

The job stresses and its relation to the job satisfaction of the youth centers

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The pressures, as a phenomenon, increase among the personnel at the different associations of the society. The job pressures is a phenomenon that can not be avoided in the organizations since it affects all members of the organization, whether leaders or subordinates but in various degrees. The personnel's job satisfaction in any organization is considered as one of the components of the work environment. It is really true that the individual's efforts and his professional efficiency is an evidence for his job satisfaction. These efforts increase according to the extent to which the job meets his needs and motives, it is considered as an important indicator for the organization effectiveness.

The youth center is considered as a youth national authority equipped with the facilities and potentialities with the purpose of developing the children and youth and to

invest their free times in practicing the different cultural, social, national and sports activities. The center manager is obliged to execute many tasks that are represented in the center daily management which includes the supervising and controlling the personnel, preparing the plan of the center activity, attending the meetings with the board and the directorate manager as well as executing the instructions issued to him, the matter which represents many of job stresses in all times that faced by the center manager.

This research aims to recognize the job stresses and its relation to the job satisfaction of the youth centers managers in Cairo governorate. The descriptive methodology was used because it is proper to the research nature and the sample included (55) managers of the youth centers with (sports- non-sports) qualification. The researcher has used the scale of

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the job stress and the scale of the job satisfaction.

The research has concluded a lot of conclusions, since the order of the job stresses came as follow: the connection and communication- making a decision- the role conflict- the quantity and nature of work- the work relations- the work environment- the professional growth- the performance evaluation. There are no differences with statistical significance between the managers of the youth centers with (sports- non-sports) qualification in the job satisfaction. There is adverse correlation between the job stresses and the job satisfaction.

The key words: the job stresses- job satisfaction.

The job stresses and its relation to the job satisfaction of the youth centers

The research introduction and problem:

The human lives his daily life in a variable environment according to the sciences progress with its different types in all aspects of life, accordingly, he tries to adapt to his life to these

changes and to invest them for his interest. However, in some times he can not interact with these changes and this will lead to a lot of pressures that form an obstacle of this age obstacles (Mubark Bin Faleh 2010).

The pressures, as a phenomenon, increase among the personnel at the different associations of the society. The job pressures is a phenomenon that can not be avoided in the organizations since it affects all members of the organization, whether leaders or subordinates but in various degrees.

Mohammed Bin Abdel Gawad indicated that the job stresses are group of the stimulants that are found in the environment of work which resulted in set of reactions that appear in the individuals' behaviors in the work or in their psychological and physical state or in their performance for their works as result of the individuals' interaction with their work environment that contain the pressures (Abdel Gawad-2002).

The job stresses in the organizations are nothing but outcome of some pressing

situations which face the individuals in their normal or practical life and affect negatively or positively as result of their responses to these situations. These responses differ from an individual to another according to the individual differences and the type of the stimulants they face. These pressures, sometimes, lead to stimulating the individuals and upgrading their morals as well as eliminating any laziness. On the other hand, we find that the negative pressures decrease the morale and create the feeling of worry and weakness. They also affect the individual negatively regarding the personal aspect and the efficiency of their performance in the work (Waleed Abdel Mohasen 2007).

The job satisfaction affects largely on the individual and organization, since the personnel's job satisfaction isn't limited to the work environment only but also it affects his personal life outside the work.

The personnel's job satisfaction in any organization is considered as one of the components of the work environment. It is really true

that the individual's efforts and his professional efficiency is an evidence for his job satisfaction. These efforts increase according to the extent to which the job meets his needs and motives, it is considered as an important indicator for the organization effectiveness (Mohammed Hassan Khamis- 2012).

Saleh Al Balady (2010) sees that the job satisfaction is an internal feeling inside the individual which is represented in his feeling with comfort and happiness as result of meeting his needs through practicing his job and this leads to the individual's satisfaction, this feeling may be totally because of his satisfaction with all factors that affect the individual's feelings towards his job or may be partially and this means that the individual is satisfied with some aspects only (Saleh Al Balady 2010).

