

International Journal of Human Capital in Urban Management
(IJHCUM)

Homepage: <http://www.ijhcum.net/>

ORIGINAL RESEARCH PAPER

Designing organizational trauma models in the sport organizations

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ARTICLE INFO

Article History:

Received 29 November 2021

Revised 07 February 2022

Accepted 28 April 2022

Keywords:

Municipality of Tehran

Organizational crisis

Organizational Trauma

Sports

ABSTRACT

BACKGROUND AND OBJECTIVES: The theory of organizational trauma or organizational crisis, is one of the theories to deal with organizational unrest. Some of these crises show signs of a traumatic experience. If not properly managed, the experience of mass harm appears to disappear under the surface behind the mask of silence, leading to dysfunctional tissue behavior. The aim of the present study is to design an organizational trauma model for Sports Organization in the Municipality of Tehran.

METHODS: Survey methods are, mixed with exploratory approaches. Qualitative sampling were performed using the view of 11 faculty / managers and statistical sampling in the snowball sampling method and quantitative section, considering that 5 to 10 people are required for each item, so 350 people were selected by stratified random sampling method. The means of collecting data for the qualitative part of the interview was semi-structured in that the results of the interview were designed in the form of a questionnaire with three main components. Expert content validity and composition validity (exploratory and confirmatory factor analysis) and combined reliability indicators include Cronbach's alpha, divergence and convergence validity, and structural equation modeling, SPSS software Version 23 and LISREL version 8.54 were used.

FINDINGS: The results showed the final model in 3 factors: individual factors 26.268, structural and technological 21.517, environmental factors 15.228, which in total had 62.841% predictability. Also individual (T-Value = 11.70, $\beta = 0.93$), environmental (T-Value = 12.122, $\beta = 0.92$) and structural factors (T-Value = 9.91, $\beta = 0.76$) had a significant effect on the concept of organizational trauma. In the goodness-of-fit test, a total of seven indicators of model fit were confirmed, so all three identified factors can be integrated into the structural model of the research.

CONCLUSION: The results presented in this paper insinuate that in-service training, salaries and benefits based on organizational position and years of service and taking into account various environmental factors can be fruitful in developing the proposed model.

DOI: 10.22034/IJHCUM.2022.03.06



NUMBER OF REFERENCES

33



NUMBER OF FIGURES

1



NUMBER OF TABLES

8

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Note: Discussion period for this manuscript open until October 1, 2022 on IJHCUM website at the "Show Article."

INTRODUCTION

Today, trauma is considered an infestation phenomenon, which is not well understood, and a lack of control and management in this regard means that it increases the catastrophic consequences. Organizations, as creatures that seek to survive, must be able to deal with physical blows in order to survive in today's volatile environment. Organizations should improve their situation and environment by providing the necessary foundations and adopting strategies to prevent psychological pressures of significant importance (Glazer and Liu, 2017). Therefore, one of the new topics in the field of organization and management is the theory of organizational psychological trauma or organizational trauma. This theory simply states: Just as different blows and injuries are inflicted on the psyche and body of individuals in everyday life, organizations are also exposed to various injuries and blows (Venugopal, 2016). In terms of definition, organization trauma generally means a dysfunctional change in the behavioral patterns that exist at the organizational level (Hormann, 2007; Kahn, 2003). Organizations experiencing trauma are often stagnant, uncontrolled, and bankrupt and disappear from competition if they are unable to deploy the right technology (Lorenzi and Riley, 2013). In a world where organizations and employees are witnessing such changes, it is essential that they learn new skills; be constantly retrained; Update their thoughts and ideas and learn how to be conscious (Marsick, and Watkins, 2015). However, organizational trauma is a prevalent phenomenon today, and one of the emerging topics in the field of organization and management is organizational trauma theory (Cameron and; Dutton, eds., (2003). One might be forced to ask what causes these dysfunctional patterns. The answer is as simple as the fact that they stem from inefficient frameworks and other workplace arrangements. The consequence of these dysfunctional patterns is that they lead to negative effects on the long-term development of such an organization (Kahn et al., 2013), as well as the negative impact that it also brings on the image and identity of such system and the ability to threaten overall existence of a given organization. This theory simply states: Just as different blows and injuries are inflicted on the psyche and body of individuals in everyday life, organizations are also exposed to various injuries and blows (Ebrahimi and Baki Hashemi, 2019). Due to the special nature of their activities, service providers are one of the organizations prone to organizational trauma (Isik, 2017; World Health Organization. Ageing and Life

