

## **TO INVESTIGATE THE RELATIONSHIP BETWEEN JOB STRESS AND PSYCHOLOGICAL CAPITAL AND ORGANIZATIONAL COMMITMENT OF KURDISTAN PROVINCE SPORT AND YOUTH ADMINISTRATION'S PERSONNEL**

**Anoosheh Roohi<sup>1</sup> and \*Korosh Vaisi<sup>2</sup>**

<sup>1</sup>*Department of Physical Education and Sport Science, Kurdistan Science and Research Branch, Islamic Azad University, Sanandaj, Iran*

<sup>2</sup>*Department of Physical Education and Sport Science, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran*

*\*Author for Correspondence*

### **ABSTRACT**

Undoubtedly, organizational commitment, and job stress reduction over recent years has been one of the most important organizational issues. Therefore, the aim of this study was to investigate the relationship between job stress and psychological capital and organizational commitment of Kurdistan province Sport and Youth Administration's personnel. The population included all Kurdistan province Sport and Youth Administration's personnel (117), of which the full numbers (94 people) were selected as the sample. In order to collect the data for analysis Luthans *et al.*, (2010) psychological capital twenty-four-question Questionnaire (2007), Spielberger's job stress thirty-question Questionnaire (2001) and Allen & Meyer's Organizational Commitment eighteen-question Questionnaire were employed. The superficial and contextual validity of the survey instrument was confirmed by sport experts. After review of the superficial and contextual validity by the sport experts, questionnaires were reviewed in the first study and their reliability was confirmed by Cronbach's alpha test for psychological capital (0.723), job stress (0.824) and Organizational Commitment (0.720). All the data were analyzed by Spss version 22 by descriptive and inferential statistics. Descriptive statistics were applied to draw the frequency tables and inferential statistics to test research assumptions. Results indicate that there is a significant negative correlation between psychological capital and its dimensions with job stress and from psychological capital components only optimism could predict job stress. It was also found that there is a significant positive correlation between psychological capital and its dimensions and organizational commitment of Sport and Youth Administration's personnel and optimism was the only dimension that predicted organizational commitment. In general terms, according to the results of the research, serious consideration of psychological capital affecting the job stress and organizational commitment variables to have committed and stressless employees is recommended.

**Keywords:** *Psychological Capital, Job Stress, Organizational Commitment, Sport and Youth Administration, Kurdistan Province.*

### **INTRODUCTION**

In today's world, all symptoms denote the centrality of the role of man and human resources at opening bottlenecks, creating technology and different productions. Undoubtedly, human resources constitute the foundation of every organization. Studies show position shift from pure political science to attend to positive features of people can improve the effectiveness of policies, management practices, physical and mental health of staff in the organization (Luthans *et al.*, 2010).

Some studies also showed that psychological capital has significant and positive effects on performance of organizational personnel. For example, it effects on the stress level of staff and organization (Avey *et al.*, 2009). Having a psychological capital enables individuals in addition to better cope with stressful situations have less stress, have the ability to overcome the problems; come to a clear vision about themselves and are less affected by daily events, so these people have higher mental health. It also facilitates the process of organizational change (Avey *et al.*, 2006). And as a mediator it has important

role in the relationship between organizational support and job performance (Luthans *et al.*, 2010). One of the problems of today's organizations is to identify and understand the characteristics of employees. Organization managers, regardless of the characteristics of employees, affected the organization's performance and even with great efforts will not achieve the desired goals. In Such organizations talking about topics such as responsibility, creativity and innovation, motivation, etc., of the staff is useless. Nowadays Psychological capital can be considered as a competitive advantage other than human capital and social capital in organizations. Studies show that the organizations which don't have any psychological capital or has little psychological capital even despite an increase in other types of capitals (economic capital, human capital and social capital), they will have no productivity and no success (Meamarzade *et al.*, 2012).

So, according to the above discussion with respect to the importance of human resources as the most important capital of the organization and understanding of the relationship between psychological capital, job stress and organizational commitment, it is needed to discuss about it in this study. This study seeks to answer the question of what relationship exists between Psychological Capital and job stress and organizational commitment of personnel of General Directorate of Youth and Sports in Kurdistan. It is no doubt that increasing employees' performance in organizations is required to move in order to achieve organizational goals, business objectives and the progress of society. Stress is the most important factor which affects on individual performance. Thus, when the stress exceeds a certain limit, makes performance reduce. Since a major part of human life and providing spiritual and worldly needs will be achieved through work, so it is extremely important to recognize this phenomenon and how to control it, in other words how to manage stress and how to deal with its adverse consequences (Mullaniking, 2009).