The job satisfaction is one of the most important elements in achieving the security and psychological and thinking stability of the personnel who work at the different administrative levels since this satisfaction motivates them to increase the

production (Abdel Samad Al Aghbary 2002).

The youth center is considered as national youth body that is equipped with the facilities and potentialities with the purpose of developing the children and youth and to invest their free times in practicing the different cultural, social, national and sports activities. The center manager is obliged to execute many tasks that are represented in the center daily management which includes the supervising and controlling the personnel, preparing the plan of the center activity in participation with the activities supervisors, accepting the membership applications, preparing and attending the meetings with the board and general assembly, executing the decisions made through these meetings, approving the expenditures with its different types inside the center, observing executing the projects conducted by the different departments at the region as well as observing the projects of the central departments at the directorate and executed inside the center (the regularity of the basic system of the youth centers).

Through the researcher work as a member of the teaching staff at the department of sports management and recreation and her existence with the students of the sports management department during the filed training at the sports institutions including the youth centers, the researcher observed the several tasks conducted by the center manager and require his existence for long periods and dealing with various problems that create pressures he face during executing his tasks. In the light of this, the researcher tries to recognize the job stresses and its relation to the job satisfaction of the youth centers managers.

The research goal:

This research aims to recognize the job stresses and its relation to the job satisfaction of the youth centers managers through knowing the following:

- 1- The reality of job stresses that face the youth centers managers with (sports- non-sports) certification.
- 2- The reality of the job satisfaction of the youth centers managers with (sports- non-sports) certification.

3- The differences between the youth centers managers (sports- non-sports) regarding their response to the job stresses and the scale of job satisfaction.

4- The relation of job stresses to the job satisfaction of the youth centers managers with (sports- non-sports) certification.

The research questions:

1- What is the reality of job stresses that face the youth centers managers with (sports-non-sports) certification?

2- What is the reality of the job satisfaction of the youth centers managers with (sports-non-sports) certification?

3- Are there differences between the youth centers managers (sports- non-sports) regarding their response to the job stresses and the scale of job satisfaction?

4- What is the relationship between job stresses and the job satisfaction of the youth centers managers with (sports-non-sports) certification?

The research procedures:

The used methodology:

For achieving the research goals and for answering the questions made by the researcher, the researcher has used the descriptive methodology with the survey manner because it is proper to the research nature.

The research sample and society

The research society was chosen intentionally from the managers of youth centers in Cairo governorate and it reached (70) managers with different certificates (physical education and other certificates such as bachelor of social service or bachelor of commerce). Fifteen managers of them were chosen randomly from the research society and not from the main research sample with the aim of conducting the exploratory study and calculating the scientific coefficients of the job stresses scale and the scale of job satisfaction. The two scales were applied in their final images to the main sample of the research whose number is (55) youth centers managers.

**Table (1)
describing the sample**

	sports	Non-sports	The total
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The exploratory sample	10	5	15
The basic sample	35	20	55
The total	45	25	70

Tools of collecting data:

The researcher has sued the following tool in collecting the data:

The records and documents:

They are represented in the scientific references and Arabic and foreign studies that relate to the research subject.

The interview:

The researcher has interviewed with five (5) experts of the academic professors in the field of the sports management and she interviewed them as arbitrators, attachment number (1).

The research scales: the researcher has used two tools:

- 1- The scale of job stresses.
- 2- The scale of job satisfaction.

First: the scale of job stresses:

After reading the references and previous studies, a study conducted by Mohammed Shabeer (2009), a study conducted by Fahad Al Thabity (2007) and a study conducted by Amal Al Shaman (2006) that relate to the study problem, the researcher has prepared the scale according to the following steps:

1- Defining the fields of pressures and included the following axis:

A- Pressures which are resulted from the quantity and the nature of the work (8 clauses).

b- Pressures resulted from the role conflict (7 clauses).

c- Pressures resulted from the connection and communication (9 clauses).

d- Pressures resulted from the relations with the colleagues and managers (6 clauses).

e- Pressures resulted from decision making (8 clauses).

f- Pressures resulted from the professional growth and functional upgrading (5 clauses).

h- Pressures resulted from the performance evaluation (4 clauses).

