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**INVESTIGATING ORGANISATION COMMITMENT AND ORGANISATIONAL STRESS  
BEHAVIOUR IN DISABLED (PARALYMPIC) ATHLETES**

**ABSTRACT**

The aim of this study is to investigate the organizational stress and organisational commitments levels of disabled (Paralympic) sports players, whether demographic properties affect organizational commitment and organizational stress, and the relationship between organizational commitment and organizational stress. In this study, surveys were given to Turkish sports players who participated in the 2016 Rio Paralympics Games, from which the study sample was constructed. Frequency, Mann Whitney U, Kruskal Wallis, and Pearson correlation tests were used to analysis the data. The results of the analysis indicated that organisational stress and organisational commitment of physically disabled (Paralympic) athlete players were at moderate levels, there was no significant difference in organisational commitments and organisational stress levels in terms of demographical properties, and there was no significant relationship between organisational stress and organisational commitment.

**Keywords:** Organizational Stress, Organisation Commitment  
Paralympic, Games,

**1. INTRODUCTION**

Currently, the most important factors for human motivation for organizations are the capital, knowledge, and raw material opportunities of a business, regardless of its technological infrastructure [1]. Organisational commitment is defined as "identification with an organisation and adopting the objectives of the organisation" [2]. Organisational commitment of the employee covers adopting organisational objectives as well as existing within the organisation and the desire to continue within the organisation [3]. Based on these definitions, organisational members that are wholeheartedly committed to the organisational objectives will work hard to realise these objectives and will tend to stay in the organisation until these objectives are met [4]. Organisational commitment has a negative relationship with undesired consequences such as being late to work, being absent from work, and leaving work [5]. In addition, it is seen that individual with high performance have higher organisational commitment and individuals with lower performance have lower organisational commitment [6]. Organisational commitment is among the factors that will enable business to achieve

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and increase employee efficiency, which is a fundamental objective of businesses [7]. It is claimed that organisational commitment has three different dimensions, which are identification, agreement, and alienation. Identification of an individual with an organisation is a cognitive process that supports certain critical attitude and behaviour such as regarding herself or himself as being one with the organisation, internalisation of the organisational norms and applications, and a desire to stay within the organisation [8].

Commitment occurs when receiving any rewards offered by organisations. Generally, this represents the employee's commitment. As employee shows commitment, the employee thinks of receiving rewards and avoiding punishment [9]. If the employee perceives that the organisation will meet the expectations for the service offered by the employee, then that employee will continue in the organisation [10]. For example, if a worker in a textile workshop working as knitter, knits a sweater in traditional ways in his free time, this is considered as free labour activity. Because here, the individual will start and end the production on his own, and will use that product rather than giving it an economic value. On the other hand, within mandatory labour activity, the labourer works to serve the business owner and receives money to barely support a living. This means that labour has become a tool for living. Therefore, worker will alienate to the product, the production process, his own nature, and other people [11]. In short, the organisational alienation will alienate the individual from organisation, work, other, and himself [12].

In terms of organisational commitment, researches have focused on Athletes. Moreover, sports player commitment was proposed. It is known that sports players constantly change their clubs. It could be thought that this situation could affect the commitment levels of sports players to their clubs [13]. The commitment model of sports players can be affected from enjoying sports, opportunities, alternatives, personal initiative, social boundaries, and social support [14]. Stress expresses emotions such as tension, anxiety, doubt, uneasiness, doubtfulness, fear, and excitement together and is an integral part of our daily life. Living conditions that become harder, uncertainties caused by rapid changes, and changes in human interactions are among factors that increase stress [15]. Stress is a power that causes individuals to withdraw from requirements or causes them to react [16]. Thus, organisational stress is a condition that prevents an individual for realising tasks and responsibilities within a group or between people [17]. Organisational stress can also be defined as the physical and emotional reactions of an individual when resources and needs of employees are not met for an expectation [18]. Organisational stress is an important factor that withholds individual from health and responsibilities [19].

