

## Investigating the impact of International Communication, Management Approach, Human Resources on Change Management in the Ministry of Sports and Youth

### Articles in Press

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#### Abstract

**Purpose:** The purpose of this research was to investigate the impact of international communication, managerial approach, human resources on change management in the Ministry of Sports and Youth.

**Method:** The current research was practical in terms of its aim and descriptive-survey in terms of data collection. The statistical population of the present study was all the employees, experts, managers, and deputy staff members of the Ministry of Sports (970 Person). A sample of 384 people was selected using a simple random sampling method. Research tools included researcher-made questionnaires for change management (with 35 items), human resources (with 5 items), management approach (with 6 items) and international communication (with 3 items), with a 5-point Likert scale. First, to check for normal distribution of the data Kolmogorov-Smirnov test, and then to analyze it Pierson's correlation coefficient and multiple correlation with Spss24 software was used.

**Results:** The results showed that there is a positive and significant effect between human resources and change management ( $\beta=0/39$ ), between managerial approach and change management ( $\beta=0/38$ ) and between international communication and change management ( $\beta=0/39$ ) in the Ministry of Sports and Youth.

**Conclusion:** To enhance performance, adapt to new challenges, and ensure long-term success, sports organizations can effectively manage change. It is important to clearly communicate the reasons for change to employees, as change is often met with resistance. The Ministry of Sports and Youth managers are recommended to describe the reasons for change, provide perspectives, and outline individual employee tasks in change management programs.

**Keywords:** Change Management, Human Resources, Multiple correlation, Management Approach, Ministry of Sports and Youth

## **Introduction**

### **Introduction**

Today, all aspects of human life, including knowledge and technology, are changing at an unprecedented speed. Organizations are forced to innovation and continuous changes for their survival and dynamism. The world is constantly changing and according to Drucker, the only constant in today's world is change. If there was no need for change, transformation and innovation, human beings would still remain in the life of primitive humans and perhaps at the level of animal life, and there would be no change in their knowledge, attitude and behavior. If humans did not have the ability to change and improve, they would remain in their narrow intellectual framework and their progress would be blocked (Teke-ai & Nikbakht, 2021). Therefore, it seems that organizations should have a serious plan for change management. Change management is a process that is carried out in order to accept, implement and manage changes in organizations and other environments (Ozcatalbas, 2020). The main goal of change management is to facilitate the transition of the organization from the current state to a more favorable state. In general, changes in organizations are made for reasons such as improving performance, implementing new strategies, eliminating deficiencies, responding to customer needs, and also fitting current events in the market and industry (Sancak, 2023). In order to implement the desired changes in the organization, decisions such as collecting information, analyzing the obtained information and identifying obstacles and predicting the effects of the changes on the members of the organization and the environment

should be considered, and then an action plan to transform the current situation into a It is better developed and implemented. In this process, there may be various issues such as resistance to change, dissatisfaction of organizational and individual forces, or not having the resources needed to properly implement changes, which must be considered in order to successfully deliver and implement changes (Phillips & Klein, 2023).

Various factors such as the optimal use of technology (Furxhi & Dollija, 2021), technology transfer (Özcatalbas, 2020) and environmental analysis (Wolcott et al., 2021) have an effect on change management. But other researches have shown that human resources is one of the most important influencing factors in change management (Belias & Trihas, 2022). The employees of an organization are the main forces in the process of change and transformation, and their influence in change management is very strong. In general, employees have changed to a fundamental position in management processes, and their lack of recognition and participation can have adverse effects on the organization's performance. At a time when organizations are trying to win the dynamic competition of the new age by changing products, processes and approaches, employees are the people who must accept these changes and ensure the success of the organization (Ozcatalbas, 2020). In order to increase the effectiveness of changes, employees must have an active and positive participation in the change management process, and because of their activities in the organization, they are considered as an important force for the success of the organization in the performance of change management (Alfes et al., 2019). To be more effective in change management, the employees of the organization must have a complete understanding of the changes, their goals and needs in the different stages of the changes. Therefore, appropriate information and training for the time period before, during and after the change program are considered important (Rajput et al., 2023). Jacobsen (2021) in his book entitled *Organizational Change and Change Management* acknowledged that one of the key factors in change management is the organization's human resources. Hee & Shanmugam (2019) also concluded in their review that there is a positive relationship between human resource management and change management. Masan &

Othman (2023) also reached similar results in their research.

