Full Length Research Paper

A survey on change management ability among Iranian super leagues coaches

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The purpose of this research was to study coach's change management ability among Iran super leagues. Statistical population consisted of 369 players who have played in 5 super league (Volleyball, Basketball, Wrestling, Badminton and Karate). From among them 328 players, were chosen randomly based on Morgan table. Ultimately, 228 players participated in this research. All participants completed the Likert type questionnaires, containing questions rating a wide range of contexts for evaluating the ability of management change. The validity and reliability of the questionnaire in the target population were examined and approved at $\alpha=0.05$. In order to conduct the data analysis, descriptive statistics and inference statistics were employed. ANOVA indicated that there was great difference in the ability of change management among Iran super leagues coaches ($p<0/001$, $F=7/031$). Results of turkey test or method of comparison between the two leagues (Volleyball - Basketball), (Volleyball - Wrestling), (Volleyball - Badminton), (Wrestling - Badminton) and (Wrestling - Karate) showed a significant difference.

Key words: Change management ability, Iranian super leagues, coaches.

INTRODUCTION

In recent years, change has been a significant and considerable issue in managerial discussion, such that some believe that change should have priority in a manager's daily programs and as people are committed to goal, they must commit to changes (Taylor, 2006). Paying attention to requirements and its effective management is wide-spread. Almost nobody doubts about change requirement. It should be mentioned that nowadays necessity of accepting changes by novel organizations is a "must" in organizations as a device and an inevitable base for efficient heads (Alam, 2009). The result of not paying attention to this "must" in critical conditions, caused by inevitable changes, would end the organizations growth. In other words, if entering an unknown world needs risks, stagnation means welcoming

a certain risk and accepting a failure (Abili, 2004).

Any organization whether private or public in which its systems are static cannot develop effectively and would not meet its competitive relevance in the market place. Hence organizational development is rooted on the theory of change management (Sunday Ukpata and Ademola Olukotun, 2008; Alam et al., 2010; Alam and Khalifa, 2009). Nowadays, all organizations are experiencing several changes inevitably. These changes take place due to incoming and outgoing technology, information, human resources, customers, raw material supporters, competitors in work field and other organizational elements (Alam, 2009; Hashim et al., 2010). Therefore, some actions must take place and these changes cannot be ignored or be reacted to indifferently (Mohamadin, 2010). Change is transition and alteration in behavior, structures, policies and goals happening in some organizational units (Hanifi, 2006). The world is changing; change speed in the era is the most the study has ever had, and in two consecutive

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decades, there have been changes in all fields (Khan mokhtari, 2007; Hersey and Blanchard, 1986).

Nowadays, many researches believe that organizations cannot stop speed changes; but they can change doubts, fluctuations and instability into opportunities for the purpose of learning, adaptation and desired agreements (Abili, 2004; Sanjari, 2000; Cinite, 2006). Regarding to researches results and history, it should be mentioned that major element of development of human being's different aspects in different societies is designing and accepting changes, doing related programs and evaluating the results obtained, which are discussed under change management. Change management is done for the purpose of distinguishing inefficiencies of present conditions, and making attempts in order to achieve desired conditions in future. In other words, change management is meant to be a set of operations, setup in order to plan, apply and organize changes caused by internal and external environment in organization processes (Hanifi, 2006). Professional sports are certainly the most significant institutions in human's life duration. The policies of sport organization and management are very important; their outstanding characteristic is the existence of great variables and even variability in these variables. Nowadays, if professional sports do not reconsider their internal structure and state, their future situation will be disappointed (Lien-Tung et al.,2010). Research findings show that in recent decade's physical education and sporty sciences have been developed, such that this field has been created as a major in university. During recent years, some private and public sport organizations have been established and accepted many people in this major; but it seems that by growing and expanding this major and accepting many players all over the country, this major quality has not developed, and it did not receive great attention in some sport organizations. The study can investigate different dimensions of this issue (Chibuike and Egwuonwu, 2010).

Professional sports and sport organizations are faced with shortage in number of experts. Their management issues do not occupy a good place; the reason is that the condition required for choosing a manager does not adapt necessary proficiency in educational management, especially in physical education management (Amirtash, 2007). Investigating sports in private and public organizations indicate that there are many problems with their functioning (Bahlakeh, 2008; Sayarnezhad, 2007; Janani, 2000). Elapsing some years after codifying important plans about this major, some needs are outstandingly felt: A great number of experts, wide social changes, increase of physical education sensibility for championship, rehabilitation, training, competition, change in player and coaches' needs, necessity of innovation in sport plans, and scientific expanse in physical education.

