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Investigation of Organizational Coach-Oriented Role in Mental Health and Team Performance of Employees in General Directorate of Youth and Sport of Ardabil Province

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Abstract
The aim of this study was to investigate the role of coach-oriented organization and team performance in the mental health staff General Directorate of Youth and Sport of Ardabil. Descriptive and correlational methodology has been applied to the target and the field was done in this study population all staff General Directorate of Youth and Sport was Ardabil province in the number of them 85 persons. Limited due to the small population size of the population sampled and analyzed, so is the population size and sample size. To collect data from questionnaires in coach-oriented organization and team performance staff (researchers) and mental health (Goldenberg and Hiller, 1979) was used. To analyze the data descriptive statistics (frequency tables mean and standard deviation) and inferential statistics (Pearson correlation and multiple regressions) is used in which the coach-oriented organizational relationship with the staff in mental health and team performance The SPSS19software were analyzed. The results showed that between team performance and organizational staff coach-oriented relationship ($r = 0.314$), there was a significant ($p < 0.05$). Inter coach-oriented physical and mental health relationship ($r = 0.352$), there was a significant ($p < 0.05$). Inter coach-oriented and anxiety, social dysfunction and depression there is a significant negative correlation ($p < 0.05$). The mental health of a coefficient of 88% could predict the coach-oriented organization.

Key words: *organizational coach-oriented, mental health, team performance, General Directorate of Youth and Sport.*

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Introduction

Coaching is a process of continuous learning something new management and employee empowerment through the creation of a relationship based on support and development; the coach-oriented organization that is also a new face on the issue of mentoring as an effective strategy to develop human resources, organizational learning focus (2). As Kiel leaves (according to the Hunt and Inventory, 2007) states, casting a relationship between the coach and the support of coaching (learner) is wide behavioral skills and methods and techniques to help individual mutual business goals to develop professional practice, personal satisfaction, and ultimately improve organizational effectiveness and provides the framework agreement, Larsen (2003) in a metaphorical definition of coaching selection process grain (seed), recognition culture and development, evaluation of samples, providing food for growth, measuring growth, pruning and grafting, if necessary, identify obstacles and challenges in the environment, harvest and care for seeds that need to be chosen carefully and grow up knowing (10).So some of the reasons organizations need coaching as follows:

Depression and stagnation caused by poor performance and the importance of reducing the cost of enterprise organizations.

Failure to meet common training and virtual classroom setting as a way to teach the importance of feedback and student-centered; Small prevalent in organizations and the importance of expert and analytical work in organizations, organizational refinement of weak forces and increasingly rely on the valuable minority. Increased competition and rapidly changing business and the need for leaders in organizations as well as to those with change.

The influx of talented young people and the importance of the development needs of their organizations (talent management). The emergence of the idea of transcendental knowledge management and the importance of maintaining and increasing importance of knowledge as a subject matter knowledge to knowledge of cultural management.

Coaching is a process of learning and development allows but usually through work experience in general and not necessarily a direct transfer is not official, but is more specific, for each learner to run and contrary to the advice and recommendations exclusively meant much care guidance more with it, coaching is to support individuals to identify their inner talents and competencies and enable them to achieve self-actualization with their maximum capacity (6).

Coach-Oriented Organization

The first introduction to planning, organizing, implementing, evaluating and monitoring coaching as an administrative mechanism for the development of both knowledge (rational) and human resources development organization is coach-oriented organization, the Hunt and Inventory (2007) is an organization that coaches coach-oriented organization to consider in the process of organizing the institutionalization of the results, in terms of a coach-oriented organization requires attention to four areas of cultural, business factors, factors of human resources and human resource policies is. According Sarlak and Jalalian (2011) seems to be rooted in the idea Mentoring y Mac Gore's theory, according to this theory, people not only do not run away, but as the game looked to the plain language of the coach -oriented organization where the manager as coach, employee, such as a player, and organizations such as the environment plays a role; in fact, the latest generation of navigation coach-oriented organization of knowledge and learning is seen (9).

