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**EVALUATION OF STRESSES AFFECTING EMPLOYEE'S JOB PERFORMANCE IN SPORT AND YOUTH ORGANIZATIONS OF KURDISTAN PROVINCE IN THEIR VIEWPOINT**

\*Reza Nikbaksh<sup>1</sup>, Mohsen Parhizkari<sup>2</sup>, Ardeshir Barati<sup>3</sup>, Mohamad Mahdieh<sup>4</sup> and Shouan Azizi<sup>5</sup>

<sup>1</sup>Department of Sport Management, Islamic Azad University, South Tehran Branch, Tehran, Iran

<sup>2</sup>Department of Physical Education and Sport Sciences, Ilam University- Ilam, Iran

<sup>3</sup>Department of Physical Education and Sport Sciences, Islamic Azad University – Ilam Branch, Ilam, Iran

<sup>4</sup>Department of Physical Education and Sport Sciences, Islamic Azad University – Science and Research Branch, Tehran, Iran

<sup>5</sup>Department of Physical Education and Sport Sciences, Islamic Azad University – Brojerd Branch, Brojerd, Iran

\*Author for Correspondence

**ABSTRACT**

The present research aims to shed lights on existed job stress affecting employee's performance in sport and youth organizations of Kurdistan province (western Iran) based on their standpoint. The subjects of interest included all staffs (n=108) of which final number of 92 staffs were undertaken to statistical analysis. To collect data researcher made questionnaire of 43 questions in Likert scale was used. Questionnaire (internal consistency) reliability was obtained through Cronbach's alpha 91%. To analyze the research questionnaires and test hypothesis, descriptive and inferential statistics methods and chi-square and the Kruskal-Wallis tests were used. Results showed significant difference between job stressing, family, social and personal characteristics factors affecting the performance of Employees in Sport and youth organizations of the Kurdistan (p<0.01). Also, according to the findings, job condition and working environment are most important stressing factors among the staffs.

**Keywords:** Stress, Employee Performance, Sport and Youth

**INTRODUCTION**

The most important factor in achieving the goals of the organization is found to be its human forces and undoubtedly the success of any organization relies on its human force. It is believed that the efficiency and productivity of any organization is directly related to the amount of employee motivation and morale, to attain pre-determined goals (Zandieh, 1992). Among these, physical education organization whose majority of its workforce are committed and conscientious and in case of favorable working conditions they employ motivational talents and skills to serve the organization and sparks on whole system (Alvani, 1994). Technology causes people to change their behavior and job frequently. Complete quality control system, with emphasis on improving the technology may increase tension and stress to people, because people would always see that they are expected to produce more. However, in case of low stress staffs would perform better in turn improves potential and hard work through suitable responses. Nonetheless, if stress continued, some catastrophic outcomes are imposed and hence it causes low performance. Mental stresses arise from external (environmental) and internal factors, interrupts person's natural balance for a while, ultimately disturbing normal trend and physiological responses (Tanaomi, 1991). Stress serves as a response released by people to adapt with an external state or a normal behavior, mental or physical (Sarmad and Bazargan, 2004). As for mental stress two points must be taken into account. First, mental stress might cause physical diseases (e.g. weakening immune system) and psychological disorders (depression and isolation). Secondly, it incurs remarkable costs for employers as well as staffs manifested in long time working to compensate it (Amin, 2006). Considering the fact that during human lifespan, especially those who are encountered to administrative challenge in organization they work in, stress as integral part of every job affairs directly affects staffs performance. For this, to get aware on stress causes

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and effects within every organization is seems to be essential to job promotion. In the last three decades, psychological and neural stresses accounted for much part of human life and imposed huge costs to higher levels of management in the organization. It also has broken out different aspects people's life in various manners. Organizational stress may affected by external events. Based on prevailing attitudes the life events can be divided into 2 groups Holmes and Rai for the first time proposed and introduced life change subject as a source of stress. They argued that abrupt and substantial changes in life cause stress and subsequently diseases and disorders (Alvani, 1994). A study in industrialized countries shows that one out of four people in his/her career encounter to the stress.

According to a study in a large steel mill in the U.S. mental illness was the main cause of absence up 60% of workers. Chen *et al.*, (1985) in a study on relationship between stress and personal traits in Taiwanese teachers' reported feel more stress among abrupt and single episodes so that it was much more in women than men( Chen *et al.*, 1985). Chan-K-B et al in a research on occupational stress among six groups of experienced people concluded that work pressures and family conflict is associated with workplace stressors. Additionally, work and family conflict and poor job performance is related inversely to job satisfaction (Chen *et al.*, 1985).

