment and expresses it in the form of sensations and feelings expressing that.

1.3 The concept of workers: They are people who work within service institutions and receive wages for their efforts to carry out the work they are required to accomplish (Azouz Muhammad et al., 2021, p 22).

-Procedurally: The researchers define it as a group of individuals who meet in one place and work together to improve their organization and form functional relationships among themselves.

1.4 Youth and Sports Directorate:

It is a decentralized public institution of an administrative nature under the supervision of the Ministry of Youth and Sports. Its role is to develop, encourage, coordinate, evaluate and monitor the institutions,

structures, bodies and activities within its jurisdiction working in the fields of youth, physical education and sports. (Executive Decree No. 06-34, 2006)

2. The applied aspect of the study:

2.1 Study population and sample:

2. Field side:

2.1 Population and sample:

As for the study population, it is members of the youth and sports sector in the state of S.A., and the sample of the study was 30 employees, including workers and tires, and the sample was selected using a comprehensive enumeration method.

2.2 Tools for collecting data and information:

The researchers relied on the questionnaire after conducting the exploratory study. After reviewing numerous questionnaires from previous studies and quoting from the study “Allawi Abdel Fattah 2013”, the questionnaire ultimately consisted of 28 statements divided **into two axes:**

Section One: Personal variables

Section Two: Organizational Change Axis (18) phrases.

Section Three: Job Satisfaction Axis (10) statements.

2.3 Calculating the psychometric properties of the tool:

Validity of the tool:

-Apparent validity: The researchers presented the questionnaire in its initial form to a group of arbitrators in order to express an opinion on the clarity of the study tool's statements and the extent of its belonging to the axis to which it belongs.

-Internal consistency validity: After confirming the apparent validity of the study tool, the Pearson coefficient was used to Ensure the honesty and internal consistency of statements.

Internal consistency of organizational change statements.

The correlation coefficients between each paragraph of the organizational change axis and the total score of its paragraphs, where the correlation coefficients ranged between (0.703-0.963), which are

considered significant at the significance level (0.01-0.05), and thus the paragraphs of the axis are true to what they were designed to measure.

Internal consistency between the job satisfaction axis statements and the total score obtained in this axis.

The correlation Coefficients between social communication items and the total score, where the correlation coefficients ranged between (0.464-0.915), which are considered significant at the level of significance (0.01-0.05), and thus the items of the axis are true to what they were designed to measure.

2.4 Stability of the tool:

It helps the researcher obtain the same results when repeating the test. After presenting the questionnaire to a group of peer-reviewed professors, the researchers measured their stability using Cronbach's alpha coefficient.

Cronbach's Alpha Method:

The researchers used the Cronbach's alpha method to measure the reliability of the questionnaire, where they obtained the value of the Cronbach's alpha coefficient for each axis For the questionnaire as a whole.

So, the Cronbach's alpha coefficient score was high for each axis, reaching between 0.968-0.989, which is a high reliability coefficient. Accordingly, the questionnaire must be prepared for distribution. The researchers have also verified the validity and stability of the study tool, which makes them fully confident in the validity of the results.

2.5 Statistical methods:

The researchers used the statistical program SPSS (Statistical Package for the Social Sciences, version 22), and relied on the following statistical techniques:

- Standard deviation to measure the extent of agreement and lack of dispersion.
- SMA.

- Cronbach's reliability coefficient (to measure the stability of questionnaire items).
- Pearson correlation coefficient to calculate internal consistency validity.

3. Analysis of the results:

3.1 Answering Answering hypotheses.

Hypothesis 1: There are statistically significant differences at the significance level of $0.05 \geq \alpha$ of study sample members regarding organizational change due to the gender variable?

To answer this question, the t-test was used in order to determine the differences according to the gender variable. Table (01) shows the arithmetic means and standard deviations of the average scores of the questionnaire for the organizational change axis and the value of (t) and its level of significance according to the variable "gender" at 28 degrees of freedom.

Table 01: shows the results of the t-test for the significance of the differences between the arithmetic means of the sample members' response to organizational change according to the gender variable.