2- Formatting the clauses under each item in the way that is proper to the nature of the youth centers managers' work. The number of the questionnaire clauses reached (53) clauses distributed on 8 basic axis (the scale in its initial image) attachment (2).

3- Showing the scale to (5) of the academic experts in the field of the sports management and psychology for expressing their opinions regarding the appropriateness of the selected dimensions and the appropriateness of the clauses under each axis.

4- The arbitrators' responses (the experts) were put into table that was analyzed by the number of frequencies and the percentages, attachment (3), the amendments recommended by the arbitrators were made and the researcher accepted (75%) for approval, attachment (4).

Second: The scale of job satisfaction:

After reading the studies that discussed the job satisfaction, such as a study conducted by Abdel Salam Al Hyagem (2008), the researcher has followed the following steps:

1- Defining the axis included in the scale of job satisfaction:

a- The incentives and rewards (6 clauses)

b- The conditions and nature of work (6 clauses)

c- The appreciation and self-respect (6 clauses)

d- The relations with the colleagues and managers (6 clauses)

e- The job security and stability (6 clauses).

2- Formatting the clauses under each axis of the five axis since the number of scale clauses reached (30) clauses (the questionnaire in its initial image), attachment (2).

3- Showing the scale to (5) of the academic experts in the field of the sports management and psychology for expressing their opinions regarding the axis of job satisfaction and the appropriateness of the clauses under each axis.

4- The arbitrators' responses (the experts) were put into table that was analyzed by the number of frequencies and the percentages, attachment (3), the amendments recommended by the arbitrators were made and the researcher accepted (75%) for approval, attachment (4).

The two scales were shown to the experts in the period from 16\12\ 2013 to 24\12\ 2013.

The exploratory study:

For investigating the extent of the two scales validity (the scale of job stresses) (the scale of job satisfaction), the exploratory study was conducted on (15) of youth centers managers who were chosen randomly from the research society and out the basic sample during the period from 29\12\ 2013 to 5\1\ 2014. The scientific coefficients of the questionnaire form:

After defining the research exploratory sample and preparing the two tools of collecting all data in their initial images, the researcher calculated the following:

1- Calculating the truth coefficient

- The truth of (content-purport) through the arbitrators.
- The truth of the internal coherence.

First: The arbitrators' truth:

- First: the truth of the arbitrators:
- The researcher used the arbitrators' opinions to recognize the truth of the (content) through presenting the axis and clauses of the job stresses scale and the job satisfaction scale in their initial

images to (five) of the academic experts.

Second: the truth of the internal coherence:

- Investigating the truth of the questionnaire was made through using the truth of the internal coherence by finding the correlation between the degree of each clause and the total degree of the axis to which the clause belongs. This was conducted through applying the scale of job stresses and the scale of job satisfaction to (15) youth centers managers in Cairo governorate.

The main study:

The two scales in their final images were applied to the basic sample of the research during the period from 20\1\ 2014 to 31\1\ 2014. The researcher has used tri-evaluation scale (3-2-1) and all clauses were positive.

More responses to the pressures scale are, more pressures suffered by the youth centers managers. On other hand, in the scale of job satisfaction, more responses are, more job satisfaction by the youth center manager.

The used statistical treatments:

- 1- The descriptive statistic

2- Berson's correlation values

3- Alpha's values.

Showing and discussing the results:**Table (2)**

The mathematical mean the standard deviation and the twist coefficients of the sample responses on the axis of the two scales