On the other hand, another variable that seems to be related to change management is the management approach of the organization's managers (Sahin, 2022). The management approach of the organization's managers strongly influences the change management in the organization. When managers use a negative and opposing approach to change, the process of implementing change in the organization faces obstacles. In fact, the approach of the opponents of change is to develop a spirit of non-commitment and lack of trust in the process of change, and this leads to lower efficiency and an increase in the rate of leaving the job. On the other hand, the approach of those in favor of change helps the process of implementing change in the organization, and a person who follows this approach has tried to create a positive culture and create motivation and commitment. Management in favor of change in the organization takes into account factors such as the ability to use resources, create a strong database and use new management methods, etc., which all help to improve the process of change in the organization (Akbar et al., 2021). Mansaray (2019) concluded that the leadership style and management approach of managers play an important role in change management. Also, a variable that seems to be affected by human resources and management approach (Utaivan & Sribayak, 2019) and affects change management is international communication in the organization. According to its characteristics, international communication can help manage organizational changes and will have a great impact on the success of the organization in the change process. With the changes in the world, organizations are looking for changes in the international arena. International communication has the breadth and variety of bilateral and multilateral relations between different organizations in different fields of activity (Sending et al., 2019).

Considering the dynamic changes in the world and the changes that happen inside and outside the organization, international communication can play a role in evaluating the effects of changes and the effects of changes in the surrounding environment. The information received from the

organization's international relations support provides the possibility of improving future planning and changes in different areas of the organization. Therefore, considering the diversity of organizational activities and the impact of various events on the organization, change management in international communication is of great importance. In the process of change management, international communication increases the ability of organizations to coordinate and cooperate more by providing adequate and appropriate information data about existing challenges, offering and proposing suitable solutions and developing new capabilities, as well as by following international rules and regulations and participation. In international negotiations and agreements, it can help improve the political and economic conditions of the country and the inspiration organization and increase the success of the change management process (Whyte, 2019). Stojanovska-Stefanova, & Magdinceva Sopova (2020) acknowledged in their research that international communication plays an important role in change management. Gulati and Hallo (2022) also reached the conclusion in their research that international communication plays a role in change management.

Organizational and social changes are increasing rapidly, Therefore, it seems necessary for sports organizations to make changes in order to survive in such turbulent environments, But when implementing changes in many organizations, there is resistance and in many cases it is observed that some people resist even changes that seem good and logical, As a result, the implementation of an organizational change successfully requires the commitment of the management, a suitable implementation plan, and the agreement and support of all employees in that organization, Also, change management is a policy that provides how to prepare, equip and support people to successfully adapt to changes in order to achieve organizational success. Considering that change management is very important in sports organizations and important variables such as international communication, human resource management, and managerial approaches have a role in influencing change management . This research intends to investigate this issue by carrying out research at

the level of the Ministry of Sports and Youth of Iran, It should be noted that no research on this issue has been conducted at this organization's level thus far. Therefore, the main question of this research is as follows: Does the international communication, human resources and management approach have a significant impact on change management in the Ministry of Sports and Youth?

### Materials and methods

The current research was practical in terms of its aim and descriptive-survey in terms of data collection. The statistical population of the present study was all the employees, experts, managers, and deputy staff members of the Ministry of Sports (970 Person). A sample of 384 people was selected using a simple random sampling method. Research tools included researcher-made questionnaires for change management (with 35 items), human resources (with 5 items), management approach (with 6 items) and international communication (with 3 items), with a 5-point Likert scale (1 = very little to 5 = very much). All questionnaires were scored using a Likert scale and Cronbach's alpha of these questionnaires was 0/85 for change management, 0/78 for human resources, 0/71 for management approach and 0/70 for international communication. Obtained. The research data were analyzed through correlation test, regression analysis and structural equations. Multiple linear regression was used to predict change management based on factors related to human resources, management approach, and the nature of the organization. Before performing this test, it is important to check for assumptions such as sample size, linearity, homogeneity of distribution, and independence of residuals. To analyze the data and the relationships between the variables, Spss24 software was used, with a significance level of  $P \leq 0.05$ .

