



International Journal of Engineering, Business and Enterprise Applications (IJEBA)

www.iasir.net

Study the effects of job stress on resistance of employees against changes in the Gymnastics Federation of Tehran

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Abstract: The aim of the present research is to investigate the job stress level and resistance against changes in Gymnastics Federation staffs and also the relationship of job stress with resistance against changes in Gymnastics Federation staffs. In general, this study is an applied one in view of research aim and is a survey one in a view of descriptive data collection and analysis. Statistical population of this study includes of all 140 Tehran Gymnastics Federation staffs that 103 of them were determined based on Cochran formula. The classified random sampling was used in this study. Data were collected using a questionnaire. The questionnaire has been formed from two sections. First section contains 7 questions related to demographic variables and section two includes of 43 questions that assess job stress and resistance against changes. The face validity was used to investigate the validity of the questionnaire. Reliability of the questionnaire was determined 0.83 using Cronbach alpha indicating acceptable reliability of the questionnaire. Data analysis was carried out using SPSS software. Correlation factor test, regression, and uni-variable t-test was applied to examine hypotheses. The results showed that job stress of staffs and resistance against changes among staffs are in a high level and there is a positive significant relationship between job stress and resistance against changes among Tehran Gymnastics Federation staffs. The results of this study will help planners in Tehran Gymnastics Federation to achieve practical approaches to overcome job stress and decrease resistance against changes and organizational evolutions of staffs.

Keywords: Job stress, Resistance against change, Staffs

I. Introduction

Today, job satisfaction, satisfaction with management and the governed relationships, a sense of job security and a sense of ownership are of the effective psychological needs on mental quality of staffs that cause productivity and improved quality and production. The studies have shown that job satisfaction decreases with enhancement of job stress (Daniali et al., 2014; Sabouteh et al., 2013). When stress is argued, its complications and negative aspects are greatly considered, but in generally in psychology, the psychological pressure or stress is mental and physiological reaction of our body that breaks our balance against any changes, threat, and internal or external pressure (Behnoudi, 2005). The job stress is as a predictor of mental health in people (Aqilinejad et al., 2009).

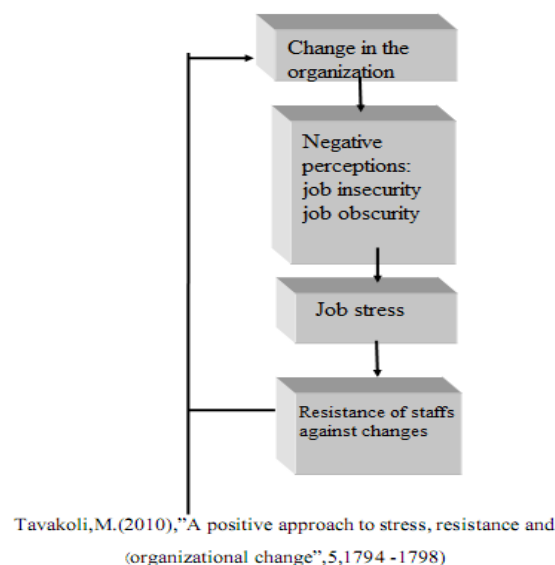
The stress resulted from a job is one that a given person involves it due to a certain job. It is created form an interaction between job conditions and individual characteristics of a professional. The signs of job stress are: mental, physical, and behavioral signs. Mental signs: these are emotional and cognitive problems such as dissatisfaction, seclusion and job abhorrence, depression, anxiety, and frustration sense (Kazemi et al., 2011). The stress is an inseparable component of today life and if work workplace or objectives change in relation to workplace factors or changes in job activities such as a new technology, this indicates the stress. Job stress can accompany by many psychological problems (anxiety, depression, nervous exhaustion, excitability, aggression, sudden emotional drain, overeating, impulsiveness, disability in decision making, weak focus, low attention, sensitivity to criticism) or physical problems (migraine headaches, enhancement of heart beat and blood pressure, cardiovascular diseases, musculoskeletal pains, pulmonary and digestive disorders, and kidney diseases and rheumatoid Arthritis) or organizational problems (absence in job, displacement, low production, becoming estrangement with colleagues, job dissatisfaction, decreased obligation and loyalty to the organization, and job performance and work quality drop) (Molaie et al., 2011). On the other hand, the job stress in organizations is one of the global problems that is considered by management experts and psychologists with the beginning of industrial revolution, promoting manufacture, forming governmental organizations and wide organizations and concerns such as health, human values, security, calmness, anxiety, failure, lack of sense of success and so on were stated (Azad Marzabadi and Niknafs, 2014). In some cases, use a person in a job that is not consistent with her/his abilities and information or a change in his/her job activity can result in creating stress in him/her. In recent years, many researchers such as Boid, Levin, and Sager (2009) believed that the stress is one of main and comprehensive problems in workplaces. Overall, we can consider the stress as a

