The Relationship Between Coping With Change And Job Satisfaction For Bahraini Employees In Sports Organizations

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Abstract.

Change is a natural part of life, and everyone faces it at one time or another. Most of us are continually making small adjustments that reflect our changing needs or interests -- trying a new restaurant, updating our wardrobe, or finding a more efficient way to do a task at work. Thus, the current study aimed to investigate the relationship between job stress and coping with change for Bahraini sports employees. The sample contains (43) sports employees from Bahrain kingdom (27 female leaders – 16 male leaders) (mean ± SD , age 45 ± 12.5 years , job experience 20.8 ± 15.3 years). The researcher used Job Satisfaction Scale (A. Elnashar., 1997): a five-point Likert type scale (1 = very dissatisfied, 5 = very satisfied) with 56 items. The coefficient alpha was 0.85–0.88 and test–retest correlation coefficient was 0.63 for 6-month period (Warr et al., 1979). The Cronbach's alpha was 0.91 in this study. The results proved the existence of a link with a high degree. As well as the results showed the existence of relations correlation between resistance to change and age. The smaller the Age became the resistance to change a few. Where the young people have the ability to adapt to change are greater than the elderly. and women also have the ability to adapt to change administrative easily as compared to men , and that the higher the educational level whenever become resistance to change a few, and that the low level of education they are able to easily adjust to the change, according to Administrative Routine their business. The researcher has prepared the Coping with Change Scale to measure the employee's resistance to change in the regulatory Bahraini ministries, finally, it is highest relationship

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value (0.84) between Coping with change and job satisfaction.

Key words: Coping with Change, Bahrain Kingdom, Job Satisfaction

Introduction.

Change is a natural part of life; it is one of the most important features of this era. In addition, everyone faces it at one time or another. Most of us are continually making small adjustments that reflect our changing needs or interests -- trying a new restaurant, updating our wardrobe, or finding a more efficient way to do a task at work.

Change Today's organizations have to cope with changing environments. (Caplow, 1983) argued that every organization must submit to the demands of its environment, and these demands vary as the environment changes. As a result, management within organizations adopts organizational change (e.g. modifying an organization's structure, goals, technology, work task, etc.) as a means of dealing with the changing environment. Human beings are the most important determinants of the success or failure of the organizational change process. Consequently, attention is paid to the factors influencing individuals' attitudes toward change. One factor, which is believed to affect individuals' attitudes toward change, is their commitment to their organization. One could argue that those who are more committed to their organizations are more likely to embrace change than those who are less committed to their organizations, if such a change is perceived as beneficial to the organization, and has no potential to alter the basic values and goals of the organization. Organizational commitment and its correlates have attracted the attention of numerous researchers (Darwish, 2000).

In spite of the distinction that management is tasked with creating stability while leadership seeks to create change (Zalenick, 1977) much confusion abounds, with academics often using the term 'leadership' to refer to quite different concepts. It has been argued that most approaches to leadership focus on the 'leader'

because of an underlying conceptual framework that is based on a feudal paradigm 'pointing to someone who occupies a high position' (Barker, 1997).

Managerial leadership is therefore underpinned by the notion of leader as a giver of direction and as a manipulator of will, who frames and solves specific managerial or social problems. resulting from the need for an imposed order and from the need to accomplish specific goals. (Barker, 1997)

At its most general level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At the more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has varying definitions. Affective job satisfaction is usually defined as a unidimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole (Thompson & Phua, 2012). Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is usually defined as being a more objective and logical evaluation of various facets of a job. As such, cognitive job satisfaction can be unidimensional if it comprises evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the jobholder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences. (Moorman, 1993)

However, leadership under this view cannot work in situations where goals are not specific, where imposition of order is ineffective, and where there is

increasing internal and external complexity.

Similarly, over the past 20 years or so, there has been an explosive growth in the promotion of 'transformational leadership' (Burns, 1978; Bass, 1999), with a recent analysis bringing into question some of its rubrics (Tourish and Pinnington، 2002)

Change is inevitable. However, whether it seems positive or negative, or is planned or unplanned, it can be difficult to cope with. Thus, the current study aimed to investigate the relationship between job stress and coping with change for Bahraini sports employees.

Material and Methods:
Subjects:
The sample contains (43) sports employees from Bahrain kingdom (27 female leaders – 16 male leaders) (mean ± SD , age 45 ± 12.5 years , job experience 20.8 ± 15.3 years).

Instruments.
Job Satisfaction Questionnaire.
Job Satisfaction Scale (A. Elnashar., 1997): a five-point Likert type scale (1 = very dissatisfied, 5 = very satisfied) with 56 items. The coefficient alpha was 0.85–0.88 and test–retest correlation coefficient was 0.63 for 6-month period (Warr et al., 1979). The Cronbach's alpha was 0.91 in this study.

Coping with change.
The researcher has prepared the Coping with Change Scale to measure the employee's resistance to change in the regulatory Bahraini ministries and the researcher followed these steps to build the scale:

- Review a number of previous studies that are relevant to the subject of study.
- Use the opinion of a number of university professors and specialists in identifying paragraphs resolution.
- Conducting a number of interviews with some of the managers.

A five-point Likert type scale (1 = very disagree, 5 = very agree) with 12 items.

Statistical Analysis.
All statistical analyses were calculated by the SPSS statistical package. The results are reported as means and standard deviations (SD). Person Correlation coefficient and Cronbach's alpha were used to determine the

relationship between Coping with change and job satisfaction. The P<0.05 was considered as statistically significant.

Results.