Course Unit, (2008). In traumatized organizations, an atmosphere of despair and hopelessness prevails in the organization and employees and managers lose motivation and the organization's focus on meeting customer needs, decrease as service abandonment becomes common (winter, 2019). In order to get out of the crises that have formed, the managers of such organizations must adopt special strategies and theories in order to prevent the deepening and spreading of uncertainty and unrest to other sectors. One of the theories and strategies proposed in the field of organization and management, in the face of these unrests, is the theory of organizational trauma or organizational crisis. Organizational trauma refers to the collective experience of employees from shocks and crisis to the organization, whereby the protective and defense structures of an organization are broken and the organization is temporarily or permanently vulnerable and frustrated and receives significant damage (Vivian and Hormann, 2015). It is believed that closing the border between the organization and the environment, focusing on internal relationships, the prevalence of stress and anxiety in the organization, reducing organizational identity, depression, fear, and anger in the pillars, the prevailing spirit of despair and hopelessness are the characteristics and signs of organizations under the trauma systems (Bloom and Farragher, 2013). Nowadays, urban management in planning for citizens' leisure time with the aim of meeting the diverse needs of the people, has resorted to changing the approach and policies of the organization, including the extensive use of modern knowledge and technology, as well as citizen involvement and participation in planning (Rahnamaei and Aghaei 2009). In this regard, the Municipality of Tehran, as the largest urban management in Iran is obliged to provide services to citizens, but with inactive staff with very low efficiency is not only unable to meet and manage the needs of citizens, but also cannot achieve its organizational goals. The Municipality of Tehran Sports Organization, like any other organization, can face organizational injuries. So far, no research which can first, diagnose the causes of existing organizational trauma and next, provide a local model to solve organizational trauma and leaving service of the staff with providing the proper solution to eliminate or reduce the extend of crisis in the Sports Organization, has not been performed. Therefore, one of the necessities of the current research which can be the basic solutions to managers and senior decision makers in the Municipality of Tehran and

the results can be used to increase the level of employee dynamism and vitality and eliminate the problem of organizational trauma. The mega city of Tehran as the capital of the Islamic Republic of Iran and with a population of more than 8693,706 people [Tehran Municipality Information and Communication Technology Organization 2017](#)), 22 districts, 133 regions and 374 urban neighborhoods as a small Iran is of strategic importance in all the national policies.

Also, the development of the Municipality of Tehran Sports Organization during its many years of activity has been considered by urban managers and efforts in the development and improvement of this organization due to the nature of its service to the community and citizens of Tehran is very much emphasized. Historical review shows that from the beginning of the formation of sports in Iran, both in the post-championship and in the public sphere, sports organizations have played an important role. The Municipality of Tehran Sports Organization always needs to pay attention to personal, structural, technological and environmental factors and these factors are of special importance in planning and implementing sports programs and competitions. The Municipality of Tehran Sports Organization is the largest organization and trustee of public and citizen sports in Tehran. Unfortunately, due to the lack of proper planning to prevent organizational trauma, accurate pathology of human resources has not been done in the policies of the Municipality of Tehran Sports Organization. One of the disadvantages of the Municipality of Tehran Sports Organization is the lack of sufficient knowledge about organizational trauma. In the researches of [Deyhimpour and Dolati \(2018\)](#) and [Kolivand et al. \(2015\)](#), the causes of organizational trauma were identified as individuals, goals, structure, technology and environment. [Qalavandi et al. \(1400\)](#) believe that the destructive effects of organizational trauma are of great importance. [Kiast and Zahedi \(1400\)](#) state that one of the important phenomena that threatens organizations today is the psychological trauma that is inflicted on employees and leads to destructive consequences. [Gaston \(2021\)](#) and [Rhône \(2021\)](#) believe that human resources have an impact on human trauma, and that organizational managers can reduce organizational trauma recidivism based on coping planning. [Unick et al. \(2019\)](#) concluded that individual factors may play a role in organizational trauma. [Langer \(2005\)](#) determined that environmental factors affect organizational trauma. [Winter \(2019\)](#) also concluded that organizational structure has an effect on organizational trauma. [Venugopal \(2016\)](#)

