



The Quality of Change Management in the Jordan Football Association from the Viewpoint of Referees

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Abstract

The study aimed at identifying the quality of change management in Jordan Football Association from point view at referees, the study was conducted on a sample of (155). A measure was developed for the quality of change management in Jordan Football Association, the most important results were that the decision maker does not have creativity in the actual reality of Jordan Football Association, the most important recommendation were the need to convince decision makers and employees in the Football association of the importance of adopting change management and overcoming the concept of resistance to change.

Keywords: Change management, Sport management, Quality, Referees, Change resistance.



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1. Introduction

The management generally plays a significant role in the success of institutions, especially those institutions that depend on the human element in their outputs. In a broad sense, the management is a process of planning, organization, coordination, forecasting, command and follow-up. In a narrow sense, the management is the certain knowledge of getting work performed through individuals with better means and methods and with the lowest cost, time and effort as far as possible.

The modern concept of management has many types and methods. At the end of the 20th century and the beginning of the 21st century, many management concepts emerged, including Total Quality Management (TQM), Time Management, Organizational Culture, Organizational Behavior, and Change Management.

The Sport Management in Arab societies, including Jordan, still depends on the old intellectual foundations based on the fact that the function of management is only to organize and recruit resources inside in order to achieve immediate results outside, which cannot withstand to a world of competition, constant change and modern technologies (Harvey and Brown, 2001).

The change involves keeping up with the latest and new developments and coping with the new and prevailing conditions in the world. Therefore, it is necessary to make these management amendments in whole or in part or within a strategy in all social material and / or moral areas to move from one situation to another, leading to quantitative and qualitative improvement in managerial, economic, scientific, social, cultural or sport areas (Keith, 1998).

The sociologists believe that the only matter that does not change is the change itself since it is a continuous state occurring voluntarily or involuntarily, intentionally or unintentionally, by preplanning or spontaneously.

The volume and rapidity of change that can occur within the organization depend largely on the ability of the leader to make change, resist stability and work classically. Today, one of the biggest challenges facing organizations may be the leadership and its relationship with change.

The need for change in our sports institutions requires leaders with the future vision, ability to predict, and faith in the need for change.

The change management continuously serves as a planned process of altering, amending, omitting or adding some of the objectives and policies of sports institutions, the values and trends of individuals and groups working in those sports institutions, including the Jordan Football Association, in the capabilities and resources available to them, or even in the means and methods of work to impose more effective performance of institutions and achieve high efficiency (Joan, 1999).

The sports institutions with various sizes and nature of their activities need leaders who believe in change management in achieving the objectives of these institutions as well as completing their work in keeping with the developments that take place in the continental and / or international sports arena.

There are many sports individuals and groups who believe in insisting change and performing work tasks normally or classically. The researcher observed through his work in the Football Association that the Football Association relies on a traditional approach and does not effectively face problems at the managerial, training or refereeing level and that there is no flexibility in the used policies.

1.1. Study Objectives

The study aimed at identifying the following:

1. Identifying the organizational structure in change management.
2. Identifying the role of creativity and innovation in change management.

- Identifying the reasons of resistance to change.

1.2. Study Questions

- Is there an organizational structure in change management?
- What is the role of creativity and innovation in change management?
- What are the reasons of resistance to change?

1.3. Study Methodology

The researcher used the descriptive approach in accordance with the nature of the study.

1.4. Study Sample

The researcher randomly selected the research sample of (155) referees with a percentage (72 %) of the research population, as shown in Table (1).

Table-1. Description of the Study Sample

No.	Grad	Number	Percentage
1	Grad 1 International Referees	45	29.1 %
2	Grad 1 International Retired Referees	60	38.7 %
3	Grad 2 and 3 Referees	50	32.2 %
	Total	155	100 %

1.5. Study Tool

The researcher reviewed a number of studies and references dealing with change management to identify the most important themes that can measure these variables. The study measure was developed according to the nature of the study. The researcher presented the measure to a group of (8) sports management experts to express their views on the appropriate statements for the study themes, as shown in Table (2).

