

Characteristics of the Work Environment and Its Impact on Employees' Job Performance in Sports Complexes

خصائص بيئة العمل الوظيفية وانعكاساتها على الأداء الوظيفي للعاملين في المركبات الرياضية

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Abstract :

This study aims to examine the impact of work environment characteristics and associated occupational stressors on employees' job performance in sports complexes. The research adopts a descriptive approach to analyze the phenomenon as it exists in reality. The study population consists of employees working in sports complexes in the Wilaya of Medea, with a sample of 20 participants selected from a total of 120 workers. Data were collected using a structured questionnaire and analyzed through statistical methods, including percentages and arithmetic means. The findings reveal that work environment characteristics, particularly physical conditions and interpersonal relationships, have a significant influence on employees' job performance. The study highlights the importance of improving working conditions to enhance productivity and employee well-being.

Keywords: Work environment – Occupational stress – Job performance

المخلص :

يعد العنصر البشري أكثر عناصر الإنتاج تقلبا وتعقدا، كونه يتميز بجملة من المشاعر والأحاسيس والاحتياجات وكون العاملين والمربين في المركبات الرياضية يندرج ضمن الأعمال الانسانية والاجتماعية فهو يشعر بالحاجة إلى أشياء معينة تؤثر في سلوكه، وان الحاجة الغير مشبعة فقط هي التي تؤثر في السلوك وهي التي يتوقف عليها مدى رضاع عن عمله والذي ينعكس على أدائه داخل المؤسسة، وهدفت هذه الدراسة إلى التعرف على خصائص بيئة العمل الوظيفية وما تنتجه من ضغوطات والتي تنعكس على أداء العاملين، وقد استعملنا في هذه الدراسة المنهج الوصفي الذي هو عبارة عن استقصاء ينصب على ظاهرة من الظواهر كما هي قائمة في الحاضر قصد تشخيصها، ويتمثل مجتمع بحثنا في العاملين في المركبات الرياضية لولاية المدية، وفيما يخص الوسائل الإحصائية فقد استعملنا النسب المئوية والمتوسط الحسابي ومن أهم النتائج المتوصل إليها أن خصائص بيئة العمل الوظيفية لها تأثيرات على الأداء الوظيفي للعاملين في المركبات الرياضية لولاية المدية.

1. Introduction and problematic of the study:

The work environment encompasses all the conditions surrounding employees in their workplaces or during working hours, including spatial, temporal, moral, and material conditions. The workplace may be suitable, providing facilities and services that enable the employee to perform at their best, or it may be poor, lacking even the minimum comfort requirements, leading employees to exhibit lethargy, low motivation, and weak creativity.

There is also the time factor. Working hours may be long and exhausting, exceeding the employee's capacity, forcing them to spend extended periods at work. Upon returning home, they may not get sufficient rest or sleep, which negatively affects their productivity. Consequently, various pressures develop that impact their lives. Moreover, rapid development imposes psychological burdens beyond one's capacity, resulting in increased stress on our bodies, which reflects on overall health (physical, physiological, and psychological), potentially leading to breakdown and even death.

Psychological stress has become a defining feature of contemporary life, accompanying the transformations and changes in human societies across different dimensions (Bahaa El-Din, 2008, p.19). Workers in human-service professions are exposed to various pressures and factors that negatively affect their performance. Employees in sports facilities are among the most exposed groups to such pressures, due to high expectations from the surrounding environment regarding their behavior, adaptability, and interaction with others.

The accumulation of these pressures may sometimes lead to burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment), albeit at varying levels depending on individual differences in personality and tolerance

to stress. Burnout is considered one of the most prominent outcomes of occupational stress experienced by workers (Boubakr Dabbabi, 2010, p.31).

In addition, the lack of appreciation from direct and indirect supervisors, as well as misunderstandings of their roles by employees in other specialties, leads to psychological strain caused by feelings of marginalization and underestimation. This, in turn, results in decreased job performance and job dissatisfaction.

This idea is supported by Elton Mayo, one of the founders of the Human Relations School, who emphasized the importance of working conditions, wages, and relationships with colleagues (both material and moral incentives) as key determinants of employee satisfaction. Similarly, several theories have addressed employees' essential needs for achieving stability and job satisfaction, including the theory of Abraham Maslow, which highlights physiological needs, safety needs, belongingness, esteem, and self-actualization needs. The highest level of satisfaction cannot be achieved without fulfilling the preceding needs.

Furthermore, an individual's performance and efficiency depend on two fundamental factors: the ability to work and the willingness to work. The ability to work includes the skills, knowledge, and capabilities that individuals acquire through learning and training, while the willingness to work is represented by incentives that direct behavior toward achieving organizational goals (Raslan Nabil, 1978, p.3).