### Results

According to the findings of the research in the demographic section: 169 people of the entire statistical population were men (44 percent) and 215 people (56 percent) were women. Also, the majority of sample people with about 41 percent have a bachelor's degree.

In this section, prior to conducting the statistical tests, the assumptions regarding the use of parametric or non-parametric tests were examined.

**Table 1.** The results of checking data normality assumptions

Research variables	Statistics
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	Test values	sig	type	Tolerance	VIF	value
Change Management	0/19	0/09	normal	0/62	1/59	0/37
Human resources	0/22	0/26	normal	-	-	-
International communication	0/15	0/11	normal	-	-	-
Management approach	0/20	0/16	normal	-	-	-

Based on the values in Table (1), the significance level of the research variables indicates that all the values are greater than 0.05. This suggests that the observed distribution of these variables aligns with the expected distribution, indicating that the distribution of these variables is normal.

Before testing the hypotheses, the relationship between variables was assessed using the Pearson correlation test, considering the data distribution's normality.

**Table 2.** Pearson correlation matrix between research variables

variable	1	2	3	4
Change Management	1	-	-	-
Human resources	0/75**	1	-	-
International communication	0/67**	0/73**	1	-
Management approach	0/79**	0/68**	0/75**	1

\*= significance at  $P \geq 0.05$  level; \*\*= significance at  $P \geq 0.01$  level

According to the results of the Pearson correlation test in Table 2, a significant positive relationship ( $P \geq 0.01$  level) is observed between change management, human resources, international communication, and management approach.

After making the necessary assumptions for the statistical test, the research hypotheses were statistically tested. In the following, the results of the hypothesis test will be discussed.

1-Human resources predict change management in the Ministry of Sports and Youth.

**Table 3.** Model Summary

Model	R Square	Std. Error of the Estimate	Durbin-Watson
1	0/15	0/15	2/1

The second column (table 3) of the square of the correlation coefficient,

which is known as the coefficient of determination, shows the degree of explanation of the variance and changes of the dependent variable by the independent variable. The coefficient of determination for the fitted model is 0/15, which means that 15% of the changes in the dependent variable are caused by the independent variable introduced to the model. Also, to ensure the independence of the residuals, Durbin-Watson's statistic was calculated and equal to 1/2, which indicates the independence of the residuals of the change management scores (with the independent variable).

**Table 4.** ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	3109/8	1	3109/8	64/9	0/0001 <sup>b</sup>
	Residual	18287/1	382	47/8		
	Total	21396/9	383			

The above table is related to the analysis of variance of the variables, which according to the sig value obtained is a significant model ( $\text{sig} \leq 0/05$ ;  $\beta \leq 1/96$ ), or in other words, a significant linear relationship between There are independent and dependent variables.

**Table 5.** Coefficients<sup>a</sup>

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	114/1	2/3		48/3	0/0001
	Human Resources	0/98	0/12	0/38	8/1	0/0001

The coefficient of the standardized regression effect of the independent variable of human resources with the dependent variable of change management was calculated as 0/38, therefore, for each unit of increase in the standard deviation of human resources, change management will increase by 38% of the standard deviation, so the result is that the human resource variable has a positive effect on change management.

2- The factors related to the managerial approach predict the change management in the Ministry of Sports and Youth.

**Table 6.** Model Summary

Model	R Square	Std. Error of the Estimate	Durbin-Watson
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1	0/39	0/14	2/03
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The coefficient of determination for the fitted model is 0/39, which indicates that 39% of the changes in the dependent variable are caused by the independent variable introduced to the model. Also, to ensure the independence of the residuals, Durbin-Watson's statistic was calculated and equal to 2/03, which indicates the independence of the residuals of the change management scores (with the independent variable).

