

# Organizational Change And Its Relationship To Job Stability Among Sonelgaz Workers In M'sila

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## Abstract:

This study aims to find out the relationship between organizational change and job stability in the economic institution from the point of view of Sonelgaz employees in the state of M'sila and to achieve the purposes of the study, the descriptive approach was relied on to describe the phenomenon as it is in reality and then collect the information obtained and process it statistically, as this study was applied to a simple random sample of 50 employees and to achieve the objectives of the study, the questionnaire was designed as a tool for data collection, and the results of the study reached the following results:

There is a relationship between participation in change and job stability among Sonelgaz workers in M'sila

There is a relationship between resistance in change and job stability among the workers of Sonelgaz in the state of M'sila.

**Keywords:** Change – Organizational Change – Job Stability.

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## Introduction:

Since the beginning of his life to the present day, man has witnessed many and continuous changes, so he only worked to find ways and means to experience these changes and direct them towards the right direction, change is a year of God's laws in his universe, and a continuous natural phenomenon in human life and penetrates into our daily lives and affects individuals and institutions without exception, it is a feature of civilization of the developed world.

Bringing about change in institutions is no longer an option, but an inevitable process imposed by many administrative and social challenges to meet the needs of individuals and keep pace with technological progress, in addition to achieving a balance between the necessary change and the pursuit of stability, which is a manifestation of social security through which the individual tries to achieve his goals and satisfy his desires and thus his sense of loyalty and belonging to the institution and this is what drives him to increase performance and a sense of satisfaction.

## 1- Problematic:

Change is one of the main pillars in institutions, whether public or private, it has become inevitable and necessary as the best solution to get rid of many administrative problems, so the need to diagnose the reality of change in its various dimensions in order to achieve job stability, which is important for the employee, because we are no longer dealing with a static environment, but we are

facing a changing environment that carries with it many requirements that we have not known before, so the success of this change It depends on the extent to which the organization seeks to manage this change and deal well with it at the present time.

Hence, the problem of the study arises by answering the following main question:

**Is there a relationship between organizational change and job stability among Sonelgaz workers in Messila?**

### **Sub-questions:**

To answer the problem, the following sub-questions were asked:

- Is there a relationship between participation in organizational change and job stability among Sonelgaz workers in Messila?
- Is there a relationship between resistance to organizational change and job stability among Sonelgaz workers in Messila?

### **2- Study hypotheses:**

In order to address the problem and answer the sub-questions, the following hypotheses can be formulated:

#### **2.1 General hypothesis:**

**There is a relationship between organizational change and job stability among Sonelgaz employees in the wilaya of M'sila**

#### **2.2 Sub-hypotheses**

- There is a relationship between participation in organizational change and job stability among Sonelgaz workers in the wilaya of M'sila
- There is a relationship between resistance to organizational change and job stability among Sonelgaz workers. In the wilayat of M'sila

### **3- Aimportance of the study:**

Organizational change is one of the most interesting topics for researchers in the field of management, so bringing about change and managing it successfully is an urgent priority in the life of organizations to be in line with the challenges of this era and the importance of this study lies in:

- Know the nature of the relationship between organizational change and job stability
- Know the impact that organizational change has on workers and the organization.
- Clarifying the importance of stability for workers by reviewing the latest management literature on the variable of job stability.
- Identify the reasons that lead to organizational change as well as know the stability of employees

#### **4- Objectives of the study:**

This study aims to achieve a number of objectives represented in:

- Identify the level of organizational change among workers in the organization.
- Identify the level of job stability of workers in the organization.
- Identify the relationship between organizational change and job stability among the organization's workers.
- Identify the extent of acceptance or resistance to organizational change among workers in the organization.

#### **5- Defining procedural concepts:**

**Procedural definition of organizational change:** It is the changes made by the institution at the level of its interests and branches, in addition to the means used and individuals in order to improve working conditions and develop the organizational climate to improve performance.

**Procedural definition of resistance to organizational change:** It is a reaction or behavioral response by the members of the organization aimed at refraining from performing the work entrusted to them in order to maintain the status quo because they believe that the change is dangerous to their stability and threatens their interests.

**Procedural definition of job stability:** It is the worker's survival in his work that he occupies without thinking about leaving him or moving to another institution because of his sense of security, comfort and satisfaction in his job and professional compatibility.

#### **Themes of the study:**

This study is divided into the following axes:

##### **The first axis: organizational change:**

If organizational change is a modern administrative concept, the reality of change is as old as humanity, philosophers have realized it thousands of years ago and considered that the only constant in this life is "change", since humanity and the world existed in constant motion, there are changes in relationships, thought, lifestyles, forms of governance ...

