Change management and its relationship to developing sports activities in Saudi universities - Kingdom Vision 2030.

Assist. Prof. Sameer Mohammed Sayyd [1]

(1) Assistant Professor at Sports Science and Physical Activity, Faculty of Education, Taibah University, Saudi Arabia

Abstract

The present study aimed to assess the level of practice of directors of sports activity departments at Saudi universities regarding the dimensions of change management and its relationship to the development of sports activities. The study employed a descriptive approach, considering its suitability for the study's nature. The study sample, consisting of employees from the student activity department at deanships of student affairs and sports activity coordinators in colleges across 28 Saudi universities, amounted to 392 individuals. The main research sample comprised 362 respondents (92.35%), with an additional survey sample of 30 respondents (7.65%). Data collection involved the use of a questionnaire developed by the researcher, and its administration was carried out by the researcher as well. For data analysis, the Statistical Package for the Social Sciences (SPSS) was employed to generate both descriptive and inferential statistics.
The key findings of the study include:
1 The level of change management among directors of sports activity departments in Saudi universities is assessed at (3.14), indicating an average level of implementation.
2. A positive, statistically significant direct correlation exists between the application of change management dimensions by directors of sports activity departments and the development of sports activities in Saudi universities.
3. The study proposes a set of procedures for developing sports activities in sports activity departments at Saudi universities in light of change management.
These results offer insights into the current state of change management implementation, the correlation with sports activities development, and practical recommendations for further enhancement in Saudi university sports activity departments.
Keywords(Change management, Developing sports activities, Sports activities departments, Saudi universities, Saudi Vision 2030)

Introduction:

Managing change is a intricate process that demands a genuine commitment to achieving improvement and delivering the best possible service, especially in sports institutions. The success of change management hinges on the efficiency of human resources and their willingness to embrace a process geared toward enhancing quality. Within an organization, human resources play a pivotal role in the success of change management. Their enthusiasm, coupled with the commitment of those affected by the change, is crucial for effective implementation. Thus, successful change management necessitates a cadre of human resources marked by leadership qualities, possessing strong administrative skills, and well-versed in modern administrative methods (Al-Kubaisi, 2008).

Change management is referred to as "an administrative approach concerned with monitoring indicators of change, whether internal or external, that affect the environment of a business organization, and identifying those indicators that are related to the organization's activity within its management priorities with the aim of adapting and adapting that management in its exercise of the functions of the administrative process to the expected variables to improve its opinions and behavior" (Al-Otaibi, 2002). Additionally, change management is also defined as "the management of planned and organized efforts to achieve the desired goals and objectives of change through sound scientific employment of the human, material, technical and technical resources available to the institution." This type of management also appears in the event of dissatisfaction with the current situation of the institution and the presence of A serious desire to reach a better future situation based on a clear strategy that contributes to achieving the organization's goals" (Al-Tijani, 2020).

Successful change management necessitates visionary administrative leaders capable of steering the organization from its current state to a better position in the competitive landscape. This involves providing opportunities for self-development to the human resources within the organization. The effectiveness of change management relies on managers who can invest in their workforce, guiding them toward self-improvement. Realizing tangible results through change management requires leaders with a clear vision of the future, an understanding of the surrounding progress, development, and competition, and the ability to capitalize on available opportunities while foreseeing and mitigating potential threats. The success of change management is contingent on the presence of an effective manager with specific characteristics, a distinctive style, mechanisms for effective evaluation, and the ability to gain trust and support from employees, fostering effective change aimed at advancing the organization (Al-Saadi, 2023; Zaire, 2023).

Sports activity departments in Saudi universities are grappling with numerous changes and challenges in the current era. To address these, a competent human cadre is essential, capable of adapting to successive changes to deliver quality services and uphold competition by providing high-quality sports activities for students, ultimately achieving distinction. The implementation of change management dimensions within the sports activity departments in Saudi universities is geared towards enhancing administrative leadership. The initiative aims to enable these departments to achieve performance excellence and, subsequently, attain institutional distinction. Change management serves as a valuable tool for assessing continuous performance trends, whether in growth or decline, within institutions. It plays a significant role in offering effective solutions to develop and enhance methods of dealing with challenges. Moreover, it contributes to creating a conducive climate characterized by trust between leaders and workers. Through change management, there is an emphasis on boosting workers' enthusiasm and their ability to address administrative problems. It supports them in providing innovative solutions, cultivating self-discipline, and promoting adherence to ethical behaviors integral to administrative performance. The overarching goal is to foster a positive climate for change, ultimately driving development and distinction within the sports activity departments of Saudi universities (Al-Otaibi, 2023; Masoudi, 2015).

One of the fundamental goals of Saudi Arabia's Vision 2030 is to prioritize the well-being of both citizens and residents, recognizing the importance of addressing their physical, mental, and social health. The establishment of a strong and healthy society is deemed crucial, given that a balanced and healthy lifestyle is integral to ensuring a high quality of life. Presently, however, the available opportunities for regular sports activities fall short of meeting the high expectations set forth. In response, there is a commitment to collaborating with the private sector to establish additional sports facilities, creating an optimal environment for individuals to engage in their preferred sports activities. The promotion of various sport types is also encouraged to attain excellence at both local and international levels, seeking recognition in diverse fields. The sporting divisions within Saudi universities assume a pivotal role in realizing the objectives of Saudi Arabia's Vision 2030. These divisions provide exceptional sports services aimed at enhancing the health and athletic lifestyles of citizens and residents. Consequently, it becomes imperative to adapt to changes and implement new administrative techniques within these divisions. This adaptation is crucial for achieving their goals and staying abreast of the rapidly evolving global landscape, ultimately contributing to the successful realization of Saudi Arabia's Vision 2030.

