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Studying the impact of professional constraints and challenges on job well-being and employee motivation in sports clubs during the COVID-19 pandemic

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Abstract:

Today, the world is facing the Corona crisis and the changes it has created. The aim of this study was to investigate the stress and job satisfaction of Iranian sports clubs during the Covid 19 pandemic. This research is applied in terms of purpose and survey type in terms of data collection method. The statistical population of this study is all employees of sports clubs who were selected using Morgan table and available sampling method (due to limitations and compliance with health protocols). Finally, 304 questionnaires were used in statistical analysis. In order to analyze the data obtained from the implementation of the research tool, the structural equation model, PLS software was used. Findings showed that job stress has a positive and significant effect on job satisfaction and also the results indicate the need for proper management to reduce the risk and reduce job stress of employees and also increase employee satisfaction. In the era of Corona and with the current economic and health problems, as well as the inability to predict the disappearance of this disease, you should think of more appropriate measures as soon as possible with regard to the activity of reopening sports venues.

Keywords:

Work pressure, job satisfaction, club staff members, Corona pandemic, sports management

Introduction:

Interest in a healthy life and efforts to achieve it have increased in contemporary society (Sato et al., 2014). As the most valuable capital of the organization in the industrial and noisy world of the current century, human power is facing many issues and problems, one of the basic problems that threatens human health during the last few decades along with the industrialization of societies. It is the phenomenon of stress (Aghilinejad et al., 2016). At the end of 2019, the coronavirus disease appeared and by 2020, it has more epidemics on the planet. The impact of this disease led to the declaration of a public emergency by the World Health Organization (WHO). Global restrictions on public gatherings and social distancing caused the sports industry to stop. Sports and events have been particularly affected due to their ability to spread disease through large gatherings (Parnell et al., 2020). As people

were forced to stay at home to avoid contracting this virus. It seems that the corona virus disease (COVID-19) has a major impact on physical activity behaviors worldwide (Hamami et al., 2020). However, psychological anxiety and worry that are increasing are not only due to restrictions on activities, but physical activities and leisure time with voluntary social distancing and compliance with quarantine rules will continue for a long time. In addition, because corona is transmitted through droplets or personal contact, it has limited physical activities, which leads to changes in people's leisure time patterns (Choi and Bam, 2020). Employees spend a large part of their lives at work. Therefore, they can fulfill many of their basic needs, such as mental and physical development, social communication, creating a sense of worth, self-confidence and competence. On the other hand, work and its environment may be the main source of stress and the subsequent pressure of psychological problems and job dissatisfaction (Darakhshideh and Ansari, 2018). (Hersey and Blanchard 2000) believe that job satisfaction is a function of the compatibility of organizational expectations with the needs of the individual's general nature. When these two have agreement and balance, we say there is job satisfaction. Sociologists believe that job satisfaction depends on several factors; From organizational factors to environmental factors such as workplace conditions, relationships with colleagues, management style, and content factors such as the degree of independence in work, sense of responsibility, and finally individual factors that relate to a person's interest, personality, self-confidence, and determination. Be made Stress is one of the factors that create pressure at work, which has adverse effects on the body and soul of human resources and reduces the efficiency of people in the organization (Di-Canzo et al., 2012). Among the stresses that people face, occupational stresses are of special importance. stress these interpretations are subjected to slight changes according to the conditions of different societies (Lengroudi, 2015). Job satisfaction is an indicator of personal and work health and one of the most important dimensions of occupational and professional attitudes, which has a behavioral, cognitive and emotional nature (Herzer and Rach, 2015). From the emotional aspect, job satisfaction includes the feelings that people have towards their jobs and working conditions (Nasab, 2017). Work, which is known by the terms "Stress in organization", "Job stress", "Occupational stress", is a state in which factors related to work interfere with the physical and mental health of individuals or can cause occupational stress. The accumulation of stressful factors and such situations related to work is known to be stressful for most people. In other words, the stress caused by work is the stress that a certain person undergoes on a certain job (Baranu, 2001). Stress is usually defined in terms of the physical and mental impact it has on a person (Solimanzadeh, 2013). Every human's job is a very important and influential factor in his level of satisfaction and satisfaction with his life. Work is an aspect of life that, regardless of financial resources, satisfies some basic human needs, such as: mental and physical mobility, social contact, and feelings of self-worth. In fact, profession is a kind of social identity card of an individual, and from this point of view, stressful and satisfying factors arising from work and profession can open our way in discovering and determining areas that increase the psychological well-being of a person. Be in harmony with yourself