response to pressures resulted from the workplace (Lambert, Hogan, and Griffin, 2007). Many variables in the workplace may lead to job stress. Among these variables, we can count the precarious nature of the work, role conflict, role obscurity, role heaviness, duties, and inconsistency between job demands with available resources. These factors can result in job stress based on demand-control pattern of burnout (Babakas *et al.*, 2009), imbalanced pattern of effort reward (Lvyg and Dvlard, 2003) and job demands of resources (Dymryvty *et al.*, 2001) (Golparvar *et al.*, 2010). Job stress decreases efficiency and productivity of staffs and one of its outcomes is creating resistance in staffs against organizational changes. The resistance of staffs against changes is a complicated issue that managers face with it in complicated organizations. The change process always exists and resistance of staffs is counted as one of important and sensitive factors of failure of many efforts, however well-understood.

Therefore, considering the importance of the emphasis on two factors of ((job stress)) and ((resistance of staffs against changes)) the researchers aims to conduct a study in the field of effect of job stress on resistance of staffs against changes in Gymnastics Federation of Tehran. In fact, the effect of job stress on resistance of Gymnastics Federation staffs against changes has been investigated. The aim of the present study in to investigate the job stress level in Gymnastics Federation staffs and their resistance against changes among Gymnastics Federation staffs and also the relationship of job stress with resistance against changes among Gymnastics Federation staffs. The results of this study will help Gymnastics Federation planners to achieve practical approaches for eliminating job stress and decreasing the resistance against organizational changes.

II. Conceptual model of the research

Organizational changes that are done without any positive performance or method by management, conduct staffs toward negative thoughts such as fear feeling, job insecurity, lack of control and etc. the outcomes resulted from negative perceptions and fears cause stress reaction. Stress reaction can be in physical, perceptual, and behavioral forms (Luck and Arnetz, 1997). Based on following model, stress and resistance are two phenomena connected to each other. The resistance against changes is a part of behavioral reactions such as stress. According to Kahen and Biosir (1990 quoted by Tavakkoli, 2010) more focus has been done on signs of resistance and effort for decreasing resistance instead of attention and investigation of job stress reasons.



III. Method

Generally, this study is an applied one from view point of research purpose and is a survey one from view point of descriptive data collection and analysis. The statistical population of this study includes all Tehran Gymnastics Federation staffs that are 140 persons. The sample volume was determined 103 based on Cochran formula. A classified-random sampling method was used in this study. A questionnaire was used to collect information. The questionnaire has been formed from two sections. First section included 7 questions related to demographic variables and section two contained 43 questions assessing job stress and resistance against changes. In this study, the face and content validity were used to investigate the validity of the questionnaire. Trial run was applied to assess face validity so that the questionnaire was distributed among 30 persons from the study sample in a trial and pilot way. The questionnaire was completed and how the questionnaire was completed was assessed. In pilot stage, it was found out that study samples have perceived exactly what has been considered by purpose of the study. They have assessed what has been purpose of the study. Questions have been clear for respondents; therefore, the questionnaire had face validity. The basis for content validity in

this research was judgment of experts and comprehensive literature review so that for content validity assessment purpose after designing the questionnaire, each of questions was investigated by experts and professors to assess proportion of items with the variable under consideration. Improper and obscure items were omitted or moderated after investigations. Reliability assessment or repeatability of questionnaire items was done using Cronbach alpha that was obtained 0.83 indicating acceptable reliability of the questionnaire. Data analysis was performed using SPSS software. Correlation factor test, regression, and univariate t-test were applied to test hypotheses.

