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INVESTIGATION OF ORGANIZATIONAL PATHOLOGY IN THE MINISTRY OF SPORTS AND YOUTH OF THE ISLAMIC REPUBLIC OF IRAN

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ABSTRACT

The purpose of this study was to investigate organizational pathology in the Ministry of Sports and Youth of the Islamic Republic of Iran. The methodology of this research is applied in terms of its descriptive nature and is a survey. The statistical population of the research includes all employees of the Ministry of Sport and Youth of the Islamic Republic of Iran in 2013, equal to 660 people, according to the information of the relevant ministry's staffing center was. The sample size was determined on the basis of the sample size of Morgan sample of 244 people. The instrument for measuring the questionnaire was Salvitor (2005), which evaluated organizational pathology in eight dimensions (goals, structure, leadership, communication, rewards, and useful mechanisms, attitudes toward change and family orientation). The reliability of the questionnaire was calculated by Cronbach's alpha coefficient (95%). The formal and content validity of the questionnaire was confirmed by sports management specialists. In order to analyze the inferential data obtained from the statistical measuring instrument, single variable t and simple variance analysis (alpha). The results showed that the average organizational damage in the objectives section was 3.74, in the structure of 3.71, in the leadership section 3.69, in the communications sector 3.52, in the bonus sector 3.05 and in the attitude towards change of 3.60 is significantly lower than the average level, indicating the damage in the abovementioned cases by the ministry from the employee's point of view, and only in the orientation direction towards the family 3.83, which means the average At the middle level.

Keywords: Organizational pathology. Sport Management. Ministry of Sports and Youth of the Islamic Republic of Iran

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INVESTIGACIÓN DE PATOLOGÍA ORGANIZATIVA EN EL MINISTERIO DE DEPORTES Y JUVENTUD DE LA REPÚBLICA ISLÁMICA DEL IRÁN

RESUMEN

El propósito de este estudio fue investigar la patología organizacional en el Ministerio de Deportes y Juventud de la República Islámica de Irán. La metodología de esta investigación se aplica en términos de su naturaleza descriptiva y es una encuesta. La población estadística de la investigación incluye a todos los empleados del Ministerio de Deportes y Juventud de la República Islámica de Irán en 2013, lo que equivale a 660 personas, según la información del centro de dotación de personal del ministerio correspondiente. El tamaño de la muestra se determinó sobre la base del tamaño de la muestra de Morgan de 244 personas. El instrumento para medir el cuestionario fue Salvitor (2005), que evaluó la patología organizacional en ocho dimensiones (objetivos, estructura, liderazgo, comunicación, recompensas y mecanismos útiles, actitudes hacia el cambio y la orientación familiar). La fiabilidad del cuestionario se calculó mediante el coeficiente alfa de Cronbach (95%). La validez formal y de contenido del cuestionario fue confirmada por especialistas en gestión deportiva. Para analizar los datos inferenciales obtenidos del instrumento de medida estadístico, la variable única t y el análisis de varianza simple (alfa). Los resultados mostraron que el daño organizacional promedio en la sección de objetivos fue 3.74, en la estructura de 3.71, en la sección de liderazgo 3.69, en el sector de comunicaciones 3.52, en el sector de bonificación 3.05 y en la actitud hacia el cambio de 3.60 es significativamente menor que el nivel promedio, que indica el daño en los casos antes mencionados por parte del ministerio desde el punto de vista del empleado, y solo en la dirección de orientación hacia la familia 3.83, lo que significa el promedio en el nivel medio.

Palabras clave: Patología organizacional. Gestión del deporte. Ministerio de Deportes y Juventud de la República Islámica de Irán