The scale	The dimensions	Non-sports (N= 20)			The sports (N= 35)		
		m	SD	T	M	SD	T
The job stresses	Nature of work	10.01	4.74	0.00	10.80	4.08	1.17
	Role conflict	10.94	3.07	0.17	12.90	0.47	0.448
	Connect and communication	20.01	4.23	-0.132	16.90	0.83	0.301
	Work relations	13.02	3.89	-0.200	11.60	3.92	0.08
	Making decisions	17.94	2.91	-0.113	16.80	3.08	0.384
	Professional growth	10.22	2.0	0.637	9.20	1.96	-0.681
	Performance evaluation	10.17	1.70	-0.139	8.90	2.38	-0.362
	Work environment	11.74	2.80	-0.623	10.80	3.07	-0.287
Job satisfaction	Incentive and rewards	10.34	3.30	-0.223	10.40	3.21	-0.012
	Work conditions	9.40	2.47	0.362	9.40	2.20	-0.007
	Self- respect	13.01	2.44	-0.012	12.60	2.03	0.416
	The relationships	11.20	2.10	0.794	10.20	2.40	-0.276
	Professional stability	11.74	3.19	0.283	12.10	2.08	-1.12
The total degree of pressures		110.08	20.71	-0.426	98.00	20.70	0.378
The total degree of job satisfaction		06.20	10.94	0.206	04.90	10.97	-0.807

Table (2) shows that:

The values of the mathematical means varied regarding the sample responses on the scales' axis of the study.

In the light of the research sample's responses (the youth centers managers with sports or non-sports

certificates) on the scale of job stresses we find that the job stresses resulted from the connection and communication have come in the first place since the mathematical mean ranges from 20.51 and 16.65

for the interest of the managers with non-sports certificates.

It was followed by the job stresses resulted from making decisions which occupied the second place since the mathematical mean ranged from 16.85 to 17.94 for the interest of managers with non-sports certificate.

The job stresses resulted from the role conflict came in third place since the mathematical mean ranged from 12.5 to 15.94 for the interest of managers with non-sports certificates.

The job stresses resulted from the quantity and nature of work came in the fourth place since the mathematical mean ranged from 10.80 to 15.51 for the interest of managers with non-sports certificates.

The job stresses resulted from the work relations came in the fifth place since the mathematical mean ranged from 11.60 to 13.02 for the interest of managers with non-sports certificates.

The job stresses resulted from the work environment came in the sixth place with a mathematical mean ranged from 10.80 to 11.74 for the interest of manager with non-sports certificate.

The job stresses resulted from the professional growth and the job promotion came in the seventh place and the mathematical mean ranged from 9.20 to 10.22 for the interest of managers with non-sports certificates.

The work pressures resulted from the performance evaluation came in the last place since the mathematical mean ranged from 8.90 to 10.17 for the interest of the manager with non-sports certificates.

Accordingly, we can see that the feeling with job stresses of the managers with non-sports certificates was higher than the feeling of managers with sports certificates.

The researcher attributes the result of occupying the first place by the job stresses resulted from the connection and communication to the large number of the work burdens suffered by the center manager which reduce his follow up to the personnel he supervises at the center. Moreover, we find that the means applied by the center manager are very slow alongside the apathy of the activity specialists and non concerning with executing the manager instructions which

delays the work. Mohammed Basheir indicates (2009) (16) that the form of communication and its mechanisms inside the institutions is one of the job stresses reasons.

This agrees to the results of the study conducted by Ihab Abdel Razeq (2003) (3) which indicated to the negligence of some personnel in performing their work as well as the poorness of communication with the personnel which led to a large number of the communicating messages which in its turn led to the work delay.

The researcher attributes the job stresses resulted from decisions making, which came in the second place, that the strong job stresses reduce the ability of the center manger to solve the problems because of his inability to define the reasons of the problems and the difficulty of reaching the proper alternative for solving the problem. Moreover, we find that the control of the board in making the decisions makes it difficult to the center manager to show his abilities in making the proper decisions.

The job stresses resulted from the role conflict came in

the third place on the scale of work place and the researcher attributes this result that the conflict occurs because of many tasks entrusted to the center manger and are required to be executed as fast as possible. This makes it is necessary to the center manager to follow up all personnel at the center, execute the projects of the center plan, in addition to his role in executing the resolutions of the board and his obligations to execute the instructions of the region manager an the directorate manager. However, sometimes there are some contradictions between these instructions; accordingly, the manger feels resentment and job stresses he faces. Salah Al Dien Abdel Baqy (2003) (7) has indicated that the role conflict occurs when the individual works under more than one leadership and receives instructions from more presidents who require performing contradictory tasks.

These results agree to the results of the study conducted by Amal Al Shaman (2006) (1) which indicated that the work quantity and communication come in the front of the sources of

organizational job stresses, whereas, the role conflict came as one of the weakest sources and this is different from the results of this study.

