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## THE RELATIONSHIP BETWEEN MANAGEMENT STRESS AND LEADERS PERFORMANCE OF YOUTH CENTERS IN CAIRO

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### Abstract

*Purpose.* The number of individuals affected by job stress is growing day by day in almost every industry. According to Health and Safety Executive (2006) workplace stress is now the fastest growing cause of absence from work. The current study aims to verify the effectiveness of management stress in performance level of manager's productivity of youth centers in Cairo.

*Methods.* The sample contains 40 managers and 80 sports specialists, to collect the research data the researchers have built a questionnaire to measure the administrative empowerment which contains 5 factors, the initial questionnaire consists of 106 items.

*Results.* statistical analyses showed that the stress natural was connected of planning and make decision, organize, control and guidance (according to its importance).

*Conclusions.* Finally, the leaders in youth centers face many of stress which affected their performance.

*Key words:* job stress, youth centers, leaders.

### Introduction

The stress has become part of the lives of individuals and groups in view of the many challenges of the times and increasing demand, virtually no community of these stresses is difficult to avoid them or ignore them and this is why the majority of people work to confront or try to coexist and adapt and stress does not depend on the personal aspects, but accompanying persons in the working environment and reflected negatively impacts performance. (Bowser, 2000)

And each leader and decision-maker in any administrative entity or any administrative institution or activity, size, many of the stresses of everyday life and the stresses of work, and these stresses accumulated and multiple sources and different aspects and dimensions and extended influence accordingly under these conditions to all aspects of administrative work and take appropriate decisions to achieve the desired goals. (Nelson – 2000)

The youth centre managers on effective management and administrative leadership responsible for sport and its rules and the Treaty requires that the administrative commander affects all aspects of the management process, from planning, organizing, directing, controlling, decision, must therefore be characterized by the ability to cope with the stresses of work to avoid the negative effects on performance. (Emadeldien, 2006; Fletcher, 1992)

Youth centres and sports facilities are very important for being a Youth Authority public interest and has an independent legal personality contributes to the development of young people by investing their free time to practice various sports activities, cultural, social, national and seeks to ensure that skills take

responsibility in law and public policy of the State. (Ministry of youth, 2002)

The stresses concept are: "interaction between a set of external forces and internal organizational power and responsiveness on the part of the individual and the effects of physical and psychological and behavioral vary according to the degree of individual properties and affect the efficiency of its functioning and its ability and willingness to perform". (Mona, 2001)

When the trace back the origin of English (Stress), we find that it derives from the Latin origins of the word (Stictus) and mean intensity or narrow (Stringer) and the provisions of screwing something. (Reading, 1999)

According to (The Encyclopedia Americana) stress is a specific event that requires the individual to comply with the position of the variable.

The other defining the stress as (Stimulus) any property or event or situation in the individual's environment, which may produce negative consequences or undesirable for him. Others had seen the stress as (Response) that is the result, not the cause. In practice it is useful to consider as a response to stress by the individual when facing position or circumstances or specific events and that these circumstances or events causes stress. (Ahmed, 2010; Erez, & Goldstein, 2000)

The researchers have been in the administrative workload of many interests, according to (AbdulRahman, 1994) that this attention to administrative work stress due to its negative impact on the behaviour of individuals, groups and their attitudes towards their work add to the administrative burden on the work stress of the national economy.

The stresses of administrative work can be

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extremely violent, negative impact on the slat and spoil their projects in the energy may be appropriate to check the driving force necessary for proper functioning. (Ahmed, 2007)

Thus, the stresses of work rules are all physical or psychological impacted or affect the forms takes moral conduct administrative leader and destabilized and lead to tension makes him unable to make a decision, or do conduct towards administrative and operational positions facing the administrative leadership of the organizes. (Mohamed, 2006)

And we see the administrative stress is "situations where administrative requirements greater than the potential and capabilities of Director from has the feeling of threat (stress) and some negative reactions resulting from the inability to meet those requirements".

And multiple sources of work stress, and classified (Ivenecevic & Matteson 1992) classified the stress sources to:

- 1) The emerging stress from outside the organization.
- 2) Regulatory stress.
- 3) Stress arising from the working groups.
- 4) The stress arising from the same individual.