INVESTIGAÇÃO DA PATOLOGIA ORGANIZACIONAL NO MINISTÉRIO DO ESPORTE E DA JUVENTUDE DA REPÚBLICA ISLÂMICA DO IRÃ

RESUMO

O objetivo deste estudo foi investigar a patologia organizacional no Ministério de Esportes e Juventude da República Islâmica do Irã. A metodologia desta pesquisa é aplicada em termos de sua natureza descritiva e é uma pesquisa. A população estatística da pesquisa inclui todos os funcionários do Ministério do Esporte e Juventude da República Islâmica do Irã, em 2013, igual a 660 pessoas, de acordo com as informações do centro de pessoal do ministério relevante foi. O tamanho da amostra foi determinado com base no tamanho da amostra da amostra de Morgan de 244 pessoas. O instrumento de mensuração do questionário foi Salvitor (2005), que avaliou a patologia organizacional em oito dimensões (objetivos, estrutura, liderança, comunicação, recompensas e mecanismos úteis, atitudes frente à mudança e orientação familiar). A confiabilidade do questionário foi calculada pelo coeficiente alfa de Cronbach (95%). A validade formal e de conteúdo do questionário foi confirmada por especialistas em gestão esportiva. A fim de analisar os dados inferenciais obtidos a partir do instrumento de medida estatística, a variável t simples e análise de variância simples (alfa). Os resultados mostraram que o dano organizacional médio na seção de objetivos foi de 3,74, na estrutura de 3,71, na seção de liderança 3,69, no setor de comunicações 3,52, no setor de bônus 3,05 e na atitude em relação à variação de 3,60 é significativamente menor do que o nível médio, indicando o dano nos casos acima mencionados pelo ministério do ponto de vista do empregado, e apenas na direção de orientação para a família 3.83, o que significa a média No nível médio.

Palavras-chave: Patologia organizacional. Gestão Esportiva. Ministério do Esporte e Juventude da República Islâmica do Irã



INTRODUCTION

The world, at the beginning of the third millennium, and in the era of globalization, witness's tremendous changes in various fields of life. These developments create various threats and opportunities for social organizations. Managers must try to make the necessary changes in their organization's various dimensions to deal with threats and exploit opportunities. These changes may be structural, technical or behavioral changes, and organizational change of any kind and in any form requires the implementation of a planned change process. The most important step in this process is to perform the pathology or complication of the organization (Rajaei Pour and Naderi, 2009). A profound look at the subject of organizational pathology reveals that in most organizations, the root of most problems is in some way the way human resources are managed. If an organization is leading in the cultural dimension, this is due to the growth and growth of the employees of that organization. If an organization is well known in terms of financial and economic affairs and earning high revenues, it is the result of strategic thinking and the hunt for opportunities by managers, experts and, in general, its staff. Organizational pathology the process of using the concepts and methods of behavioral sciences is to define and describe the status quo of organizations and find ways to increase their effectiveness (Harrison, 1988). Like a physician, an organizational pathologist, the organization as an In the other hand, as globalism in medical sciences and in the case of any living system, especially humans, applies to the organization (Katz & Kahn 1978). In the context of organizational development, in addition to system theory, the theory of open systems implies that an organization can be considered as a general system with inputs, processes, and outputs, each of which by feedback loops They are also linked. Feedback loops show that systems are affected by outputs as well as their inputs (Rajaei Pour and Naderi,

2009). Organizational pathology includes eight areas (goals, structure, leadership, communication, rewards, useful mechanisms, attitudes toward change and family orientation). That the damage in any of these eight areas results in loss of performance and lower organizational productivity. The purpose of the management's pathology is to understand the effective factors of paradigm-order and its undesirable effects in the administrative system and community management (Rajaei Pour and Naderi, 2009). In this regard, physical education and sport have a significant role in developed and developing countries. The experience of successful and advanced countries in sport is a clear example of this fact. A brief glimpse of the functions of physical education and sport in an advanced social system, including basic sport, public sport, women's sports, championship sport and professional sport, are summarized in three basic, yet integrated, concepts. Which are health, friendship and happiness that every human being needs. In other words, advanced sports and education seek to cultivate human beings with these three superior attributes, which the holy system of the Islamic Republic of Iran needs for such humans in order to fulfill its goals and aspirations. Therefore, the researcher plans to study the pathology in the Ministry of Sports and Youth of the Islamic Republic of Iran, which will identify its strengths and weaknesses, and thus provide a basis for increasing the productivity of the organization for the cause.

LITERATURE REVIEW

Concepts and framework of a research subject

The concept of pathology in organizational development is similar to the concept of pathology in medical science. As medical examinations are conducted in this way, vital and vital information is collected from the human body, followed by the doctor to prescribe medication and treat the patient. In organizations, special procedures are also used to



collect important and essential information in order to design appropriate organizational interventions (Tichy et al, 1977). Burk warns the organization's pathologists of favoritism with a bias of a model, because that model may not be appropriate for an organization (Howard, 2003). He points out that it is possible to choose individuals to limit their work to a particular model. For example, if only a specific point is considered in the pathology process, the pathologist may restrict the framework of its collection procedures based on variables, and this framework will exclude him from collecting for other important variables are open. This science, which is widely used in the biological sciences, also holds an office in the humanities. So the pathology of the organization has attracted the attention of human scientists to the same topic. Of course, all studies that attempt to detect defects and harmful factors of a particular system are in the field of pathology. Pathology begins with observing the effects of damage. In human resources, the effects of the damage occur in a variety of ways, which are called "behavioral problems" (Adams, 2006).