There could be positive consequences of stress in addition to negative effects. For example, if there is no stress in work environment, as challenges decrease in this environment, work performance decreases. As stress levels begin to increase, work performance increases. If managed correctly, stress could motivate the individual to fight against preventive factors [20]. The important thing here is to achieve a motivational type of stress. However, by learning protection methods against the destructive side of stress, enjoyment from life could be increased. This would result in an increase in efficiency [21]. Individuals who fulfil certain roles and tasks within organizational environment are faced with organizational stress due to organizational environment as well as individual stress factors [22]. As each occupation can have unique stressors, some



common factors of organisational stress are listed as personality, environmental factors, role conflicts, and uncertainties [23]. In addition, physical aspects of an individual could increase organisational stress. Individuals with physical disabilities have higher stressors compared to individuals without any physical disabilities [24]. Accordingly, stress within the working environment could present a greater impact on individuals with physical disabilities compared to healthy individuals. In addition to the stress promoted by the physical disability, targeting the competitiveness of the individuals playing professional sports causes the individual to be exposed to more stress [25]. The congenital or acquired disability affects the quality of life of a person in a negative way, depending on the functional loss of the organ or organ. The impact of these losses on the living conditions of their personal and social outcomes limits the ability of the disabled person to participate in life, survival, protection, care and rehabilitation, education, development, and social life. Therefore, considering that the people with such problems have a malfunction or a somatic complaint, these can lead to the expectation of help that will provide better results [26].

## **2. RESEARCH SIGNIFICANCE**

In this study, was investigationed organization commitment and organizational stress behavior in disabled (paralympic) athletes.

The meaning of success is more special for disabled people. The disabled worker considers himself or herself as a relaxed individual who is away from organizational stress in the society and even works as an effective method in the rehabilitation and treatment processes of those who later gain disability qualifications. In addition to all these benefits, there are difficulties in terms of the obstacles to working life.

In the working life, the obstacles could lead to many difficulties. Disabled individuals are subjected to discrimination in many ways during their working life, especially in recruitment towards socialization. This is the extra stressor for disabled people. It can be thought that the stressor due to physical barriers of disabled athletes (Paralympic) may be greater (as compared to non-disabled athletes), which could cause more organizational stress. The lack of research on organizational stress and organizational commitment on physically disabled (Paralympic) athletes makes our research unique.

## **3. METHOD**

### **3.1. Purpose**

The aim of this study is to investigate the levels of organisational stress and organisational commitment for physically disabled (Paralympic) athletes.

### **3.2. Research Group**

The sample of this study was athletes in Physically Disabled Paralympic athletes (N=44) in Turkey. In our study, Turkish sports players who participated in 2016 Rio Paralympic Games were included and the study sample was constructed. The sample of the study consisted of 44 athletes. In examining gender, 64% of athletes were male (n=28) and 36% of athletes were female (n=16). Regarding marital status, 32% of athletes were married (n=14), 63% of athletes were single (n=28), and 5% of athletes were divorced (n=2). Regarding education level, 9% (n=4) of the athletes were graduated from primary school, 41% (n=18) were graduated from secondary school, 16% (n=7)



were graduated from a two-year program, 32% (n=14) were graduated from an undergraduate program, and 2% (n=1) were graduated from a master's program. In examining education, it is promising that half of the athletes were university graduates. Based on disability states, 56% (n=25) used wheelchairs, 29% (n=13) had prosthetic in foot, and 15% (n=7) had prosthetics in other organs (foot, no hands or feet, hip prosthetic etc). The disability state was from birth for 61% (n=27), and from after birth for 39% (n=17). Based on sport type, three athletes performed Shooting, three athletes did Biking, two athletes performed Weightlifting, eight athletes played Table Tennis, seven athletes performed Archery, one athlete played Tennis, fifteen athletes played Wheelchair Basketball, and three athletes did Swimming.