But, (Arnold, et al. 1985) classified the administrative stress sources to:

- 1) Sources due to the characteristics of the job and are divided into a-b role ambiguity, role conflict (c) overload or low.
- 2) Relationship between individuals.
- 3) Personal factors regarding career change in a person's life.

And adding, (Dennis & Hitt, 1994) administrative stress sources to:

- 1) Personal reasons are divided into
  - a. Personal style
  - b. Life events
  - c. Personal problems
- 2) Organizational reasons
  - a. Disproportion between the individual and the job.
  - b. Overload
  - c. Role conflict,
  - d. Role ambiguity-
  - e. E-lack of resources
  - f. The physical conditions of work-
  - g. Low productivity of the Organization
  - h. Style management was

(H. Mohammed, 2006) classification of administrative stress sources to:

- 1) Internal sources:
  - a. Sources of stresses from administrative staff.
  - b. Sources of stresses from administrative structure.
- 2) External sources:
  - a. Stress (political-economic-social-environmental-regulation)

We have noticed they maintain multiple classifications of administrative work stress sources as to the specific factors and to subdivide their origin and their vulnerability to different work environment and the different nature of the individual as a human being is difficult to predict and control the behavior, so that the researchers who spoke disagreed on one form of classification of sources of stress, this is the case of most problems encountered researchers who wish to research in this area.

As previously found they maintain the need to formulate administrative work stress sources according to the nature of the work of the youth centre managers through the analysis of requirements and job functions and the previous studies and the theoretical frameworks and expert opinion poll so they maintain stress sources suggested management action as follows:

- 1) A special stress planning.
- 2) Stress for regulation.
- 3) Special stress instruction.
- 4) Special stresses to monitoring.
- 5) Stress on decision-making.

And by supervising field training for the students of sports management program dealing with youth center managers and specialists of athletes have noticed they maintain their functionality is affected as a result of some administrative problems quantitatively and qualitatively, of the importance of early diagnosis of administrative stress and the discovery of sources and it's an issue that needs to be an effort to analyses the various aspects related to the quantity and quality of administrative performance created desire to learn administrative and work stress sources and their impact on the performance of the youth center managers. Thus, the current study aims to verify the effectiveness of managing stress in the performance level of manager's productivity of youth centers in Cairo.

#### Methods

Sample I:

(60) Persons as a percentage (91%) from (66)

Youth Centre has been divided as follows:

- (20) Manager of exploratory (pilot) study.
- (40) Manager of the main experiment.

Sample II:

Athletes-specialists were chosen by random from a deliberate way search (2) specialist athlete of each selected youth centre in Cairo Governorate and included 120 professional athletes are divided as follows:

- (40) Specialist sports of exploratory (pilot) study.
- (80) Specialist sports of the main experiment.

Data collection tools:

For search data they maintain has designed a questionnaire has two (a, b).

First: the picture (A):-

To examine the sources of work stress for a youth centre manager reflects the stress and answered by the Director (Manager) of the Centre.

They included five dimensions as follows:

First dimension: special stress planning includes (26) is the second dimension: special regulation and stress has (21) is the third dimension: special stress instruction and includes (18) is the fourth dimension: the stress to control and contain (20) is the fifth dimension: the stress on decision-making and contains 21 words II: image (b):-responsible for specialist sports and have the same dimensions and expressions in the photo (a) but as administrative functions are derived from the tasks and functions of Directors of youth centers and answered by the specialist Athlete questionnaire design steps:

- Review previous studies and theoretical frameworks related to sources of stress management business and sports management.
- Review the lists and standards management and work efficiency stresses that had already been set up in the administration and sports management.
- Analysis of requirements and functions of Directors of youth center.

### Results

Table 1. Mean  $\pm$  SD and Skewness among manager responds

No.	Variables	Mean	$\pm$ SD	Skewness
1	A special stress planning	82.50	32.83	0.223
2	Stress for regulation	64.45	37.52	0.039
3	Special stress instruction	58.92	23.42	0.179
4	Special stresses to monitoring	62.52	27.58	0.081
5	Stress on decision-making	65.57	28.27	0.07
Total		333.97	133.30	0.198

Table 1.Shows varied responses in questionnaire axes which the highest average value (82.50) followed by the fifth axis value (65.57) while the lowest average arithmetic value of the third axis (58.92).