It should be considered that many organizations make changes to their process, in order to obtain better results or to change their business methods; but a narrow range of them are successful, and most of them fail during the change process (Cinite, 2006; Senge et al., 1999; Mehrju Kamakoli, 2007; Bovalino, 2007). Research results show that coaches can play an important role in making changes in sport teams; but they do not perform their role well as a leader or pioneer. Regarding this issue, if the study focuses on manager's roles in being effective, the study cannot expect that any changes should be made in any condition; the coaches must have the ability of planning, conducting, and controlling changes (Bahlakeh, 2008). So, in such conditions, change management can be used as a planned process for change in an organization. These changes could be shown in technological changes included using new processes or organizational changes, including reforms. The goal is to maximize social attempts of all people involved in change, and to manage them in order to obtain desirable results (Kelso, 2005).

Regarding different definitions of change, it can be concluded that the goal of change is increasing organizational effectiveness and in change process, viewpoint is regarded as an important element (Hersey and Blanchard, 1986). People's attitudes and understanding about change has a great effect on effective change plans in organization (Neckline, 1999). Attitude and ability are one of the most significant issues in social behavior. In psychology, this word means a person's response toward a stimulus with special situation. However, in social psychology, regarding to psychological-social complexity, this word means learnt behavior purpose, which is almost real, and is always indicated by negative and positive pole, and are measurable (Mozafari, 2002). Change could be considered positive or negative among people. It must be mentioned that if change is accompanied by proper management, the study can use it in a positive way. But if the coaches do not know about suitable confront with change factor, change factor changes into crisis factor and in some cases it could be the start point of failure (Alam et al., 2010).

In order to indicate the major goal of the present paper, many investigations have been carried out. The result is as follows: The study believes in this point that professional sports and sport organization are major pivots of societal development, and their response to changes has a great effect on carrying out their assignment. Focus is on this point that coaches of super leagues are one of the most significant and fundamental parts, and they have a great effect on expanding and developing country sports. Now, an important point to study is what coaches' ability are about change management. This paper will let us take a careful look on change management issue and related issues such as change necessity, requirements, planning, performing and change confirmation in order to propose practical methods.

Table 1. Examiner distribution.

Super league	Target population	Sample number	Return number	Participation percent	Total sample percent
Volleyball	98	80	51	64	22
Basketball	98	80	57	71	25
Wrestling	80	66	52	78	23
Badminton	40	36	28	77	12
Karate	80	66	40	61	17
Total	396	328	228	69	100

Table 2. T-test results related to the subjects attitude to change management dimensions.

Group Statistic	Observed mean and SD	Expected Mean	Mean difference	df	t	P
volleyball	3.018± 0.678	3	0.018	50	31.747	<0.001
basketball	3.396± 0.623	3	0.396	56	41.151	<0.001
wrestling	3.509± 0.662	3	0.509	51	38.194	<0.001
badminton	3.605± 0.656	3	0.605	27	29.057	<0.001
karate	3.052± 0.634	3	0.052	39	30.427	<0.001
Total	3.303± 0.684	3	0.303	227	72.831	<0.001

METHODOLOGY

This was a descriptive study. Statistical population consisted of 369 players, who were playing in 5 super leagues (Volleyball, Basketball, Wrestling, Badminton and Karate). From among them, 328 players were chosen randomly based on Morgan table. Ultimately, 228 players participated in this research (Table 1). Data were collected through questionnaires (Carnal, 1998). All participants completed the Likert type questionnaires, containing questions rating a wide range of contexts for evaluating the ability of management change. The validity and reliability of the questionnaire in the target population were examined and approved at α=0.05. In order to conduct the data analysis, descriptive statistics and inference statistics were employed.

Utilized method for measuring frequencies, means, percents, standard deviations was descriptive statistics and results are presented in tables. Unilateral analysis of variances and T-test were used for comparing the attitude of participants. If variances were the same tukey test would be utilized.

Regarding to research nature, we used questionnaire as a data collecting device. Mentioned questionnaire is consisted of two parts. One part is about general information, and the other part is change management questions. In this part, examiners viewpoints about doing change management by coaches in super leagues are measured by 30 questions. In order to determine basic questionnaire validity, the study used viewpoints of 20 sport management experts (Faculty or PhD), and for more reliability, questionnaire was distributed among 50 players, and reliability was calculated by Cronbach alpha method (81.2%).

RESULTS

According to gathered data or examiners viewpoints toward coach's change management ability among Iran super leagues, average equivalence theory is not accepted; and since average difference of managers score is positive, the study can conclude that this score is more than expected level. So, it means that coach's ability toward change management is more than expected. (Table 2)

In order to compare groups' viewpoints in 5 super leagues (Volleyball, Basketball, Wrestling, Badminton and Karate) toward mentioned variable, one-way analysis variance method was used. Results showed that calculated level of significance (P<0.001) is less than 0.05. This relation indicates that this test in mentioned level is great. So, almost certainly, it can be said that there is a significant difference among ability of coaches in 5 super leagues (Table 3).