Several compelling reasons underscore the need for sports activity departments in Saudi universities to instigate change and leverage the dimensions of change management. These reasons include the evaluation of performance, enhancement of service quality, and the development of organizational structures to align with global standards in sports activity departments.

1. **Performance Evaluation:** Implementing change management allows for a systematic evaluation of the performance of sports activity departments. This assessment is crucial for identifying areas of improvement, recognizing strengths, and addressing weaknesses, contributing to overall efficiency and effectiveness.

2. **Quality Improvement:** The adoption of change management dimensions facilitates the improvement of services offered by sports activity departments in Saudi universities. Enhancing the quality of these services is essential for providing a positive experience to students and fostering a culture of excellence within the institution.

3. **Organizational Development:** Keeping organizational structures in sports activity departments aligned with global standards is imperative. Change management becomes a tool for developing and evolving these structures to ensure they remain competitive and meet the evolving needs and expectations of the university community.

4. **Cost Reduction and Continuous Development:** Sports activities can be a strategic contributor to universities by not only reducing expenses but also fostering continuous development. Engaging in sports can attract students, improve campus life, and contribute to a positive university image, thereby increasing the institution's competitiveness.

5. **Psychological Well-being:** Beyond tangible benefits, there are psychological reasons for employing change management dimensions. Initiating change can raise morale among staff and students, stimulating motivation and creating an environment of positive and effective vitality within the sports activity departments.

To sum up, utilizing the dimensions of change management in sports activity departments is a strategic approach to address a range of factors, from performance enhancement and service quality improvement to global alignment of organizational structures and fostering psychological well-being. These efforts collectively contribute to the overall success and competitiveness of sports activity departments in Saudi universities.

The studies conducted by Masoudi (2015), Al-Ajili (2020), Al-Fadil (2018), Al-Dubai (2019), and Al-Osaimi (2022) have collectively highlighted the existence of administrative obstacles in sports activity departments within Saudi universities. These obstacles impede the achievement of goals, underscoring the need for the adoption of new management forms and methodologies, particularly emphasizing the relevance of change management. Despite this acknowledgment in the existing literature, there appears to be a scarcity of studies specifically addressing the relationship between change management and the development of sports activities within the sports activity departments of Saudi universities. Recognizing this gap, the researcher aims to delve into this intersection to understand how the application of change management principles can enhance the services provided by sports activity departments. Furthermore, the researcher

posits that sports activity departments in Saudi universities have the potential to offer services beyond their current capabilities. These departments are also anticipated to play a pivotal role in realizing the goals outlined in the Kingdom of Saudi Arabia's Vision 2030. This strategic vision emphasizes the importance of identifying the current level of practice of directors within these departments in terms of change management dimensions. The goal is to assess how these dimensions relate to the development of sports activities and, consequently, contribute to the broader objectives of Vision 2030. Through this research, the researcher aims to gather insights into the perspectives of the research sample regarding the application of change management dimensions by directors of sports activity departments. The ultimate objective is to propose a set of procedures that can effectively contribute to the development of sports activities within these departments in Saudi universities. This proposed framework will be grounded in the principles of change management, aligning with the broader goals of advancing sports activities and supporting the realization of the Kingdom's vision for the future.

Research objective:
The aim of the research is to identify the level of practice among directors of sports activity departments in Saudi universities regarding the dimensions of change management and its relationship to the development of sports activities:

1. The level of application of change management dimensions among directors of sports activity departments in Saudi universities from the perspective of the research sample.
2. The correlation between the application of change management dimensions by directors of sports activity departments in Saudi universities and the development of sports activities.
3. The proposed procedures for developing sports activities in sports activity departments in Saudi universities in light of change management.

Research Questions:
1. What is the level of application of change management dimensions among directors of sports activity departments in Saudi universities from the perspective of the research sample?
2. Is there a statistically significant correlation between the application of change management dimensions by directors of sports activity departments in Saudi universities and the development of sports activities?
3. What are the proposed procedures for developing sports activities in sports activity departments in Saudi universities in light of change management?

Key Terms of the Study:
Change management: "An administrative approach concerned with monitoring indicators of change in the organization's environment, and sorting those indicators that are related to the organization's activity into its management priorities, with the aim of adapting management in its exercise of administrative functions to the expected changes to improve its performance and behavior." (Nadler, D.A, 1998)

Developing sports activities in sports activities departments in Saudi universities: The researcher defines it as "the administrative process that seeks to introduce a set of changes to sports activity departments in Saudi universities in order to improve their services and reach distinguished service quality, which helps achieve the vision of the Kingdom of Saudi Arabia 2030."

Vision of the Kingdom of Saudi Arabia 2030: "A plan developed by the Kingdom of Saudi Arabia to reduce dependence on oil derivatives, diversify the economy, and improve investment in the public services sector, such as: developing infrastructure, the tourism sector, and improving means of recreation and entertainment, by focusing on the strengths that it enjoys, The Kingdom has three factors, which can be summed up by three factors: the religious status, as it includes the Two Holy Mosques, the qibla of all Muslims, and the investment power that the Kingdom enjoys that has contributed to building a more sustainable and lasting economy, in addition to its strategic location that links the continent of Asia and Africa. And Europe." (Ahmed Bindajam, 2019)

Methods:
Research methodology:
Descriptive survey method as this was deemed more suitable for the nature of the research and its problem.

sample:
The research community included of workers in the Department of Student Activities in the Deanship of Student Affairs and sports activity coordinators in colleges in Saudi universities, their number is (28) universities. The researcher selected the research sample in a random way from workers in the Department of Student Activities in the Deanship of Student Affairs and sports activity coordinators in colleges in Saudi universities and their number is (28) universities. (n=392).