IV. Findings

In the present research, 103 staffs from Tehran Gymnastics Federation were studied. 4 (3.9 percent) of them were between 18 to 25 years old, 25 (24.3 percent) were between 26 to 35 years, 47 (46.5 percent) were between 36 to 45 years, and 27 (26.2 percent) were more than 46 years old. 34 (33 percent) were female and 69 (67 percent) were male. 41 (39.8 percent) were single and 62 (60.2 percent) were married. The education of 17 (16.5) of them was diploma, 37 (35.9 percent) were associate degree, 45 (43.7 percent) were Bachelor of Science and 4 (3.9 percent) were Master of Science and upper. The work experience of 5 (4.9 percent) was between 6 to 15 years, 40 (38.8 percent) had a work experience between 16 to 25 years and 3 (2.9 percent) had a work experience more than 26 years. 13 (12.6 percent) of them were a manager, 35 (34 percent) were administrative staff, 35 (34 percent) were instructor and 20 (19.4 percent) were service workers. 4 (3.9 percent) of them reported their salary lower than 5 million RLS, 62 (60.2 percent) between 5 to 10 million RLS, and 32 (31.1 percent) between 10 to 15 million RLS.

V. Testing hypotheses

The job stress is effective on the resistance of staffs against changes.

There is not any significant correlation. $H_0: \rho=0$.

There is a significant correlation. $H_1: \rho \neq 0$.

Univariate regression test was used to test this hypothesis. Firstly, the correlation of variables was calculated and the relationship among variables was obtained and then regression test was used to predict dependent variable according to the independent variable.

Table 1- Correlation test of relationship between job stress and resistance against changes

		Resistance against changes	Job stress
Pearson correlation factor (r)	Resistance against changes	1	0.211
	job stress	0.211	1
Significance level Sig. (1-tailed)	Resistance against changes	0	0.016
	job stress	0.016	0
Number	Resistance against changes	103	103
	job stress	103	103

It is seen from Table 1 that there is a significant relationship between job stress and resistance of staffs against changes and r equal to 0.211 is significant in alpha level of 0.05. Also, the direction of the relationship is positive and direct. It means the higher job stress in staffs, the more resistance against changes.

Table 2-Regression determination coefficient between job stress and resistance against changes

Model	Correlation factor	Determination factor	Adjustment factor	Deviation of the estimation error
1	0.211	0.045	0.035	1.77720

Table 2 shows that the regression determination coefficient between job stress and the resistance of staffs against changes is equal to $R^2=0.045$. It indicates that 4.5 percent of the resistance in staffs against changes is related to the job stress.

Table 3- Variance analysis between job stress and resistance against changes

Model	Summation of squares	Degree of freedom	Mean squares	F	Significance level
Regression	14.920	1	14.920	4.724	0.032
Residual	319.002	101	3.158		
Total	333.922	102			

Variance analysis in Table 3 confirms the results of regression determination coefficient and these results show that observed F ($F=4.72$) in an alpha level of 5 percent is significant and zero hypothesis is rejected. Therefore, regression determination coefficient is confirmable.

Table 4-Regression line equation between job stress and resistance against changes

Regression model	B	Non-standard beta	Standard beta	t	Significance level
		Standard error of Beta	Beta		

		measurement			
Intercept (a)	40.970	2.441		16.783	0.000
Job stress	0.060	0.027	0.211	2.173	0.032

Above beta table shows final results of the regression and we can determine the equation of regression line according to this table:

The resistance against changes = $40.97 + 0.060 \times \text{job stress}$

The results in Table 4 show that job stress has a significant and predictable effect on the resistance against changes. Also, according to beta it can be said that for a unit increase in job stress, the resistance against changes increases 0.211 percent.

Job stress is in a high level in Gymnastics Federation staffs.

Univariate t-test was used to examine this hypothesis.

$H_0 = M = \mu$

$H_1 = M \neq \mu$

Table 5-descriptive statistics related to the job stress of Federation staffs.