confirmed that organizational structure factors and organizational communication technology can play a role in organizational trauma. The role of managers in controlling unwanted changes that cause organizational trauma and affect the morale of employees and in the long run creates the ground for the dissolution of the organization is critical. One of the duties of municipalities is to plan for citizens' leisure time in relation to their wants and needs. It should be noted that if the members of the municipal sports organization suffer from organizational trauma, they will have low motivation and the probability of leaving the service will increase. Also, if there is no organizational awareness in employees, they choose to leave the service. Considering that in the last decade, due to the organizational trauma of the employees of the Municipality of Tehran Sports Organization, half of the employees who were contracted and specialized left the service. Since organizational psychological shocks disrupt the morale of employees and have a negative impact on their performance, neglect or lack of management of shocks and trauma can increase the survival of organizations in the long run. Therefore, it raises the question of what factors affect the organizational trauma model in the Municipality of Tehran Sports Organization. Considering that no research has been done to investigate the factors affecting the organizational trauma model of the Municipality of Tehran Sports Organization, this issue has created a scientific vacuum and therefore it is important and necessary to conduct this research to fill such a scientific vacuum. The present study seeks to design an operational model to identify the effective factors in creating organizational trauma and then, then provide solutions to create personnel productivity and create staff organizational dependency. The current study have been performed in Tehran in 2021.

MATERIALS AND METHODS

The method of the present research is mixed (qualitative-quantitative) and structural equations based on the present, in terms of purpose, applied and in terms of data collection is field research. The statistical population in the qualitative and quantitative part of the research included managers, experts and sports personnel of the Municipality Tehran, who were 300 people according to the obtained information from the human resource department. Considering the adequacy of 5 statistical samples for each factor, 350 people formed the statistical sample which were selected at random. After reviewing the research

background and studying the theoretical foundations, the questionnaire was made in two stages. In order to determine the effective factors, a semi-structured interview was conducted with the opinions of experts (faculty members' familiar with the research field and related managers). Sampling by snowball method was continued until the data were saturated with 11 people and confirmed. Then, the data obtained from the interviews were coded and analyzed by the method of [Speziale et al. \(2011\)](#). Coding and in other words, data analysis in this method, based on data collection, was done through selected questions and components. Then, the results of the interviews were translated into written text. In order to analyze the data, descriptive statistical methods (calculation of mean, frequency, percentage, standard deviation) and inferential statistical methods (exploratory factor analysis, confirmatory factor analysis, and structural equations) were used. The collected data were also analyzed using SPSS software version 23 and LISREL version 8.54.

RESULTS AND DISCUSSION

Descriptive findings showed that about 51.1% of the samples were male and about 48.9% were female. The percentages related to official, contractual and contract employment status were 49.3, 14.1 and 36.7, respectively. In term of education, diploma, post diploma, bachelor, master and doctorate percentages were 7.4, 11.1, 35.2, 30.4 and 15.9, respectively. Considering the value of chi-square and significance level ($P < 0.01$ and $\chi^2 = 6048.14$), it is concluded that there is a correlation between the questions ([Field, 2009](#)).