as a being. These fields can increase the amount and nature of creativity in the work environment and thus lead to the formation of a work culture compatible with a society in transition (Burghani Farahani et al., 2017). High levels of mental pressure and stress in the work environment and the lack of the person having the necessary skills to deal with it in the long run will cause great damage to the individual, the organization and even society, reducing physical and mental energy, lowering the level of resistance to disease. These consequences include increasing dissatisfaction and pessimism, increasing absenteeism and decreasing individual organizational efficiency (Azad Marzabadi and Tarkhorani, 2016).

Methodology:

The descriptive-survey research method was correlational in terms of execution method and practical in terms of purpose. In this research, the effect of job stress on job satisfaction during the covid 19 pandemic in 2019 was investigated. The statistical population of this research is all the sports clubs in Iran that continued to operate during the Corona period. According to the existing conditions during the pandemic, the available sampling method was used and it was limited to the active employees at that time and the clubs that were active. Finally, 304 questionnaires were collected and used. Two questionnaires were used to collect findings. Hartline and Ferrell (1996) 4-item questionnaire was used to measure job satisfaction. To measure occupational stress, the questionnaire of Parker and Decotiz (1983) and the occupational stress of the Health and Safety Institute of England HSE, 20 items were used, and according to the mentioned questionnaires, the final questionnaire was used in the form of a single and semi-researcher-made questionnaire. To determine the form and content validity of the questionnaire, the consensus opinion of 12 professors and experts in the field of sports management was used. The job satisfaction questionnaire had Cronbach's alpha of 0.89 and job stress of 0.96. In order to analyze the data obtained from the implementation of the research tool, to answer the research questions, in other words, to generalize the results obtained from the sample to the statistical population of the research, from the structural equation model, PLS software was used, which is reported in the findings section. Will be.

Research findings:

The research findings were examined and analyzed in two descriptive and inferential sections. In the descriptive part, some demographic characteristics of the research subjects are shown. In Table (1), the frequency and percentage of gender, education, occupation, experience and age of the research samples are given separately.

Table 1. Descriptive findings of the research

Frequency	Abundance of N		
72/4	220	Man	gender
27/6	84	Female	
19/7	60	Single	Marital statu
80/3	244	married	
7/9	24	1 to 5 years	history
28/9	88	6 to 10 years	
63/2	192	10 years and above	
11/8	36	diploma	education
28/6	81	Masters	
49/3	150	Mc	
11/8	36	phd	
3/9	12	one million	Income
19/7	60	One to two million	
76/3	232	2 to 5 million	
38/2	116	20to 30 years	Age
22/6	99	o 40 years30 to 40 y	
16/8	51	to 50 years 40	
12/5	38	Above 50 years	

The results of the Kolmogorov-Smirnov test showed that the significance level of all components is less than $\alpha=0.05$, therefore, the distribution of all data is non-normal, so the structural equation model method using PLS software should be used to check the relationship of statistical hypotheses.

Validity of the measurement model: to measure the fit of the measurement model; Index reliability, convergent validity and divergent validity were used. Reliability index for measuring internal reliability includes three measures of factor loading coefficients, Cronbach's alpha and composite reliability. Factor loadings are calculated by calculating the correlation value of the indicators of a structure with that structure, and its appropriate value is equal to or greater than 0.4. The measures whose factor loadings were less than 0.4 were removed from the research model, and further, the analysis of the research was based on Based on the verified questions. Convergent validity has been evaluated using average variance extracted (AVE). In order to check the divergent validity of the measurement model, two correlation validity matrices of the latent variable and Fronel and Locker criteria were used. In this research, it is clear that the correlation of each structure with itself is more than the correlation of that structure with other structures. As a result, the divergent validity of the model is confirmed. Also, all the variables had a Cronbach's alpha value above 0.70 and composite reliability above 0.80, which It indicates that the model has good reliability (both in terms of Cronbach's alpha and composite reliability).