In addition, another variable that needs to be emphasized is the organizational commitment. Commitment can have several positive consequences; employees who have commitment and stability are more disciplined in their work; they stay a long time and work more in organizations. Managers should maintain staff's commitment to the organization and for this case they need to further their commitment by employees' participation in decision-making and providing an acceptable level of job security, (Khoshnood, 2011). Thus, the major reason of the organizational commitment is that the organizations with members, who have high levels of organizational commitment, usually have higher performance, less absenteeism and displacement. Taghizadeh (2001) investigated the relationship between psychological capital and job satisfaction and organizational commitment. The results showed that psychological capital is highly correlated with organizational commitment and job satisfaction and job satisfaction can have relative impact on the relationship between psychological capital and the organizational commitment. Psychological capital as a central construct is also a better predictor of organizational commitment for each of its components. Mehdi Zadeh (2014) examined the effect of psychological capital dimensions on organizational commitment and showed that there is a significant positive relationship between the dimensions of psychological capital and organizational commitment. Shadan (2014) evaluated the effects of psychological capital on organizational commitment, organizational citizenship behavior and job stress. The results showed psychological capital has significant positive effect on the organizational commitment and organizational citizenship behavior but it has inverse effect on job stress. Avey *et al.*, (2009) entitled as psychological capital of a positive source to cope with stress and shift work in an academic environment including candidates applying for a heterogeneous sample of 416 people, found that stress management can be achieved in the organization by training psychological capital. Bergheim *et al.*, (2015) examined the relationship between psychological capital, job satisfaction and perceptions of safety in the marine industry. The results showed that psychological capital had indirect effect on job satisfaction. In addition, psychological capital and job satisfaction specified 21% of safety variance. Review of the literature and conducted studies show position shift from pure political science to attention to positive features of people can improve the effectiveness of policies, management practices, physical and mental health of staff in the organization (Luthans *et al.*, 2010). Some studies also suggest that psychological capital has considerably more added

value for optimal organization results than demographic characteristics, self-assessment characteristics and personality dimensions of a person (Avey *et al.*, 2006).

Some research results suggest that psychological capital has substantial positive effects on organizational performance of employees. For example, it affects on stress levels of employees (Avey *et al.*, 2006). Having a psychological capital enables individuals in addition to cope better with stressful situations, they are less stressed, and have the ability to overcome the problems and come to a clear vision about themselves and they are less affected by daily events. So studying the relationship between job stress and psychological capital and organizational commitment is an important issue that should be investigated in the form of a scientific research study.

#### **Research Methodology**

The present study is considered descriptive and correlative in terms of strategy and in terms of purpose it is functional and field in terms of implementation. The population of this study consisted of all the staff of Sports and Youth of Kurdistan (117 participants). Standardized questionnaires were used for all three variables; face and content validity was confirmed by experts of sports management and reliability of questionnaire was assessed among 30 respondents. Finally, Cronbach's alpha was calculated for each of the indicators of research.

Questionnaire	Cronbach's alpha
Psychological Capital	<b>0.723</b>
Job Stress	<b>0.824</b>
Organizational Commitment	<b>0.729</b>

#### **Statistical Analysis Methods**

Descriptive statistics were used in order to classify raw scores, design table, frequency distribution and calculating distributional indices such as mean, standard deviation, variance, and analysis of the demographic characteristics as well as to test the statistical hypothesis test after Kolmogorov Smirnov and confirming the normal distribution of the data, statistics of Pearson parametric correlation coefficient was used to determine the relationship and multiple regression was used to predict. It should be noted software SPSS version 21 was used in this research.

#### **Description of Scores of Psychological Capital and Dimensions**

Variable	Level				
	Number	Minimum	Maximum	Mean	Standard Deviation
Psychological Capital	94	1.71	4.75	1.112	0.602
Efficacy	94	1.67	5	3.173	0.821
Hope	94	1.33	5	3.131	0.788
Resiliency	94	1.33	4.67	3.202	0.636
Optimism	94	1.67	5	2.946	0.594

The findings indicate that the average of all aspects of psychological capital agree with the original average. Thus we can conclude that the psychological capital level in the General Directorate of Youth and Sports of Kurdistan has an optimum state.

### Description of Organizational Commitment Scores and its Dimensions

Variable	Level				
	Number	Minimum	Maximum	Mean	Standard Deviation
Organizational Commitment	94	1.79	4.50	2.97	0.424
Affective Commitment	94	1	4.67	3.07	0.633
Continuous Commitment	94	2	5	3.57	0.599
Normative Commitment	94	1.88	4.50	3.27	0.515

The findings indicate that the average of all aspects of organizational commitment agree with the original average. Thus we can conclude that the organizational commitment level in the General Directorate of Youth and Sports of Kurdistan has an optimum state.