Additionally, environmental demands are among the primary causes of occupational stress, affecting workers equally. These sources are embedded within the general professional environment. Based on scientific analyses of

various documents and studies conducted by Loisel Jean and Nicole Royer and others in Canada, five main sources of stress were identified: workload, material resources, time, relationships with colleagues, and the need for professional recognition (Bernand, 2000, p.70).

Based on the above discussion of workplace environmental stress faced by teachers, the following main research question is raised:

- To what extent do workplace environmental pressures affect the job performance of employees in sports facilities in the Wilaya of Médéa?

From this main question, the following sub-questions emerge:

- 1- Does the physical work environment affect the job performance of employees in sports facilities in the Wilaya of Médéa?
- 2- Do interpersonal relationships affect the job performance of employees in sports facilities in the Wilaya of Médéa?

2. Hypotheses

2.1. General Hypothesis:

Workplace environmental stress has negative effects on the job performance of employees working in sports facilities in the Wilaya of Médéa.

2.2. Sub-Hypotheses:

The physical work environment significantly affects the job performance of employees in sports facilities in the Wilaya of Médéa.

Interpersonal relationships significantly affect the job performance of employees in sports facilities in the Wilaya of Médéa.

3. Importance of the Study:

The importance of this study lies in the fact that it focuses on workplace environmental stress and its impact on the job performance of employees in sports facilities in the Wilaya of Médéa. It highlights the conditions faced by employees while performing their duties, such as the lack of pedagogical resources, working conditions, institutional location, promotion opportunities, relationships with colleagues, and monthly salary, among others, and their impact on performance.

These pressures and obstacles hinder employees' work and limit their ability to adapt both personally and socially due to their internal and external effects on daily life. This may result in a reduced ability to respond appropriately to situations, accompanied by emotional and physiological disturbances that negatively affect one or more aspects of their lives.

This study also helps identify the strengths and weaknesses within the system and the extent of its attention to these factors, which are essential for improving employee motivation toward their profession.

4. Objectives of the Study:

To determine the degree of impact of the physical work environment (institution location, cleanliness, availability of facilities, ventilation, etc.) on employees' performance.

To assess the importance of interpersonal relationships among colleagues, as well as between employees and managers/supervisors, and their role in boosting morale.

To examine employees' perceptions (in secondary education) regarding their monthly salary compared to peers in other professions and the extent to which it satisfies their living needs.

5. Research Terminology:

5.1. Stress:

Stress is defined as “external pressure factors that affect an individual partially or entirely to a high degree, creating a feeling of tension. Increased stress leads to a loss of balance and may result in exhaustion and eventually burnout” (Abdelaziz, 2005, p.18).

Jumaa Sayed Youssef notes that definitions of stress vary among researchers; some view it as stimuli or triggers, while others consider it as responses (Sayed Youssef, 2007, p.11).

Abu Hamidan and Al-Ghazawi (2001) indicated that stress is an adaptive response influenced by individual differences and psychological processes. It results from environmental events or situations that require additional psychological and physical effort. This definition emphasizes environmental conditions as the primary cause of stress (Bahaa El-Din, 2008, p.20).

Work Environment:

The work environment consists of all available means and resources that support performance, such as pedagogical tools, sports facilities, ventilation, workplace location, and cleanliness. It is also considered one of the external stressors. Samir Cheikhani (2003) identified physical environmental stressors such as noise, bright lights, heat, and confined spaces.

Internal Work Environment Elements:

Al-Qahtani (2012) identified several elements of the internal work environment, including:

Regulations and Policies:

The implementation of rules depends on managerial authority, which must be linked to responsibility—ensuring duties are performed according to

legal, professional, and ethical standards, and that employees are held accountable accordingly.

Communication within the Organization:

Administrative processes rely on the exchange of data and information. Leaders must understand employees and guide their behavior to align with organizational goals.

Type of Technology Used:

Technology can have positive or negative effects. Highly complex technological environments may reduce morale and motivation compared to simpler ones, and may also lower satisfaction and interaction levels among employees.

Organizational Relationships:

According to Al-Kubaisi, employee relations have evolved from traditional views to modern behavioral perspectives, where employees are seen as integral parts of the organization contributing to its development.

Material and Moral Incentives:

Incentives are defined as stimuli that create positive behavioral change, influenced by available resources, individual capacity, organizational structure, and societal context (Al-Qahtani, 2012, p.31).

5.2. Job Performance:

5.2.1. Performance:

Performance refers to the execution of a skill or the ability to accomplish a task (Abdelhamid Zeitoun, 2003, p.56).