Also, the results of heuristic factor analysis showed that three factors remain and the total percentage of cumulative variance of the factors is equal to 62.841% which is higher than 0.50 and based on the communality, all 31 questions, based on the communality, all 31 questions were retained due to the communality above 0.3 ([Yong and Pearce, 2013](#)). [Table 1](#) shows the factor load matrix of each items of the questionnaire above the acceptable value of 0.3.

As shown in [Table 1](#), the values of the "initial estimate of the communality of each variable" are equal to one. Also the values of "Common factor variance", show the correlation of all factors. In different researches, the criterion for accepting the common correlation of questions equal to 0.3 and 0.5 has been reported. In the current study, the admission criterion was determined based on 0.5. Therefore,

questions 8 and 32 were excluded from the analysis due to the low coefficient of variance of 0.5. As shown in [Table 1](#), the values of the "initial estimate of the share of each variable" are equal to one. Also in the "Common factor variance" section, the numbers obtained show the correlation of all factors. In different researches, the criterion for accepting the common correlation of questions equal to 0.3 and 0.5 has been reported. In the present study, the admission criterion was determined based on 0.5. Therefore, questions 8 and 32 were excluded from the analysis due to the low coefficient of variance of 0.5.

[Table 2](#) shows the eigenvalues, the variance of the factors and the percentage of their cumulative variance. The predictive power of environmental factor is 26.438, structural and technological factor is 215.17 and environmental factor is 15.228 and based on the total percentage of cumulative variance of factors is equal to 62.841 percent.

According to the results of [Table 4](#), the relationships of all questions with their factor are significant with respect to T-value values and ± 1.96 .

[Fornell and Larker \(1981\)](#) consider the criterion of variance derived from structures (AVE) as 0.50 and [Magner et al. \(1996\)](#) as the criterion above 0.40. Both criteria indicate that the variance extracted from the structures is acceptable ([Table 5](#)). Also, the combined reliability and Cronbach's alpha coefficient are acceptable according to the criterion of 0.70. As a result, the convergence validity and reliability of the model are acceptable.

Numbers in the diameter of [Table 6](#) are the square root of the variance of each component as of [Table 5](#). If the root of variance extracted from each component is greater than the value of the relationship between each component and the other component, the divergent validity of the model is confirmed. As a result, divergent validity is confirmed.

The results of confirmatory factor analysis showed that the amount of factor loads of each item should be at least 0.3 ([Gefen and Straub, 2005](#)). Based on the results from [Table 7](#), all factor loads of the research items are acceptable and the values of t-statistic are also significant, so all items are preserved. Also, the results of Cronbach's alpha test showed that the alpha value of organizational trauma was equal to 0.96, which are all values above the acceptable value of 0.7. Therefore, the questionnaire has a good reliability ([Kline, 2015](#)).

In the goodness of fit test, the appropriateness of the organizational trauma data collection was

Table 1: The factor load matrix of each items of the questionnaire

Number of item	Preliminary estimation of the communality of each variable	Common factor variance
1	1	0.75
2	1	0.699
3	1	0.555
4	1	0.725
5	1	0.568
6	1	0.592
7	1	0.582
8	1	0.593
9	1	0.527
10	1	0.501
11	1	0.547
12	1	0.500
13	1	0.500
14	1	0.501
15	1	0.658
16	1	0.574
17	1	0.675
18	1	0.647
19	1	0.665
20	1	0.527
21	1	0.606
22	1	0.671
23	1	0.665
24	1	0.733
25	1	0.769
26	1	0.755
27	1	0.779
28	1	0.736
29	1	0.580
30	1	0.617

Table 2. The results of the variance share of each factor in the 3-factor model of organizational trauma questionnaire

Component number	Component Name	Squares of extracted loads		
		Total variance	Percentage of variance	Percentage of variance
1	Individual factors	7.937	26.438	26.438
2	Structural and technological	6.353	21.175	47.613
3	Environmental factors	4,569	15.228	62.841

examined and its indicators are given in Table 8. A total of seven indicators confirmed the model fit. Therefore, the organizational trauma model is appropriate in terms of fit indicators. In Figs. 1 the organizational trauma model can be seen in a standard and significant way.