Harrison (1987) has proposed a model for the diagnosis of individual and group behavior within the organization, which largely focuses on outcomes such as organizational performance and quality of work life (QWL). This model offers a view of open systems with minimal limits between the organization and the external environment. In this model, the external environment is introduced solely with references and feedback circles. Variables that are considered for this model are conceptualized at the organizational, group and individual level. At the level of organizational performance, a summary of the level of performance includes the role of outputs in relation to individual performance and group performance and the results of the quality of work life. Harrison (1987) argues that these three levels of performance (organization, group, individual), although not a simple model, are very complicated, but true. Variables presented in the Harrison model (1987) the most important of these are performance and quality of work life.

The inputs of this model, which are considered as resources, include the human resources available to the organization and the feedback loops of the organization's prior results. Because there is no definite definition for the organization's boundaries, it is not clear whether all resources are provided from the external environment or from the organization itself, or from both of them. The enterprise-wide databases include products and services, and enterprise products are. The results related to the group function within the organization include problem-solving, plans and measures designed during the operation. At the individual level, the results include the quality of people's work efforts, creativity and innovation, the level of cooperation with others, and commitment to their work.

Negative consequences at the individual level include absenteeism and delays. Finally, the sense of job security, working conditions, meaningfulness, and job challenges, and the extent to which work maintains the psychological well-being of employees are all related to the quality of working life (QWL). Harrison states that the lines affecting this The model is the main lines of influence or feedback loops. However, all of these lines, as shown in other models, are not bi-directional and the multiplicity of influential lines and feedback loops in this model creates problems for determining the relationships between variables (for example, most lines show not only direct impact, but also bilateral and reciprocal).

BACKGROUND RESEARCH

In the field of organizational pathology, unfortunately, quantitative research has been conducted within the country, and this has been found only in the case of sports organizations. In this section, research on the subject of the research has been as follows:

In a study titled Pathology of Human Resources Management, ISACO Corporation. This research was carried out to implement and implement the European Quality Assurance and Enhancement System (EQM) system, which was



developed following evaluation of the privilege to existing standards in relation to the staff of the European Quality Foundation (EFQM) and using the survey of staff of the organization. The results indicate that they are facing damage due to the structure, leadership, reward, and attitudes toward organizational change.

In a research conducted under the name of the pathology of the HRM process, the researcher examined the problems in the process from the perspective of the process. In this research, all of the processes under consideration in the field of human resources management of the organization were identified from the stage of absorption to retirement, and then it was proposed to provide solutions to remedy them. In this regard, it has been shown that in the process of absorption of energy, effective mechanisms have not been used and the forces are not absorbed, which in the long run can have negative effects on the organization and cause serious damage to the structure of the organization (Sanei, 2003). In a research conducted under the title of West Regional Water Regional Organizational Pathology, the results showed that the organizational structure of the regional water company was such that the behavior that caused the whole system's vulnerability and the damage done to the leadership system has led to the failure to deal with these behaviors. Therefore, the most damage was seen in the leadership system, and in this regard, employees with the same years of service provided the same views (Mirzai Ahrandani, 2004).

In a study titled Pathology of Organizational Behavior, the findings of the study are as follows. Most people believe that the phenomenon of crime, abuse, alcoholism, drug addiction, poverty and marginalization, and acute maladministration and pathological aspects in modern life. Within the context of the theory of conflict, the emergence of conflicting phenomena and the internal contradictions of society, the underlying class of which is class contradictions, causes behavioral disorientation. The concentration of capital and power in the hands of groups that have common economic

and political interests and conflicts with one another, tend to set criteria for self-use and to deprive the masses. Deprivations create aggressive, abnormal, abusive and criminal responses, and, in any case, create socially disadvantaged groups. In this research, various factors contribute to the creation of disruptive functions in organizational pathology (Time, 2006).