The job stresses resulted from the quantity and nature of the work came in the fourth place and this agrees to the results of the study conducted by Soad Al Saloum (2002) (5) which indicated that the quantity of work conducted by the administrative supervisor as well as the role ambiguity and the professional growth and development are belong to the job stresses.

This answers the first question:

What is the reality of job stresses that face the centers managers with (sports or non-sports) certification?

In the light of the responses of the research sample from the managers of the youth centers with (sports or non-sports) certification on the scale of job satisfactions, the researcher concluded the following results:

The estimation and self-respect came in the first place with a mathematical mean ranged from 12.65 to 13.51 for the interest of the managers with non-sports certification.

The job stability came in the second place since the mathematical mean ranged from 11.74 to 12.15 for the interest of managers with sports certification. Then, the relations with colleagues and presidents came in the third place with a mathematical mean ranged from 10.25 to 11.20 for the interest of managers with non-sports certification. The incentives and rewards came in the fourth place with a mathematical mean ranged from 10.34 to 10.45 for the interest of managers with sports certifications. Finally, the conditions and nature of work came in the last place, since the mathematical mean ranged from 9.45 to 9.40 for the interest of managers with non-sports certifications.

The researcher sees that the job stresses that face the managers of youth centers didn't affect obviously on the level of their job satisfaction and this agrees to the results of the study conducted by Mubark Al Dousry (2010) (13) which indicated that the job stresses face the personnel at the borders guards don't affect the level of their job satisfaction.

This answers the second questions: What is the reality of the job satisfaction of the youth centers managers with (sport or non-sports) certification?

What is the reality of the job satisfaction of the youth

Table (3)

The differences between the managers of youth centers (sports\ non-sports) in their responses on the scale of job stresses and scale of job satisfaction

The scale	The axis	Non-sports (20)		Sports (30)		T	The significance
		μ	σ	μ	σ		
Job stresses	Nature of work	١٥.٥١	٤.٦٤	١٠.٨٠	٤.٥٨	*٣.٦٣	٠.٠٠١
	Role conflict	١٥.٩٤	٣.٥٧	١٢.٩٥	٥.٤٧	*٢.٤٥	٠.٠١٧
	Connect and communication	٢٠.٥١	٤.٢٣	١٦.٩٥	٥.٨٣	*٢.٦١	٠.٠١٢
	Work relations	١٣.٠٢	٣.٨٩	١١.٦٠	٣.٩٢	١.٣٠	٠.١٩٩
	Making decisions	١٧.٩٤	٢.٩١	١٦.٨٥	٣.٠٨	١.٢٨	٠.٢٠٥
	Professional growth	١٠.٢٢	٢.٠	٩.٢٠	١.٩٦	١.٨٤	٠.٠٧٠
	Performance evaluation	١٠.١٧	١.٧٥	٨.٩٠	٢.٣٨	*٢.٢٦	٠.٠٢٨
	Work environment	١١.٧٤	٢.٨٠	١٠.٨٠	٣.٠٧	١.١٦	٠.٢٥١
The total degree		١١٥.٠٨	٢٠.٧١	٩٨.٠٥	٢٥.٧٥	*٢.٦٨	٠.٠١٠
Job satisfaction	Incentive and rewards	١٠.٣٤	٣.٣٥	١٠.٤٥	٣.٢١	٠.١١٦	٠.٩٠٨
	Work conditions	٩.٤٥	٢.٤٧	٩.٤٠	٢.٢٥	٠.٠٨٥	٠.٩٣٣
	Self- respect	١٣.٥١	٢.٤٤	١٢.٦٥	٢.٥٣	١.٢٤	٠.٢١٩
	The relationships	١١.٢٠	٢.١٥	١٠.٢٥	٢.٤٠	١.٥٠	٠.١٣٧
	Professional stability	١١.٧٤	٣.١٩	١٢.١٥	٢.٥٨	٠.٤٨٦	٠.٦٢٩
The total degree		٥٦.٢٥	١٠.٩٤	٥٤.٩٠	١٠.٩٧	٠.٤٤٢	٠.٦٦٠

- The significance > 0.05

Table (3) shows that:

There are differences with statistical significance between the two groups for the interest of managers with non-sports

certification, since they have higher pressures in the fields of pressures scale except (the pressures of work relations,

making decisions, the professional growth and the pressures of work environment. There are no differences with statistical significance between the two groups on all axes of job satisfaction scale as well as its total degree.