Education, along with other professional and active learning methods can improve team performance and the training of people with multiple skills. This training can improve the relationship between different professional and cohesive team of people irresponsible education, which results in providing clients with higher quality and performance of the

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organization (Feldman 2005). Cattlenickle et al (2010) in an article as an effective intervention, leadership coaching, organizations are forced to move from position to position, industrial and human duty requires different skills such as coaching leadership as coach to lead three skills and the financial management including the induction of the goal, team-building skills and improving organizational effectiveness and introduce them (17).

Lewis and Adams (2010), emphasizing student-centered coaching and mentoring as a technical for special occasions (one time), but a way of management thinking and living; the coach-oriented research organization in the psyche of staff considers especially mental health. So far, various definitions of «mental health» provided that all the characters have emphasized the importance of integrity. Goldestien, mental health and environment to achieve self-actualization to the balance between the members knows Chauhanss (the mental health status of mental maturity cognitive interpretation that the maximum effectiveness and satisfaction derived from individual and social interaction, including emotional and positive feedback about themselves and others (Seyed Abolghasem, 1995). Mohammadi (2005) conducted research in the field epidemiology of mental disorders in Iran showed that in 21% of cases of mental disorders and mental health test based on the scale of 3.8 percent prevalence of depressive disorders, anxiety disorders, somatization disorder symptoms, 1.7 percent and 2.3 percent dysfunction Social 1.6 percent. If physical health is discussed further later it is considered less attention to other dimensions, while mental health is part of health is very important in today's society. The concept of mental health or hygiene mentally, including mental comfort, feels, autonomy, competence, intergenerational solidarity, understanding and recognition of its ability to realize the intellectual and emotional capacities of its own. Mental health is a state of being in which the individual recognizes his abilities and is able to tolerate living with stress or normal stress, occupational helpful for your community have a role and cooperation with others.Mental health, including the abilities of individuals and society and enabling them to achieve desired goals (1). In some definitions of mental health, sustainability is very important. The personal definitions that with their environment, well adapted for mental health will be normal, and the resolution of conflicts with the will and the inevitable frustrations of life, will be resistance; Operating at a high level of mental health so that the person can be tough, flexible and have the ability to restore your mental balance in any position (3).

In this Baverman (1999) on plans for training people in the organization, referring to the different paradigms and variety of forms of coaching introduced the hearing as an important concept in coaching three levels metaphorical head (thinking), heart (emotion and motivation 9 and (practice) has been introduced to it. He argues that more informal organizational learning in the traditional paradigm derived from thoughts Taylor coaching (if there is) a management tool to improve the performance (efficiency) is. But the paradigm such as bilateral relations and discuss the potential for a very good explanation for coaching in person in order to transform your organization and the people in the group defined. Coach-oriented organization and organized group has a positive effect on performance. Regarding the relationship between coach Gary human resources management in a research Babkin (2006) for human resources, however, a general plan for coaching in organizations is mentioned along with the full support and, of course, as Maynard (2006) says that effective coaching field research support is low and it is necessary to know what coaching is about to become a coherent body of knowledge that has its own language and terminology and theoretical foundation coach-oriented organizations on the impact on team performance and staff mental and psychological conditions necessary field research and looks. Research on

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the role of coach-oriented organization and team performance in the mental health staff to review the General Directorate of Youth and Sport of Ardebil; So that its results, particularly with regard to sports organizations to structure a coach-oriented organization urged

Methods and Materials

Statistical population consisted of employees of the Department of Sports and Youth in Ardebil (85) in the period of study (2014) on the list of General Directorate of Youth and Sport of Ardebil were active. In this study, due to the limited size of the population, the total population were sampled and analyzed.

Evaluation Instruments

This study consists of two parts inventory that has tried a number of personal characteristics such as gender and job, organizational, work experience, education, age, employment status and assess the situation.

Organizational coach-oriented Inventory

This inventory researcher whose dimensions by Mooghali and colleagues in 2013 have been developed; this inventory contains 20 5 options are the questions that human resource factors and work organization and learning organizations, all of which level of the coach-oriented measures. The inventory has the option of very low, low, medium, high, and very high there. Scoring is way too low a rating option, the option to choose at least two points and an average of three points, and a lot of options to choose four points and five points are awarded too. Then all the points accumulated. Cronbach's alpha reliability of the inventory in the research, 93% of the inventory was also convenient.

Team Performance Inventory

Performance Test team of students was made by researcher inventory was prepared 12 questions during the study, was measured; Each of the 5 Likert questions from zero to 5 scoring and total scores of this inventory 60 score, which was calculated to ease the interpretation of the scores of twenty.

