EVALUATION OF JOB STRESS FACTORS (ORGANIZATIONAL AND MANAGERIAL) AMONG HEADS OF PHYSICAL EDUCATION ORGANIZATIONS

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At the beginning of the 21st century, although there were advances in technology and facilities for organizational affairs, the more complex role of managers and the necessity of possessing various skills have resulted in an increase in job stress among managers. The purpose of this research project was to evaluate all job stress factors at two levels: organizational (over 7 factors) and managerial (over 8 factors). Also, the relations between parameters such as age, gender, education level, records of service, etc. and all other factors were evaluated. The Spielberger standard questionnaire was completed by 91 physical education organization managers and the data was analyzed using descriptive statistics and the non-parametric test of the Spearman correlation coefficient, the Mann-Whitney and Wilcoxon tests, the Alpha Cronbach correlation coefficient and the Regression equation. The results indicate that there is a meaningful correlation between organizational job stress and managerial job stress ($p < 0.001$). Factors such as bonuses and development of human resources were among the most intensive organizational job stress factors while factors such as maximum pressure for work quality, job importance and time pressure were among the most intensive managerial job stress factors. There was no meaningful relation between the above personal characteristics and organizational job stress, managerial job stress, and total stress types ($p > 0.05$).

Keywords: job stress, macro stress (organizational), micro stress (managerial), managers of physical education organizations.

INTRODUCTION

On the evolutionary path of managerial methods, researchers first paid attention to the development of production methods and second to the design of organizationally appropriate structures, job redesign and corrections (Gareth, 1991). But they understood very soon that none of the above sources are as valuable and important as human power and that this power is necessary (Hersy & Blanchard, 1988).

Today, human power as the most valuable investment in the organization, presents many problems, and management experts and organizational psychologists are paying more attention to the factors influencing an increase or a reduction in human efficiency and trying to improve the influence of positive factors and reduce the role of negative ones by identifying them and taking necessary actions. One of these factors is job stress which has an unfavorable impact on each human’s body and soul and also reduces their efficiency (Decenzo, 1988).

Decenzo (1988) reported that industries annually lose 5 billion $ in England and 77 billion $ in the U.S. for this reason.

Kenneley (1990) reported that job stress, especially chronic job stress, results in anxiety, fatigue and depression.

Two expressions, “depressed workers and depressed employees”, were coined by Americans (1960 and 1970) for the first time. They understood in 1980 that the workers of all working classes feel nervous and this causes a lot of damage (Arnold & Feldman, 1988).

Kelley and Gill (1993) studied the relation between status variables (social support), personal variables (gender, records of service), and assessment (feeling stress and role contradiction), fatigue. There was a positive correlation between assessment variables of stress and fatigue. In another study, Davidson and Ohler (1992) probed the role of a reduction in job stress and anxiety and colleagues’ support in fatigue reduction.

In the last two decades there has been an increase in job stress at various physical education organizations due to their important nature and duties so the stress has undergone study and evaluation. In this regard, Bradley (1993) and Lea and Loughman (1993) point to job dimensions and requirements, Physical Education heads’ duties and responsibilities particularly regarding athletes. Desensi, Kelley, Blanton, and Beitel (1990) believe that considering the present situation, in the past 20 years physical education heads’ duties have become more complex in various dimensions such as financial affairs, social relations, prepa-
ratiation for performance of urgent, quick and important tasks, power attraction, conformity with Parliament regulations and foreign investment attraction. Greenberg (1993) believes that the following items increase job stress: an increase in heads’ responsibilities, the nature of changing, advanced and new sports and the necessity of athlete’s preparation programs for competitions. So he suggests a descriptive model of job stress resulting from the following cases:

1. Stress factors of the job itself as the natural, attached ones.
2. Personal characteristics of an individual (manager).
3. Stress factors outside the organization like family and economic situations (Greenberg, 1993).

Vealey, Urdy, Zimmermann, and Solidy (1992) reported that some Physical Education heads, contrary to an increase in their role and duties, face the pressure of coordination among duty amounts and variation and time. There is a meaningful correlation between job stress and an increase in duty amounts. Barry, Copeland, and Scottkirch (1995) conducted research on 108 Physical Education heads (National Institute for Inter-University Sports). The result was that there is an equal amount of job stress among the heads, and one of the common stress factors is the stress of having to earn a living.