##### **1.1 Definition of organizational change:**

There are several definitions of organizational change, including:

- Organizational change is defined as the movement of radical or gradual transition from a current reality to a new state, different from the previous one, or from the existing situation, and change includes improving or developing the nature of the work or activity of the organization for the purpose of achieving goals better. (Shamaan and Kazem Mahmoud, 2005, p. 369)

- Organizational change: It is a tangible change in the behavioral pattern of employees, and a radical change in organizational behavior, to comply with the requirements of the internal and external organizational climate and environment. (Al-Amyan, 2005, p. 343)

- "It is defined as a long-term plan to improve the performance of the organization in the way it solves problems, renews and expresses its management practice based on a collaborative effort between managers, taking into account the environment in which the organization operates." (Maher, 2000, p. 132)

## **1.2 Objectives of organizational change:**

Bringing about change in organizations is an attempt to create balance and maintain stability in the midst of changes that occur in the ocean climate, organizational change does not come spontaneously, but rather be a purposeful, thoughtful and planned process, and among the goals of organizational change we find:

- Raising the level of performance by achieving a high level of motivation, a high degree of cooperation, and clearer methods of communication.
- Reduce absenteeism and turnover, reduce conflicts and achieve low costs.
- An organizational change program should aim to make the organization more adaptable to the current or anticipated environment.
- Achieve optimal integration between individual and organizational goals.
- Building an atmosphere of trust and openness between working individuals and groups in the organization.
- Create organizational values and behavioral patterns so that the organization can perform its mission and achieve its goals.
- Survival and continuity in the activity and then expansion and spread in an environment characterized by intense competition. (Allawi, 2003, pp. 21-22)

The ultimate goal of the change process is to help create a dynamic and defined organization, with the need to align the organization's goals with the goals of the employees in order to avoid resistance that may plague the change program in the early stages of its implementation.

## **1-3: Reasons for organizational change:**

The pressures and factors that affect the work organization and its effectiveness come from internal and external environmental sources, so there is a need for change both managers and supervisors in acquiring organizational change skills so that they can deal with these internal and external environmental changes, and both Hitt and his colleagues identify the reasons for organizational change as follows:

**Technical environment factors:** The factors of the technical environment are represented in the modern technological changes that the world is going through today, as the world today is witnessing an explosion in information and an increase in technical discoveries, and this change in technical discoveries and information has an impact on the workflow and tasks, whether in terms of the quality of production, organizational methods or the feelings of workers.

**Social environment factors:** These factors are represented in the external social environment, such as customs, traditions, values and religious principles, as well as in attitudes and attitudes towards work, and change the perception of these trends and social responsibility, and social factors are also represented in population growth and interaction.

**Economic environment factors:** The factors in the internal and external economic environment such as capital, economic resources, the movement of changing global markets, production, business and marketing conditions.

**Organizational environment factors:** It is represented in organizational factors inside and outside the organization such as the attitudes of employees, employees and managers, technical and administrative requirements for participation in work, the size of labor organizations, increasing the skills of employees Changing the values and attitudes of employees. (Al-Adaili, 1987, p. 547)

## 1.4 Definition of resistance to change

The natural reaction to change is to resist it at first by force, change from the perspective of many threatens the existing patterns of relationships and interests, from this the leader of change to focus on the impact of this change on individuals and work groups within the organization, and from it there are several definitions of resistance to organizational change and we enumerate them as follows:

- "They are negative reactions of individuals to changes that may occur or have already occurred in the organization because they believe that they have a negative impact on them." (Shamma, 2007, p. 385)
- It means that individuals and groups stand in a negative position that indicates dissatisfaction or acceptance of any modifications or substitutions, which management believes is necessary to improve the level of performance and increase the effectiveness of the organization, and resistance to change is to varying degrees, some may stand in a negative position strongly opposed to making change, while others may stand neutral without contributing to hindering or encouraging change processes." (Amiri, 2007, p. 399)

Hence, change is a natural behavior due to the lack of conviction in the idea of change, and the desire of individuals to maintain their status and jobs, and resistance can be from within the

organization by working individuals or from outside it represented by stakeholders who deal with the organization and benefit from its service and be either confidential for personal reasons, or public any collective resistance after agreeing to abstain and create reasons for rejection in the form of strikes or a decrease in the rate of production.