### 3.3. Data Collection Tools

Surveys were used to collect data. For this purpose, this study adopted a modified Likert-Type Elite Athlete Organisational Stress Scale (ESÖSÖ) and Elite Athlete Organisational Commitment Scale (ESÖBÖ) developed by Üzümlü et al (2010) [13]. The stress scale consisted of five sub-dimensions for reliability-verification study. Sub-dimensions were listed as management-finance, trainer behaviour, audience behaviour, health-diet, and participating with decision. When the Cronbach Alpha internal consistency values of the sub-dimensions were examined for the first factor (Trainer Behaviours sub-dimension  $\alpha=0.86$ ), the second factor (Management-Finance sub-dimension  $\alpha=0.82$ ), the third factor (Health-diet sub-dimension  $\alpha=0.84$ ), the fourth factor (Audience behaviour sub-dimension  $\alpha=0.87$ ) and for the fifth factor (participation with decision sub-dimension  $\alpha=0.62$ ). The total Cronbach Alpha internal consistency values of the Elite Athlete Organizational Stress Scale was found as ( $\alpha=0.93$ ). In our study, when the Cronbach Alpha internal consistency values of the sub-dimensions were examined, it was found that the Trainer Behaviours subscale  $\alpha=0.868$ , the Management-Finance subscale  $\alpha=0.921$ , the Health Subscale  $\alpha=0.885$ , the Attitude Behaviour subscale  $\alpha=0.869$ , and Participating with decision subscale was  $\alpha=0.727$ . The total Cronbach Alpha internal consistency values of the organisation stress was found as ( $\alpha=0.84$ ). The adopted scale was used as an organisational commitment scale. This scale had three sub-dimensions: identification, agreement, and alienation. The Cronbach Alpha internal consistency values of the subscales were examined for the first factor (Identification sub-dimension  $\alpha=0.85$ ), for the second factor (Compliance sub-dimension  $\alpha=0.87$ ) and for the third factor (Alienation sub-dimension  $\alpha=0.74$ ). The total Cronbach Alpha internal consistency values of the Elite Athlete Organizational Commitment Scale was found as ( $\alpha=0.89$ ). In our study, the Cronbach Alpha internal consistency values of organisational commitment was determined as Identification subscale  $\alpha=0.656$ , Compliance subscale  $\alpha=0.673$ , Alienation subscale  $\alpha=0.765$ . The total Cronbach Alpha internal consistency values of the organisation commitment was found as ( $\alpha=0.693$ ). The results show that the previously established scale was sufficient to measure the levels of organizational stress and organizational commitment of the physically disabled (Paralympic) athletes.

### 3.4. Data Analysis

The data analysis was conducted using SPSS 20. Analysis of the data included frequency analysis regarding 8 questions about demographic properties of athletes, and percentage values were explained. To test if the sub-dimensions had normal distributions,



Kolmogorov-Smirnov test was applied. The results indicated that not all sub-dimensions had normal distributions. Additionally, a correlation analysis was conducted to measure the relationship between organisational stress and organizational commitment. Additionally for two- data the Mann Whitney U test was used. For multiple variables, Kruskal Wallis test was applied. A post-hoc test was used to test the differences between groups.

#### 4. FINDINGS

This study was conducted to determine the organisational stress levels of Physically Disabled Paralympic Athletes in Turkey, and the relationship between organizational stress and organizational commitment. The following section presents organizational stress resources of the participants and findings regarding commitment levels. Based on the research analysis results, organizational stress and organizational commitment sub-dimension averaged are given in Table 1.

Table 1. Average of organisational stress and organisational commitment scales sub-dimension

Explanation	N	Mean	Std. Deviation	
Organisational Stress	Trainer Behaviour	44	3.24	1.23
	Management And Finance	44	3.33	1.10
	Health And Diet	44	3.08	1.07
	Audience Behaviour	44	2.75	1.32
	Participation With Decision	44	2.97	1.08
	Organisational Stress Total	44	3.15	1.09
Organisational Commitment	Identification	44	4.17	.69
	Agreement	44	4.20	.52
	Alienation	44	2.05	.56
	Organisational Commitment Total	44	3.22	.18

When Table 2 was investigated, the alienation sub-dimension had no significant relationship for audience behaviour, health and diet, management and finance, trainer behaviour, and participating with decision sub-dimensions ( $p > 0.05$ ).



Table 2. Correlation organisational stress and organisational commitment scales sub-dimension findings

	Alienation	Audience Behaviour	Health and Diet	Management and Finance	Trainer Behaviour	Participation With Decision	Identification	Agreement
Alienation	-	-.129	-.096	-.020	.096	-.195	-.658**	-.693**
Audience Behaviour			.829**	.716**	.762**	.611**	.164	.054
Health and Diet				.793**	.819**	.717**	.119	.052
Management and Finance					.888**	.638**	.017	-.120
Trainer Behaviour						.589**	-.006	-.171
Participation With Decision							.124	.035
Identification								.594**

\*\*p<0.01 \*p<0.05

In Table 3, a Mann Whitney-U test was performed at  $\alpha=0.05$  significance level to determine whether there was a significant difference between the organizational commitment levels of participants according to gender. According to test results, there was no statistically significant difference between the organizational commitment levels of the participants and their gender ( $p>0.05$ ).