Ivancevich, Matteson, and Dorni (1988) in their study tried to investigate specific stress factors playing a role in special jobs. In this research project there are 17 job stress factors in 2 collections (organizational job stress and managerial-individual job stress).

In this regard, Donyl and Chuck (1993) in his research evaluated organizational and managerial-individual stress factors at Physical Education Faculties.

Since the intensity of job stress is one of the determining factors in quantitative and qualitative reduction of human efficiency, this research tries, by utilizing the most recent related, scientific information, to perform a comprehensive study on the amount of job stress among physical education organization heads and on determining the effect of each factor, and to present them in 2 collections (organizational job stress and managerial-individual job stress). Organizational job stress includes the organizational structure of human resources development, work trends, management methods, power use, cooperation, and managerial job stress includes the high pressure of work quality and importance, time pressure, the high pressure of the amount of work, job-related technology, improvement and promotion, stress contradiction, role ambiguity and responsibility against staff performance. Furthermore, the evaluated factors in this research are age, gender, education level, total records of service and records of service at the present job.

We hope to provide a program to omit destructive factors and make a suitable organizational environment to utilize the most important investment of organization (human power) as well as to respect humans’ dignity by identifying the amount of job stress and its major factors in any physical education organization.

**RESEARCH METHOD**

The field method was used in this research project. In other words, the descriptive method is considered in general. Five statistical researched communities include physical education organization managers (all major managers in a Management Center, five Managerial and Financial Deputies, Sport Affairs and Technical Deputy, Legal Deputy, Parliament and Province Affairs, Cultural and Educational Deputy, Women’s Sports Deputy, all heads of the physical education organization of Iran provinces and their deputies, heads of selected sport federations, some of the selected experts with managerial careers). Of 123 questionnaires which were distributed, 91 questionnaires, after subtracting incomplete questionnaires, were filled out completely and turned back in. The Spielberger job stress questionnaire was used whose first section consisted of 30 questions about 30 job stress events and was presented in a disciplinary and structural way. In the second section, job stress questions were in non-structured form. There is a meaningful correlation between this questionnaire and that of the Lazarus and Cooper study of stress.

The internal appropriateness of the Spielberger job stress questionnaire was evaluated at about 90% in comparison with that of Westbury, Grier, and Green Field’s questionnaires (Marelli, Waters, & Martelli, 1989).

To determine the reliability of the questions, with a pilot study and the questionnaires distributed over a 45-day interval, there was a pre-test among 25 selected managers. There was a meaningful correlation among the stress questions in p < 0.001 level based on Alpha Cronbach correlation coefficient and with (r = 0.873).

It is worth mentioning that in addition to the above information, there was a study on personal characteristics of managers such as age, marital status, education level, field of study, total records of service and records of service in the present job, and their relations to types of job stress were evaluated. In this research, the resulting data was evaluated by descriptive statistics. Non-parametric tests, the “Spearman correlation coefficient”, “Mann-Whitney test”, “Wilcoxon test”, “Kruskal-Wallis test”, “Alpha Cronbach correlation coefficient” and “Regression equation” were used to analyze assumptions due to their qualitative nature and so not being suitable for parametric tests.

First, there will be a glance at all the factors causing organizational job stress and then managerial job stress using descriptive statistics. Then we will analyze the research questions using inferential statistics.
Organizational job stress

TABLE 1
All organizational job stress factors by rank in physical education organization heads