### **1.5 Methods of resistance to organizational change**

The multiplicity of methods of resisting change and their degrees vary, starting from complete rejection, through strong opposition, to reservations and indifference, to the extent of readiness for understanding and discussion, to disagreement in simple issues that do not affect the essence of organizational change, especially when the goals of change are unclear and incomprehensible, and there are three main methods of resistance to change, as follows:

- **Violent rejection:** This method occurs when the resistance forces see that organizational change is not in their interest, and that it will destroy their gains and threaten their survival, using the most violent methods such as: spreading anxiety and fear among workers, which distracts them from the main goal of change.
- **Disrupting the forces of change:** When the resistance forces are unable to eliminate change, they resort to appeasement in order to postpone change and disrupt it for as long as possible until they can eliminate it, and here the resistance forces can resort to methods of questioning the necessity of change, its results, benefits and the possibility of doing it.
- **Slowing the pace of change:** Resistance forces may slow down the pace of change through several methods, including draining the energy of the forces of change on secondary issues, or directing financial resources to other marginal purposes. (Al-Fayez, 2004, p. 30)

### **The second axis: job stability:**

Job stability at work is one of the most important factors affecting employee performance and productivity, as many surveys have shown that most employees considered job stability to be the biggest factor contributing to job satisfaction, however, as job instability is becoming more common in our time, organizations need to understand the conditions under which employees can continue to work, and how to reduce the negativity imposed by job instability..

#### **2.1 The concept of job stability:**

When reviewing the concept of job stability, we find several definitions, including: Al-Mubarak defined job stability as: "the psychological and mental stability of the employee, which results in a feeling of increased loyalty to the organization that applies the principle of job stability, which leads to the creation of an atmosphere of trust, love and damage among the employees of the organization." (Adhara and Mejbil Dawari, 2013, p. 142)

Alloush highlighted that "job stability encourages workers to put forward creative ideas for work development, in addition to searching for innovative solutions to the problems facing work, in addition to calm and confidence within the work, and increasing their ability to perform their jobs independently." (**Hebatallah Jaafar and Bassam Al-Rumaidi, 2022, p. 6**)

Fatih referred to job stability as "the situation that involves the individual staying in the service of the institution for a longer period without changing his place of work if he obtains alternatives, it indicates the worker's attachment to his work and his adherence to the institution to which he belongs." (**Mahmoud Shaker, 2016, p. 324**)

Al-Enezi believes that "job stability is generated when the individual feels satisfied and defines satisfaction as a behavioral concept measured by the extent to which the individual accepts his job in all its aspects and thus reflects the degree of happiness and stability in it and the satisfaction of the job for his multiple needs that he wishes to satisfy compared to his performance of the job." (**Adhara and Mejbek Dawar, 2013, p. 142**)

Job stability means "the employee's sense of reassurance about his source of income and stability at work and that he is not exposed to psychological or physical diseases as a result of organizational and personal conflicts and work pressures." (**Alloush, 2016, p. 234**)

Newmark refers to the concept of job stability as: "The period of time in which the employee stays at work and is linked to the extent of their continuity and belonging to work, the benefit of the employee is to make the necessary effort to achieve the goals of the institution that provided him with stability and the appropriate environment and helped him to satisfy his needs, while the benefit of the institution requires training and preparing employees in a way that qualifies them to achieve its goals and retain their survival in that institution." (**Tariq Ziad Abu Sobh and Abdel Halim, 2021, p. 295**)

Procedural definition: "Job stability expresses the extent to which employees are satisfied with the circumstances surrounding their work, which makes them feel comfortable, secure and free from fear of the future, in addition to the extent to which the goals of employees coincide with the goals of the organization, and increase the desire to continue working within it." (**Azzawi, 2018, p. 82**)

## **2.2 Manifestations of job stability:**

The most important indicators of job stability can be identified as follows:

- **Labor group cohesion:** Labor groups are multiple and very complex, as they can be classified into three groups: colleagues, superiors, and management. Which are represented by managers and can be described organization as groups interacting with each other and each group has its goals and

activities for each other party must achieve cooperation and coordination between all these groups to reach the effectiveness of the organization and achieve job stability.

This depends on the excellent relations between groups and the extent of efficient interaction among them, coordination, integration and reducing the intensity of competition and conflicts by distributing roles, providing opportunities for progress and promotion, opening channels of communication and interaction between members of the group to maintain its cohesion and continue to achieve its common goals, the success of the group in reaching the goals set for it increases the confidence of loyalty and belonging to the group and thus achieving a high degree of job satisfaction, which pushes the work group to adhere to the work environment that contains this group.

- **Psychological comfort and a sense of job security:** The sense of safety is one of the important factors that harm the mental health of the individual, as he feels important and belonging to his environment, reassurance and stability of all kinds, and the importance of the need for safety appears when Maslow after satisfying the physiological needs, the worker's feeling of reassurance on his continuity at work and on his professional future and on his health and on his family and securing a decent living for them is an obsession that haunts him throughout his life, the worker It remains surrounded by a sense of fear and has to meet the need for safety in order to generate a sense of psychological comfort, it is surrounded by various types of social insurance, such as: insurance against disability, work accidents, occupational diseases, old age, unemployment and death, and when this requirement is achieved it reflects positively on his performance, and if the security of the individual is the basis of his psychological balance, the security of the group is the basis for social reform. (Ahmed Laghbi, 2016, p. 81)
- **Labor participation in decision-making:** The modern trend in business management aims at the foreman to involve workers in setting and defining the goals of the group, drawing plans and implementing them, while allowing everyone in the organization to harm opinion, criticism and actual participation to the lack of labor participation leads to the existence of functional alienation in addition to that it leads to conflict and what constitutes a state of stability in the organization. Blackwalker has pointed out The American industry has been isolated from global competition for a long time, and since the eighties, interest began to improve the quality of life of workers by strengthening the process of workers' participation in decision-making, which led to high productivity and solved many labor problems..
- **Human Resources Planning:** Walker believes that human resource planning is an integrated administrative process and not part of the recruitment function, as it is related to analyzing the organization's needs of human resources under changing circumstances and developing the