Table-2. Statements of Themes of Study Measure before and after Deletion

No.	Theme	Number of Statements in their Initial Form	Number of Agreed – Upon Statements
1	Organizational Structure in Change Management	12	8
2	Creativity and Innovation in Change Management	14	8
3	Reasons of Resistance to Change	14	7
	Total	40	23

1.6. Validity of the Tool

The researcher relied on content validity through presenting the measure to (8) experts in the field of sports management. The experts agreed to adopt the statements of the measure themes, as the measure was appropriate for examining the reality of change management.

1.7. Reliability of the Tool

The researcher used the “ application and reapplication ” method. The measure was applied to a sample of (30) students from outside the original sample in the Faculty of Physical Education and Sports Sciences, Department of Sports Management and Training. Then, it was reapplied to the same sample with a time interval of 15 days, as shown in Table (3).

Table-3. Correlation Coefficients of First and Second Application of Change Management Measure

No.	Theme	First Application		Second Application		
1	Organizational Structure in Change Management	32.4	5.26	29.9	6.46	.65
2	Creativity and Innovation in Change Management	35.82	8.62	34.59	10.32	.88
3	Reasons of Resistance to Change	30.26	8.67	31.25	6.37	.86

1.8. Statistical Processing

The researcher used SPSS Statistics in accordance with the nature of the study, as the arithmetic mean, standard deviation, percentages and correlation coefficient were used.

2. Results and Discussion

The first question was “Is there an organizational structure in change management in the Jordan Football Association?”.

In order to answer this question, the relative weight and response rate were used as shown in Table (4).

Table-4. Relative Weight and Response Rate of Views of the Study Sample in the Change Management Measure First Theme (Organizational Structure in Change Management) (n = 155)

No.	Statement	Frequency			Relative Weight	Response Rate
		Yes	To a certain extent	No		
1	The organizational structure is continuously developed.	31	35	89	255	.54
2	The job description that defines the duties and responsibilities of subordinates is flexible.	37	34	84	263	.57
3	The information transmission via the communication channel is rapid within the Association.	2	96	57	255	.55
4	The subordinates are involved in decision – making.	36	26	93	253	.54
5	The organizational structure increases the assignment of powers.	22	32	90	253	.54
6	The subordinates communicate with each other quickly.	-	87	68	242	.52
7	The change in the organizational structure is consistent with the change in the Association’s strategy.	42	22	91	261	.56
8	The information transmitted via the communication channel is accurate within the Association.	2	112	41	271	.58

Table (4) showed that the response rate of views of the study sample in the first theme statements (organizational structure in change management) was ranged between (.52) to (.58), indicating that they were not achieved in the actual reality of the organizational structure.

The researcher indicated that the organizational structure was not developed regularly and continuously in the actual reality of the Football Association, which impedes the completion of the work. From the viewpoint of the study sample, the job description that defines the duties and responsibilities of subordinates is not flexible, leading to work interference and / or overlap. They pointed out that the information transmission via the communication channel is slow within the Football Association, resulting in the inability to make the decision in a timely manner. They suggested that there is no involvement of subordinates in decision - making, which makes the subordinates resist change. They also considered that the organizational structure does not assign powers to subordinates, resulting in taking a lot of time and making employees feel unconfident by business leaders.

In this regard, Chin *et al.* (1997) emphasized the need to develop a change management strategy which will clarify responsibilities and duties, make the communication process more effective, and make the employees supportive rather than resistant to change management.

The second question was “What is the role of creativity and innovation in change management in the Jordan Football Association?”.

In order to answer this question, the relative weight and response rate of the study sample were used as shown in Table (5).