Main Population:
(n=372) electronic questionnaires were distributed to the members of the main sample, and (n=364) forms were retrieved, with a retrieval (response) (97.85%), and (n=362), And it was excluded (2) forms because the data is not complete, (n=362).

Survey Sample:
(n=30) electronic questionnaires were distributed to the survey sample.

Table (1)
Sample description.

n	Universities name	Research sample		Total	Percentage
		Main Population	Survey Sample		
1	Umm Al-Qura University	12	1	13	3.32
2	Islamic University	12	1	13	3.32
3	Al-Imam Muhammad Ibn Saud Islamic University	15	1	16	4.08
4	King Saud University	14	1	15	3.83
5	King Abdul-Aziz University	12	1	13	3.32
6	King Fahd University of Petroleum & Minerals	9	1	10	2.55
7	King Faisal University	11	1	12	3.06
8	King Khalid University	14	1	15	3.83
9	Qassim University	15	1	16	4.08
10	Taibah University	22	3	25	6.38
11	Taif University	8	1	9	2.30
12	University of Hail	12	1	13	3.32
13	Jazan University	11	1	12	3.06
14	Al Jouf University	13	1	14	3.57
15	Albaha University	12	1	13	3.32
16	University of Tabuk	14	1	15	3.83
17	Najran University	13	1	14	3.57
18	Northern Border University	15	1	16	4.08
19	King Saud bin Abdul-Aziz University for Health Sciences	16	1	17	4.34
20	Imam Abdulrahman Bin Faisal University	17	1	18	4.59
21	Prince sattam bin Abdul-Aziz University	17	1	18	4.59
22	Shaqra University	14	1	15	3.83
23	Majmah University	11	1	12	3.06
24	Saudi electronic university	9	1	10	2.55
25	University of Jeddah	13	1	14	3.57
26	Bisha University	12	1	13	3.32
27	University Of Hafr Al Batin	10	1	11	2.81
28	Yanbu University College	9	1	10	2.55
Total		362	30	392	100

Table 1 shows the description of the research community and sample.

Data collection tools:
The researcher developed a questionnaire focusing on change management and its connection to the development of sports activities for directors of sports activity departments in Saudi universities. The questionnaire comprised two axes:

1. The first axis: Dimensions of change management for directors of sports activity departments in Saudi universities. This axis included five dimensions:
   - The first dimension: Vision of sports activity departments.
   - The second dimension: Goals of sports activity departments.
   - The third dimension: Organizational culture that supports change.
   - The fourth dimension: Behavioral model for the manager.
   - The fifth dimension: Mental stimulation.
2. The second axis: Developing sports activities in sports activity departments in Saudi universities.

The questionnaire employed a five-point rating scale, with each item accompanied by a graduated scale of five grades: Very Agree (5), Agree (4), Somewhat Agree (3), Disagree (2), and Very Disagree (1). Participants in the research sample were instructed to mark (|) the rating that best reflected their level of response.

Table (2)
The criterion approved in the search.

n	Arithmetic mean	The criterion
1	From 1.00 to 1.79	Very weak
2	From 1.80 to 2.59	weak
3	From 2.60 to 3.39	Average
4	From 3.40 to 4.19	good
5	From 4.20 to 5.00	very good

Table 2 shows the criterion approved in the search.

Validity and reliability:
- Content Validity:
The researcher verified the content validity of the questionnaire form. The questionnaire form was presented to (5) experts, Phrases that did not receive a percentage were deleted and modified (80%) the agreement rate reached (100%).
- Internal consistency validity:
The calculated (t) value ranged between (0.73 - 0.89), which is greater than its tabulated value at a significance level (0.05), which indicates the validity of the questionnaire. The sample amounted to (30).

- Reliability:
The reliability coefficient ranged according to the alpha method for the axes and for the questionnaire (0.77 - 0.88), which is statistically significant at the level of Significant (0.05), which indicates that the questionnaire form under research has a high degree of reliability.
Delimitations of the study:
The researcher applied the questionnaire form to the research sample, which consisted of (n=362), during the period from August12, 2023 to October 02, 2023.
Findings Discussion
study question no. 1 findings

Table (3)
Applying the dimensions of change management among directors of sports activity departments in Saudi universities from the research sample's point of view.

n	Dimensions of change management application	n	Arithmetic mean	Percentage	Ranking	level
1	The vision of sports activity departments	9	2,99	49.73	4	Average
2	The goals of sports activity departments	6	2,94	48.93	5	Average
3	The organizational culture that supports change	8	3.14	52.02	3	Average
4	The behavioral model For the manager	9	3.33	55.28	1	Average
5	mental stimulation	6	3.28	54.41	2	Average
	The total score for the average level of application of the dimensions of change management among directors of sports activity departments in Saudi universities	38	3.14	52.07		Average

Figure No. (1)
The total score for the average level of applying the dimensions of change management among directors of sports activity departments in Saudi universities is (3.14), which falls in the (average level).
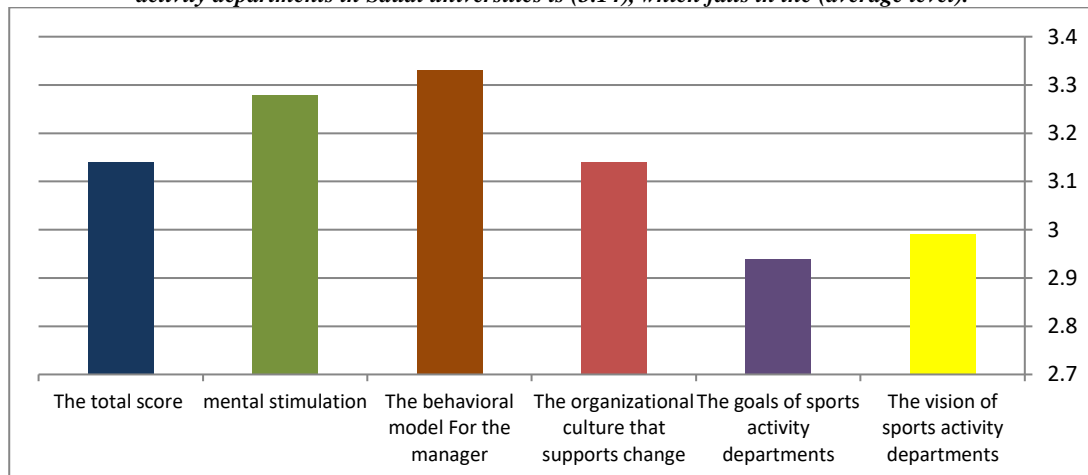
Table (4)
Total scores and percentage of the research sample   (n=362)