In a research that identified the damages in the Welfare Organization of Isfahan province, the results showed that there was no major damage to the organization's system and only staff information about the organization's priorities was moderate. There is no systemic structure, leadership, communication, useful mechanisms, and attitudes toward a change of major damage. The findings show that the system does not satisfy the organization's rewards and the amount of salary received and does not consider it appropriate to the amount of work and activity. There are also conflicts in some of the affairs within the organization (Mohammad Zadeh et al, 2008). In a study titled "The pathological look at participatory management and the system of proposals in the public sector of Iran in Yazd province, the results of the research are as follows, the current environment, organizations more and more It leads to new management practices and one of these options is the tendency toward collaborative management style. Similarly, the system for accepting and reviewing proposals is one of the most powerful mechanisms of participatory governance that has been widely used in many industrial, commercial, and service organizations in the private and public sectors of the world. In our country, the problems in the administrative system of the state have doubled the necessity of using the appropriate and modern methods for organizing the state of government departments and solving their problems. In the same way, from a few years ago, the flow of participatory governance through The system for accepting and reviewing suggestions is being followed up, which requires pathology and complication (Shoroki, 2008). In a study titled Pathology of Human Resource



Management with the aim of improvement and development, the results of the research show that the priority of the damage to each of the factors, as well as the causes and root of each injury, respectively, is the extent of damage, structural factors Including selection and recruitment of appointments and promotion of job and performance evaluation, behavioral factors including motivation and job satisfaction, leadership, organizational culture and job security, and the underlying factors including contractors and consultants who have the least harm.

METHODS

The method of this research is descriptive-survey and in terms of the purpose of the application and done fieldwork.

Society, examples, and methods of data analysis

The statistical population of this study was all employees of the Ministry of Sports and Youth of the Islamic Republic of Iran in 2013, which was formally, contracted and contracted at the time of the ministry and did not serve other organs and has at least 5 years of service record

The number of these staff was reported at the time of the research, based on the information provided by the Ministry of Labor and the Ministry of Labor, about 660 people (380 men and 280 women). From the target population, 244 people were selected according to the sample size sheets of Morgan As an example, it is intended to be randomly categorized among the staff of the Ministry of Sports and Youth They were chosen.

Measuring tool

The Salvatore 2005 questionnaire, which measures organizational damage in 8 dimensions, was used in this study. The questionnaire was originally designed by Weisberg in 1976 in a six-dimensional format that was modified by Salvatore in 2005. This questionnaire contains 40 questions in closed-ended responses and with a range of 7 options (totally agree to completely disagree) that The order of the grades is awarded to 7, 6, 5, 4, 3, 2, and 1 (7 totally agree, 1 completely disagree).

Nevertheless, while filling out the questionnaires the subjects were provided insight on how to fill out the inventory and how to use the scales (table 1).

Table 1 Inventory scale

No.	Questions	Completely agree	Agree	Relatively agree	neutral	Relatively disagree	disagree	Completely disagree
1	Question 1	7	6	5	4	3	2	1

The organization's pathology questionnaire is divided into 8 components (goals, structure, leadership, communications, rewards, and useful mechanisms, attitudes towards change and orientation towards the family). Weisbourd (1976) reported the validity and reliability of the questionnaire to be 0.80 and 0.87, respectively.

Although the mentioned questionnaire was already standardized with its reliability and validity values being already measured and approved in previous studies, still we have re-measured its reliability and validity in order to ensure the correctness of results.

In order to assess the validity of the questionnaire, 10 questionnaires were sent to 10 university professors and they were asked to



provide a final opinion on the questions of the questionnaire while reviewing the questionnaires' facial expressions. In this way, the content validity of the questionnaire was confirmed. He was placed.

The reliability of the mentioned questionnaire was measured through the Cronbach's alpha coefficient method and the yielded value was 0.95 (Table 2).

Table 2, Cronbach's alpha Dimensions

Dimensions	Number of questions	Cronbach's alpha
Goals	5	0.89
Rewards	5	0.93
Structure	5	0.89
Beneficial mechanisms	5	0.88
Family-orientation	5	0.91
Relationships	5	0.92
Positive attitude towards change	5	0.87
Leadership	5	0.91
total	40	0.95

For the purpose of data analysis, indices of descriptive statistics including means and tables have been used. In addition, in order to obtain the predetermined goals of the study, inferential statistics including the t-test have been made use of. It is worthy of mentioning that the entire statistical operations of the study have been conducted using the SPSS v.20.0 Software.