Fit of the structural model: The fit of the structural model was evaluated using the criteria of significant coefficient (T-values), determination coefficient (R²) and predictive power coefficient (Q²). At first, T-values were used to check the relationship between the structures in the model (if its value is greater than 1.96, it indicates the correctness of the relationship between the structures and the verification of the hypotheses at the 95% confidence level). Most of the relationship paths between the research components and also the items with each of their factors were greater than 1.96 and significant, which indicates the correct prediction of the relationships of the research model. R² is a criterion used to connect the measurement part and the structural part of structural equation modeling to It is used and shows the effect that an exogenous variable has on an endogenous variable. The value of R² is calculated only for the endogenous (dependent) structures of the model, and in the case of exogenous structures, the value of this criterion is zero. The amount of R² varies from zero to one and indicates the fit of the structural model in three levels: weak (0.19), medium (0.33) and strong (0.67). In this research, the R² of all research variables was much higher than 0.33 and in the range of 0.67 or greater, and this means that the structural model of the research has a strong fit.

Table 2. Summary of indicators related to the research model

R ²	Cronbach's alpha	CR	AVE	Dimensions
0/33 ≤	0/60 ≤	0/70 ≤	0/5 ≤	desired limit
exogenous	0/968	0/970	0/621	Stress
0/952	0/935	0/946	0/660	physical
0/768	0/898	0/929	0/766	Satisfaction
0/964	0/943	0/951	0/638	psychological

In order to fit the overall model (both measurement and structural model parts), the GOF criterion was used. The values obtained by the GOF formula can be divided into strong, medium and weak levels with three values of 1, 0.36 and 0.25. In the GOF index equation $\sqrt{\overline{\text{communalities}}}$ The sign is the common mean of each construct, which is used to check the fit of the measurement model. This measure shows how much of the variability of the indicators (questions) is explained by the related construct. Only shared values of the first-order latent variables in the calculation $\overline{\text{communalities}}$ are involved R² is also the average value of the R Squares of the endogenous structures of the model (Davari and Rezazadeh, 2015). In order to calculate R², the values of R² related to all endogenous hidden variables of the model, including first order and second order, should be taken into consideration.

$$GOF = \sqrt{\overline{\text{communalities}} \times \overline{R^2}}$$

Strong overall fit GOF= 0.774

Considering that the mentioned criterion is equal to 0.774, the overall fit of the model is confirmed as "very strong". Structural model: The final structural model of the research was drawn and tested in the software environment as shown in Figure 2 and Table 3.