**Table 7.** ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	3236/6	1	3236/9	68/1	0/0001 <sup>b</sup>
	Residual	18160/1	382	47/5		
	Total	21396/9	383			

The above table is related to the analysis of variance of the variables, which according to the sig value obtained is a significant model ( $\text{sig} \leq 0/05$ ;  $\beta \leq 1/96$ ), or in other words, a significant linear relationship between There are independent and dependent variables.

**Table 8.** Coefficients<sup>a</sup>

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	109/9	2/8		36/1	0/0001
	Management Approach	1/1	0/12	0/39	9/2	0/0001

The coefficient of the standardized regression effect of the independent variable of the management approach with the dependent variable of change management was calculated as 0/39, therefore, for each unit increase in the standard deviation of the change approach, change management will increase by 39% of the standard deviation, so the result It is possible that the change approach variables have a positive effect on change management.

3- Factors related to the International communication predict change in the Ministry of Sports and Youth.

**Table 9.** Model Summary

Model	R Square	Std. Error of the Estimate	Durbin-Watson
1	0/18	6/7	1/9

The coefficient of determination for the fitted model is 0/18, which

indicates that 18% of the changes in the dependent variable are caused by the independent variable introduced to the model. Also, to ensure the independence of the residuals, Durbin-Watson's statistic was calculated and equal to 2/3, which indicates the independence of the residuals of the change management scores (with the independent variable).

**Table 10.** ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	3842/3	1	3842/3	83/6	0/0001 <sup>b</sup>
	Residual	17554/6	382	45/9		
	Total	21396/9	383			

The above table is related to the analysis of variance of the variables, which according to the sig value obtained is a significant model ( $\text{sig} \leq 0/05$ ;  $\beta \leq 1/96$ ), or in other words, a significant linear relationship between There are independent and dependent variables.

**Table 11.** Coefficients<sup>a</sup>

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	109/9	2/8		36/1	0/0001
	International communication	1/1	0/12	0/39	9/2	0/0001

The coefficient of the standardized regression effect of the independent variables of the International communication with the dependent variable of change management was calculated as 0/39, therefore, for each unit increase in the deviation of the International communication, change management will increase by 39% of the standard deviation, so the result is that the variables of the International communication have a positive effect on change management.

## Discussion

The purpose of this research was to investigate the impact of international communication, management approach, human resources on change management in the Ministry of Sports and Youth. The results showed that there is a positive and significant effect between human resources and change management ( $\beta=0/39$ ), between managerial approach and change management ( $\beta=0/38$ ) and between international communication and change management ( $\beta=0/39$ ) in the Ministry of Sports and Youth. The

results are consistent with the Results of Gulati and Hallo (2022), Babaei & khodayari (2024), Masan and Othman (2023), Jacobsen (2021), Mansarai (2019), Stojanovska-Stefanova, & Magdinceva Sopova (2020), Hee & Shanmugam (2019).

The confirmation of the first hypothesis of the research showed that human resources predict change management with a value of (0/39) in the Ministry of Sports and Youth. This finding was consistent with the research results of Jacobsen (2021), Hee & Shanmugam (2019) and Masan and Othman (2023). In explaining this finding, it should be said that in order to succeed in change management, it is necessary for the organization's employees to leave the old situation and resistance to changes in terms of youth, freshness, agility and activity; Otherwise, making organizational changes will face the resistance of employees. In fact, human resources play a very important role in change management. This part of the organization is in direct contact with the employees and personnel and can help to increase the awareness and ability of the employees in facing the changes by providing the necessary information and training. In addition, HR can help employees acquire the necessary skills to cope with change by planning and implementing individual development programs. Also, this part of the organization can provide the necessary information about the changes to the employees by holding information meetings and guide them to accept the changes. Also, human resources can give employees the necessary motivation to accept changes and perform new tasks by planning and implementing motivational programs. This part of the organization can help the acceptance of changes and help the growth and development of the organization by providing support and encouragement to the employees. As a result, human resources play a very important role in change management and by providing information, necessary training, individual development programs and motivating employees, it helps to accept changes and helps the organization grow and develop.