necessary activities, to satisfy these needs. Manpower planning contributes to the formulation and rationalization of policies and programs for recruitment, selection, recruitment, career planning and development, and training Organization-wide transfer and promotion.

Through the optimal use of human resources, the organization ensures a high degree of job satisfaction on the part of employees, because with the advance planning process, the right man is placed in the right place, so there is no state of resentment, grumbling and ambiguity among workers, if there is confusion or mixing in roles, this negatively affects the progress of the production process and the stability of employment in the organization. (Ahmed Laghbi, 2016, p. 81)

## **Field Study**

### **1- Exploratory Study:**

The exploratory study in any research or study of studies represents an important stage and the first step towards in-depth research of a phenomenon, as it is a means through which knowledge of all aspects of the subject and the identification of its variables and hypotheses and examination as well as the collection of primary data on the subject of the study and the modification and adaptation of tools, it is the basis of the preparatory stage of the research, and enables us to identify the difficulties that we may encounter to avoid in the basic study, as well as identify the cases of the study and select cases in light of the characteristics that Assigned.

#### **Objectives of the exploratory study:**

- The exploratory study serves to clearly determine the truth of the elements of the subject of scientific research.
- Easy steps to walk through the problem without obstacles.
- Employ basic concepts related to the selected topic.
- Crystallizing the research problem and formulating it in the form of scientific hypotheses or questions.
- Identify the theoretical and methodological framework, terms and hypotheses that have been used in previous studies.

#### **The importance of the exploratory study:**

The exploratory study is of great importance as it enables to provide a clear picture, in an organized manner, of the various methodological steps adopted in the field research, starting from describing the method used, to describing the sample and how to select it from the study population, then addressing the data collection tools and studying their truthfulness, stability and suitability for the basic study.

## **2- Fields and limits of study:**

The fields of study are divided into three sections or areas, namely the spatial field in which the study was conducted, the temporal domain representing the duration of the study, and the human field, which are the individuals who represent the research community. They are as follows:

**2.1 Spatial area:** Sonelgaz Corporation in the wilaya of M'sila

**2.2 Time Range:** This study was conducted during the period from the beginning of January 2024 to the end of January 2024

**3.2 Human field:** The study was carried out in its field side on a sample of 50 workers at Sonelgaz in the wilaya of M'sila

**3- Study population:** The study population included all employees at the senior and middle management level at Sonelgaz in the state of M'sila with their different varieties.

**4- Study sample:** Due to the difficulty of reaching all members of the study population during the distribution of the questionnaire, a simple random sample of workers in the institution, which is part of the original community of the study, was selected, where 60 questionnaires were distributed and 50 questionnaires were retrieved valid for statistical analysis. Thus, the study sample is 50 workers.

## **5- Methodology used:**

The nature of the subject is what determines the approach to be followed, so take note of its most important aspects, and accordingly the descriptive analytical approach has been adopted, which does not depend only on describing the phenomenon to be studied as it is only, but also goes beyond that to analyze and interpret all dimensions of the study in detail, in addition to linking its implications, in order to reach conclusions useful in understanding our study objectively and realistically.

## **6- Study Tool:**

In line with the objectives of the study and verifying the validity of the hypotheses developed to solve the problem posed, we relied on the questionnaire, for the purpose of collecting data that serve as a basic starting point in order to answer and analyze the questions that were asked at the beginning of the research.

### **Believe the study tool:**

Tool truthfulness is the process of ensuring that the tool (questionnaire) used in this study actually measures what needs to be measured, and ensuring that the paragraphs contained in the questionnaire can not lead to accurate data collection.

**Virtual honesty:** It is done through:

- **Validation of the arbitrators:** Before distributing the questionnaire to the study sample, it was reviewed by some professors in the field of specialization for their experience and knowledge in the field of scientific research.
- **Honesty of internal consistency:** To find out the consistency and truthfulness of the questionnaire statements, the Pearson correlation coefficient was calculated between the degree of dimensions of the interlocutor with the total degree of the axis to which it belongs, and the total score of the questionnaire.