<table>
<thead>
<tr>
<th>No.</th>
<th>Organization job stress factors</th>
<th>Average</th>
<th>Criterion deviation</th>
<th>Intensity mode</th>
<th>Deviation from total average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bonus</td>
<td>6.11</td>
<td>1.70</td>
<td>7</td>
<td>+0.77</td>
</tr>
<tr>
<td>2</td>
<td>Development of human resources</td>
<td>6.05</td>
<td>2.50</td>
<td>9</td>
<td>+0.71</td>
</tr>
<tr>
<td>3</td>
<td>Organizational structure</td>
<td>5.50</td>
<td>2.50</td>
<td>5</td>
<td>+0.16</td>
</tr>
<tr>
<td>4</td>
<td>Work trend</td>
<td>5.01</td>
<td>1.63</td>
<td>4</td>
<td>–0.33</td>
</tr>
<tr>
<td>5</td>
<td>Minimum use of power</td>
<td>4.93</td>
<td>2.19</td>
<td>5</td>
<td>–0.41</td>
</tr>
<tr>
<td>6</td>
<td>Cooperation</td>
<td>4.89</td>
<td>2.23</td>
<td>7</td>
<td>–0.45</td>
</tr>
<tr>
<td>7</td>
<td>Management method</td>
<td>4.75</td>
<td>1.82</td>
<td>6</td>
<td>–0.59</td>
</tr>
</tbody>
</table>

86 managers; 2 managers omitted
The average of total organizational job stress factors = 5.34

In the above table, the bonus factor has the maximum intensity among organizational job stress factors and this shows a weakness in cases such as logical relation between job and bonus, praising good work, and sufficient salary. The second factor regarding stress intensity is the development of human resources. It shows a weakness in the development of colleagues and employees' capabilities and sometimes their lack of responsibility. It is clear that sufficient attention should be paid to the above factors in order to have a better organizational environment and reduce job stress. Contrary to the above factors, management method and cooperation cause the minimum stress intensity.

Managerial job stress

In TABLE 2, maximum pressure of work quality and importance are the most important factors causing managerial job stress among physical education organization managers and it shows that the managers

TABLE 2
All managerial job stress factors among physical education organization heads by rank

<table>
<thead>
<tr>
<th>No.</th>
<th>Organizational job stress factors</th>
<th>Average</th>
<th>Criterion deviation</th>
<th>Intensity mode</th>
<th>Deviation from total average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Maximum pressure of quality &amp; work importance</td>
<td>5.24</td>
<td>2.61</td>
<td>8</td>
<td>+0.52</td>
</tr>
<tr>
<td>2</td>
<td>Time pressure</td>
<td>5.07</td>
<td>1.73</td>
<td>7</td>
<td>+0.35</td>
</tr>
<tr>
<td>3</td>
<td>Maximum pressure of work amount</td>
<td>4.93</td>
<td>2.07</td>
<td>5</td>
<td>+0.21</td>
</tr>
<tr>
<td>4</td>
<td>Technology related to job</td>
<td>4.87</td>
<td>1.80</td>
<td>6</td>
<td>+0.15</td>
</tr>
<tr>
<td>5</td>
<td>Development &amp; promotion</td>
<td>4.70</td>
<td>1.91</td>
<td>4</td>
<td>–0.02</td>
</tr>
<tr>
<td>6</td>
<td>Role contradiction</td>
<td>4.37</td>
<td>1.56</td>
<td>5</td>
<td>–0.35</td>
</tr>
<tr>
<td>7</td>
<td>Responsibility against employees’ acts</td>
<td>4.27</td>
<td>2.06</td>
<td>4</td>
<td>–0.45</td>
</tr>
<tr>
<td>8</td>
<td>Role ambiguity</td>
<td>4.21</td>
<td>2.23</td>
<td>2</td>
<td>–0.51</td>
</tr>
</tbody>
</table>

86 managers; 2 managers omitted
The average of total organizational job stress factors = 4.72
In the above table, it is confirmed that there is a linear and meaningful relation between organizational and managerial job stress among physical education organization managers with an error probability of less than 0.01 (Spearman correlation coefficient)\(^1\). The above assumption confirms that all stress factors, both those rooted in behavior and related to managers' acts and those rooted in the organization having such an organizational base and structure, are the subsets of a total structure and show symmetrical changes.

**The relation between managerial and organizational job stress**

Analytic TABLE 3 shows the evaluation of the relation between managerial job stress and organizational job stress among physical education organization managers.