Mental Health Inventory

Inventory mental health in 1972 was made by Goldberg and Henderson believes the most recognized screening tool in psychiatry and psychology that had a great impact on the progress of research. 28 items by Goldenberg and Hillier (1979) in an attempt to increase factor analysis of variance based on the original form and includes four scale of 7 questions, physical symptoms - anxiety, social dysfunction, and depression. The inventory by researchers at home and abroad, used and its validity and reliability have also been reported. For example, the port (1979) for its validity reliability coefficient of 90% and 70% were reported. In a study (Eskandari, 1386) reliability This inventory is calculated Cronbach's alpha and split-half and both methods was 83% Yousefian (2000) alpha coefficient of 92% and Hafezi (1997) using the retest, validity coefficient of 90% for this inventory have reported. This descriptive, descriptive, correlational data, so we have tried to describe the data, reliability, Kolmogorov-Smirnov test, and Pearson's correlation coefficient using SPSS19 to examine the relationships between variables was used.

Research Findings

85 employees of the General Directorate of Youth and Sport Ardebil case check, respectively. 9.4% of women and 90.6 percent of male employees accounted for. As well as the type of job 40.0% (34 patients) with the most expert and 3.5% (3 patients) was a senior manager with the lowest frequency. The distribution of employees 47.1% (n = 40) with a history of 6 to 10 years had the highest prevalence of 4.7% (4 patients) of 11 to 15 years was low and observed that 0.0 percent (0) of the sample regions with less education diploma and doctoral education, and without a lot but 58.8% (n = 50) and a higher frequency of their undergraduate education. The greater the number of respondents with a bachelor's degree form. In indicator of age observed that 23.5%(n = 20) of the sample aged 20 to 30 years, whereas 36.5 percent of people 31 to 40

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years and 30.6 percent of people 41 to 50 years old, and therefore the maximum number of participants People between 31-40 years old have statistical data. The staff of the employment situation index 52.9% (45 patients) and the most frequent are the official employment status as well as 14.1% (12 patients) and the lowest frequency of their employment status.

Descriptive statistical analysis of each of the factors associated with "mental health" according to the average spectrum, the average level for each of the items of the evaluations shows. Descriptive results with the average assigned to each factor are shown in Table 1. The highest average somatic symptoms related to mental health (4.2) with the lowest standard deviation and the lowest was related to depression (3.5), respectively. The frequency distribution of the coach-oriented organization which appeared at around 13.7 according to the median value (10) will show above average. And the organization has been somewhat of a coach-oriented organization. Descriptive results showed that the team performance as well as employees of General Directorate of Youth and Sport of Ardabil on 20 total score was 15.3.

To assess reliability using Cronbach's alpha is a measure of where the main idea is that its value fluctuates between zero and one, according to the reliability of the items to a desire of any size or close Measuring devices with high reliability and therefore measuring devices will be suitable for continued research. At the end of the study was to inventory the reliability of the study showed that the inventory of the coach-oriented, team performance and mental health and 91%, respectively, with a reliability of 78 and 88, are valid.

Kolmogorov-Smirnov normality test results are shown in the table. The significant level of 0.05 in the probability statistic represents the variables normality of variables and parametric test for the hypothesis.

According to the results in Table 4, The correlation coefficient between the coach-oriented aspects of mental health and suggests that a significant correlation ($P<0.05$) exists between variables and positive factor in boosting a change indicator another variable is the variable increases. Therefore, one unit of variable coach-oriented organization will increase mental health physical dimension. In other words, between the coach-oriented physical and mental health of employees after General Directorate of Youth and Sport Ardebil there is a significant relationship. Inverse correlation coach-oriented organization with the highest

Variable	Items	The number of respondents	Average	Standard deviation	Variance	Skewness
Mental health	Physical	85	4.2	0.851	0.482	-.1.14
	Anxiety	85	3.91	0.652	0.243	0.586
	Social dysfunction	85	4.02	0.245	0.06	-0.325
	Depression	85	3.5	0.425	0.136	-0.321
Team performance		85	15.34	3.42	11.83	0.047
Coach-oriented organization		85	13.72	1.4	1.96	0.124