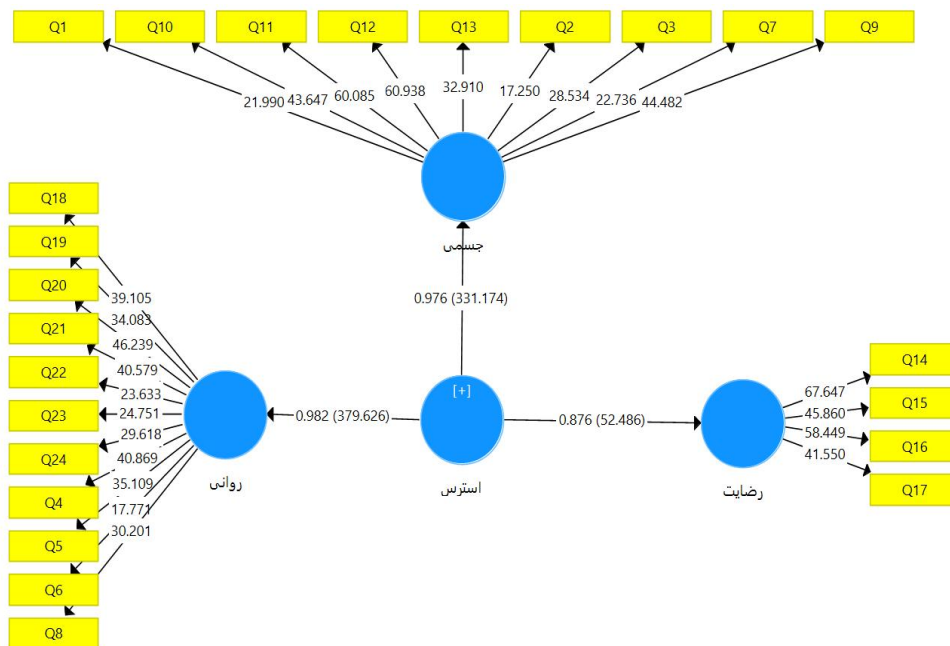


Figure 2: The final research model (including the values of effect coefficient and significance coefficient)

Table 3. Results of the final research model

Significant level	T. Velio	Path coefficient	The relationship of each of the factors
0/001	331/174	0/967	physical Stress<-
0/001	379/626	0/982	psychological
0/001	52/486	0/876	Stress -> satisfaction

Based on Figure 2; and Tables 3 show that first, in the field of stress, both psychological (0.982) and physical (0.967) components have a significant role in explaining stress.

Based on the path analysis, it was found that the stress variable directly has a positive, direct and significant effect on satisfaction and explains 0.87 of their changes.

Discussion and conclusion:

Today, the world is facing a different situation with the sudden appearance of the Corona virus. The changes in the world are advancing at a very high speed and people's lifestyle, culture, economy, politics and all aspects of human life are facing fundamental transformation. These transformations have caused confusion and fear in the society and the industries are trying to adapt themselves to the current conditions and return to normal living conditions. By creating changes in economic, social, cultural, and political conditions, this virus has changed the main and known form of activities and has faced the world with issues that have both positive and negative aspects. One of these industries is involved in the sports industry. Today, sports are an important part of people's lives, and with the spread of the corona virus, the sports industry, as an active and influential industry, is facing different conditions. Many sports competitions around the world have been stopped, and with the closure of sports venues, crises have arisen for this industry. While the world is struggling with the corona disease, the aftershocks of the drop in economic issues in sports are weakening its foundations. This requires synergy, empathy and unity of various sports departments, the government and athletes so that we can overcome these problems with pride after the defeat of Corona. This research was conducted with the aim of investigating the stress and job satisfaction of sports club employees during the covid-19 pandemic in Iran. For this purpose, job stress and job satisfaction variables have been investigated. Job stress has been high on employees during the Covid-19 pandemic, and based on the variable path analysis, job stress directly has a positive, direct and significant effect on job satisfaction. The results of this research with the results of the research (Azad Marzabadi and Tarkhorani, 2016, 2016) with the title "Investigating the relationship between job stress and employee job satisfaction"." who found that there was a significant relationship between stress and job satisfaction, satisfaction with the manager and satisfaction with salaries and benefits, with the results of the research (Ghafourian et al., 2019) titled "Evaluation of the effect of occupational stress on the job satisfaction of school principals" who found that there is a negative and significant relationship between job satisfaction and job stress of managers, with the results of the research (Mozaffari and Moghadam 2015). with the title "Effect of job stress on job satisfaction" which found that stress causes the psychological balance to break and has various consequences; Among the psychological consequences of job stress is the decrease in job satisfaction, which leads to leaving the service and job abandonment and reduces the commitment of the individual to the organization, with the results of