No	Questionnaire Item	Very agree %	Agree %	Somewhat Agree %	Disagree %	Very Disagree %	Total score	Arithmetic mean	Percentage	Ranking	The criterion
1	Assisting employees of the Sports Activity Department in implementing sports activity plans.	51.66	21.55	14.64	9.39	2.76	1484	4.1	68.07	1	good
2	Paying attention to proposals for developing sports activities.	17.4	15.47	25.14	27.9	14.09	1065	2.94	48.85	5	Average
3	Flexibility is taken into account in the process of planning sports activities to manage change.	14.92	20.17	32.32	17.68	14.92	1095	3.02	50.23	4	Average
4	It predicts the administrative problems that may face the management of sports activity.	9.94	14.36	18.51	30.94	26.24	908	2.51	41.65	8	weak
5	By creating a climate characterized by cooperation to achieve the vision of the Sports Activity Department.	14.64	20.17	14.92	32.04	18.23	1017	2.81	46.65	6	Average
6	Develops advance plans for problems that may face the management of sports activities.	11.88	14.64	9.39	38.4	25.69	900	2.49	41.28	9	weak
7	Using the results of research concerned with developing sports activities when planning and making decisions.	11.33	14.64	16.3	38.95	18.78	944	2.61	43.3	7	Average
8	By helping to realize the vision and mission of sports activity management.	17.4	21.82	25.69	17.96	17.13	1102	3.04	50.55	3	Average
9	Identifying the available capabilities that contribute to achieving the vision of sports activity management.	22.38	27.07	30.94	10.5	9.12	1242	3.43	56.97	2	good
	The vision of sports activity departments						1084.11	2.99	49.73		Average
1	Directs available resources to achieve change goals that contribute to the development of sports activities.	20.99	24.31	25.14	15.19	14.36	1167	3.22	53.53	1	Average
2	Participation of the Sports Activity Department employees in determining the future goals of the Sports Activity Department.	6.35	12.71	17.4	40.88	22.65	866	2.39	39.72	5	weak
3	He cooperates with all community institutions to achieve the goals of sports activity management.	14.92	18.51	31.49	24.03	11.05	1094	3.02	50.18	3	Average
4	By taking into account the goals and priorities of sports activity management when making decisions to bring about change.	15.47	21.55	32.6	21.82	8.56	1135	3.14	52.06	2	Average
5	Participation of sports activity management employees in making decisions regarding developing sports activities according to the observed changes.	17.4	14.64	25.69	30.94	11.33	1071	2.96	49.13	4	Average
	The goals of sports activity departments						1066.6	2.94	48.93		Average

No	Questionnaire Item	Very agree %	Agree %	Somewhat Agree %	Disagree %	Very Disagree %	Total score	Arithmetic mean	Percentage	Ranking	The criterion
1	It enhances belonging by creating an attractive and distinct sports activity environment.	21.27	24.31	25.14	17.96	11.33	1181	3.26	54.17	3	Average
2	Accept change to develop administrative performance.	9.12	12.71	21.55	40.88	15.75	936	2.59	42.94	8	weak
3	Convinced of the need for change and development to improve the quality of sporting activities.	18.51	31.49	24.03	11.05	1094	1094	3.02	50.18	6	Average
4	Developing an administrative climate that supports change in sports activity management.	18.51	32.6	27.35	6.35	1118	1118	3.09	51.28	4	Average
5	Respecting mutual human relations between employees managing sports activities.	37.02	25.69	3.31	3.04	1410	1410	3.9	64.68	1	good
6	It takes into account the compatibility between the requirements of change and the rules applied in the management of sports activity.	17.96	24.59	32.87	14.36	1002	1002	2.77	45.96	7	Average
7	It seeks to establish a culture of seeking change and development in providing sporting activities.	24.59	30.94	17.13	14.36	1103	1103	3.05	50.6	5	Average
8	Urging the necessity of respecting the opinions of university students to develop sports activities.	26.24	30.11	15.47	6.91	1229	1229	3.4	56.38	2	good
	The organizational culture that supports change						1134.13	3.14	52.02		Average
1	Congratulations to a climate that allows mutual respect between employees managing sports activities.	25.41	40.33	25.41	6.35	2.49	1375	3.8	63.07	3	good
2	Adopts distinguished leadership behavior.	27.9	40.06	27.9	3.31	1.66	1409	3.89	64.63	2	good
3	By making decisive decisions within a short period of time if necessary.	14.92	21.82	14.92	21.82	9.94	1122	3.1	51.47	5	Average
4	Administrative flexibility to keep pace with changes that may occur at work.	14.64	18.51	14.64	24.03	15.75	1058	2.92	48.53	9	Average
5	Clarity in behavior and dealings from the manager.	26.8	45.86	26.8	1.66	0.55	1436	3.97	65.87	1	good
6	Monitor and confront the changes that the Sports Activity Department may face.	14.36	19.61	14.36	20.99	15.47	1073	2.96	49.22	8	Average
7	Continuous motivation to provide the best performance when presenting sporting activities.	17.68	27.07	17.68	17.68	6.63	1200	3.31	55.05	4	Average
8	Managing and resolving conflicts within the sports activity department.	14.36	17.68	14.36	18.51	12.43	1097	3.03	50.32	6	Average
9	By developing mutual trust between those working in sports activity management.	13.26	19.06	13.26	21.82	13.26	1076	2.97	49.36	7	Average
	The behavioral model For the manager						1205.11	3.33	55.28		Average
1	Continuous encouragement to participate in conferences and workshops that aim to	25.41	40.33	25.41	6.35	2.49	1375	3.8	63.07	1	good