In the light of the responses of the research sample to the fields of job stresses scale, we find that there are differences with statistical significance between the managers of youth centers with sports certifications and the managers with non-sports certifications regarding the work quantity and pressures, the role conflict, the connection and communication and performance evaluation since the feeling with the job stresses was lower regarding the manager of youth centers with sports certifications.

The researcher attributes these results that the graduates of physical education faculties have the practical background about the individual and team games as result of their study and this supports their practical experiences of the different sports activities that are executed inside the youth centers. Their study also included the functions of the

administrative process such as the planning, the organization, the guiding and control and this enables them to prepare the activity plans in clear way makes it is easy to be executed. The managers with sports certifications also have the ability to coordinate with the specialists of the sports and social activities for defining the available financial and human potentialities, explain the timetable of the activities required to be executed, distribute the responsibilities on the personnel and they have the ability to discover their distinguished abilities in organizing the time and distributing the tasks according to its priorities and they also have the ability to deal with the challenges they face.

Kelly (1994), quoting the study conducted by Mohammed Hassan (2012) (15), that the job stresses have a positive affect since they motivate the individual to achieve his goals. The researcher attributes this to the long period spent by the managers during their work in the youth centers and this makes them familiar with the problems that may occur and they have the ability to define and solve these problems

through coordination with the board and higher management, thus, they have become more aware with the expected tasks of their work. Moreover, defining the tasks of the youth center manager through the regularity of the main system of the youth centers makes the tasks of the center manager quite routine ones.

This agrees to the results of the study conducted by (2007) (12) which indicated that there are differences with statistical significance regarding the degree of existence of the administrative pressures that relate to the organizational aspect and the character of the educational supervisor and his relation with the others that attributes to the scientific qualification.

Table (3) shows that:

In the light of the responses of the research sample of the youth centers managers we find that there are no differences with statistical significance between the youth centers managers with sports certification and those with no-sports certifications in the axes of job satisfaction.

The researcher attributes this result that all managers of youth centers belong to the same society and work according to one policy under

the shade of defined laws and rules. Moreover, the common values between the managers make them feel with satisfaction and in the light of the economic conditions of the society; they realize that the job presents an acceptable level of their ambitions. Mustafa Shawish (2004) (19) indicates that the personnel's satisfaction with their work is resulted from their recognition to the advantages they get from their jobs and their recognition to what should they get from their jobs. More bridging the gap between the two recognitions, more job satisfaction is between the personnel.

This agrees to the results of the study conducted by Abdel Salam Al Hyagem (2008) (10) that there are no differences with statistical significance between the male and female supervisors in the job satisfaction which are represented in the work conditions, the promotion opportunities and the relation with the colleagues.

This answer the third question:
Are there differences between the managers of youth centers with (sports or non-sports) certifications regarding their responses on the scale of job stresses and the scale of job satisfaction?

Table (4)
The values of correlation between the axes of the pressures and
the axes of job satisfaction of managers with no sports
certification