Table-5. Relative Weight and Response Rate of Views of the Study Sample in the Change Management Measure Second Theme (Creativity and Innovation in Change Management) (n = 155)

No.	Statement	Frequency			Relative Weight	Response Rate
		Yes	To a certain extent	No		
9	The decision - maker looks for new ideas to implement the work in the Football Association.	5	82	68	247	.53
10	The decision - maker has the ability to develop new problem -solving techniques in the Football Association.	2	80	73	239	.51
11	The decision - maker has the ability to adapt to the nature of the various situations in the workplace.	-	76	79	231	.50
12	The decision - maker encourages	6	14	135	181	.39

	innovative initiatives among employees in the Football Association.					
13	The decision - maker adopts new ideas to develop the work in the Football Association.	4	20	131	183	.39
14	The decision - maker foresees problems before they happen.	-	64	91	219	.47
15	The decision - maker develops new ideas for work performance among employees in the Football Association.	5	24	126	189	.41
16	The decision - maker provides material and moral incentives to achieve creativity.	1	28	126	185	.40

Table (5) showed that the response rate of views of the study sample in the second theme statements (creativity and innovation in change management) was ranged between (.39) to (.53).

The researcher indicated that the decision - makers do not have creativity and innovation in the actual reality of the Football Association, as they do not look for new plans and solutions in the work management in the Football Association, making the change process very difficult. From the viewpoint of the study sample, the decision – maker does not deal with the work problems objectively, leading to aggravating and turning the problem into a disaster which is difficult to solve. They also pointed out that the administrative decision - maker does not encourage innovative initiatives in performing work within the Football Association, making the employees feel the importance of change at the work. They also suggested that the administrative decision – maker does not provide flexibility in implementing programs in accordance with the external environment as well as the technological and scientific progress, contributing to obstructing the change process in the Football Association. Moreover, they considered that the decision - maker does not adopt new ideas consistent with today’s requirements and developments of ideas, modern programs, and appropriate plans, contributing to obstructing the change process.

In this regard, Keith (1998) showed that some business leaders are not interested in creativity, innovation and implementation of new ideas in performing their work. He also showed that they do not have ability to foresee problems and try to solve them and to develop preventive plans and not motivate subordinates to participate in innovative initiatives. Therefore, these in turn lead to failing or impeding the change process within sports institutions and others.

The third question was “What are the reasons of resistance to change in the Jordan Football Association? ”.

In order to answer this question, the relative weight and response rate of the study sample were used as shown in Table (6).

Table-6. Relative Weight and Response Rate of Views of the Study Sample in the Change Management Measure Third Theme (Reasons of Resistance to Change) (n = 155)

No	Statement	Frequency			Relative Weight	Response Rate
		Yes	To a certain extent	No		
17	The objectives of change are unrealistic.	110	40	5	415	.89
18	The decision - maker does not involve employees in planning for change in the Football Association.	84	70	1	393	.85
19	The employees are not convinced of the desired change.	89	66	-	399	.86
20	There is lack of trust between the decision - maker and the employees in the Football Association.	90	63	2	398	.86
21	The decision - maker is not sufficiently trained to implement change management.	99	56	-	409	.88
22	The employees are convinced of the current status of the Football Association.	95	57	3	402	.86
23	There is fear of failed experience.	90	63	2	398	.86

Table (6) showed that the response rate of views of the study sample in the third theme statements (reasons of resistance to change) was ranged between (.85) to (.89).

The researcher indicated that there are no clear realistic objectives of change management. The decision – maker does not involve employees in planning for change in the Football Association. The employees are not convinced of the desired change, as they are satisfied with performing the assigned work only. In addition, the administrative decision – maker does not trust the performance of employees. He also weakens their creative abilities and has fear of failed change experience.

In this regard, Joan (1999) emphasized that the main reasons of resistance to change are fear of the material loss and the unknown as well as incompatibility of the change management interests with the self – interests of individuals.

3. Conclusions

1. There is no actual reality of organizational structure (change management) in the Jordan Football Association.
2. The decision - Maker does not have creativity and innovation in the actual reality of the Jordan Football Association.
3. There are no realistic objectives of change management within the Jordan Football Association.

The Researcher recommended that it is necessary to continuously develop organizational structures within the Football Association in order to assist in the work performance with the description of duties and responsibilities consistent with the objectives of the Association, also it is necessary to encourage decision-makers in the Jordan Football Association to participate in creativity and innovation initiatives in order to achieve and activate change management and it is necessary to convince, first, decision - makers and secondly, employees in the Football Association of the importance of adopting change management and overcoming the concept of resistance to change.

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