In the above table, it is confirmed that there is a linear and meaningful relation between organizational and managerial job stress among physical education organization managers with an error probability of less than 0.01 (Spearman correlation coefficient)\(^1\). The above assumption confirms that all stress factors, both those rooted in behavior and related to managers' acts and those rooted in the organization having such an organizational base and structure, are the subsets of a total structure and show symmetrical changes. Maybe this fact has a special practical value for high-ranking managers in the organization, because it provides a chance for them to alleviate or balance factors causing the maximum intensity stress (both organizational and managerial). Now, if there are no conditions and facilities in the organization to alleviate critical situations. This factor depends on a high level of skills and abilities. The second factor regarding job stress intensity is time pressure. The time factor comes under consideration when the manager should make suitable and important decisions on urgent affairs in a minimum period. The above factor can be justified by considering the physical education job to be one presenting many critical and urgent situations.

**TABLE 3**

Analytic table of organizational job stress and managerial job stress among physical education organization managers

<table>
<thead>
<tr>
<th>Stress factors</th>
<th>Bonus</th>
<th>Management method</th>
<th>Work trend</th>
<th>Development of human resources</th>
<th>Cooperation</th>
<th>Minimum use of power</th>
<th>Organizational structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonus</td>
<td></td>
<td>**</td>
<td></td>
<td>**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.000</td>
<td>0.5321</td>
<td>0.2459</td>
<td>0.1833</td>
<td>0.4396</td>
<td>0.2192</td>
<td>0.0042</td>
</tr>
<tr>
<td>Management method</td>
<td>**</td>
<td>**</td>
<td></td>
<td></td>
<td>**</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.321</td>
<td>1.000</td>
<td>0.6002</td>
<td>0.2899</td>
<td>0.4396</td>
<td>0.4788</td>
<td>0.3335</td>
</tr>
<tr>
<td>Work trend</td>
<td></td>
<td>**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.2459</td>
<td>0.6002</td>
<td>1.000</td>
<td>0.3213</td>
<td>0.4595</td>
<td>0.7757</td>
<td>0.2759</td>
</tr>
<tr>
<td>Development of human resources</td>
<td></td>
<td>**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.1833</td>
<td>0.2899</td>
<td>0.3213</td>
<td>1.000</td>
<td>0.5324</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Cooperation</td>
<td>**</td>
<td>**</td>
<td></td>
<td></td>
<td>**</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>0.4396</td>
<td>0.4396</td>
<td>0.4595</td>
<td>0.5324</td>
<td>1.000</td>
<td>0.3828</td>
<td>0.2521</td>
</tr>
<tr>
<td>Minimum use of power management</td>
<td>**</td>
<td>**</td>
<td></td>
<td></td>
<td>**</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.2192</td>
<td>0.4788</td>
<td>0.7757</td>
<td>0.3002</td>
<td>0.3828</td>
<td>1.000</td>
<td>*</td>
</tr>
<tr>
<td>Organizational structure management</td>
<td>**</td>
<td>**</td>
<td></td>
<td></td>
<td></td>
<td>**</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>0.0042</td>
<td>0.3335</td>
<td>0.2759</td>
<td>0.2698</td>
<td>0.2521</td>
<td>0.2698</td>
<td>1.000</td>
</tr>
</tbody>
</table>

\(^{*} (p < 0.05) \quad \text{**} (p < 0.01)\)

\(^{1}\) As the data is qualitative and not suitable for parametric testing, the non-parametric test of Spearman correlation coefficient was used.
a factor, one can reduce the stress average by a reduction in other factors which can be alleviated in the organization and make a better work environment.

As each organization has special managerial characteristics and organizational requirements, the relations among all organizational job stress factors were evaluated to make the resulting data operative and to utilize them executively (TABLE 4).

In the above table, physical education organization managers can alleviate stress factors relating to some. TABLE 5, also like TABLE 4, shows the relations among all managerial job stress factors.

The summary of TABLE 4, 5 relations will be presented in our Argument. In this research project, the relations of all organizational and managerial stress factors were evaluated, but they are not presented here for the sake of briefness.

In the above table, the average of organizational job stress is higher than managerial job stress. So it is better to pay attention to organizational stress factors which demand a glance at organizational structure.