There is an allegory in government organizations, including the Municipality of Tehran, which is referred to as a swamp; Employees sink into it over time and do not have enough dynamism and vivacity, and like a person stuck in a swamp, they get lost in their frequent work environment and lose their inner abilities

over time. In the long run, they become tired and frustrated. Failure to meet expectations over time, lack of space for growth and participation, type of work, organizational structure and environmental factors are some of the factors that are involved in the occurrence of psychological trauma in government organizations and over time employees in the swamp of repetitive work. And drowns in motivation and through that their talent is wasted (Forbes *et al.*, 2011). In this regard, the results of this study showed that individual factors ($T_{value} = 11.70$, $\beta = 0.93$) have a significant impact on organizational trauma, which is consistent with the

Table 3. Results of the main components with varimax rotation of the operating load of the items of the questionnaires

Questions	Components		
	Individual factors	Structural and technological	Environmental factors
Loss of near and far relatives	0.838		
Loss of credibility and trust of others	0.774		
Organizational financial problems	0.593		
Incurable disease of relatives and friends	0.770		
Pessimism about career prospects	0.442		
Increased job turmoil	0.430		
Decreased credibility and organizational prestige of individuals	0.479		
Instability within the organization		0.576	
Increasing organizational tasks and responsibilities		0.593	
Lack of client service capacity		0.574	
Weak meritocracy in different parts of the organization		0.621	
Inadequate work environment		0.542	
Reducing organizational motivation		0.583	
Change in the way things are done		0.738	
Lack of necessary expertise to work with modern technologies		0.769	
Lack of organization equipment with the latest technology in the world		0.736	
Lack of development of information technology infrastructure		0.773	
Existence of old equipment		0.773	
Problems of the technology unit		0.696	
Natural disasters such as floods and earthquakes and ...			0.338
Increase inter-organizational competition			0.704
Stress caused by different occasions			0.787
Unexpected visits of managers and officials			0.778
Loss of customer trust			0.803
Inappropriate letter section			0.821
Lack of codified planning			0.786
Decreased organizational productivity			0.813
Organizational helplessness			0.794
Lack of direct control and supervision			0.331
Lack of coordination between organizations and regions in advancing goals			0.370

results of [Deyhimpour and Dolati, 2017](#)), [Kolivand et al. \(2015\)](#) and [Unick et al. \(2019\)](#). [Sepahvand and Zare \(2018\)](#) also found that the workforce plays an important role in organizational trauma. When interpreting this result, it can be said that family problems such as the loss of loved ones, behavioral disorders of family members, divorce, terminal illnesses, as well as employment problems and job problems such as losing credit, inexperience and lack of work skills, increasing managerial changes and increasing job duties, increase the level of organizational trauma of employees. Given that one of the main causes of organizational trauma is the individual, that these people, even if they have the best job position in the organization, but because

individual problems are institutionalized in them, they are dissatisfied with their activities in the organization ([Winter, 2019](#)). Also, in affected organizations, people feel frustrated and hopeless, and do not envision a bright future, which leads to depression and loss of energy and motivation to work. Employees working in organizations that suffer from trauma will also be affected by the side effects of this condition. The results of this study showed that structural and technological factors (T-Value = 9.91, $\beta = 0.76$) have a significant effect on organizational trauma, which is in line with the results of [Deyhimpour and Dolati, 2017](#)), [Kolivand et al. \(2015\)](#) and [Winter \(2019\)](#) are consistent. [Sepahvand and Zare \(2018\)](#) and [Venugopal \(2016\)](#) have