	Deviation of the average error	Standard deviation	Average	Number
Job stress of staffs	0.22	0.229	3.17	103

Table 6-Univariate t-test related to job stress of Federation staffs

	Expected average = 3					
	t	Degree of freedom	Significance level	Difference of means	Confidence level of 95%	
					Lower limit	Upper limit
Job stress	7.64	102	0.000	0.172	0.127	0.217

The results in Table 6 show that the observed t is equal to 7.64 and zero-hypothesis is rejected. In other words, a significant difference between observed average (3.17) and expected one (3) is observed. Observed average is higher than expected one and thus it can be said that job stress of staffs is higher than average.

The resistance in Gymnastics Federation staffs against changes is in a high level in.

Univariate t-test was used to examine this hypothesis.

$H_0 = M = \mu$

$H_1 = M \neq \mu$

Table 7-descriptive statistics related to the resistance against changes in Federation staffs.

	Deviation of the average error	Standard deviation	Average	Number
Resistance against changes	0.0118	0.121	3.08	103

Table 8-Univariate t-test related to the resistance against changes in Federation staffs

	Expected average = 3					
	t	Degree of freedom	Significance level	Difference of means	Confidence level of 95%	
					Lower limit	Upper limit
resistance against changes	7.07	102	0.000	0.084	0.060	0.107

The results of Table 8 show that the amount of the observed t is 7.07 and zero hypothesis is rejected. In other words, there is a significant difference between the observed average (3.08) and expected one (3) and the observed average is higher than expected one. In conclusion, it can be said that the resistance in Federation against changes is higher than the average.

VI. Conclusion

The results of the present research showed that job stress is effective on the resistance of staffs against changes and the more job stress in staffs, the more resistance against changes. Also, the results of the present research showed that job stress and resistance against changes in Gymnastics Federation staffs are in a high level. A medium job stress has been reported in Marzabadi *et al.* study (2014). Glican and Higin (2006) in their study about job stress, searching reasons, and outcomes, counted effective factors on job stress including unhealthy workplace, job duty, seclusion, work hours, job insecurity, lack of work independence, difficulty in communicating with the manager and colleagues, strengthening management, and organizational atmosphere. These factors also have been referred as effective factors in creating job stress and the resistance against changes. Mohammad Mansouri (2013) in his study entitled "investigating the effect of job stress on job security and organizational obligation among permanent and temporary staffs of presidential planning deputy and strategic monitoring, management development, and human capital found out that job stress affects the

organizational obligation and creating job insecurity among permanent staffs and also this effect among temporary staffs is higher than that of the permanent staffs. In this field it is suggested that the managers should exactly familiarize staffs with their duties by holding training courses to fields of job insecurity be removed. They can decrease staffs' resistance against changes through reducing job stress. In this field for purpose of decreasing job stress among staffs, Gymnastics Federation managers must avoid discriminatory behaviors causing discouragement and lower spirit in staffs. Salary and enough benefits consistent with their work and activity result in decreasing the stress and their enhanced satisfaction. Creating a proper encouragement and awarding system result in increasing motivation and decreasing staffs' stress. Emotional support of persons when they involve in stressful affairs, creating a positive emotional atmosphere in the organization, decreasing individual vulnerability, creating counseling and individual and group guiding systems in the organization, creating job security, removing anxious factors in relation to losing the job, and increasing awareness level of employers and managers in better planning for reducing stressful factors in workplace are some of considerable proposed cases to decrease job stress and the resistance against changes among staffs of mentioned organization. Also, it is worth noting that knowledge and manager recognition toward staffs' job through assessment process about skills and job competences is an important issue, thus he must know the job and its required abilities. The more knowledge and recognition, the more exact investigation of staffs' performance; and this issue results in decrease in stress among staffs and the resistance against changes. Also, one of the effective programs on decreasing job stress is the participation of staffs in decisions making that it results in a good bidirectional communication between supervisors and subalterns. Totally, structures that give their staffs more decision making powers cause lower stress and strengthening the sense of autonomy, responsibility, and sense of control in staffs and this issue reduces the resistance of staffs against changes. Finally, creating the spirit of cooperation, convincing staffs about benefits of a change, removing fear, obscurity resulted from accepting the changes, and developing executive instructions, and targeted programs to decrease the stress came from obscurity in staffs' duties can be proposed that result in improvement in performances and outcomes.

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