Joudat Izzat Atwi defines it as all the essential tasks assigned to a teacher to implement and prepare the educational process, ensuring its success, effectiveness, and continuous development (Atwi, 2009, p.134).

Planning:

Planning, in its simplest form, is the search for the best possible alternatives to achieve a specific goal within a given time and available resources. It also involves collecting information, analyzing it, and organizing work steps (Issam Badawi, 2001, p.57).

5.2.2. Implementation:

Implementation is the practical stage where decisions and actions outlined in the lesson plan are executed. During this stage, the educator explains tasks, promotes cooperation, and solves problems at appropriate times (Magdy Mahmoud Fahim, 2009, p.98).

5.2.3. Evaluation:

Evaluation refers to assessing or determining the value of something (Mohamed Hassanein, 1995, p.37).

5.2.4. Classroom Management and Organization:

It involves organizing various tasks carried out by individuals to achieve a specific goal with minimal effort, in the shortest time, and with optimal results (Atwi, 2009, p.16).

The term "class" is defined by Mohamed Al-Rubaie as a set of organized educational strategies aimed at coordinating teaching elements and methods (Al-Rubaie, 2011, p.33).

6. Field Study Procedures

6.1. Research Methodology:

In scientific research, the selection of an appropriate methodology primarily depends on the nature of the research problem itself. Methodologies vary

according to the objectives the researcher aims to achieve. In this study, the researcher adopted the descriptive method, which is an investigation focused on a phenomenon as it exists in the present, with the aim of diagnosing it, identifying its aspects, and determining the relationships between its elements (Rabeh Turki, 1984, p.129).

6.2. Population and Sample:

6.2.1. Research Population:

The research population is the original group from which the sample is drawn. In this study, the population consists of physical education and sports teachers at the secondary education level in the Wilaya of Bouira, as well as workers in sports facilities in the Wilaya of Médéa, totaling 120 employees.

6.2.2. Research Sample:

The sample represents the group from which field data are collected. It is a subset of the total population, meaning a number of individuals are selected to represent the entire population under study. Thus, the sample is a portion or a specific percentage of the original population (Zerouati, 2008, p.191).

Given the nature of the research, a sample of 20 workers from sports facilities was selected out of a total of 120 employees.

6.3. Research Tool:

In this study, the questionnaire was used as the primary research tool. It is considered one of the supportive methods for obtaining answers to the research questions and is widely used in scientific research to collect data. It

facilitates the gathering of information based on previously formulated hypotheses and is valued for being economical in terms of time and effort.

The questionnaire was divided into two main axes:

Axis 1: Aims to identify employees' opinions regarding the impact of the physical work environment on their job performance.

Axis 2: Aims to assess employees' opinions regarding the impact of interpersonal relationships among colleagues on their level of job performance.

6.3.1. Face Validity:

After designing the initial version of the questionnaire, it was presented to a group of professors holding doctoral degrees in the field at the Institute of Sciences and Techniques of Physical and Sports Activities in Dely Ibrahim for evaluation and modification. Most items were approved, while others were revised and corrected.

6.4. Scope of the Study:

6.4.1. Geographical Scope:

The field study was conducted in the Wilaya of Médéa on a sample of workers in sports facilities.

6.4.2. Temporal Scope:

This research was conducted starting in the year 2026.

6.4.3. Human Scope:

The study population consists of workers in sports facilities in the Wilaya of Médéa.

6.5. Statistical Methods Used:

In this research, percentages were used to calculate the frequency of responses, based on the rule of three. Additionally, the arithmetic mean was employed to establish statistical significance.

Presentation and Analysis of Results:

7.1. First Axis Related to the First Hypothesis

Statements	Mean	Standard Deviation	Rank	Level
Statement (01)	3.37	0.97	4	High
Statement (02)	3.13	0.91	7	Medium
Statement (03)	3.06	0.77	8	Medium
Statement (04)	2.89	0.67	9	Medium
Statement (05)	2.61	0.91	10	Medium
Statement (06)	3.50	0.98	3	High
Statement (07)	3.33	0.47	5	High
Statement (08)	3.63	0.61	2	High
Statement (09)	3.13	1.13	6	High
Statement (10)	3.83	0.53	1	High
Working Conditions	32.48	7.95	/	High

Table 1. shows the responses of the study sample regarding the dimension of working conditions, which can be summarized as follows:

Statement (10) ranked first among respondents' answers concerning working conditions, with a mean of (3.83) and a standard deviation of (0.53), indicating a high level. It was followed by Statement (08) in second place, with a mean of (3.63) and a standard deviation of (0.61), also at a high level. Statement (06) ranked third, with a mean of (3.50) and a standard deviation of (0.98), at a high level as well.