Table 3. Comparing organisational commitment sub-dimension averages for "gender" Mann Whitney-U Test

Commitment	Gender	N	Seq. Av.	Seq. Total	z	p
Agreement	Female	28	23.3	655.0	.541	.516
	Male	16	20.9	335.0		
Identification	Female	28	21.5	603.5	.598	.903
	Male	16	24.1	386.5		
Alienation	Female	28	22.6	635.0	.712	.541
	Male	16	22.1	355.0		

Table 4. Comparing organisational stress sub-dimension averages for "gender" Mann Whitney-U Test

Stress	Gender	N	Seq. Av.	Seq. Total	z	p
Trainer Behaviour	Female	28	20.1	56.5	1.225	.099
	Male	16	26.6	42.5		
Management and Finance	Female	28	20.2	56.5	1.168	.131
	Male	16	26.5	42.5		
Health and Diet	Female	28	20.7	58.0	1.225	.099
	Male	16	25.5	40.0		
Audience Behaviour	Female	28	21.1	59.5	.940	.340
	Male	16	24.9	39.5		
Participation with Decision	Female	28	20.2	56.5	1.026	.244
	Male	16	26.5	42.5		

In Table 4, a Mann Whitney-U test was performed at  $\alpha=0.05$  significance level to determine whether there was a significant



difference between the organizational stress levels of participants according to gender. According to test results, there was no statistically significant difference between the organizational stress levels of the participants and their gender ( $p>0.05$ ).

Table 5. Comparing organisational commitment sub-dimensions average of participants for "education level": Kruskal Wallis-H Test

Commitment sub-dimension	Education Level	N	Seq. Av.	X2	P
Agreement	Elementary School	4	20.38	4.928	.177
	High School	18	22.14		
	Two Year Program	7	24.14		
	Undergraduate Degree	15	22.73		
Identification	Elementary School	4	26.25	2.785	.426
	High School	18	25.17		
	Two Year Program	7	13.07		
	Undergraduate Degree	15	22.70		
Alienation	Elementary School	4	23.00	.244	.970
	High School	18	24.25		
	Two Year Program	7	15.14		
	Undergraduate Degree	15	23.70		

In Table 5, Kruskal-Wallis test was applied at a significance level of  $\alpha=0.05$  to determine whether there was a significant difference between the organizational stress levels of the participants according to the age of the participants and the organizational commitment subscales according to education. According to test results, there was no statistically significant difference between the organizational commitment levels of the participants and their education level ( $p>0.05$ ).

Table 6. Comparing organisational commitment sub-dimensions average of participants for "education level": Kruskal Wallis-H Test

Stress sub-dimension	Education Level	N	Seq. Av.	X2	P
Participation with Decision	Elementary School	4	17.88	.702	.873
	High School	18	22.31		
	Two Year Program	7	22.71		
	Undergraduate Degree	15	23.87		
Audience Behaviour	Elementary School	4	22.88	2.13	.544
	High School	18	20.36		
	Two Year Program	7	19.71		
	Undergraduate Degree	15	26.27		
Health and Diet	Elementary School	4	26.63	2.85	.415
	High School	18	19.58		
	Two Year Program	7	19.86		
	Undergraduate Degree	15	26.13		
Management and Finance	Elementary School	4	26.38	5.28	.152
	High School	18	17.75		
	Two Year Program	7	21.50		
	Undergraduate Degree	15	27.63		
Trainer Behaviour	Elementary School	4	24.13	2.78	.426
	High School	18	20.03		
	Two Year Program	7	19.07		
	Undergraduate Degree	15	26.63		



In Table 6, a Kruskal-Wallis test was applied at a significance level of  $\alpha=0.05$  to determine whether there was a significant difference between the organizational stress levels of the participants according to the age of the participants and the organizational stress subscales according to education. According to test results, there was no statistically significant difference between the organizational stress levels of the participants and their education level ( $p>0.05$ ).