### Description of Job Stress Scores and its Dimensions

Variable	Level				
	Number	Minimum	Maximum	Mean	Standard Deviation
Job Stress	94	1.63	4.97	3.241	0.507
Support	94	1.00	4.67	3.120	0.791
Work Environment	94	1.67	3.25	3.251	0.844
Promotion and Rewards	94	1.44	3.89	3.166	0.610
Responsibility	94	1.00	4.50	4.056	0.883
Duty	94	1	3.78	4.060	0.666
Competition	94	2.00	5	3.207	0.600
Relationships	94	1.01	3.78	3.156	0.767
Participation and Decision-Making	94	1.00	4.67	3.166	0.636

The findings indicate that the average of all aspects of job stress is less than optimal. In other words, job stress will be desirable if the average its dimensions is less than the value of the test (in the range of 5-point Likert equals 3). Thus we can conclude that the job stress level in the General Directorate of Youth and Sport of Kurdistan is not optimal.

### The Relationship Between Psychological Capital and Job Stress

Variable	Job Stress		
	Correlation Coefficient	Significance Level	Determination Coefficient
Psychological Capital	-0.519	0.001	%26.93

Significance level ( $\alpha = 0.05$ )

### The Relationship Between Psychological Capital and Organizational Commitment

Variable	Organizational Commitment		
	Correlation Coefficient	Significance Level	Determination Coefficient
psychological capital	0.412	0.001	%16.97

Significance level ( $\alpha = 0.05$ )

### The Relationship Between Job Stress and Dimensions of Psychological Capital

Dimensions of Psychological Capital	Job Stress		
	Correlation Coefficient	Significance Level	Determination Coefficient
Efficacy	-0.413	0.001	%17.05
Hope	-0.449	0.001	%20.16
Resiliency	-0.410	0.001	%16.81
Optimism	-0.501	0.001	%25.10

### Discussion and Conclusion

The results showed there is a relatively strong relationship between psychological capital and job stress of participants. This correlation was negative and inverse; calculated Determination coefficient also showed that 26.93 percent of job stress of participants are explained by their psychological capital, that is to say 26.93 percent of the variance of two variables is common. Only the effect of optimism on job stress of participants among psychological capital components was significant. In other words, for every increase of one standard deviation in the variable of optimism, Job Stress of employees of Youth and Sports of General Directorate was reduced about -0.372 standard deviation.

Thus, this explanation can be used that as the psychological capital of staffs of Youth and Sports General Directorate of Kurdistan province increases, their level of stress reduces. Having a psychological capital enables individuals in addition to better cope with stressful situations experience less stress, have the ability to overcome the problems; come to a clear vision about themselves and are less affected by daily events, so these people have higher mental health. The research results of Dianat Nasab *et al.*, (2014); Avey *et al.*, (2006); Roberts *et al.*, (2011); Sin *et al.*, (2015) have confirmed this finding. Dianat Nasab *et al.*, (2014) in a study investigated the mediating role of job stress in the relationship between psychological capital and job performance of operating employees of oil and gas of company in Gachsaran. Based on the results of this study, psychological capital not only has the opposite effect on job stress but also job performance of employees is reduced due to job stress by psychological capital. On the other hand Sin *et al.*, (2015) also examined the mediating role of stress level between psychological capital and the performance. But the populations of this study unlike the stated studies had the aspect of sport and targeted marathon runners. Thus, the mentioned study stated that there is a negative correlation between the performance of runners and stress level as well as psychological capital is negatively associated with job stress. The results also showed that there was relatively strong relationship between psychological capital and organizational commitment of participants, and this relationship was positive and direct. The calculated coefficient of determination show that 16.97 percent of participants' organizational commitment is explained by psychological capital, that is to say 16.97 percent of the variance of two variables is common. Only the effect of optimism on organizational commitment of participants of Youth and Sports General Directorate among psychological capital components was significant. In other words, for every increase of one standard deviation in the variable of optimism, organizational commitment of employees of Youth and Sports General Directorate was increased about 0.293 standard deviation. Thus it can be concluded that as the psychological capital of employees of Sports and Youth in Kurdistan increases, their organizational commitment increases. Psychological capital is a positive developing psychological condition characterized by commitment and effort required for success in the challenging work tasks (confidence / self-efficacy), having positive citation about successes in the present and future (optimism); stability in the target and if necessary change the route to achieve the success (hopefulness) and having stability when faced with hardships to achieve success (flexible). Therefore, it beyond human capital and social capital and in comparison with other capitals, it is a better estimator than commitment and job satisfaction of the employees (Donnellson and Co, 2010).