Statement (01) came in fourth place, with a mean of (3.37) and a standard deviation of (0.97), indicating a high level. Statements (07) and (09) ranked fifth and sixth respectively, with means of (3.33) and (3.13), and standard deviations of (0.74) and (1.13), both reflecting a high level.

Meanwhile, Statements (02), (03), (04), and (05) ranked seventh, eighth, ninth, and tenth respectively, with means of (3.13), (3.06), (2.89), and (2.61), and standard deviations of (0.91), (0.77), (0.67), and (0.91), indicating a medium level.

Overall, the results reveal variation in the respondents' answers regarding the working conditions dimension, including factors such as working hours, availability of pedagogical resources, healthcare, facilities, play spaces, and workplace location. These responses ranged between medium and high levels. However, the majority of responses were at a high level, suggesting that inadequate or unsuitable working conditions negatively affect employees' morale.

This finding is consistent with the study of Al-Qahtani (2012), which showed that one of the most influential factors on employee morale is the workplace environment, particularly when it lacks appropriate working conditions (Al-Qahtani, 2012, p.103).

7.2. Second Axis Related to the Second Hypothesis

Statements	Mean	Standard Deviation	Rank	Level
Statement (01)	3.17	0.68	7	Medium
Statement (02)	2.74	0.77	9	Medium
Statement (03)	3.26	0.71	5	High
Statement (04)	3.35	0.71	2	High
Statement (05)	3.33	0.60	3	High
Statement (06)	2.91	0.66	8	Medium
Statement (07)	3.22	0.70	6	Medium
Statement (08)	3.28	0.69	4	High

Table .2 presents the responses of the study sample regarding the dimension of relationships with others, which can be summarized as follows:

Statement (09) ranked first in the respondents' answers concerning relationships with others, with a mean of (3.50) and a standard deviation of (0.66), indicating a high level. It was followed by Statement (04) in second place, with a mean of (3.35) and a standard deviation of (0.71), also at a high level. Statement (05) ranked third, with a mean of (3.33) and a standard deviation of (0.60), reflecting a high level.

Statements (08) and (03) ranked fourth and fifth respectively, with means of (3.28) and (3.26), and standard deviations of (0.96) and (0.71), both at a high level. Statement (07) came in sixth place, with a mean of (3.22) and a standard deviation of (0.70), indicating a medium level.

Statements (01), (06), and (02) ranked seventh, eighth, and ninth respectively, with means of (3.17), (2.91), and (2.74), and standard deviations of (0.68), (0.66), and (0.77), all reflecting a medium level.

Overall, the results show variation in the sample's responses regarding the dimension of relationships with others, including relationships with managers, colleagues, participants, and parents. However, the overall level of responses was high, indicating that interpersonal relationships constitute an important factor influencing employees.

This finding is consistent with the studies of Ben Hamed (2008) and Al-Qahtani (2012).

General Conclusion:

Through this research and the analysis of the tables, it is evident that the work environment has a negative impact on employees' job performance. The interaction between work environment characteristics and individual traits generates pressures on employees, as previously discussed. Additionally, environmental demands are among the main causes of occupational stress affecting workers, as these sources originate from the general professional environment.

Based on scientific analyses of various documents and studies conducted by Loisel Jean (1992), Nicole Royer (1997), and others in Canada, five main sources of stress were identified: workload, material resources, time, relationships with colleagues, and the need for professional recognition (Bernand, 2000, p.70).

Recommendations:

Based on the findings of this study on the characteristics of the work environment and their impact on job performance, the following recommendations are proposed:

Provide a suitable work environment for employees by improving working conditions and ensuring the availability of all necessary requirements, such as pedagogical resources, play spaces, cleanliness, etc.

Improve interpersonal relationships among colleagues by promoting mutual respect and appreciation, which can enhance morale and help avoid feelings of isolation and frustration.

Raise awareness among participants and their parents about the importance of cultural and sports activities and their benefits, as they contribute to scientific, social, emotional, and psychomotor development.

Conclusion:

Based on this study, including both its theoretical and applied aspects, as well as the perspectives of scholars, researchers, and employees, it can be concluded that the work environment significantly affects the level of job performance.

The findings also show that the more positive the characteristics of the work environment are, the more they stimulate motivation, enthusiasm, and willingness to work among employees, regardless of their field. This, in turn, positively impacts overall performance, increases productivity, enhances interaction between the individual and the organization, and encourages employees to work at their full mental and physical capacities to achieve institutional goals.

Moreover, good interpersonal relationships help prevent feelings of frustration and isolation, encourage perseverance at work, and improve employee efficiency. Finally, the study confirms that the work environment is a crucial factor across all sectors due to its effective role in achieving job satisfaction among employees.

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