While studying on Canadian staffs, (Legub and Mile, 2000) found that about half of staffs have experienced job stress and subsequently hospitalized (Legub and Mile, 2000). In a study on managers and supervisors in the industry sector, a subject of 90 people was evaluated. The results showed that population has been subjected to unbearable stress disrupted normal life (Shah, 1999), found that stress due to within and inter and intra-organizational factors is inversely related to educational managers performance and among organizational factors, organizational structure was most effective in the sense that the lack of authority for decision-making, development, mismatch between authority and responsibility contributes to performance loss as well as stress causes. Also, the organizational mental condition like relations with subordinates and unpleasant colleagues are among the most contributing factors (Branch, 1990).

Using a job stress questionnaire David B. Senter and John M. Kahlo, monitored personality of the teachers whose students affected by emotional or behavioral disorders. They concluded that such teachers experience more stress than those deal with normal students and at the same time they showed a tendency to leave their teaching position (Harsini, 2006). In this study, some of the stressors in the work environment, community, family and personal were expressed in 4 hypothesis was expressed on subjects involved staffs of sport and youth organizations in Kurdistan province to determine which factors has much contribution in stress and what is the difference between stresses among different employees.

### **MATERIALS AND METHODS**

The subjects involved all staffs (n=108) of which final number of 92 staffs were undertaken to statistical analysis. Given the nature of the research design (descriptive) in order to collect data and test the hypotheses of the study, questionnaire was used. In this research, to collect data, a 43-item questionnaire designed by the researcher in Likert scale was used which three sections. The first section has involved 5 questions on participant's demographical features, two questions on staffs stress in the second section and finally third one involved 36 questions on research hypothesis. Since the questions were arranged in ordinal Likert scale, so five orders of (never, low, moderate, much and too much) were scored individually. Because the classes are arranged in a certain order, so that measures can be arranged among the ordered classified Scale. To determine validity, survey questionnaires were handed out among some management professors and after necessary modifications were distributed among the participants. Hence questionnaire validity was content type. Cronbach's alpha method was used to measure the reliability of the questionnaire.

SPSS software was used to calculate alpha. So the aforementioned questionnaire reliability (internal consistency) was calculated about 91% with high coefficient. Number of 92 questionnaires were analyzed using descriptive statistics, including mean and to describe the data and finally to test the hypothesis, the standard deviation and kruskalwallis tests were used respectively.

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**RESULTS AND DISCUSSION**

In the first part of the questionnaire, according to descriptive findings, men and women accounted for 92 and 86% of (participants) respectively. 18% of participants aged 20 to 30 years, 54% 31 to 40 years old, 24% 41 to 50 years and 3% up 50 years old. Given the results, about 50%, 30% and 20% of participants had less than 10, 11-15 and up to 20 years working history respectively. According to education level data, about 33%, 50% and 17% of participant were characterized by diploma, bachelor and Master Degree respectively. As per job data, 8% of participants were manager, 17% expert and 75% staff. In the second section of questionnaire, about 86% of respondents pointed out that they experienced stress and 14% did not. In addition, for 70%, 15%, 11% and 4% of participants, workplace, society, personal home and family were recognized as the most stressing places respectively. As it can be seen in table 1, results from questionnaire number 3 indicated small table Chi-square value (20.09) in df 8 and significance level of 0.001 than calculated one (110.638). So it is worthy to note that stressors (workplace) affecting staffs in sport and youth organization of Kurdistan province differs significantly. Based on table such factors are ordered from the top i.e. low wages and salary which impose the highest stress on staff to the lowest order i.e. conflict to coworkers which causes the least.

**Table 1: Comparison of different stressing factors (workplace) affecting staff performance as per kruskalwallis**

	Score average	X <sup>2</sup>	df	Sig
Low wage and salary	537.94			
equipment deficiency	510.86			
Discrimination in the workplace	481.97			
Undesirable physical place	434.24			
Lack of authority on the roles and responsibilities	412.10	110.638	8	0.001
issues with managers and supervisors	375.16			
unnecessary and annoying Controls	374.04			
Insurance and pension problems	321.17			
Problems with coworkers	260.52			

**Table 2: Comparison of different stressing factors (family) affecting staff performance as per kruskalwallis**

	Score average	X <sup>2</sup>	df	Sig
Livelihood expenses	589.20	164.973	8	0.001
Housing issues	565.52			
Relatives die	460.60			
Relative illness	441.37			
Divorce and separation	359.84			
Marriage issues	345.81			
Parental issues	334.95			
Marital problems	317.92			
Issues with children	289.18			

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As it can be seen in table 2, data denotes small table Chi-square (20.09) in df 8 and significance level of 0.001 compared to the calculated one (164.973). So, stressors (family) affecting staffs in sport and youth organization of Kurdistan province varies significantly. Based on table such factors are ordered from the top i.e. livelihood costs and expenses which impose the highest stress on staff to the lowest order i.e. Issues with children which causes the least.