RESULTS

Descriptive findings of the research

According to the data obtained from the organizational pathology of the Ministry of Sports and Youth in terms of objectives, the highest average score of responses is related to "goals clearly expressed" with a mean of 4.29 and the lowest mean score of responses related to "organizational goals with individual goals Coordinated "with an average of 3.39. Also, according to the staff's opinion, the average total organizational damage in the dimensions of targets is 3.74.

Organizational damage by the Ministry of Sports and Youth in structure The highest average score of responses is related to "division of labor to achieve organizational goals" with an average of 3.86 and the lowest average score of responses related to "division of tasks for efforts to achieve organizational goals Is useful "with an average of 3.63. Also, based on staff comments, the average total organizational damage in the structure dimension is estimated to be 3.71.

The organizational harm of the Ministry of Sports and Youth in the leadership dimension of the highest average score of responses related to "leadership norms contribute to the progress of organizational goals" was 3.91, and the lowest average score of responses was related to " with an average of 3.39. Also, based on comments The average total organizational damage estimated in the structure dimension is 3.69.

Organizational injury of the Ministry of Sports and Youth in communication The highest average score of responses related to "employee relationships with the members of their working group is friendly and rational" mean 3.96 and the lowest average score of responses refers to



"individuals or units to Job difficulties consult with them" with an average of 2.87. Also, based on employee opinion, the average total organizational damage in the structure dimension is estimated at 3.52.

Organizational injury of the Ministry of Sports and Youth in the rewards category, the highest average score of responses is related to "the possibility of promotion" with an average of 3.55 and the lowest average score of responses related to the "salaries and benefits of fair employees" with an average of 2.68. Also the average of total organizational damage in the structure dimension is estimated to be 3.05 based on employee opinion.

Organizational Damage of the Ministry of Sports and Youth in the context of useful mechanisms, the highest average score of responses related to "sacramental ideas for each employee is important" is an average of 4.15 and the lowest average score of responses related to "the information necessary to perform the desired tasks for employees of existence" with an average of 3.25. Also, according to staff comments, the average total organizational damage in the structure dimension is estimated at 3.52.

The organizational harm of the Ministry of Sports and Youth in the context of the change in change, the highest average score of responses is "not resistant to changes", the average is 3.82 and the lowest average score of responses related to "employee relationships with members of their working group is friendly and rational" With an average of 3.34. According to the staff's opinion, the average total damage to the organizational structure in the structure dimension was estimated at 3.60.

The organizational harm of the Ministry of Sports and Youth in the family-oriented dimension, the highest average score of responses to "complete amenities" is 4.16 and the lowest average score of responses is related to "super-family planning, family support from encouraging employees" With an average of 3.28. Also, based on staff comments, the average total organizational damage in the structure dimension is 3.83.

Inferential Findings of the Research

The status of organizational damage in the dimensions of the research at the Ministry of Sports and Youth.

Table 3: results of aim of research

Dimensions	Mean	S.D	t	p
Goals	3.74	0.996	-3.25	.001
Structure	3.71	1.13	-3.16	.001
Leadership	3.69	1.11	-3.39	.001
Relationships	3.52	1.10	-5.38	.001
Bounces	3.05	1.13	-10.52	.001
Useful Mechanisms	3.52	1.08	-5.48	.001
Attitude towards change	3.52	1.08	-5.48	.001
circuit family	3.83	1.11	-1.8	0.071

Based on the results of table 3, the observed is significant ($p = 0.001$). Therefore, the amount of attention to the goals in the organization is significantly lower than the average level; in other words, the Ministry of

Sports and Youth has organizational harm in terms of objectives.

Also, based on the results of Table 3, the observed is significant ($p = 0.001$). Therefore, the amount of attention to the structure in the



organization is significantly lower than the average level, in other words, in the Ministry of Sports and Youth there are organizational damages in the structure dimension.

Also, based on the results of Table 3, the observed is significant ($p = 0.001$). Therefore, the level of attention to leadership in the organization is significantly lower than the average level, in other words, in the Ministry of Sports and Youth there are organizational harm in the leadership dimension.

Also, based on the results of table 3, the observed is statistically significant ($p = 0.001$). Therefore, the amount of attention to communication in the organization is significantly lower than the average level, in other words, in the Ministry of Sports and Youth, organizational harm in the field of communication exists.