Luthans research results (2005); Lifeng (2007); Mehdi Zadeh (2014); Moqimi (2014), Maasoumi (2014), Shadan (2014) and Bergheim *et al.*, (2015) confirmed these findings. Lifeng (2007), in a study concluded that psychological capital is contingency variable that not only transforms job satisfaction, job performance and organizational citizenship behavior positively but also it makes organizational commitment take place. Moqimi (2014) also came to this result and stated that there was a positive and significant relationship between psychological capital and organizational commitment and he added that both genders (male and female) are equally possess these variables. Moreover, the results showed there was a significant and negative correlation among all aspects of psychological capital and occupational stress of subjects. In other words, if the aspects of psychological capital increase, job stress of the employees of the General Directorate of Sport and Youth in Kurdistan decreases. Optimism had the most and resiliency had the lowest correlation with job stress. Thus the managers of Sport and Youth of Kurdistan are recommended to increase the amount of psychological capital of employees if they want to reduce the job stress of their employees. The results also showed that there was a significant positive relationship between all aspects of psychological capital and organizational commitment of the participants. In other words, there is a probability if the dimensions of psychological capital are increased, the organizational commitment of employees of Youth and Sports of General Directorate of Kurdistan increases. The results also showed that optimism and hope had the most and the lowest correlation with organizational commitment respectively. It is recommended to increase psychological capital if we want to increase employees' organizational commitment.

## REFERENCES

- Avey J and Patera J (2006).** The Implications of Positive Psychological Capital on Employee Absenteeism. *Journal of Leadership and Organizational Studies* **13**(2).
- Bergheim K, Nielsen MB, Mearns K and Eid J (2015).** The relationship between psychological capital, job satisfaction, and safety perceptions in the maritime industry. *Safety Science* **74** 27-36. Doi: <http://dx.doi.org/10.1016/j.ssci.2014.11.024>
- Carver CS and Scheier MF (2005).** Optimism. In CR Snyder and SJ Lopez. (edition), (2005). *Handbook of Positive Psychology* (NY: Oxford University Press).
- Du Brin AJ and Geerinck T (2009).** *Human Relations: Interpersonal, Job-Oriented Skills*: (Pearson Prentice Hall).
- Dianat Nasab M, Javidi H and Baghouli H (2014).** Intermediating role of job stress in the relationship between psychological capital and job performance of employees. *Methods and Psychological Models* **4**(15) pp 71-84.
- Luthans F (1996).** *Organizational Behavior*. Translated by Ali Sarmad, first printing, (Tehran: Iranian banking institution, the Central Bank of the Islamic Republic of Iran).
- Luthans F, Avey J B, Avolio B J and Peterson SJ (2010).** The development and resulting performance impact of positive psychological capital. *Human Resource Development Quarterly* **21**(1) 41-67.
- Lifeng Z (2007).** Effects of Psychological Capital on Employees' Job Performance, Organizational Commitment, and Organizational Citizenship Behavior [J]. *Acta Psychologica Sinica* **2** 18.
- Meamarzadeh Gh, KHataee MR and Abbaszadeh Minaq Sh (2012).** The relationship between the components of psychological capital and organizational commitment (the General Department of Cooperatives, Labor and Social Welfare of east Azerbaijan province). *Journal of the Management Research* number 96.
- Mehdi Zadeh R (2014).** The study of the effect of psychological capital on organizational commitment of employees of Khorasan Electricity Distribution Company. *The Third National Conference Billing*.
- Mullaniking R (2000).** *Ways to Identify and Removing Job Stress*, translated by Farahmand Sh and B (2009), (Tehran: Danzheh).
- Shadan N (2014).** Investigation of psychological capital in Tehran municipality and its relationship with organizational commitment, organizational citizenship behavior and job stress. Master's thesis, Faculty of Management and Accounting, PNU Tehran.

**Sin ELL, Chow C-n and Cheung RTH (2015).** Relationship between personal psychological capitals, stress level, and performance in marathon runners. *Hong Kong Physiotherapy Journal* (0). Doi: <http://dx.doi.org/10.1016/j.hkpj..03.002>

**Taghizadeh AR (2001).** The relationship between psychological capital and job satisfaction and organizational commitment. Master's thesis, University of Allameh Tabatabai.