Table 2. Mean  $\pm$  SD and Skewness among athletes-specialists

No.	Variables	Mean	$\pm$ SD	Skewness
1	A special stress planning	78.86	30.0	0.172
2	Stress for regulation	62.01	26.70	0.132
3	Special stress instruction	52.15	22.15	0.147
4	Special stresses to monitoring	58.43	24.19	0.123
5	Stress on decision-making	61.96	26.41	0.101

- Select the dimensions proposed for administrative work stress sources.
- Presentation of the proposed dimensions of (5) of specialized experts in the field of sports management and sports psychology.
- Propose terms for every dimension of the questionnaire in the light of the understanding and analysis of each dimension.
- Presentation of the questionnaire in principle to the experts and specialists in the field of sports management and sports psychology for an opinion on the adequacy and appropriate dimensions and phrases to search for experience.

### Statistical Analysis

All statistical analyses were calculated by the SPSS statistical package. The results are reported as means and standard deviations (SD). Differences between two groups were reported as mean difference  $\pm$ 95% confidence intervals (mean diff  $\pm$  95% CI). Student's t-test for independent samples was used to determine the differences in fitness parameters between the two groups. The  $P < 0.05$  was considered as statistically significant.



Total 313.42 125.32 0.191

Table 2. Shows that arithmetic average values varied among sample responses to the questionnaire under study as the highest average arithmetic value (235.77) for the first axis, while the planning less average arithmetic value (52.15) axis direction.

Table 3. Mean  $\pm$  SD and T sign between managers and athletes-specialists

No.	Variables	Managers		Athletes-specialists		T test	Sign
		Mean	$\pm$ SD	Mean	$\pm$ SD		
1	A special stress planning	82.50	32.83	78.86	30.0	0.607	0.545
2	Stress for regulation	64.45	37.52	62.01	26.70	0.467	0.642
3	Special stress instruction	58.92	23.42	52.15	22.15	1.60	0.111
4	Special stresses to monitoring	62.52	27.58	58.43	24.19	0.832	0.407
5	Stress on decision-making	65.57	28.27	61.96	26.41	0.690	0.492
Total		333.97	133.30	313.42	313.42	0.839	0.403

Table 3. Shows that There are no significant differences between responses (managers and athletes-specialists) on the main form as well as her college class, indicating a correlation function between responses (consistent answer them) phrases form below form.

### Discussion

The results indicated that.

Managers have varied views on the words of the first axis (planning) and are as follows in descending order according to the values of the percentages with words (24), which States (I have trouble management policy declaration.) (67.5%), Followed by the phrase (23), which provides (I find it hard to convince the staff management policy established.), percentage (41.6%) Followed by clauses (1), (2) which provide (I have trouble scheduling all activities contained in the plan) (I find it hard to convince the Board of Directors for special support to sporting activity.), respectively (66.5%) Followed by the phrase (21), which provides (I'm worried when distributing allocations to all activities in a balanced manner.) by (65.5%) And expressions (3), (25) which provide (I will encounter some new proposals to promote individual and collective games.) (It bothers me that the management policy Centre is interested in motivating workers.) Respectively (65%) And expressions (6), (20) which provide (I try hard to announce new administrative regulations at all levels.) (I have trouble budgeting estimates for coming years according to what has been done in previous years.) Respectively (64.5%) Followed by the phrase (5) which provides (activation of internal annoys me.) (64%) And phrases numbers (7), (16), (19), (20) and that each provides to (I find it hard to make rules for the work you do to optimize