No	Questionnaire Item	Very agree	Agree	Somewhat Agree	Disagree	Very Disagree	Total score	Arithmetic mean	Percentage	Ranking	The criterion
		%	%	%	%	%					
	develop administrative performance.										
2	With the participation of employees of the Sports Activity Department in setting specific standards for outstanding performance.	10.77	20.99	32.32	27.07	8.84	1078	2.98	49.45	5	Average
3	By urging the application of modern administrative methods that contribute to developing sports activities and confronting change.	17.4	21.55	30.94	20.99	9.12	1148	3.17	52.66	4	Average
4	Following up on the professional development of employees working in sports activity management.	24.31	27.07	32.32	14.92	1.38	1296	3.58	59.45	2	good
5	By motivating workers to exploit all technological means in developing sports activities.	20.99	26.52	29.83	13.54	9.12	1219	3.37	55.92	3	Average
6	Providing a stimulating climate for the creativity of employees managing sports activities.	11.88	14.36	27.07	32.04	14.64	1002	2.77	45.96	6	Average
	mental stimulation						1186.33	3.28	54.41		Average

Table 4 above shows the level of applying the dimensions of change management among directors of sports activity departments in Saudi universities as follows:

1- The vision of sports activity departments:
The results regarding the vision of sports activity departments indicate that the research sample perceives the average degree of availability and application of this dimension among directors of sports activity departments in Saudi universities to be (2.99), reflecting an average level. The researcher attributes this to the directors' moderate performance in aiding Sports Activity Department employees in implementing sports activity plans, accurately identifying available capabilities that contribute to achieving the department's vision and assisting in realizing both the vision and mission of the Sports Activity Department. Additionally, flexibility in the planning process of sports activities to manage change is considered in this assessment.

Additionally, it is crucial for directors of sports activity departments in Saudi universities to proactively anticipate problems and formulate advance plans for potential challenges that may arise within the sports activity department. Moreover, they should incorporate the findings of research dedicated to the development of sports activities into their planning and decision-making processes. Creating a collaborative climate that fosters cooperation is equally vital in working towards the realization of the activity department's vision. This proactive approach not only enhances the quality of work within sports activity departments but also aligns with the principles of change management. Directors can contribute to this improvement by applying specific dimensions of change management,

such as focusing on the vision of sports activity departments in Saudi universities. By doing so, directors can navigate challenges effectively and contribute to the overall success and advancement of sports activities within the university setting.

The studies conducted by Al-Dosari (2018) and Al-Saqr (2016) highlight the significance of directors of sports activity departments in Saudi universities having a clear vision for their respective departments. Such a vision plays a pivotal role in enhancing the quality of services by facilitating effective planning and informed decision-making. Additionally, it contributes to cultivating a collaborative atmosphere among the employees of the University's Sports Activity Department, fostering cooperation to achieve the overarching vision of the department within the university.

2- The goals of sports activity departments:
The results regarding the goals of Sports Activity Departments reveal that the research sample perceives the average degree of availability and application of this dimension among directors of sports activity departments in Saudi universities to be (2.94), reflecting an average level. The researcher attributes this outcome to the directors' moderate performance in directing available resources towards sports activity initiatives in Saudi universities, aiming to achieve change-related goals that contribute to the development of sports activities. Additionally, the consideration of the goals and priorities of

sports activity management when making decisions to instigate change is highlighted.

It is further emphasized that directors of sports activity departments in Saudi universities should actively involve sports activity department workers in determining future goals and making decisions regarding the development of sports activities in response to observed changes. Seeking cooperation with all community institutions is equally crucial to achieving the goals of sports activity management. This collaborative approach contributes to directors enhancing the quality of work in sports activity departments through the application of change management. This improvement is facilitated by applying one of the dimensions of change management, specifically focusing on the goals of sports activity departments in Saudi universities.

The study conducted by Makhdoom (2021) underscores the significance of employee participation in setting organizational goals and making decisions. The research indicates that such involvement contributes significantly to achieving the organization's overall goals. Moreover, the proper direction of available resources in various forms is highlighted as a crucial factor in attaining work-related goals, ultimately leading to the accomplishment of the organization's broader objectives. This finding aligns with the importance emphasized in the previous discussion regarding the goals of sports activity departments in Saudi universities and the potential impact of employee participation on achieving these goals through effective resource management.

3- The organizational culture that supports change:

The results regarding the organizational culture dimension that supports change show that the research sample perceives the average degree of availability and application of this dimension among directors of sports activity departments in Saudi universities to be (3.14), indicating an average level. The researcher attributes this outcome to the directors' moderate performance in developing and respecting mutual human relations among employees of the Sports Activity Department. Additionally, there is an average level of encouragement for respecting the opinions of university students to develop sports activities and enhance a sense of belonging by creating an attractive and distinct sports activities environment.