Also, based on the results of table 3, the observed is significant ($p = 0.001$). Therefore, the amount of attention paid to the reward in the organization is significantly lower than the average level, in other words, in the Ministry of

Sports and Youth there are organizational damages in the reward dimension.

Based on the results of Table 3, the observed is significant ($p = 0.001$). Therefore, the amount of attention to the useful mechanisms in the organization is significantly lower than the average level, in other words, in the Ministry of Sport and Youth, organizational harm in the dimension of useful mechanisms exists.

Based on the results of Table 3, the observed ($p = 0.001$). Therefore, the amount of attention to the attitude toward change in the organization is significantly lower than the average level. In other words, in the Ministry of Sport and Youth there are organizational harm in the aspect of the attitude towards change.

Also, based on the results of Table 3 the observed at level $p \leq 0.05$ is not significant ($p = 0.0071$). Therefore, the amount of attention to the family-orbital organization in the middle level.

- Comparison of employees' viewpoints between the components of organizational harm at the Ministry of Sports and Youth Iran.

Table 4: Comparison of the mean score of organizational pathology components

Dimensions	SD	Mean
Goals	.996	3.74
Bounces	1.13	3.05
Structure	1.13	3.71
Useful Mechanism	1.08	3.52
Circuit Family	1.11	3.83
Relationships	1.10	3.52
Attitude towards change	1.07	3.60
Leadership	1.11	3.69



Table 5: Comparison of the mean scores of organizational damage dimensions in the hoteling test

Hoteling test	F	Df1	Df2	sig
148.206	20.363	7	151	0.000

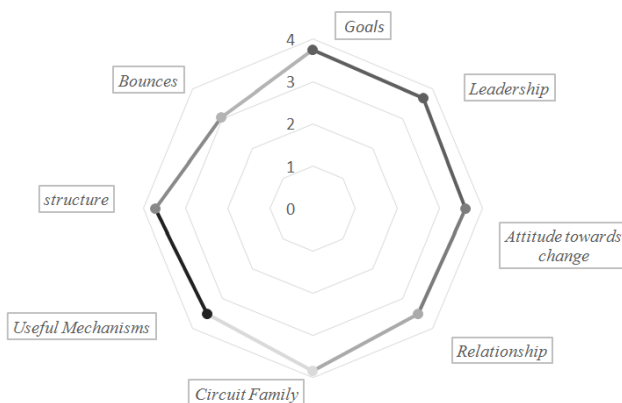


Figure 1: Comparison of the radar of the mean score of the organizational pathology components

According to Table 5, data F statistic was significant at $p \leq 0.05$. Therefore, there is a significant difference between the components of organizational pathology. The highest mean score for the family-orbital component was obtained with an average of 3.83 and the lowest was related to the pledges with an average of 3.35.

DISCUSSION

Findings of the extent of organizational damage in the goals of the Ministry of Sports and Youth of the Islamic Republic of Iran showed that there is an organizational harm in this area. In other words, according to the staff of the Ministry of Sports and Youth of the Islamic Republic of Iran, the intended goals are not consistent with the structure of the organization and these goals are not approved by them and are not in line with the growth and development of the country's sport. Therefore, the intended goals include such things as clarity and clarity, the awareness of individuals about these goals, the understanding of the organization's individuals

for these goals because of the clarity and clarity, the awareness of individuals of the priorities for the purposes, and participation people are at the goal of reaching the organization. Objectives are considered to be the most important part of an organization, and these goals are more achievable if these goals are clearly expressed and all members of the organization understand and understand these goals. Because people know how to do their jobs to achieve business and organizational goals. Accordingly, the Ministry of Sports and Youth did not have a proper, logical and scientific function in drawing up its goals. These goals are not in line with the success of the organization, and all aspects of the organization have been tried in this regard. Awareness of the goals and participation of employees in decision making today is carried out in most organizations, which makes the staff familiar with the organization's goals and organizes their activities in line with the goals of the organization.