Table 7. Comparing organisational stress sub-dimension averages for "marital status" Mann Whitney-U Test

Stress	Gender	N	Seq. Av.	Seq. Total	z	p
Trainer Behaviour	Single	28	20.61	57.0	.518	.504
	Married	14	23.29	32.0		
Management and Finance	Single	28	21.39	59.0	.947	.936
	Married	14	21.71	30.0		
Health and Diet	Single	28	20.88	58.5	.644	.640
	Married	14	22.75	31.5		
Audience Behaviour	Single	28	20.13	56.5	.308	.303
	Married	14	24.25	33.5		
Participation with Decision	Single	28	19.96	55.0	.260	.249
	Married	14	24.57	34.0		

In Table 7, a Mann Whitney-U test was performed at  $\alpha=0.05$  significance level to determine whether there was a significant difference between the organizational stress levels of participants according to marital status. According to test results, there was no statistically significant difference between the organizational stress levels of the participants and their marital status ( $p>0.05$ ).

Table 8. Comparing organisational commitment sub-dimension averages for "marital status" Mann Whitney-U Test

Commitment	Marital Status	N	Seq. Av.	Seq. Total	z	p
Identification	Single	28	19.57	54.0	.155	.148
	Married	14	25.36	35.0		
Agreement	Single	28	20.05	56.5	.284	.278
	Married	14	24.39	34.5		
Alienation	Single	28	23.68	66.0	.107	.278
	Married	14	17.14	24.0		

In Table 8, a Mann Whitney-U test was performed at  $\alpha=0.05$  significance level to determine whether there was a significant difference between the organizational commitment levels of participants according to marital status. According to test results, there was no statistically significant difference between the organizational commitment levels of the participants and their marital status ( $p>0.05$ ).





Table 9. Comparing organisational commitment sub-dimension averages for "disability status" Mann Whitney-U Test

Commitment	Marital Status	N	Seq. Av.	Seq. Total	Z	P
Identification	From Birth	27	23.24	62.5	.683	.740
	Acquired	17	21.32	36.5		
Agreement	From Birth	27	22.44	60.0	.507	.960
	Acquired	17	22.59	38.0		
Alienation	From Birth	27	22.44	60.0	.774	.587
	Acquired	17	22.59	38.0		

In Table 9, a Mann Whitney-U test was performed at  $\alpha=0.05$  significance level to determine whether there was a significant difference between the organizational commitment levels of participants according to disability status. According to test results, there was no statistically significant difference between the organizational commitment levels of the participants and their disability status ( $p>0.05$ ).

Table 10. Comparing organisational stress sub-dimension averages for "disability status" Mann Whitney-U Test

Stress	Disability Status	N	Seq. Av.	Seq. Total	z	p
Trainer Behaviour	From birth	27	21.26	57.0	.563	.909
	Acquired	17	24.47	41.0		
Management and Finance	From birth	27	21.91	59.5	.493	.969
	Acquired	17	23.44	39.5		
Health and Diet	From birth	27	23.26	62.0	.654	.785
	Acquired	17	21.29	36.0		
Audience Behaviour	From birth	27	22.83	61.5	.654	.785
	Acquired	17	21.97	37.5		
Participation with Decision	From birth	27	22.74	61.0	.612	.848
	Acquired	17	22.12	37.0		

In Table 10, a Man Whitney-U test was performed at  $\alpha=0.05$  significance level to determine whether there was a significant difference between the organizational stress levels of participants according to disability status. According to test results, there was no statistically significant difference between the organizational stress levels of the participants and their disability status ( $p>0.05$ ).

## 5. DISCUSSION AND CONCLUSION

This study, which was conducted to evaluate organizational commitment and organizational stress behaviours in disabled (Paralympic) athletes, includes 44 athletes participating in the 2016 Rio Paralympic games. This study showed that organizational commitment and organizational stress were at high levels. The results indicated that participants' organizational commitment was higher than their organizational stress. When organizational sub-dimensions were investigated, these were identified as trainer behaviour, management and finance, health and diet, audience behaviour, and participation with decision. Organizational commitment sub-dimensions were used to measure identification, agreement, and alienation. According to the results of this study, the organizational stress source which most affects the Paralympic athletes was management and finance, while the least influential organizational stress source was the audience



behaviour. When Üzüm was working with elite athletes, the sub-dimension which is most influenced was management and finance, and the least affecting factor was audience behaviour. These findings are similar to this study. Hanton et al., [27] found that organizational stress levels were high in elite athletes. Similarly, Woodman and Hardy [28] stated that organizational stressors of athletes were based on personal, environment, management, and team related factors.