Job satisfaction\ Job stresses	The statement	Incentives and rewards	Work conditions	Self-respect	relations	The concerned stability	The total degree
Nature of work	R	-.040	.033	-.382 *	*-.700	-.277	-.300
	Significance	.819	.802	.024	.000	.108	.080
The role conflict	R	*-.377	-.173	-.371 *	*-.099	*-.071	-.013 *
	Significance	.030	.320	.033	.000	.000	.002
The communication	R	*-.431	-.314	-.004 *	*-.724	*-.477	-.074 *
	Significance	.010	.077	.002	.000	.000	.000
The work relations	R	*-.410	-.248	-.079 *	*-.777	*-.439	-.071 *
	Significance	.013	.101	.000	.000	.008	.000
Making decisions	R	-.203	-.197	-.421 *	-.298	-.314	*.771
	Significance	.143	.270	.012	.083	.077	.000
The professional growth	R	-.319	*-.000	-.042 *	*-.718	*-.409	-.084 *
	Significance	.072	.001	.001	.000	.010	.000
Performance evaluation	R	*-.450	*-.032	-.007 *	*-.717	*-.474	-.739 *
	Significance	.007	.001	.001	.000	.000	.000
Physical environment of work	R	*-.467	*-.364	-.030 *	*-.717	*-.478	-.702 *
	Significance	.000	.032	.001	.000	.000	.000
The total degree	R	*-.407	*-.309	-.091 *	*-.740	*-.023	-.724 *
	Significance	.010	.071	.000	.000	.001	.000

- The significance > 0.05

Table (4) shows that:

There is adverse correlation with statistical significance between the axes of the

samples (non-sports managers) in some axes of the scale.

Table (5)
The values of correlation between the axes of the pressures and the axes of job satisfaction of managers with sports certification

Job satisfaction\ Job stresses	The statement	Incentives and rewards	Work conditions	Self-respect	relations	The concerned stability	The total degree
Nature of work	R	-0.379	-0.419	-0.296	*-0.088	*-0.787	*-0.00
	Significance	0.100	0.077	0.202	0.007	0.001	0.012
The role conflict	R	-0.202	-0.348	-0.316	*-0.091	*-0.740	*-0.484
	Significance	0.394	0.133	0.170	0.007	0.002	0.031
The communication	R	-0.063	-0.326	-0.349	*-0.763	*-0.726	*-0.482
	Significance	0.791	0.161	0.131	0.001	0.000	0.031
The work relations	R	-0.10	-0.306	-0.418	*-0.709	*-0.778	*-0.001
	Significance	0.967	0.190	0.076	0.000	0.000	0.020
Making decisions	R	0.173	*-0.440	-0.726	*-0.790	*-0.811	*-0.721
	Significance	0.460	0.049	0.003	0.000	0.000	0.002
The professional growth	R	-0.223	-0.423	-0.719	*-0.792	*-0.026	*-0.071
	Significance	0.344	0.073	0.004	0.001	0.017	0.009
Performance evaluation	R	0.193	*-0.482	-0.704	*-0.790	*-0.778	*-0.780
	Significance	0.410	0.032	0.000	0.000	0.000	0.001
Physical environment of work	R	-0.203	*-0.489	-0.770	*-0.792	*-0.770	*-0.770
	Significance	0.390	0.029	0.000	0.000	0.000	0.001
The total degree	R	-0.209	*-0.408	-0.037	*-0.800	*-0.836	*-0.701
	Significance	0.384	0.042	0.10	0.000	0.000	0.002

The significance > 0.05

In the light of the responses of the youth centers managers with sports certification, there are adverse correlation of the pressures that relate to the work nature and the job satisfaction for the axis of estimation and self-respect as well as the axis of relations with the colleagues and presidents.

– There is adverse correlation of the pressures that result from the role conflict and the satisfaction with the incentives and rewards, the estimation and self-respect, the relations with colleagues and presidents and the job stability and the total degree of job satisfaction.

- There is adverse correlation between the connection and communication and both of the satisfaction with the incentives and rewards, the estimation and self-respect, the relations with colleagues and presidents and the job stability and the total degree of job satisfaction.

- There is adverse correlation resulted from the work relations and both of the satisfaction with the incentives and rewards, the estimation and self-respect, the relations with colleagues and presidents and the job stability and the total degree of job satisfaction.

- There is adverse correlation of the pressures resulted from making decisions and both of satisfaction with estimation, self-respect and the total degree of the job satisfaction.

- There is adverse correlation of the pressures resulted from the professional growth and satisfaction with the work conditions and nature, estimation and self-esteem, the relations with the colleagues and presidents, the security and job stability and the total degree of job satisfaction.

- There is adverse correlation of the pressures resulted from the performance evaluation and the job satisfaction with the incentives and rewards, the estimation and self-respect, the relations with colleagues and presidents and the job stability and the total degree of job satisfaction.