The confirmation of the second hypothesis of the research showed that the managerial approach predicts change management with a value of (0/38)

in the Ministry of Sports and Youth. This finding was in line with the research results of Mansarai (2019) and Babaei & Khodayari (2024). Mansarai (2019) stated in her research; it should be said that the managers of the organization, as people who have a great impact on the change process in the organization, according to their management approach and mindset, can play an essential role in the success of the organization in the change management process. In fact, the management approach of managers plays a very important role in change management. Also, according to the results, Babaei & Khodayari (2024) showed in their research; The development of modernism in management leads to the growth and development of Olympic sports in the domestic and international arenas based on economic factors, turnover, communication, organizational, organizational orientation, specialized manpower, Infrastructure, international relations, and sports perspective governing the country's sports.

In explaining this finding, Managers should help employees accept changes by providing appropriate guidelines and strategies. Managers should first be aware of the importance of changes in their organization and then implement the changes by examining the organization's needs and determining appropriate goals and strategies. Also, managers should communicate with employees and guide them to accept changes. For this purpose, managers should talk to employees and hear their attitudes about the changes and then encourage them to accept the changes by providing explanations and explaining the importance of the changes. In addition, managers should help employees embrace change by providing support and encouragement. For this purpose, managers can give employees the necessary motivation to accept changes and perform new tasks by providing appropriate benefits and rewards. As a result, the management approach of managers plays a very important role in change management and by providing appropriate guidelines and strategies, it helps employees accept changes and helps the organization grow and develop.

Confirmation of the third hypothesis of the research showed that international communication predicts change management with a value of

(0/39) in the Ministry of Sports and Youth. This finding was consistent with the results of Stojanovska-Stefanova, & Magdinceva Sopova (2020) and Gulati and Hallo (2022). Sports organizations need global communication to attract audiences and investors; Therefore, according to the findings, sports organizations can be successful in creating and managing new changes in their organization by taking advantage of international opportunities. In order to implement changes, organizations may face various challenges that require cooperation with other organizations. Therefore, international communication can act as an effective tool in managing organizational changes. By establishing proper communication with other organizations, the organization can use the experiences and knowledge of others and use it as a solution to implement changes in its organization. In addition, international communication can serve as a tool to exchange information and knowledge in the field of change management. By establishing proper communication with other organizations, the organization can gain access to the knowledge and experience of others and use it as a solution to manage changes in its organization. As a result, international communication plays a very important role in the management of organizational change, and by establishing proper communication with other organizations, the organization can use the experiences and knowledge of others and use it as a strategy for implementing changes in its organization. To enhance performance, adapt to new challenges, and ensure long-term success, sports organizations can effectively manage change. It is important to clearly communicate the reasons for change to employees, as change is often met with resistance. The Ministry of Sports and Youth managers are recommended to describe the reasons for change, provide perspectives, and outline individual employee tasks in change management programs. Additionally, they should enhance employee cooperation in developing action plans, specify the timing and responsibilities for change management programs, improve management, technology, and communication skills through work plans, enhance employees' knowledge and experience, and monitor progress of activities. Adjustments should be made if necessary to ensure progress continues.

Finally, It is necessary to mention some limitations of this research; This research was conducted only on the managers and employees of the Ministry of Sports and Youth, and caution should be taken in generalizing its results to other sports organizations and sports federations. Also, control variables (such as age, gender, and education level) were not included in this research. Therefore, it is suggested to investigate the objectives of the research at the level of sports federations in the anticipatory researches, also considering the impact of human resource management on change management, it is suggested to identify the attitudes and incentives of the company in change management programs.

## **Conclusion**

According to the research findings, it seems that in order to promote change management in the Ministry of Sports and Youth, it is necessary to promote the three key factors of human resources, managerial approach and international communication. Change management in sports organizations involves the processes, tools, and techniques used to guide people through change in order to achieve the desired outcomes. It is recommended that the managers of the Ministry of Sports and Youth explain the reasons and benefits of change management, increase employee cooperation in advancing the plans, specify the time and responsibilities of each person for the change management plans, enhance management, technology, and communication skills through work plans, improve the knowledge and experience of the employees, and finally, give meaning to the management plans by monitoring the progress of the activities.

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