Moreover, it is imperative for directors of sports activity departments in Saudi universities to prepare workers in the sports activity department to embrace change aimed at developing sports activities. This preparation should include considerations for the compatibility between the requirements of change and the established rules in the sports activity department. Establishing a culture that encourages seeking change and development in providing sports activities is equally vital. Directors should also focus on improving the administrative climate that supports change within sports activity management. Achieving these objectives enables directors of sports activity departments in Saudi universities to enhance the quality of work within sports activity departments. This improvement is facilitated by embracing change management, specifically by applying one of the dimensions of change management,

which is the dimension of organizational culture that supports change.

Studies conducted by Asiri (2021) and Al-Sabaawi and Ali (2023) highlight that the success of change management in institutions and departments is contingent upon the ability of department managers to instill a culture of seeking change and development. Additionally, preparing administrative work to embrace change is crucial in fostering institutional affiliation and ensuring the successful implementation of change initiatives. These findings emphasize the pivotal role of organizational culture and managerial readiness in the effective management of change within institutions and departments.

4- The behavioral model for the manager:

The results regarding the behavioral model for the manager reveal that the research sample perceives the average degree of availability and application of this dimension among directors of sports activity departments in Saudi universities to be (3.33), indicating an average level. The researcher attributes this outcome to the directors' moderate performance in motivating sports activity employees to deliver their best performance in providing sports activities. Moreover, there is an average level of creating a climate that fosters mutual respect among employees of the Sports Activity Department. Directors of Sports Activity Departments in Saudi universities are also observed to demonstrate clarity in their behavior and dealings. They exhibit a commitment to adopting distinguished leadership behavior, reflecting reverence for the employees of the Sports Activity Department.

Furthermore, it is crucial for directors of sports activity departments in Saudi universities to proactively monitor and address potential changes that may impact the sports activity department. Developing mutual trust among those working in the sports activity department, effectively resolving conflicts within the department, and making decisive decisions within a short timeframe are equally important. Accomplishing these objectives enables directors of sports activity departments in Saudi universities to enhance the quality of work within the sports activity departments through the application of change management. Specifically, this improvement is facilitated by applying one of the dimensions of change management, namely the manager's behavioral model. The proactive and decisive approach of directors in dealing with changes and fostering a positive working environment contributes significantly to the success of change initiatives within sports activity departments.

Researchers such as Patrícia Moura and Carolina Fernandes (2020) as well as Al-Saqr (2016) emphasize that the behavioral model of the manager is a crucial requirement for the successful implementation of change management within sports activity departments. These studies highlight the importance of clarity in the manager's behavior and dealings, as well as the ability to make decisive decisions within a short period. The manager's behavioral model plays a significant role in shaping the organizational culture and facilitating effective change processes within sports activity departments.

5- Mental stimulation:

The results concerning mental stimulation indicate that the average degree of availability and application of this dimension among directors of sports activity departments in Saudi universities is (3.28), representing an average level. The researcher attributes this outcome to directors performing at an average level in consistently encouraging workers in the sports activity department to participate in conferences and workshops aimed at developing administrative performance. There is also an average level of follow-up on the professional development of workers in the sports activity department.

It is crucial for directors of sports activity departments in Saudi universities to foster a stimulating climate that nurtures the creativity of sports activity department employees. This involves actively involving sports activity department staff in establishing specific standards for outstanding performance and advocating for the application

of modern administrative methods that contribute to the development of sports activities and effective response to change. The integration of change management, particularly the dimension of mental stimulation, becomes essential for directors aiming to enhance the quality of work within sports activity departments.

This application of change management aligns with the findings of Denkler (2021) and Mathew and Krishnan (2021), who emphasize that incorporating change management as a modern administrative method contributes effectively to achieving organizational goals. Encouraging workers to develop their administrative performance and monitoring the professional development of those working in sports activity management in Saudi universities aligns with the broader principles of effective change management.

Research question no. 2 findings:

Table (5)

The correlation coefficient between applying the dimensions of change management for directors of sports activity departments and the development of sports activities in Saudi universities from the research sample's point of view:

Dimensions of change management / Developing sports activity	The vision of sports activity departments	The goals of sports activity departments	The organizational culture that supports change	The behavioral model for the manager	mental stimulation	The total score
Developing sports activities in Saudi universities.	*0,77*	*0,81*	*0,72*	*0,86*	*0,82*	*0,83*

Table (5) reveals a statistically significant positive correlation between the dimensions of change management among directors of sports activity departments and the development of sports activity in Saudi universities. The following key points are evident:

1. **Vision Dimension:** There is a direct and positive correlation between the dimension of the vision of sports activity management and the development of sports activities in Saudi universities. Directors positively contribute to development when they assist workers in implementing sports activity plans, show interest in proposals for developing sports activities, consider flexibility in the planning process, predict and plan for administrative problems, and identify available capabilities to achieve the vision of the sports activity department.

2. **Goals Dimension:** There is a direct and positive correlation between the dimension of the goals of sports activity management and the development of sports activities in Saudi universities. Effective direction of resources to achieve change goals, collaboration with community institutions, consideration of goals and priorities in decision-making for change positively contributes to the development of sports activities.

3. **Organizational Culture Dimension:** There is a direct and positive correlation between the dimension of the organizational culture that supports change and the

development of sports activities in Saudi universities. Directors positively contribute to development when they strengthen belonging, prepare employees to accept change, convince them of the necessity of change, develop an administrative climate supporting change, and harmonize change requirements with departmental rules.

4. **Manager's Behavioral Model Dimension:** There is a direct and positive correlation between the manager's behavioral model dimension and the development of sports activities in Saudi universities. Directors positively contribute to development by creating a climate characterized by mutual respect, continuously motivating employees for optimal performance, displaying flexibility in administrative changes, maintaining clarity in behavior, and effectively managing and resolving conflicts within the Sports Activity Department.