### **Stability of the study instrument:**

To measure the stability of the questionnaire, the Cronbach Alpha test was used to measure the level of stability, and its results were as shown in the following table:

**Table 01: Alpha Cronbach stability coefficient**

axles	Number of ferries	Alpha Cronbach
Participating in change	08	0.896
Resistance to change	08	0.901
Job stability	16	0.911
Total axes	32	0.926

It is noted through Table No. (01) that the value of Cronbach's alpha for the entire questionnaire is high, as it reached 0.926, and the stability coefficients for the questionnaire axes range between 0.941 and 0.911, and through these results, the form was adopted in its final form as an appropriate means to conduct this study because it enjoys honesty and stability together.

### **Third: Presentation and analysis of the results of the study**

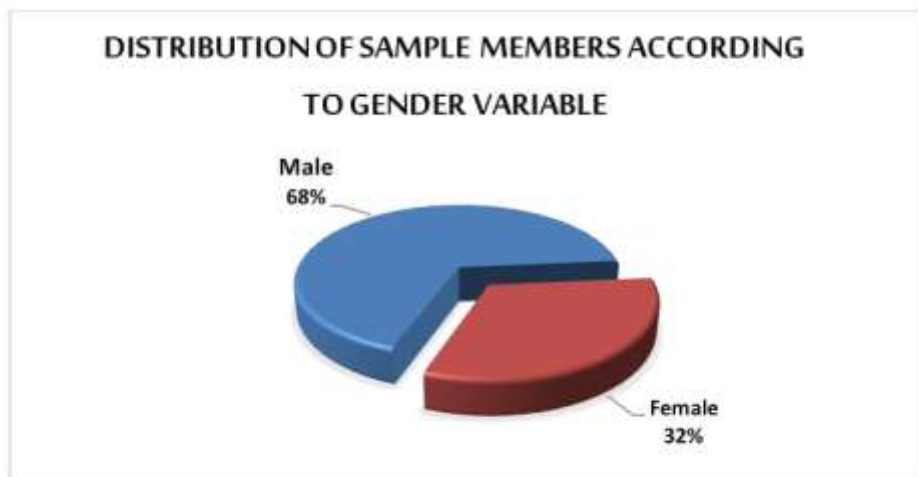
#### **3.1 Analysis of sample characteristics:**

Below we will discuss the study of the characteristics of the study sample by gender variable

**Table (02): Shows the distribution of sample members according to the gender variable**

Sex	Iteration	Percentage %
male	34	% 68
Female	16	% 32
Total	50	% 100

Through Table 02, it is clear that there is a divergence in the proportions between males and females, where the male category, which amounted to 34 workers, obtained the highest percentage estimated at 68% of the members of the study sample compared to the female category, which amounted to 16 workers, on 32%, which indicates that the majority of employees in Sonelgaz From males this can be explained to the nature of the work performed by employees that require the presence of individuals with a high ability to endure the work.