In order to determine average difference, it is necessary to use analysis like tukey test for the same and different variances. Table 4 shows the method of two groups' comparison. As shown, there is a significant difference between 5 groups' viewpoints toward change management ability of coaches. Results of tukey test or method comparison between the two league (Volleyball - Basketball), (Volleyball - Wrestling), (Volleyball - Badminton), (Wrestling - Badminton) and (Wrestling - Karate) showed a significant difference (P<0.001).

DISCUSSION AND CONCLUSION

All human organizations are prone to eternal change; therefore, they must be flexible and adaptable to the

Table 3. Results related to one-way analysis variance about comparing player's viewpoints toward change management ability of coaches.

Changes resources	Sum of square	df	Mean square	F	P
Between groups	11.923	4	2.981		
Within groups	49.533	223	0.424	7.031	<0.001
Total	106.456	227			

Table 4. Tukey test to compare change management ability of coaches.

Groups	Mean difference	Standard deviation	P
Volleyball - Basketball	-0.378	0.1255	<0.024
Volleyball - Wrestling	-0.491	0.1283	<0.002
Volleyball - Badminton	-0.587	0.1534	<0.002
Volleyball - Karate	-0.034	0.1371	<0.999
Basketball - Wrestling	-0.112	0.1248	<0.896
Basketball - Badminton	-0.208	0.1502	<0.635
Basketball - Karate	0.343	0.1526	<0.971
Wrestling - Badminton	-0.096	0.1255	<0.024
Wrestling - Karate	0.436	0.1369	<0.009
Badminton - Karate	0.006	0.1604	<0.971

changes. Even if an organization does not want to change, with every day change in surrounding world it has to take some action. Literatures of researches show that there are 3 groups of factors which are required for an organization that aims to move in accordance with the fast changing way of improvement. These factors include structure, behavior and ability (Kotch, 2003; Heylighen, 2008; Carapiet and Harris, 2005; Hulsmann et al., 2007). Ability of change management in the world of management is systematic and process-based. The process starts somewhere and finishes somewhere else. In an overall look, it can be mentioned that the process of change management consist of different steps. Its basis is software and hardware. However, the main foundation of change in all organizations is in fact human-being.

To evaluate the ability of change management in coaches of Iranian super leagues, their ability to understand change, programming for change, applying change, and stabilization of change were analyzed. The results demonstrated that coaches' ability score change management was much than expected (P<0.001) to compare the general ability of the five groups toward mentioned variables, unilateral analysis variance was used and it was concluded that there is significant difference among the ability of coaches in terms of aspects of change (P<0.001). The findings show that there is significant difference between groups in pair wise group comparison in terms of aspects of change management (P<0.001). This result is inconsistent with the findings of Safarbaglou (2005) which indicates that change management is not applied in Tehran high

schools and there is significant difference between the attitude of teachers and bosses in Tehran public high school toward change management and Hansan (1999) that demonstrated that faculty members of universities do not involve in change management and even in some cases resist against it Safarbaglou, 2005; Hansan, 1999.

A study carried out by Hanifi (2006) to evaluate the performance of top managers in change management programs shows that managers are the founders of change in their organizations. Common errors are disconnection from the change process, shortcomings in development of unity among members to support the change program, beginning another change program immediately after beginning a new program and underestimating the individuals' resistance against change. A reason for failure of organizations is their lack of compatibility of their strategy orientation with external environment. According to Cinnite (2006) attitude in favor of change and resistant to change are the two ends of a continuum of attitude toward change. Concerning the importance of effective change process, managers should have the necessary skills and teachers should support the managers in this process (Havlik, 2007). Significant changes in the super leagues occur when coaches and players become interested in the process. Therefore, understanding the human aspects during applying key changes is crucial for effective integrity of a purposeful change (Chao, 2005).

The main goal of fulfilling this study is to give consultation to coaches of super leagues and the organizations relate to sport in order to assist the future

development of the major in the country. The study hopes to help achieve a better understanding of the present state of super leagues as an official and responsible authority to develop sport as well as attracting the attention of managers and authorities to enforce this foundation to become compatible with rapid changes of the internal and external environment of the professional sport. Considering the findings of this study, it is recommended to teach the importance of change management and its related skills by holding educational workshops and scientific seminars. To improve the performance of coaches toward change and its main parameters, a new policy should be adopted and then be developed and applied practically. The strategies of successful coaches in change management should be encouraged to become a model for other coaches.

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