In this study, there was no significant difference on Organizational Stress Sub-dimensions based on gender. This is similar to the results from Yildirim and Tasmektepligil [29] study on the academic personnel in physical education and Sports College, which found there was no significant difference in the levels of organizational stress of the participants according to gender. The study regarding disabled (Paralympic) athletes found that the organizational stress of the athletes were uninfluenced by their marital status. Erkmén and Çetin [30] found that marital status of Physical Education Teachers have no effect on stress. These findings are similar to our study. Another common result is that there was not significant differences for organisational stress levels of disabled (Paralympic) athletes in terms of education level. When disability of Paralimbic athletes were considered, there was no significant difference on organizational stress level based on disability from birth or acquired. Similarly, wheelchair, on foot, or other disability condition had no effect on organizational stress perception. Moreover, organizational agreement and organizational identification have high levels while organizational alienation levels were low for organizational commitment sub-dimensions of the participants. Similarly, Üzüm [13] Studied elite athletes and found that athletes had a high level of commitment towards their teams in the identification and agreement sub-dimension and low commitment scores in the alienation sub-dimension. On physical education and sports teachers found that while the identification dimensions and internalization sub-dimensions were moderate, the agreement dimension was low. Tokoğlu et al., [31] found no significant difference in terms of organizational commitment between physically disabled athletes and non-physically disabled athletes. In sub-scales, normative commitment shows lower values than emotional and mandatory commitment. Ghasemi et al., [32] conducted a study on the student sports volunteers which showed higher normative and emotional attachment continuity.

As a result of our study, it was seen that the gender of disabled (Paralympic) athletes have no effect on their level of organizational commitment. Similarly, Üzüm worked on elite athletes, and found that gender has no effect on the organizational commitment of the athletes. But in the study of Karakaya and Karademir [34], they observed that male participants had greater organizational commitment than women. Our study showed that the education level of disabled (Paralympic) athletes has no effect on their level of organizational commitment. Üzüm [13] performed a study on elite athletes, and concluded that the organizational commitment of athletes did not change according to education levels. The results of Karakaya and Karademir [33] study on the Organizational Commitment Levels of Physical Education Teachers, showed significance degree of organizational commitment of undergraduate graduate teachers was significantly higher than the other groups. In our study, there was no difference between organizational commitment levels according to marital status. Similar studies on people who engage with sports indicated that marital status changes organizational commitment level. Üzüm [13], Karakaya, and Karademir [33] stated that married



individuals had higher organizational commitment. When the disability of the Paralympic athletes in our research was considered, it was found that these situations indicated no difference from the organizational commitment levels on disability from birth or acquired disabled. Similarly, wheelchair, on foot, or other disability condition had no effect on organizational stress perception.

The results of the correlation analysis of the study we conducted on disabled (Paralympic) athletes showed that organizational commitment and organizational stress had no significant effect on each other. Accordingly, it could be said that the increase of organizational stress has no effect on the increase of organizational commitment on disabled (Paralympic) athletes. Stress sources and methods of coping with stress vary based on demographic characteristics Türksoy et al., [34]. Similarly, the results of a study by Eraslan et al., [35]. On disability athletes have found that the way of coping with stressors varied according to their demographic characteristics. Demographic characteristics should be taken into account to help athletes with disability to cope with stress. Kristiansen et al., [36]. Conducted a study of professional footballers to investigate coping with the organizational stress, and found that footballer receiving social support helped them to avoid focusing on problems. Based on this study, to reduce organizational stress, it will be more helpful to make social life more active instead of focusing on the problems of disabled athletes. Production and related performance increase are expected in environments where there is either no stress or low stress Yurtseven and Donuk, [37]. To increase the performance of disabled (Paralympic) athlete's performance for international organizations, it will be beneficial to establish a support unit to reduce their stress and provide special care. The results of researches on athletes found that organizational commitment has improved the performance [38].

#### **NOTICE**

This study has oral presented at "First International Congress on Social Sciences-Humanities and Education".

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