investment.) (I will encounter some long term plans for all activities of the Centre) (I will encounter some system maintenance of playgrounds and facilities) (I will encounter some create records necessary for the Organization of work of administrative center), respectively (63.5%) Followed by parentheseses (4), (10) and which provides both (I have trouble planning for all activities in a balanced manner.) (I find it hard to formulate overall objectives in the light of the policies of the Center.) Respectively (63%) Then statement No. 17 which reads (annoys me that financial resources do not meet the requirements of the Centre) (62.5%) And phrases numbers (13), (15), (26), which provides each (trying hard to predict the outcome of my work) (there is no central management of the facilities of the Centre's commitment to all the plans and programs) (I will encounter some display views of all individuals on administrative policies to the Board members) respectively (62%) Followed by two numbers (9), (18) which provide both (strain my shoulders to make all employees in administrative bodies of various activities to teach procedures) (I find it hard to make the fees and contributions commensurate with services rendered to beneficiaries) respectively (61.5%) Followed by two numbers (8), (12), which provides each (I find it hard to make all the simplified administrative procedures and check the comfort all members.) (I find it hard to identify alternatives on the basis of a scientific and systematic) Respectively (60.5%) Then the gateway (11), which provides (I feel upset when unexpected events occur.) (60%) Finally statement No. 14 which reads (to me finding sources of funding for Centre) (57%).

In the light of the objective of the research and statistical treatment within the framework of the



scientific method is used and the findings they maintain:

Possible to order of administrative stress axes according to the coefficient of variation sleeve:

- 1) A special stress planning.
- 2) Stress on decision-making
- 3) Stress for regulation
- 4) Special stress instruction
- 5) Special stresses to monitoring

More stresses have been identified that are associated with each axis 1-planning constraints that more administrative stresses associated with the planning of the youth centre managers are:-administrative policies and to persuade their employees so they don't bother to motivate them.

- Timetable for all activities contained in the plan and distribution of financial allocations by balanced image .
- Preparing new proposals for the promotion of sports activities and to convince the Board of Directors for special support to these activities.
- The stress on management to more administrative stresses associated with the management of the youth center managers are:-identification of job descriptions for vacant posts and each person within the Centre.
- The management of the Centre from inside and outside the library.
- Taking into account the laws and regulations of the Centre.
- Supervise the disbursement of allowances and rewards to the players and advances disbursed until the bills quickly.
- Stresses for routing over the administrative stresses associated with guidance to the youth center managers are letting everyone enter into his library and notice all of the status as a working group.
- The transmission of information and ideas clearly to others and encourage individuals to free discussion and opinion.
- To resolve conflicts between employees at all levels and try to be the link between the sub managers and the Board of Directors.
- Stress control over administrative stresses associated with oversight of youth centre managers
- An alarmed system to ensure that all funds are spent in a dedicated sensor-the satisfaction of employees from work-select control methods in the light of laws and regulations-to follow up the implementation of important decisions by himself and verify the statistics and data brought him
- Stresses for the decision that more administrative stresses associated with

decision-making in youth center managers are providing more opportunities for reform.

To weigh alternatives for decision-making

- Important decisions to experimentation and measurement before implementation. Involve employees in drafting some of the objectives, make decisions and take responsibility-not alone Governing Council decisions there are significant differences between responses (managers and specialists) on the main form as well as her college class, indicating a correlation function between responses (consistent answer them) to form words.

The researcher attributes this result to the severity of the pressures which might be exposed to a specialist sports, whether social pressures in terms of the relationship with colleagues or with superiors or with the students, or the pressure of material in terms of rewards and incentives, etc., or environmental pressures and be particular temperature or noise factors and lighting and air pollution, all of these things might be exposed to a specialist during the performance of his work, all of that makes the individual in the case of emotional negative for the profession and to their inability to meet the needs of the individual, and thus result in dissatisfaction, which in turn affects the individual while he was doing in terms of the extent of effectiveness and mastery of him, and that the existence of deficiencies in some of the administrative processes related to the domain sports university and lack of work experience of many specialists, all of these reasons will end many of the problems that the outcome of dissatisfaction with the specialist about his job, and agree that the result with the results of studies of (K. Mostafa, 1989; M. Ahmed ,2007;A. Moses,1994) which indicated the presence of a link Reversestress-professional and job satisfaction which reflect the leadership performance.

#### Conclusion

Finally, the leaders in youth centers face many of stress which affected of their performance.

#### Recommendations

- Implement research similar to current research in the sectors of different sports and other functional levels
- Implement training programmes to develop leadership capacity in dealing with the problems of administrative work.
- Identify strategies to get rid of the stresses of work effectively to avoid negative impacts.

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