the research (Karami et al. A study on job satisfaction among employees of Sarcheshmeh copper mine" which found that employees' job satisfaction can be affected by job stress, with the results (Sadeghi Yarandi et al.) "professional society" who found that due to the epidemic of covid-19, personnel suffer more distress and stress in the work environment, they do not have a correct understanding of their new duties in the work environment, and they feel less successful in performing their duties, and with the results of the research (Bahmani 2019) with the title "Evaluation of the effect of work shifts in the conditions of Corona on the job burnout of employees with the mediating role of the stress of contracting Corona" which found that stress causes burnout and the stress of getting sick is one of the most liberating obsessions, the stress of contracting Corona virus causes severe anxiety and controlling behavior towards oneself and others; Being in an environment infected with the virus, its transmission through the air, and its unknown nature, turns stress into a disease-like fear and makes a person burn out in a shorter time. Also, Parnell et al. (2020) in their research titled "Corona and Sports" examined the effects of Corona on sports and sports competitions and stated that managers are not currently prepared to face such a crisis. The results of this research showed that Corona has caused the general performance of sports organizations to face fundamental changes. Also, risk assessment has been mentioned as one of the most important factors, and they stated that with proper risk assessment and management, one can perform better to face similar crises. Timpka (2020) stated in his research entitled "Sports and Corona, the basic issues in getting out of the crisis" that many countries have taken measures to deal with the crisis that has occurred for the sports community. For example, the Swedish government has provided loans to the affected sectors in order to support the damaged sports facilities. Non-governmental organizations have also volunteered to help these departments. In this research, it was stated that social responsibility and government assistance are very important in the post-corona era in the sports industry. Hamami et al. (2020) stated in their research that Corona has changed the general shape of sports and with the formation of home quarantine, the home is the main environment for doing sports activities, which is considered one of the effects of Corona and He has chosen the slogan "staying active at home" for his research. Corona has also faced the sports community with a financial crisis, and this financial crisis has included the unemployment of coaches, managers and employees of sports venues and competitions for several months, and compensating for this huge financial loss is one of the other problems of the Corona pandemic. With the spread of the corona virus, the sports business was damaged all over the world, especially in Iran, and many of its activists were worried, stressed and anxious, and even some clubs in the world went bankrupt. Considering the importance of the studied variables in the resources and human resources of sports clubs, the need for proper management during the Covid-19 pandemic is felt more than ever. In addition to the many economic problems that have arisen during the corona epidemic around the world and the necessity of continuing sports businesses due to the unpredictability of the disappearance of this disease, it is necessary to consider reducing the stress of employees and increasing their satisfaction. To take their personal and professional characteristics, the

right measures should be taken. With the spread of the corona virus, the sports business was damaged all over the world, especially in Iran, and many of its activists were worried, stressed and anxious, and even some clubs in the world went bankrupt. Considering the importance of the studied variables in the resources and human resources of sports clubs, the need for proper management during the Covid-19 pandemic is felt more than ever. In addition to the many economic problems that have arisen during the corona epidemic around the world and the necessity of continuing sports businesses due to the unpredictability of the disappearance of this disease, it is necessary to consider reducing the stress of employees and increasing their satisfaction. To take their personal and professional characteristics, the right measures should be taken. Turning this threat into an opportunity can be one of the solutions of sports managers. Due to the extent and diversity of sports businesses and the different effects that have been brought to each sector, in the case of private sports clubs (small and medium, meaning clubs that have a health approach and physical fitness was established, not a heroic and professional approach) there are solutions. The main challenges that these sports clubs face in this period can include the fixed and variable costs of a business such as rent, branching costs, installments and previous and future debts, full-time human resources costs. On the other hand, the revenues of these clubs also decreased, finding customers and maintaining previous customers is another concern of the managers of such businesses. With all these interpretations, it is suggested that sports clubs consider the capacity of the Internet and the virtual world more seriously and get help from this platform. Also, clubs can interact with their customers through social networks and use its facilities to reduce their worries to some extent. One of the sciences that helps in this critical situation is the science of marketing in sports, people should study marketing topics to get help from this science and create solutions for their business. What can be suggested as short-term solutions for most of these clubs is to provide training programs through virtual space to their athletes and customers, design and build sports applications for sports clubs and a program for exercise during illness in the form of compact discs. . Long-term solutions in this field include; Pursuing and creating support platforms and financial support for sports club owners and coaches, creating a management system for communication with customers in sports clubs, compiling information registration systems for sports club managers and their coaches, and providing various services at certain times. The effects of the corona disease in the economy of sports will be seen after passing the corona disease, which is also a serious problem and there is a need for serious and principled planning in this field, which requires the empathy and coordination of the professors with the officials and sports experts.

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