The factors having minimum organizational stress, were reported to be management method and cooperation. Those having minimum managerial stress, were role ambiguity and responsibility against employees’ acts.

Managers’ characteristics

There is an answer in TABLE 6 to the question as to whether there is a meaningful relation between the personal characteristics of managers (age, marital status, level of education, total records of service, records of service in their present job, relation between education field and present job), and types of job stress.

The research data show that the average of managers’ ages are 43/45. Although the maximum relation exists between managerial job stress and age, none of the above cases had meaningful relations (p > 0.01).

Regarding the test2, marital status should be mentioned, although the job stress of married managers is twice as much as that of single ones. But this difference did not reach a meaningful level (p > 0.05).

Managers’ level of education was evaluated at 6 levels: Of the managers, 37.1 % have less than a BA and 62.9 % have a BA and higher education. According to the test, there was no meaningful difference between types of job stress and various levels of education among managers (p > 0.05).

Managers’ total records of service means all the years of service since the beginning of their job in the organization and records of service in present job means the period in which managers work at the

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TABLE 5
Analytic table of relations among all managerial job stress factors among physical education organization managers

<table>
<thead>
<tr>
<th>Stress factors</th>
<th>Role contradiction</th>
<th>Pressure of work amount</th>
<th>Growth trend</th>
<th>Time pressure</th>
<th>Job technology</th>
<th>Role ambiguity</th>
<th>Quality &amp; importance</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role contradiction</td>
<td>1.000</td>
<td>**</td>
<td>0.3045</td>
<td>0.2643</td>
<td>**</td>
<td>0.3566</td>
<td>**</td>
<td>0.3490</td>
</tr>
<tr>
<td>Pressure of work amount</td>
<td>*</td>
<td>**</td>
<td>1.000</td>
<td>**</td>
<td>0.1567</td>
<td>0.5364</td>
<td>**</td>
<td>0.3436</td>
</tr>
<tr>
<td>Growth trend</td>
<td>*</td>
<td>**</td>
<td>0.2643</td>
<td>**</td>
<td>0.1567</td>
<td>1.000</td>
<td>**</td>
<td>0.4010</td>
</tr>
<tr>
<td>Time pressure</td>
<td>**</td>
<td>0.3566</td>
<td>**</td>
<td>0.5364</td>
<td>0.1511</td>
<td>**</td>
<td>0.3784</td>
<td>**</td>
</tr>
<tr>
<td>Job technology</td>
<td>**</td>
<td>0.3490</td>
<td>**</td>
<td>0.3436</td>
<td>0.3784</td>
<td>**</td>
<td>0.2119</td>
<td>0.1000</td>
</tr>
<tr>
<td>Role ambiguity</td>
<td>*</td>
<td>0.3059</td>
<td>**</td>
<td>0.1638</td>
<td>**</td>
<td>0.4010</td>
<td>**</td>
<td>0.3104</td>
</tr>
<tr>
<td>Quality &amp; importance</td>
<td>**</td>
<td>0.4476</td>
<td>**</td>
<td>0.4292</td>
<td>**</td>
<td>0.1781</td>
<td>**</td>
<td>0.4416</td>
</tr>
<tr>
<td>Responsibility</td>
<td>**</td>
<td>0.3413</td>
<td>**</td>
<td>0.8565</td>
<td>**</td>
<td>0.4010</td>
<td>**</td>
<td>0.4402</td>
</tr>
</tbody>
</table>

*(p < 0.05) **(p < 0.01)

2 The non-parametric test of Mann-Whitney is used to compare the ranked, qualitative variable of job stress and nominating variable of marital status.
present managerial job. There was no meaningful relation between 2 types of records of service and types of job stress based on Pearson correlation coefficient test ($p > 0.05$).

Of physical education organization managers, 73.1% had jobs related to their field of study and 26.9% did not have a related job. There was a meaningful difference among managers’ job stress regarding field of study based on Mann-Whitney test ($p > 0.05$).

**Argument and conclusion**

This research provided a chance to identify major factors of organizational job stress in the organization under research. Among physical education organization managers, these factors, ranking in accordance to their intensity, are as follows: bonus, development of human resources, organizational structure, work trend, minimum use of power, cooperation and management method. The maximum average of intensity was associated with bonuses (6.11) and the minimum average was associated with management methods (4.75).