The results of organizational injuries in the structure of the Ministry of Sports and Youth of the Islamic Republic of Iran showed that there



was also organizational damage in this section of the Ministry. In other words, from the perspective of employees in the organizational structure of the Ministry of Sports and Youth, there are issues such as the desirability and logical division of the workforce into the organization, guiding people with the optimal division in different units and assigned tasks for organizational purposes, Do not have a description of the duties of the manpower and provide the necessary equipment for doing business in the departments, and the management effort to allocate duties in a desirable manner in the departments. Therefore, the Ministry of Sports and Youth needs a rational structure in order to help the country's sport to cultivate sports heroes. The results of this study indicate that the managers of the Ministry of Sports and Youth of the Islamic Republic of Iran have not been able to create a desirable structure with a logical division between their human resources and this has not been able to contribute to the sport of the country, and currently sports in the country In an inappropriate position, and if there is a desirable structure, despite the fact that there are many athletic talents, it can be promoted in the sport of the country as well as more heroes to the world sports community.

Findings on the extent of organizational damage in the leadership section of the Ministry of Sport and Youth of the Islamic Republic of Iran show that there are no organizational harm organizations in this section. In other words, from the employees' point of view, such as the support of managers from employees, the use of good managerial policies for organizational goals, the guidance and desirability of the staff by the manager, and the great efforts of the head for the rational guidance of employees for the purposes of physical education, There is no sports and youth, and managers with merit and with all their energy and ability, and motivation for employees to do more, have not been able to contribute to the country's sport and have caused organizational damage in the ministry. Therefore, in the Ministry of Sport and Youth of the Islamic Republic of Iran, the managers lack the ability to guide people in order to achieve the

goals of the Ministry of Sports and Youth, and given the country's sporting status, this issue can be very harmful to the sport of the country.

The results of organizational harm in the communications sector of the Ministry of Sports and Youth show that there is an organizational harm in this section. In other words, employees believe that in the Ministry of Sports and Youth, the relationship between the head and the staff is not favorable, there are certain organizational conflicts in the province. There are no effective employee relations in the ministry, there is no friendly and intimate relationship between employees in the departments, and in case of a problem, all employees are not working to solve the problem.

Therefore, the organizational climate in the Ministry of Sports and Youth is not an intimate and friendly atmosphere in which the manager and staff at the organization are in the process of resolving the problem, all of which seeks to resolve it and show great energy and effort to resolve organizational and organizational problems. This climate, which is largely due to the type of management of the ministry, can also indicate the inability of managers, who failed to create a strong and effective organizational culture in the ministry, and individuals who have not been able to perceive the organization's problems as personal problems. And do a lot of effort to solve them. This has been a very worrying factor for the sports champions for the Ministry of Youth and Youth of the Islamic Republic of Iran.

The results of organizational damage in the rewards department of the Ministry of Sports and Youth of the Islamic Republic of Iran showed that there are two cases, the fairness of the salaries and benefits of employees, and the coordination between the salaries of the work activities, organizational damage. While there is no organizational damage due to the motivation for doing business, and the availability of opportunities for improvement in the ministry. Therefore, employees believe that their salaries and benefits are not commensurate with the activity they are engaged in and their salaries



cannot cover their living needs and they are facing the problem of livelihood.

These results indicate that employees are not content with the benefits and benefits they receive, and believe that their work and work are not proportional to the remuneration of the organization and they will not receive their rights. This mentality can have a negative impact on the workforce in the long run and cause many problems.

Findings from the existence of an organization in the relevant mechanisms of the Ministry of Sport and Youth of the Islamic Republic of Iran showed that there is an organizational harm in this area. In other words, from the perspective of staff at the sports and youth departments, there are no useful mechanisms and systems that can facilitate the process of work and activities of individuals, such as helpful and helpful comments for managers to perform their duties, the availability of information for doing so Tasks in an optimal way, the existence of the necessary mechanisms for coherence and ordering the affairs, the use of the ability of employees of different parts to carry out their duties, and the organization's

planning for the growth and development of the organization. Optimal staff performance, at the Ministry of Sport and Youth of the Islamic republic, does not exist.

An organization needs to have a coherent and systematic mechanism for doing its best for its goals. In fact, any organization needs a robust structure to have a robust structure with a strong discipline in organizing its activities. In this way, managers play an important role. The results of organizational damage in the orientation towards the family in the Ministry of Sports and Youth of the Islamic Republic of Iran showed that in this section the organizational harm is moderate. In other words, according to the staff of the Ministry of Sports and Youth, he tries to organize a program Family, encourages employees to carry out their duties. Families can play an effective role in their duties by supporting the head of the family. Therefore, organizations try to create recreational and recreational facilities for members of the family, to create favorable conditions for the duties of employees. In these studies, there was no report on the presence of damage or damage to the family-orientation system.

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