The Section	Gender	Frequency	Mean	d. Dev.	Degrees of Freedom	T value	Significance Value
organizational change	Male	10	43.90	6.72	28	-9.36	0.36
	Female	20	22.30	5.55			

Source: Outputs of the SPSS statistical program, version 22

Based on the results obtained in the table, and after applying the t-test, the results were reached as follows:

In the organizational change axis, the researchers concluded that the value of the arithmetic mean among female workers, estimated at (20), was estimated at (22.30) with a standard deviation of (5.55), As for the average value of the (10) male employees, it is estimated at (43.90) with a standard deviation of (6.72), while the value of T calculated in

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this field amounted to (-9.36) with a significance value estimated at (0.36).

Comparing this To the level of significance ($0.05 \geq \alpha$), which is a value higher than (0.05), this indicates that there are no statistical differences

Hypothesis 2: There are statistically significant differences at the level of $0.05 \geq \alpha$ in the responses of sample members regarding organizational change due to the educational level variable?

To answer this question, One Way Anova was used, and Table No. (02) shows the source of the discrepancy between the sum of squares, the “F” value, and the level of significance members’ response to organizational change according to the educational level variable (less than secondary, secondary, university).

Table 02: shows the results of a test showing a one-way analysis of variance for the arithmetic means of the sample members’ answers about organizational change according to the educational level variable.

The Section	The Source of the Variance	Sum of Squares	Mean . Square s	D. Freedom	F Value	Significance Value
organizational change	Between groups	1442.7	1442.7	10	15.01	0.00
	Within groups	2660.7	95.02	28		
	Total	4103.5		29		
$\alpha(\leq 0.05)$						

Source: Outputs of the SPSS statistical program, version 22

Based on the results recorded in the table and after applying the Anova test, the results were as follows:

The organizational change axis: The researcher in this field found that the source of variance between groups for the organizational change axis was 1442.7, with a mean of squares of 1442.7, While the sum of squares within the groups was 2660.7, with an average of squares of 95.02, and the The calculated F value was (15.18), and by comparing this value with the significance level ($0.05 \geq \alpha$), we find that it is a value less than (0.05), and therefore there are statistically significant differences in the organizational change axis between the averages of the answers of the study sample members at the significance level ($0.05 \geq \alpha$) due to the educational level variable in favor of university graduates, with an arithmetic mean of 33.68, and a standard deviation of 11.25.

Accordingly: “There are statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the averages of the answers of the study sample members about organizational change due to the educational level variable.”

The third Hypothesis: there statistically significant differences at the significance level of $0.05 \geq \alpha$ in the responses of sample members about organizational change due to the variable of years of work.

Anova and Table (3) show the source of variance, the sum of squares, the degrees of freedom, the “F” value, and the significance level of the sample members’ response to organizational change according to the variable of years of work (from 1-5 years, from 6-10 years, and 10 years or more).

Table 03: Shows the results of a test showing a one-way analysis of variance for the arithmetic means of the sample members’ answers about organizational change according to the variable of years of work.

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The Section	The Source of the Variance	Sum of Squares	Mean of Squares	Degrees of Freedom	F Value	Significance Value
organizational change	Between groups	2225.5	1112.7	2	15.99	0.00
	Within groups	1877.9	69.55	27		
	Total	4103.5		29		

Source: Outputs of the SPSS statistical program, version 22

Based on the results recorded in the table and after applying the Anova test, the results were as follows:

The organizational change axis: The researcher in this field found that the source of variance between groups for the organizational change axis was 2225.5, with a mean of squares of 1112.7, While the sum of squares within the groups was 1877.9, with an average of squares of 69.55, and the calculated F value was (15.99) with a significance value estimated at (0.00). Comparing this value with the significance level ($0.05 \geq \alpha$) we find that it is a value less than (0.05), This indicates that there are statistically significant differences in the organizational change axis between the averages of the answers of the study sample members at the significance level ($0.05 \geq \alpha$) due to the variable of years of work in favor of workers who have more than 10 years with an arithmetic mean of 36.05, and a standard deviation of 10.21.