**Table 3: The comparison of different stressing factors (society) affecting staff performance as per kruskalwallis**

	Score average	X <sup>2</sup>	df	Sig
Lack of healthy recreation facilities	467.29	164.973	8	0.001
Lack of comply regulations by others	466.52			
Low social culture	454.06			
Environmental pollution	428.67			
Weakness of Islamic beliefs	402.44			
Success of opportunists	401.33			
Lack of security feelings by others	389.91			
Undesirable human relations	368.92			
Not belonging to social preferred groups	331.16			

**Table 4: The comparison of different stressing factors (personal) affecting staff performance as per kruskalwallis**

	Score average	X <sup>2</sup>	df	Sig
more responsibilities in life	541.37	469.89	8	0.001
Impatience and anger	453.80			
Physical and mental illnesses and its side effects	422.46			
Hypersensitivity	409.31			
Business failure	408.88			
Shyness and taciturnly	383.13			
Academic education failure	382.04			
Expression and configuration	354.34			
Low political and religious information	352.53			

As it can be seen in table 3, data denotes small table Chi-square (20.09) in df 8 and significance level of 0.001 compared to the calculated one (29.208). So, stressors (society) affecting staffs in sport and youth organization of Kurdistan province varies significantly. Based on table such factors are ordered from the top i.e. Lack of healthy recreation facilities which impose the highest stress on staff to the lowest order i.e. not belonging to social preferred groups which causes the least. Table 3 denotes small table Chi-

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square (20.09) in df 8 and significance level of 0.001 compared to the calculated one (46.989). So, stressors (personal place) affecting staffs in sport and youth organization of Kurdistan province varies significantly. Based on table such factors are ordered from the top i.e. more responsibilities in life which impose the highest stress on staff to the lowest order i.e. Low political and religious information which causes the least. Stress results from different conditions and factors and it is impossible to eliminate it from life and workplace, however these are urgent needs to remove and alleviate its side effects. The organization management is responsible for healthy individual and organizational units while every member of organization should try for their health, but since they abuse organizational members to achieve organizational goals cannot ignore them.

As about 86% of subjects implicitly asserted that they experienced stress and also since the highest percent of them (70%) recognized workplace as the most stressing place, it can be said that workplace serves as the most stressing factors for staff working in physical education departments of Kurdistan provinces among many others. Hence, organizational staff's health is tied strongly to organization per se. without healthy and vivacious staff; no single organization can achieve high level of productivity, flexibility and adaptation. That's why to take some strategies forward to healthy workplace and staffs seems to be necessary. From the inferential analyses here, it can be concluded that mental stress is known as a negative factor for more productivity within organization so that it deteriorate servicing and force, staffs performance quality and quantity as well as managers contribution losses. The results of the hypotheses are in line with to a series of investigations including: Chan *et al.*, (2003) in research on occupational stress among six groups of experienced people, concluded that the work stress and workplace conflict with family are the most important stressors at workplace. In addition, stress suits to the conflict between work and family stress and poor job prospects are negatively related with job satisfaction.

Elizabeth Jaygel The chief of Insurance and Board Member (2000) of HSE states that job stress is a serious problem in the UK. She adds that the research conducted with a limited range of stress, stress is the second largest occupational health problem following the subject of backache (Harsini, 2006). While studying on Canadian staffs, (Legub and Mile, 2000) found that about half of staffs have experienced job stress and subsequently hospitalized. Studying Canadian health report cards in the second half of February 2000 it has been found that about half of middle-aged 30 years old have subjected to stresses of jobs, family, etc. this result is a warning for all employees who are experiencing mental stresses. Shah (1999) found that stress due to within and inter and intra-organizational factors is inversely related to educational managers performance and among organizational factors, organizational structure was most effective in the sense that the lack of authority for decision-making, development, mismatch between authority and responsibility contributes to performance loss as well as stress causes. Also, the organizational mental condition like relations with subordinates and unpleasant colleagues are among the most contributing factors. Similarly, the same authors in another research (2005-2006) showed that intra-organizational stress is inversely associated to managers performance( $r=0.55$ ), i.e. the more intra-organizational stress, the less performance will be.

### **Conclusion**

In conclusion, wide varieties of researches on mental stress and nervous at the organizational level are consistent with current research. As a whole, it can be said that most people experience various levels of mental stress occurred for various events. Although stress may have positive outcomes, however it endangers individual health as it is main cause for hypertension and cardiovascular disorders. It incurs huge costs for employer and society.

Also it is common in organization in which staff are substituted and absented frequently in turn deteriorate Industrial relations and customer relations and poor quality control is applied to them. Stresses are resulted from numerous reasons, from job conditions to abnormal and poor working conditions that consistently increase the amount of disease and defect. Since the human being is the most important factor of production and services, factors affecting stress and workplace stress on employees should be investigated.

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