Table 1. Shows statistics related to variables

Inventory	Item	Total inventory	Reliability (Cronbach's Alpha)
Coach-oriented organization	20	85	0.782
Team performance	12	85	0.876
Mental health	28	85	0.908

Table 2. Shows the results of reliability analysis of items related to inventory

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Statistics Variables	Number	Average	Standard deviation	Statistics KS	Chance statistics KS
Mental health	85	3.87	0.654	1.07	0.291
Physical	85	4.2	0.854	1.021	0.256
Anxiety	85	3.91	0.652	0.82	0.653
Social dysfunction	85	4.02	0.245	0.562	0.658
Depression	85	3.5	0.425	0.854	0.359
Team performance	85	15.34	3.42	0.781	0.425
Coach-oriented organization	85	13.72	1.4	0.658	0.421

Table 3. Normality test (Kolmogorov - Smirnov test) evaluated data distribution

Variables	Organization coach-oriented		
	Number	The significance level	Pearson
Physical	85	0.02	0.352*
Anxiety	85	0.000	-0.421**
Social dysfunction	85	0.000	-0.365**
Depression	85	0.014	-0.3128
Team performance	85	0.02	0.314*

Table 4. The relationship between the coach-oriented and mental health of employees and team performance

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correlation between the anxiety of showing the importance of mental health and anxiety for employees of the General Directorate of Youth and Sport of Ardebil. The Directors General Directorate of Youth and sport in next oven come and office theyspecies and serious and accounts need emotional work players to a door different and causes they supply to a door levels different there by increasing the training level of your organization to reduce anxiety, social dysfunction, and depression are the staff. The results showed that the coach-oriented team performance of its staff and had a significant positive impact. So by increasing the level of organization the team performance was increased about 31 percent.

Table 5 Regression Multiple regression analysis of the coach-oriented organization of mental health staff General Directorate of Youth and Sport Ardebil been revealed. Given the significant level of sub-hypotheses testing (physical symptoms - anxiety, social dysfunction, and depression) predicts a significant impact in coach-oriented organization. The research hypotheses are not rejected. According to the coefficient of determination, the amount of 0.88 of variability can be explained by descriptive variables significant in the model.

Conclusion

According to the results obtained in the study of various aspects of mental health with the coach-oriented organization there is a significant relationship. So that the relationship between coach-oriented organizations with significant team performance was positive but that in comparison with other aspects of the study were less effective. Results showed that anxiety had the highest correlation with the coach-oriented organization. In that organization, staff and team performance largely depends

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Variables	B	The regression coefficient	t	sig	Assuming result
Constant	0.231	-	1.424	0.156	-
Physical	0.311	0.402	10.143	0.000	Is confirmed
Anxiety	-0.341	-0.341	-11.971	0.000	Is confirmed
Social dysfunction	-.238	-.0.238	-9.362	0.000	Is confirmed
Depression	-0.24	-0.24	-4.741	0.000	Is confirmed
Coefficient of determination (R2)					

Table 5. Independent variable regression coach-oriented organization of mental health

on the organization of coach-oriented. So to make the staff team performance increases, managers must invest the emotional commitment and emotional learning organization staff and coach-oriented organizations are of particular importance. Moghli et al. (2013) in a study by the Title Investigation Identify factors affecting the coach-oriented, the role of the coach-oriented mental health of staff mentioned and also stated that the factors affecting the performance of the organization and staff coach-oriented organization significant effect. So the coach-oriented organization that can learn, professional level staff increase and consequently enhance team performance and organizational performance. It seems that although the concept of coaching fruitful and full of invaluable inspiration for today's managers and organization and because of the nature of support, coordination with experiential learning and student-centered approach is simple and intuitive, with the operational of the organization the level thematic easy and impossible.

Researchers believe have ability of staff organization resulting combination of experience and connected with the workplace and organizations and non- connected with it.Environment business role basic a door level the organization of many From Group Staff. So the transition from traditional management and survival of the organization, managers in management techniques (including the coach-oriented and management -oriented coach) must build deep and fundamental changes. Changes in attitudes to human resources managers and organizations can be a good result for sure.All the issues discussed in any organization is a human force. Look to human resources as human capital of the organization's success.If your organization to each employee as a given that the assets of the organization and increase its performance will improve.

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