Considering the intensity and the stress amount of the above factors in the organization, the high-ranking managers, specially those who try to design the organizational structure, can alleviate and balance them with minimum time and expense. Carry Coopler’ research specified the job stress factors in 10 countries including England, Sweden, Germany, Japan, Singapore, The U.S., Nigeria, South Africa, Brazil and Egypt. The most intensive factor was “workers without sufficient education” among the organizational job stress ones which shows a lack of development in human resources.

These research data are in conformity with Saleh and Desai (1986) research on engineers’ community and also with Smeltzer (1987) research in Nelson, Quick, and Hitt (1989) private and public institute. Many specified bonuses, maximum pressure of work and time pressure as the most important job stress factors among high school managers. Schucker (1984) reported the same results on the nurses of California Hospital. Lea and Loughman (1993) specified the job requirements (organizational stress) as growing ones. The results and model of this research are in conformity with that of Donyl and Chuck (1993) and Greenberg (1993) and it is different from Hartman’s (1981) research results.

The results of a study on the relation among various factors of organizational stress among physical education organization managers are as follows: There is a linear, meaningful relation between bonuses and management methods, cooperation in ($p < 0.001$) level. This is true between management methods and work trends, development of human resources, cooperation, the minimum use or powers in ($p < 0.001$) level- between management method and organizational structure in ($p < 0.001$) level- between work trends and management methods, cooperation, minimum use power in ($p < 0.001$) level- between work trends and development of human resources, organizational structure in ($p < 0.01$) level. In addition to the above relations, there is a meaningful relation

### TABLE 6

Analytic table comparing personal characteristics and types of job stress in physical education organization managers

<table>
<thead>
<tr>
<th>Job stress</th>
<th>Managerial job stress</th>
<th>Organizational job stress</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test type</td>
<td>Test result</td>
<td>Job stress</td>
<td></td>
</tr>
<tr>
<td>Pearson correlation</td>
<td>r = 0.0808</td>
<td>4.988</td>
<td>4.717</td>
</tr>
<tr>
<td>coefficient</td>
<td></td>
<td></td>
<td>5.341</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td>43.45</td>
</tr>
<tr>
<td>Marital status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total records of service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job relation to education level</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
between the development of human resources and cooperation, the minimum use of power, and organizational structure in (p < 0.01) level. The above information provides a chance for physical education organization managers to consider the related factors more precisely and utilize the available facilities to alleviate or balance them and so reduce the stress average of managers.

Managerial job stress
Considering the results of the managerial job stress factors, the major ones based on intensity order among physical education organization managers are as follows:

Maximum pressure of work quality & importance, time pressure, maximum pressure of work amount, technology related to work, development and promotion trend, role ambiguity, responsibility against employees’ acts and finally role ambiguity. The most intensive stress, with the average of 5.24, was minimum pressure of work quality and importance. The least intensive stress, with the average of 4.21, was role ambiguity.

The role of organization high-ranking managers
As mentioned before, the most intensive stresses were maximum pressure of work quality and importance and time pressure in physical education organization. This means that management duties of the organization require a high level of skill and the manager faces critical situations. On the other side, considering time pressure, some cases are urgent and they require quick decisions about important situations and in a minimum period. Considering the intensity and preferences of each managerial stress factor, high-ranking managers in the organization can program and act accordingly to alleviate and balance them by minimum time and resources. For each factor, they should take its practical concept and role in reaching the organizational into consideration.

Managers’ characteristics
There was no meaningful relation between stress types and age, studying the age whose increase caused job stress reduction in some cases (p < 0.01).

The data is in conformity with the research results on the medical staff of Shiraz Hospital (specially the nursing staff) in 1984, but it is contrary to that of Mcquigg (1992). They believe that there is a meaningful difference in stress among various ages and young people have more stress. Dodson and Rogers (1988) evaluated the job stress using Maslash questionnaire and found a meaningful difference among various ages. There was no meaningful difference among physical education organization staff in Donyl and Chuck’s study (1993).