5. **Mental Stimulation Dimension:** There is a direct and positive correlation between the dimension of mental stimulation and the development of sports activities in Saudi universities. Directors positively contribute to development by continually encouraging workers to

participate in conferences and workshops for administrative development, involving employees in setting performance standards, advocating for modern administrative methods, and fostering a stimulating climate for creativity among Sports Activity Department employees.

The studies by Hassan Abdel Moneim El Desouky (2021) and Al-Thubaiti (2018) align with the understanding that the use of modern administrative methods, including change management, in planning contributes effectively to the development of human resources, enhances the quality of services, and ultimately aids in achieving set goals. Furthermore, the studies conducted by Saad (2021), Makhdoom (2021), and Mathew and Krishnan (2021) support the notion that the application of change management dimensions within various institutions establishes a direct relationship with the improvement and development of administrative performance and the enhancement of service quality. These findings highlight the broader consensus on the positive impact of change management in fostering organizational growth and efficiency.

Research question no. 3 findings:

The proposed measures to develop sports activities in the sports activity departments of Saudi universities in light of change management are comprehensive and aligned with the goal of achieving the Kingdom of Saudi Arabia's Vision 2030. These measures encompass various dimensions of change management, emphasizing the importance of adaptability, collaboration, and innovation in the dynamic field of sports management. Here's a summary of the proposed measures:

1. **Vision of Sports Activity Departments:**
   - Assist in implementing sports activity plans.
   - Identify available capabilities for achieving the vision.
   - Realize the vision and mission of sports activity management.
   - Flexibility in planning for sports activities to manage change.
   - Attention to proposals for developing sports activities.
   - Create a cooperative climate to achieve the department's vision.
   - Use research results for planning and decision-making.
   - Predict and develop advance plans for administrative problems.

2. **Goals of Sports Activity Departments:**
   - Direct resources to achieve change goals for sports activities.
   - Consider goals and priorities in decision-making for change.
   - Collaborate with community institutions to achieve department goals.

   - Involve employees in decisions for developing sports activities.

3. **Organizational Culture Supporting Change:**
   - Respect university students' opinions for sports activity development.
   - Enhance belonging through an attractive and distinct environment.
   - Develop an administrative climate supporting change.
   - Establish a culture of working towards change and development.
   - Harmonize change requirements with applied rules.

4. **Manager's Behavioral Model:**
   - Demonstrate clarity in behavior and dealings.
   - Create a climate of mutual respect within the sports activity department.
   - Make decisive decisions within a short period if necessary.
   - Manage and resolve conflicts within the department.
   - Develop mutual trust among employees.
   - Monitor and confront changes that may occur.
   - Demonstrate administrative flexibility to adapt to changes.

5. **Mental Stimulation:**
   - Follow up on professional development.
   - Motivate workers to leverage technology in sports activities.
   - Encourage the application of modern administrative methods.
   - Involve employees in setting standards for outstanding performance.
   - Foster a stimulating climate for creativity among employees.

These measures collectively promote a proactive and adaptive approach to change, emphasizing the role of leadership, collaboration, and continuous improvement in enhancing sports activities within Saudi university departments.

Conclusion:

The conclusions drawn from the study data and findings are as follows:

1. **Level of Applying Change Management:**
   - The level of applying the dimensions of change management among directors of sports activity departments in Saudi universities is found to be (3.14), indicating an average level of application. This suggests that there is room for improvement in implementing change management practices.

2. **Correlation between Change Management and Sports Activities Development:**
   - There is a direct, positive, and statistically significant correlation between the application of change management dimensions by directors of sports activity departments and the development

of sports activities in Saudi universities. This correlation underscores the importance of effective change management in fostering the growth and improvement of sports activities.

3. **Proposed Procedures for Sports Activities Development:**
   - The study has led to the formulation of a set of proposed procedures to develop sports activities in sports activity departments in Saudi universities. These proposed procedures encompass various dimensions, including vision, goals, organizational culture, the behavioral model of managers, and mental stimulation. Implementing these procedures is seen as vital for enhancing the quality and effectiveness of sports activities.

In summary, the study provides valuable insights into the current state of change management application, highlights the correlation between effective change management and sports activities development, and proposes practical measures to further enhance sports activities within Saudi university departments.

Recommendations:

The findings of the study offer valuable recommendations and implications for future practice in the field of sports activity management in Saudi universities:

1. **Utilizing Study Findings:**
   Institutions can benefit from the insights provided by this study in assessing the current level of applying change management dimensions among directors of sports activity departments in Saudi universities. This understanding can serve as a baseline for future improvement efforts.

2. **Ongoing Training Programs:**
   Implementing continuous training programs for directors of sports activity departments is recommended. These programs should focus on the latest administrative methods, with a specific emphasis on change management. This will empower directors to effectively contribute to the development of sports activities within Saudi universities.

3. **Monitoring and Adaptation:**
   There is a need for a proactive approach in monitoring all forms of change within sports activity departments. Developing adaptive plans for these changes is crucial to maintaining and enhancing the position of sports activities within Saudi universities. This includes staying abreast of evolving trends and incorporating them into the management strategies.

4. **Application of Proposed Procedures:**
   The proposed procedures outlined in the study for developing sports activities in sports activity departments in Saudi universities should be implemented. These procedures, based on change management principles, provide a roadmap for improving the quality and effectiveness of sports activities. Applying these recommendations can contribute to achieving the goals set by Saudi universities.

   By following these recommendations, sports activity departments can foster a culture of continuous improvement, enhance the skills of their leadership, and effectively adapt to changes, ultimately contributing to the development and success of sports activities within Saudi universities.