Table (1)
The main characteristics of the sample (n = 43)

No.	Variables	Frequency	%
1	Age		
	Less than 30 years	15	34.88
	Up 30 years	28	65.12
2	Experience		
	Less than 10 years	19	44.19
	Up 10 years	24	55.81
3	Gender		
	Male	16	37.21
	Female	27	62.79
4	Occupation level		
	Top management	7	16.28
	Middle management	16	37.21
	Supervisory management	20	46.51
5	Nationality		
	Bahraini	39	90.70
	Foreign	4	9.30
6	Education level		
	Less than university level	22	51.16
	University degree	14	32.56
	Postgraduate	7	16.28

Table (2)
The relationship coefficient between Coping with change and job satisfaction.

No.	Variables	job satisfaction
1	**Coping with change**	0.84

Table 2. Shows highest relationship value (0.84) between Coping with change and job satisfaction.

Table (3)

The relationship coefficient between Coping with change and characteristics of the sample

No.	Variables	Coping with change
1	Less than 30 years	0.81*
2	Up 30 years	0.23
3	Less than 10 years	0.76*
4	Up 10 years	0.46
5	Male	0.54
6	Female	0.89*
7	Top management	0.22
8	Middle management	0.49
9	Supervisory management	0.78*
10	Bahraini	0.76*
11	Foreign	0.21
12	Less than university level	0.11
13	University degree	0.29
14	Postgraduate	0.91*

Table 3. Shows that

• Significant relation between Coping with change and age (Less than 30 years. 0.81).

• Significant relation between Coping with change and Experience (Less than 10 years. 0.76).

• Significant relation between Coping with change and Gender (female 0.89).

• Significant relation between Coping with change and Occupation level (Supervisory management 0.78).

• Significant relation between Coping with change and Nationality (Bahraini 0.76).

• Significant relation between Coping with change and Education level (Postgraduate 0.91).

Table (4)

The relationship coefficient between job satisfaction and characteristics of the sample

No.	Variables	job satisfaction
1	Less than 30 years	0.36
2	Up 30 years	0.23
3	Less than 10 years	0.49
4	Up 10 years	0.51
5	Male	0.54
6	Female	0.78*
7	Top management	0.77
8	Middle management	0.49
9	Supervisory management	0.19
10	Bahraini	0.46
11	Foreign	0.86*
12	Less than university level	0.81*
13	University degree	0.66
14	Postgraduate	0.58

Table 4. Shows that

• Significant relation between job satisfaction and Gender (female 0.78).

• Significant relation between job satisfaction and Occupation level (Supervisory management 0.78).

• Significant relation between job satisfaction and Nationality (Foreign 0.86).

• Significant relation between Coping with change and Education level (Less than university level 0.81).

Discussion:

The purpose of this study was to establish the correlation between resistance to change and job satisfaction for employees in the sports organizations. And the results proved the existence of a link with a high degree. As well as the results showed the existence of relations correlation between resistance to change and age. The smaller the Age became the resistance to change a few. Where the young people have the ability to adapt to change are greater than the elderly. and women also have the ability to adapt to change administrative easily as compared to men , and that the higher the educational level whenever become resistance to change a few, and that the low level of education they are able to easily adjust to the change, according to Administrative Routine their business.

Several traits have been linked to a work-oriented construct of coping with change (Judge et al., 1999). As noted, the various traits considered in the Judge et al. (1999) study were reduced to two factors: Risk Tolerance (which comprises tolerance for ambiguity, risk aversion, and openness to experience), and Positive Self-Concept (which comprises self-esteem, generalized self-efficacy, positive affectivity, and locus of control). Both factors were related to individuals' scores on a coping-with-change scale.

Specifically, individuals who are less open to experiences, who are less tolerant of ambiguity, and who are more risk-averse are expected to exhibit higher resistance to change. (Shaul Oreg, 2003) study expected to present significant yet weaker correlations with resistance to change because these traits are related to people's perceptions regarding their ability to cope in general and not necessarily to their particular attitude toward change. Because Change is hard. It puts us in unfamiliar situations. In addition, unfamiliar situations feel uncomfortable even when they are positive.

Expecting change to feel hard helps because it eases our discomfort. It allows us to assign responsibility for our discomfort to the right cause. We can blame at least some of it on the fact that something is changing, rather than on the substance of what is changing. We question ourselves less, we are able to forge ahead with more courage, and we feel better. (Piderit, 2000)

The researcher believed that, many people have intensely negative reactions when they first hear that they will be facing a big change. Some people cry or become angry. Others think, "It isn't fair," "I'll never be able to handle this," or "I'm too old to learn a new way of doing things." It may help to remember that a change -- even if you did not want it -- can be beneficial.

Now a day, there is a general feeling that the employees do not have satisfaction in their jobs. There seems to be growing discontentment towards their job because of which standards of education are falling. Employees are dissatisfied in spite of different

plans and programmes that have been implemented to improve their job. Job satisfaction consists of the total body of feelings-about the nature of the job promotion، nature of supervision etc. that an individual has about his job. If the sum total of influence of these factors give rise to feelings of satisfaction, the individual has job satisfaction. (Dolke, 2000)

Conclusion.

Finally, it is highest relationship value (0.84) between Coping with change and job satisfaction. We founded relationship between Coping with change and age (Less than 30 years), Experience (Less than 10 years), Gender (female), Occupation level (Supervisory management), Nationality (Bahraini) and Education level (Postgraduate).

In addition, we founded relationship between job satisfaction and Gender (female), Occupation level (Supervisory management), Nationality (Foreign) and Education level (Less than university level).

Recommendations

- Implement research similar to current research in the sectors of different levels

- Designed the training programmes that develop leadership capacity in dealing with the problems of administrative work.

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