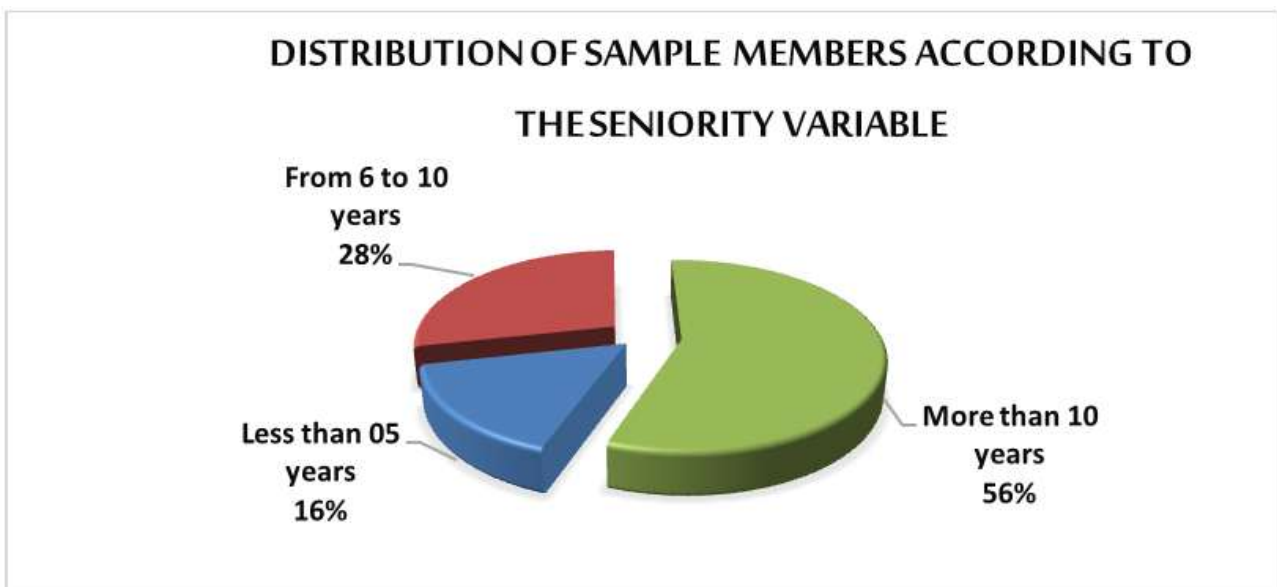


**Table (03): Shows the distribution of sample members according to the seniority variable**

Experience	Iteration	Percentage %
Less than 05 years	08	% 16
From 06 to 10 years	14	% 28
More than 10 years	28	% 56
Total	50	% 100

By reviewing Table No. 03, it can be concluded that there is great stability for Sonelgaz employees, where the percentage of those whose service period exceeds 11 years is 56%, compared

to the category of 06 to 10 years, which was estimated at 28%, and the category of less than 5 years is estimated. B 16 % The previous results indicate the availability of experience and seniority among the members of the study sample, which makes them able to form accurate positive or negative opinions about the importance of organizational change within the institution, as experience is one of the most influential factors in the opinions of individuals towards organizational change and its importance in improving performance, This is a gain for the institution in terms of the experience enjoyed by employees, as long professional experience reduces mistakes, increases the sense of satisfaction, raises loyalty and thus job stability.



**Analysis of the results:**

To verify the validity of the first hypothesis, there is a relationship between participation in organizational change and job stability among Sonelgaz workers in the state of M'sila, we used the percentages of respondents' responses for each of the items included in the axis of participation in change, and the results were as shown in the following table:

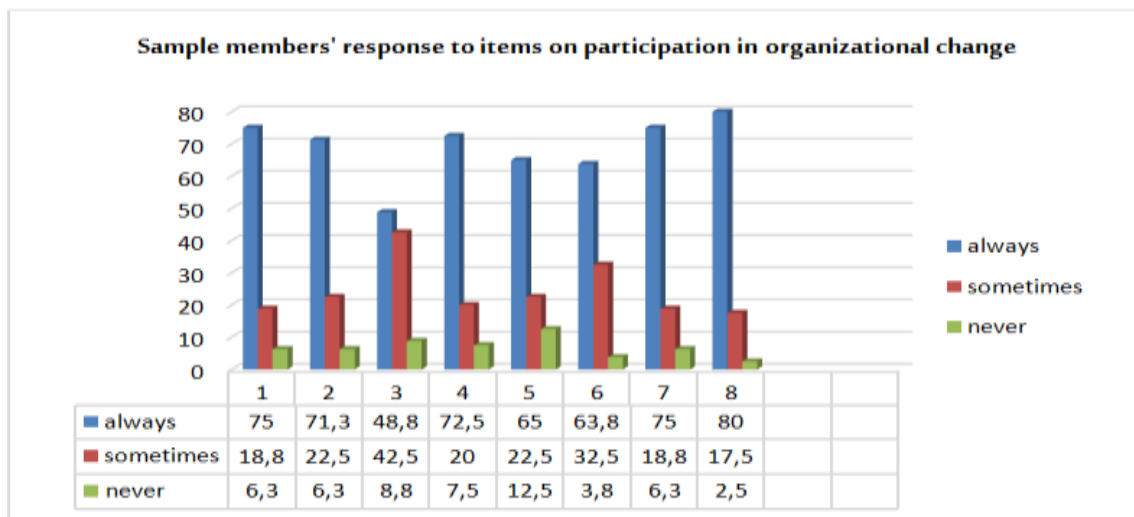
**Table (04) Respondents' response to the items of participation in organizational change**

figure	Items	All the time		Sometimes		At all		Order of items
		reiteration	%	reiteration	%	reiteration	%	
01	Your supervisor informs you of changes in your position	60	75	15	18.8	05	6.30	02
02	Workers and employees are consulted on	57	71.30	18	22.5	05	06.30	04

	everything new							
<b>03</b>	The Foundation holds meetings and courses to explain the upcoming developments	39	48.80	34	42.50	07	08.80	<b>07</b>
<b>04</b>	Workers and employees are aware of the reality and future of the organization	58	72.5	16	20	06	07.50	<b>03</b>
<b>05</b>	Contributes to various processes of improvement and development	52	65	18	22.50	10	12.50	<b>05</b>
<b>06</b>	There is no difficulty in applying the new laws as required	51	63.80	26	32.50	03	03.80	<b>06</b>
<b>07</b>	The spirit of the group prevails during the transitional stages of the institution	60	75	15	18.80	05	06.30	<b>02</b>
<b>08</b>	I follow with interest the latest in the instructions to contribute to the development of the institution	64	80	14	17.5	02	02.50	<b>01</b>