Accordingly: "There are statistically significant differences at the significance level ($0.05 \geq \alpha$) between the averages of the answers of the study sample members about organizational change due to the variable of years of work. There are statistically significant differences at the significance level ($0.05 \geq \alpha$) in the answers of the sample members about organizational change due to For the "years of work" variable.

Discussion and conclusion.

The first hypothesis: There are statistically significant differences at the significance level ($0.05 \geq \alpha$) between the averages of the answers of the study sample members about organizational change due to the variables of gender, educational level, and years of work.

1- There are no statistically significant differences at the level of significance ($\alpha \geq 0.05$) between the averages of the answers of the study sample members about organizational change due to the gender variable. The researcher believes that there are no statistically significant differences between males and females regarding organizational change.

The reason is due to the ability to keep pace with organizational change between the genders, which allows for increased job satisfaction, as it agreed with the Masouda apartment study in 2017, which concluded that there were no statistically significant differences in the answers of the respondents about organizational change in the National Exploration Corporation due to the gender variable.

I disagreed with Awni Fathi Khalil's study in 2009 Which found that there were statistically significant differences at the significance level of $\alpha = 0.05$ regarding the reality of change management and its impact on the performance of employees in the Palestinian Ministry of Health due to gender.

Accordingly, "there are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the averages of the answers of the study sample members about organizational change due to the gender variable, and this confirms the validity of the hypothesis."

- There are statistically significant differences at the level of significance ($\alpha \geq 0.05$) between the averages of the answers of the study sample members about organizational change due to the academic level variable, in favor of university employees, This explains that workers studying at the university are distinguished by the ability to keep pace with organizational change, as it agreed with Awni Fathi Khalil's study in 2009, which concluded that there were statistically significant differences at the significance level of $\alpha = 0.05$ regarding the reality of

change management and its impact on the performance of workers in the Palestinian Ministry of Health. Attributed to academic qualification. It differed from the Masouda apartment study in 2017, which concluded that there were no statistically significant differences in the answers of the respondents about organizational change in the National Exploration Corporation due to the educational level variable.

Accordingly, there are statistically significant differences at the level of significance ($\alpha \geq 0.05$) between the averages of the answers of the study sample members about organizational change due to the educational level variable, and this confirms the validity of the hypothesis.

3- There are statistically significant differences at the level of significance ($\alpha \geq 0.05$) between the averages of the answers of the study sample members about the reality of organizational change due to the years of experience variable, in favor of workers who have more than 10 years of experience, This explains that workers who have experience working within the Youth and Sports Directorate have a great ability to manage change, and this is what allows them to achieve job satisfaction, as it agreed with Awni Fathi Khalil's study in 2009, which found that there were statistically significant differences at the significance level of $\alpha = 0.05$. About the reality of change management and its impact on the performance of employees in the Palestinian Ministry of Health due to the variable years of service, It differed from the Masouda apartment study in 2017, which concluded that there were no statistically significant differences in the answers of the respondents about organizational change in the National Exploration Corporation due to the experience variable.

Accordingly, there are statistically significant differences at the level of significance ($\alpha \geq 0.05$) between the averages of the answers of the study sample members about organizational change due to the years of experience variable, and this confirms the validity of the hypothesis.

4. CONCLUSION

- There are statistically significant differences at the level of significance ($\alpha \geq 0.05$) between the averages of the answers of the study sample members about organizational change due to the educational level variable.

- There are statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the averages of the answers of the study sample members about organizational change due to the variable of years of work.

In light of the results of the study, the researchers present a number of recommendations, which are as follows:

-In light of the results of the study, the researchers present a number of suggestions, which are as follows:

- Paying attention to the issue of organizational change because of the large and effective role it plays within organizations, through conducting more in-depth studies and research.

Social relations for workers in the Youth and Sports Directorate must be improved.

- Working to improve the level of employees from the administrative as well as the legal side by participating in forums and study days on electronic management as a modern concept.

- Working to simplify complex management methods, this is what helps workers adapt and adapt to all the jobs and tasks assigned to them.

- The necessity of carrying out the process of organizational change in order to achieve the goals set by decision-makers in the organization.

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