Regarding marital status, although the average job stress among married managers were twice as much as the single ones, there was no meaningful difference (p < 0.05) perhaps due to the small numbers of single managers as samples (4 people) (Mann-Whitney test).

The same results were found in Donyl and Chuck’s and Mr. Keshavarz’ research projects (1993). These results are contrary to that of Golembewski, Munzenrider, and Stevenson (1986). Managers have more stress during the development of their education level. The average of 23.5 is reported to be for levels without a diploma and 46.10 to be for MA and higher. Perhaps an increase in stress intensity in managers with high levels of education is due to undertaking important jobs with many duties in the organization and the jobs require complicated tasks and performance of important and hazardous duties. Nevertheless, there was no meaningful relation among various levels of education (p < 0.05). In the Kruskal-Wallis test, the lack of a meaningful relation between total records of service, records of service in the present job and job stress (p < 0.05) (Pearson correlation coefficient), contrary to the expectation that job stress reduces as records of service increase, perhaps shows that due to duty and responsibility increase, holding important jobs, an increase in records of service and more stress, there is no reduction in stress in the research statistical community.

Suggestions
We hope that physical education authorities can utilize the results of this research and that the results can play a small role in making the organizational environment better and respecting the dignity of human resources in the organization. On the other hand, as the research was performed on physical education organization managers, it can not be generalized to other Iranian executive organizations. So it is suggested to perform this research in other organizations to provide the job stress fluctuation of Iranian managers.

Moreover, the following items are suggested for future researches:

- the study and analysis of organizational job stress in an independent research project,
- study and analysis of managerial job stress in an independent research project,
- study and analysis of making a better environment to reduce managerial and organizational job stress,
- study of job stress effects on managers’ job efficiency and productivity in organizations,
- study the effect of stress managerial education on the reduction of job stress,
- study of the effect of various social, cultural and economic factors on organizational managers’ stress amount, anxiety and fatigue,
- study of the effect of job stress and anxiety factors on organizational employees’ efficiency,
- comparison of managerial and organizational job stress of managers and employees,
- comparison of managerial and organizational job stress of service, production, cultural and educational organizations.
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VYHODNOCENÍ FAKTORŮ PRACOVNÍHO STRESU (ORGANIZAČNÍHO A MANAŽERSKÉHO) MEZI VEDOUČÍMI ČINILETE TĚLOVÝCHOVNÝCH ORGANIZACÍ (Souhrn anglického textu)

Přestože na začátku 21. století nastal pokrok v technologích a materiálním vybavení, komplexnější role manažerů a nezbytnost využívat množství dovedností ústí ve zvyšující se pracovní stres. Účelem tohoto výzkumu bylo vyhodnotit všechny pracovní stresory, a to na dvou úrovni: organizacní (více než 7 faktorů) a manažerské (více než 8 faktorů). Vyhodnocovány byly rovněž vztahy mezi všemi faktory a parametry jako jsou věk, pohlaví, úrovně vzdělání, záznamy o praxi atd. 91 manažerů z tělovýchovných organizací vyplnilo Spielbergův standardní dotazník a data byla analyzována za použití popisné statistiky a neparametrických testů: Spearmanova korelačního koeficientu, testů Mann-Whitneyho a Wilcoxonova, Cronbachova korelačního koeficientu Alpha a regresní rovnice. Výsledky ukázaly, že existuje statisticky významná korelace mezi pracovním stresem...
organizačním a manažerským (p < 0.001). Faktory, jako jsou odměny a rozvoj lidských zdrojů byly považovány za jeden z nejsilnějších faktorů organizačního pracovního stresu, zatímco faktory jako maximální nároky na kvalitní práci, důležitost zaměstnání a časová tísň patřily mezi nejsilnější příčiny pracovního stresu manažerského. Nebyl zjištěn žádný signifikantní vztah mezi výše zmíněnými osobnostními charakteristikami, organizačním pracovním stresem, manažerským pracovním stresem a celkovým stresem (p > 0.05).

Klíčová slova: pracovní stres, makrostres (organizační), mikrostres (manažerský), manažeři tělovýchovných organizací.