It is clear through the statistical treatment of the data contained in Table (4), which illustrates the first hypothesis, there is a relationship between participation in organizational change and job stability among the workers of Sonelgaz in the wilaya of M'sila that the largest approval rate was recorded at the level of item 08, which is to follow with interest what is new in the instructions to contribute to the development of the institution by 80% For the alternative always, the results show the extent of the workers' contribution to this and the extent of their interest in all the instructions that help them to develop the institution, while the lowest percentage for the alternative was never

at 02.5%, which is a very weak percentage. Followed by items 01 and 07 with high approval rates of 75% Where the sample members indicated that the direct supervisor always informs workers and employees of the various changes that occur in their positions, as for the transitional stages resulting from the change and how workers and employees deal with them, the results confirm the spirit of the prevailing group in the institution, followed by items 2, 4 and 5 with approval rates exceeding 65 %



**Table (05): Shows the results of Pearson's correlation coefficient**

Variables	Correlation coefficient value (Rp)	Statistical significance (C)	Significance level
Participating in change	0.20	0.20	0.05
Job stability			

Based on the research and analysis of the previous data and the application of Pearson's correlation coefficient between the items of participation in change and job stability, we find that  $R_p = 0.20$ , which is a statistically significant degree on the existence of a very weak positive relationship in the table of statistical significance of correlation coefficients. Therefore, it is clear that the first hypothesis has been realized that there is a relationship between participation in organizational change and job stability among Sonelgaz workers in the wilayat of Messila.

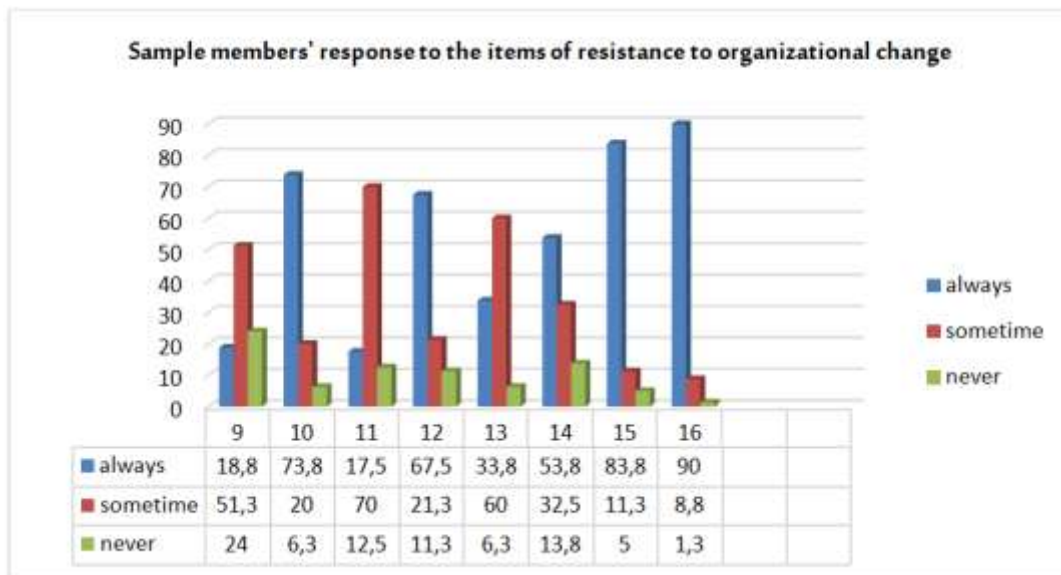
**To verify the validity of the second hypothesis:** There is a relationship between resistance to organizational change and job stability among Sonelgaz workers in the state of M'sila, we used the percentages of respondents' responses for each of the items included in the special axis of resistance to change, and the results were as shown in the following table:

**Table 06 Respondents' response to the items of resistance to organizational change**

figure	Items	All the time		Sometimes		At all		Order of items
		reiteration	%	reiteration	%	reiteration	%	
<b>09</b>	I'm bored with the organizational change that has been adopted	15	18.8	41	51.30	24	30	<b>07</b>
<b>10</b>	I do everything in my power to reject organizational change	59	73.8	16	20	05	06.30	<b>03</b>
<b>11</b>	I wish the current change had been implemented a long time ago.	14	17.50	56	70	10	12.5	<b>08</b>
<b>12</b>	I don't see the importance of organizational change in the organization	54	67.50	17	21.30	09	11.30	<b>04</b>
<b>13</b>	I think that change does not serve workers more than before	27	33.80	48	60	05	06.30	<b>06</b>
<b>14</b>	I don't want to attend change-related training courses	43	53.80	26	32.50	11	13.80	<b>05</b>
<b>15</b>	I feel like I don't have enough experience to change.	67	83.80	09	11.30	04	05	<b>02</b>
<b>16</b>	Resist instructions that support change	72	90	07	08.80	01	01.30	<b>01</b>