- There is adverse correlation of the pressures resulted from the physical environment of work and satisfaction with the axes of job satisfaction.

- There is adverse correlation of the total degree of the pressures and the total degree of job satisfaction.

The researcher attributes these results that the over size of work which includes the planning, directing the personnel, the continuous control, attending the meetings and organizing the board elections during holding the general assembly whose worktables include the elections and pressures of the candidates for the membership and the regularities that organize these elections. Moreover, the instructions issued by the public directorate for the authorities and the

director manager resulted in creating more of job stresses, in particular when the time is not enough for fulfilling all these tasks together in the same time.

Table (5) shows that:

In the light of the responses made by the research sample from the managers of the youth centers with no sports certifications (such as bachelor of social service- bachelor of commerce), we find the following:

- There is adverse correlation between the pressures resulted from the work quantity and nature and both of satisfaction with the relations with the colleagues and presidents, the job stability and the total degree of job satisfaction.

- There is adverse correlation of the pressures that result from the role conflict and the satisfaction with the relations with colleagues and presidents and the job stability and the total degree of job satisfaction.

- There is adverse correlation resulted from the work relations and both of the satisfaction with the relations with colleagues and presidents

and the job stability and the total degree of job satisfaction.

- There is adverse correlation of the pressures resulted from making decisions and both of satisfaction with the work conditions and nature, estimation and self-respect, the job stability and security and the total degree of the job satisfaction.

- There is adverse correlation of the pressures resulted from the professional growth and satisfaction with estimation and self-esteem, the relations with the colleagues and presidents, the security and job stability and the total degree of job satisfaction.

- There is adverse correlation of the pressures resulted from the performance evaluation and the job satisfaction with the estimation and self-respect, the relations with colleagues and presidents and the job stability and the total degree of job satisfaction.

- There is adverse correlation of the pressures resulted from the physical environment of work and satisfaction with the work conditions and nature, the estimation and self-respect, the relations with colleagues and

presidents, the job security and stability and the total degree of job satisfaction.

- There is adverse correlation of the total degree of the job stresses and the satisfaction with the work nature and conditions, the estimation and self-respect, the relations with colleagues and presidents, the job security and stability and the total degree of job satisfaction.

The researcher attributes these results to the centralization of making the decisions by the board and the higher management at the directorate and allowing the managers only to execute the decisions without paying attention to the humanitarian aspects or appreciating the exerted efforts. Moreover, some personnel at the centers don't provide the support to their colleagues and create problems to the centers managers and this delay the work. This agrees to the results of the study conducted by Bratt (2000) (22) which indicated that the nurses with whom the management deals positively have degree of satisfaction that is higher than the degree of satisfaction of the nurses with

whom the management deals negatively.

Mohammed Bashier (2009) (16) indicated that one of the negative effects of the job stresses is the resentment from the work condition, the bad relations between the organization individuals and non-job satisfaction.

Al Taweel also mentioned (2006) (20) that there are some factors that affect the individual's satisfaction including: the salary, stability in work, the work conditions, appreciating the executed work, the fair leadership, the efficiency, the available opportunities, the relations inside the work, the social position and feeling with their work value.

These results agree to the results of the study conducted by Khalil Hagag (2007) (4) which indicated that there is adverse relation with statistical significance between the job stress and the job satisfaction.

They also agree to the results of the study conducted by Tong Piam (2000) (25) in which he indicated that there is adverse relation with statistical significance between the job stress and job satisfaction.

This answers the fourth question:

What is the relation between the job stresses and the job satisfaction of the managers of the youth centers with (sports or non-sports) certifications?

The results:

1- The job stresses came in the following order: the connection and communication- making decision- the role conflict- the work quantity and nature- the work relations- the work environment- the professional growth- the performance evaluation.

2- There are no differences with statistical significance between the managers of youth centers with (sports or non-sports) certifications regarding the job satisfaction.

3- There is adverse correlation between the job stresses and the job satisfaction.

The recommendations:

1- The continuous administrative development for the centers managers.

2- Using the modern technology means in fulfilling the required tasks.

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