References:

1. **Abdeen, Muhammad Abdel Qader. (2014).** Modern School Administration, Amman, Dar Al-Shorouk for Publishing and Distribution.
2. **Ahmed Bindajam (2019),** "Economic Diversity by Sustaining Historical Buildings: King Abdul Aziz Palace, as a Case Study" ،www.researchgate.net, Retrieved 27-2-2020. Edited.
3. **Al-Otaibi, Subhi Jabr: (2002),** The Development of Administrative Thought and Activities. Amman: Al-Hamid House and Library for Publishing and Distribution.
4. **Al-Ajili, Ashraf Mahmoud: (2020),** Management by Objectives as an Introduction to Developing the Management of the Activities of People with Disabilities in Egyptian Clubs, Scientific Journal of Physical Education and Sports Sciences, Issue 88, Faculty of Physical Education for Boys, Helwan University.
5. **Al-Kubaisi, Amer Khudair: (2008),** Managing organizational change and resistance to it in contemporary administrative thought, Naif Arab University for Security Sciences.
6. **Ashmawy, Mohamed: (2010),** Strategic Management in Human Resource Development in the Light of Globalization, Knowledge Establishment, Alexandria.
7. **Al-Tijani, Atli, Taha, Qani. (2020).** The impact of transformational leadership on change management, Master's thesis, Sheid Hama Lakhdar University in El Oued, Faculty of Economic, Commercial and Management Sciences.
8. **Al-Saadi, Faleh bin Zaid Mabirick. (2023).** Training needs for principals of public primary schools for boys in Medina to activate the change management method International Journal of Contemporary Educational and Human Sciences.

9. **Al-Otaibi, Taghreed Mater. (2023).** The relationship of change management to organizational performance at Imam Muhammad bin Saud Islamic University in Riyadh from the viewpoint of the university's teaching staff. Journal of Economic, Administrative and Legal Sciences.

10. **Al-Sabaawi, Ahmed Younis Muhammad, and Ali, Abdul Basit Elias. (2023).** Organizational readiness for change and its role in enhancing personal creativity within the framework of the e-learning system: an analytical study at the University of Nineveh. Anbar University Journal of Economic and Administrative Sciences.

11. **Al-Dosari, Saleh bin Muhammad. (2018).** The role of administrative creativity in managing change among deans of colleges in emerging Saudi universities: a field study. Taif University Journal of Human Sciences.

12. **Al-Thabiti, Khaled Awad Abdullah. (2018).** Leading change in educational administration departments in Saudi universities in light of the Kotter model of change.Umm Al-Qura University Journal of Educational and Psychological Sciences.

13. **Al-Saqr, Abdul-Aziz Muhammad Ali. (2016)**. Developing the administrative performance of university leaders in light of the change management approach: Prince Sattam bin Abdul-Aziz University as a model. Studies in university education.

14. **Al-Fadil, Ahmed bin Muhammad. (2018).** Organizational structures of sports activity departments in universities that are members of the National Collegiate Athletic Association of America (NCAA): A critical study of Saudi universities. Journal of Sports Sciences and Physical Education.

15. **Al-Osaimi, Ahmed bin Muhammad bin Ahmed. (2022).** The reality of the administrative and advisory performance of sports facilities in Saudi universities. Journal of Sports Sciences and Physical Education.

16. **Al-Doubi, Turki bin Zaki. (2019).** Evaluating university sports activities in light of the programs of the Saudi Universities Sports Federation. Educational Journal for Adult Education.

17. **Asiri, Shami Jaber Shami. (2021).** Strategic change requirements for Saudi universities: an analytical study. Journal of the College of Education.

18. **Hassan, Abdel Moneim El Desouky (2021).** Requirements for managing excellence in secondary schools in Port Said governorate according to the European Excellence Model EFQM, a field study. 30, 538-539, Journal of Management Educational, Egyptian Association for Comparative Education and Educational Administration. http://doi.org/10.21608/emj.2021.164703.

19. **Mathew, J., and Krishnan, S. (August 6, 2021).** "A Review on Transient Thermal Management of Electronic Devices." ASME. J. Electron. Packag. March 2022; 144(1): 010801. https://doi.org/10.1115/1.4050002.

20. **Makhdoom, Hind Karamatullah: (2021),** The Role of Strategic Leadership in Managing Change: A Case Study of the College of Business Administration at Taibah University in the Kingdom of Saudi Arabia, Journal of the Islamic University for Economic and Administrative Studies, Issue 2, Islamic University of Gaza.

21. **Masoudi, Maher Madani. (2015).** A proposed vision for developing sports activity management at Taibah University in light of comprehensive quality requirements. Assiut Journal of Physical Education Sciences and Arts**.**

22. **Nadler, D. A. (1998),** Champions of change: how CEO's and their companies are mastering the skills of radical change, Jossey-Bass, san Francisco.

23. **Patrícia Moura e Sáa, , Carolina Fernandes. (2020),** An assessment of a municipal physical activity programme for seniors based on the EFQM model: Integrating the views of internal and external stakeholders, journal Evaluation and Program Planning, 80, 1-10. https://doi.org/10.1016/j.evalprogplan.2020.101796.

24. **Saad, Muhammad Ali: (2021),** The relationship between administrative transparency and change management in public organizations: a field study on service directorates in Dakahlia Governorate, Scientific Journal of Economics and Commerce, Issue 2, Faculty of Commerce, Ain Shams University.

25. **Tilman Denkler.(2021),** Accreditation in Europe: benchmarking the operations of European accreditation bodies using an innovative management tool, Accreditation and Quality Assurance, 26, pages47–57, https://doi.org/10.1007/s00769-021- 01459-7.

26. **Zairi, Ahmed Muhammad Ahmed, and Al-Hazmi, Fahd Nasser. (2023).** The impact of change management on the quality of health service: an applied study on King Abdulaziz Hospital in Jeddah. Scientific Journal of Business Research.