It is clear through the statistical treatment of the data contained in Table ( 06), which illustrates the second hypothesis, that there is a relationship between resistance to organizational change and job stability among the workers of Sonelgaz in the state of M'sila, we record a variation in the responses of the sample members on various items, where 18.8% of the employees of the institution expressed that they are always bored with the organizational change that has been adopted. As for the rejection of To change, the majority of Sonelgaz workers reject change and always do their best to

reject it, and this is confirmed by 73.8% of the respondents. Regarding the desire of workers to attend training courses related to the change process, most workers do not want to attend training courses on the process of organizational change, which is confirmed by 53.8% of the sample members. As for item 16, related to the resistance of the employees of the institution to the instructions that support change, the largest percentage was recorded at 90%, and therefore the majority of workers evaluate this instruction.



**Table (07): Shows the results of Pearson's correlation coefficient**

Variables	Correlation coefficient value (Rp)	Statistical significance (C)	Significance level
Resistance to change	0.29	0.57	0.05
Job stability			

Based on the research and analysis of the previous data and the application of Pearson's correlation coefficient between the items of resistance to change and job stability, we find that  $R_p = 0.29$ , which is a statistically significant degree on the existence of a very weak positive relationship in the table of statistical significance of correlation coefficients. Therefore, it is clear that the second hypothesis has been realized by the existence of a relationship between resistance to organizational change and job stability among Sonelgaz workers in the wilaya of Messila.

## **Discussion of results in light of hypotheses:**

### **Discussion of the results of the first partial hypothesis:**

Which states that there is a relationship between participation in change and job stability among the workers of Sonelgaz in the wilaya of M'sila.

Through the results reached, it can be said that the first partial hypothesis has been achieved, and therefore participation in the process of organizational change within the institution contributed to the job stability of workers and the reason for this is their conviction that there is no point in getting out of it, but rather continuing it in order to achieve the goals, as well as it can be considered that change is a double-edged sword, the first of them if it is in line with what workers require, they contribute to it and participate in the change process in order to make it successful because it is in their interest. It contributes to increasing their stability and staying in the institution. Second, change may be in the interest of both parties, when workers do not accept the processes of change, conflicts, quarrels and disagreements appear, and this threatens the stability of the institution.

When workers feel a sense of belonging to the organization and job stability is achieved, they are usually more willing to participate in organizational change and work to achieve the goals of the organization..

### **Discussion of the results of the second partial hypothesis:**

Which states that there is a relationship between resistance to change and job stability among Sonelgaz workers in the wilaya of Messila.

From the findings, it can be said that the second partial hypothesis has been fulfilled, so if workers show resistance to change, they may have difficulty adapting to new changes, which affects their job stability. If workers suffer from job instability, they may have a negative impact on their performance and participation in the change process.

### **Discussion of the results of the general hypothesis:**

Which stipulates a relationship between organizational change and job stability among the workers of Sonelgaz in the wilaya of M'sila.

Through our examination of the partial hypotheses that examine the reality of organizational change in Sonelgaz and after calculating the correlation coefficients to reveal the relationship between organizational change and job stability, through the results reached, it can be said that the general hypothesis has been achieved, and therefore the process of organizational change is inversely proportional to the job stability of Sonelgaz workers, i.e. the weaker the participation of workers in the change process, the greater their resistance to it and the opposite impact on the job stability of workers. When organizational change occurs suddenly or unthoughtfully, it can lead to

job instability for workers and they worry about the future of their jobs, changing job requirements, and uncertainty about change..

However, organizational change can also be an opportunity to improve job stability in an organization when change is made systematically and deliberately, and includes employee engagement and the provision of the necessary support and training, it can lead to enhanced trust and dependence on the organization and create new opportunities for professional growth and development.

### **The bottom line:**

Change plays a crucial role in achieving job stability, so the organization must adopt a change strategy in which change is planned and employees are involved in this process. Management must provide the necessary support and guidance to workers to adapt to change and develop new skills effectively in order to reduce unrest and anxiety among workers and thus achieve greater job stability..

Moreover, organizational change improves the stability of jobs in the organization by improving the structure and processes of the organization can be followed by an improvement in efficiency and effectiveness. In addition, this improvement may lead to better opportunities for workers and increase their job satisfaction. If successfully implemented, the organization's culture and team spirit may be enhanced, contributing to the overall job stability of workers.

Job stability in an organization is a reciprocal and interrelated relationship that organizational change can affect job stability, and at the same time, job stability can affect the success of organizational change. Balancing the need for change and maintaining job stability is an important challenge for managing an organization..

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