Table 4. Relationships of questions with components

Row	Indicators	Factors	The extent of the relationship	Determination coefficient	T-value	Results
1	Question 1	Individual factors	0.92	0.49	12.71	Confirmed
2	Question 2		0.89	0.54	13.63	Confirmed
3	Question 3		0.73	0.50	13.03	Confirmed
4	Question 4		0.95	0.59	14.56	Confirmed
5	Question 5		0.83	0.54	13.58	Confirmed
6	Question 6		0.87	0.56	14.01	Confirmed
7	Question 7		0.88	0.57	14.13	Confirmed
8	Question 9		0.80	0.54	13.77	Confirmed
9	Question 10		0.76	0.48	12.82	Confirmed
10	Question 11		0.67	0.44	12.10	Confirmed
11	Question 12	Structural and technological	0.80	0.52	13.37	Confirmed
12	Question 13		0.76	0.42	11.75	Confirmed
13	Question 14		0.71	0.42	11.75	Confirmed
14	Question 15		0.77	0.57	14.32	Confirmed
15	Question 16		0.80	0.57	14.33	Confirmed
16	Question 17		0.71	0.50	13.03	Confirmed
17	Question 18		0.84	0.62	15.22	Confirmed
18	Question 19		0.78	0.56	14.34	Confirmed
19	Question 20		0.86	0.65	15.83	Confirmed
20	Question 21		0.66	0.35	10.40	Confirmed
21	Question 22	Environmental factors	0.74	0.51	13.36	Confirmed
22	Question 23		0.76	0.57	14.35	Confirmed
23	Question 24		0.78	0.59	14.71	Confirmed
24	Question 25		0.86	0.67	16.30	Confirmed
25	Question 26		0.87	0.74	17.51	Confirmed
26	Question 27		0.95	0.74	17.57	Confirmed
27	Question 28		0.93	0.76	17.95	Confirmed
28	Question 29		0.93	0.72	17.08	Confirmed
29	Question 30		0.70	0.37	10.88	Confirmed
30	Question 31		0.66	0.41	11.54	Confirmed

The criterion of significance is ± 1.96

Table 5. Variance derived from components and their reliability

Components	Variance derived from structures	Variance derived from structures	Criteria	Variance derived from structures	Variance derived from structures	Criteria	Variance derived from structures
Individual factors	0.756	0.98	0.70	Accepted	0.90	0.70	Accepted
Structural and technological	0.598	0.97			0.93		
Environmental factors	0.657	0.98			0.94		

Table 6. Variance derived from components and their correlations

Components	Individual factors	Structural and technological	Environmental factors
Individual factors	0.87		
Structural and technological	0.86	0.773	
Environmental factors	0.71	0.70	0.811

also emphasized the impact of organizational structure and organizational communication technology and its significant role on organizational trauma. In interpreting this result, it can be stated that many structural changes, increasing the focus on decision-

making, formal relations and reducing informal relations, and eliminating a number of organizational jobs increase the organizational trauma of employees. Also in interpreting this result can be stated Failure to update education, communication, and information

Table 7. Relationships of components with organizational trauma

Row	Components	Concept	The extent of the relationship	Determination coefficient	T- Value	Results
1	Individual factors		0.93	0.87	11.70	Relationship confirmed
2	Structural and technological	Organizational Trauma	0.92	0.85	12.42	Relationship confirmed
3	Environmental factors		0.76	0.58	9.91	Relationship confirmed

Table 8. Results of goodness of fit test of organizational trauma model data collection

Index Abbreviation	Criteria	Obtained value	Results
χ^2/df	Bellow 3 (Some resources up to 5)	3.46	Confirmed
RMSEA	Bellow 0.08 (Some resources up to 0.1)	0.096	Confirmed
PNFI	Higher than 0.90	0.88	Reject
PGFI	Higher than 0.90	0.64	Reject
NFI	Higher than 0.90	0.95	Confirmed
NNFI	Higher than 0.90	0.96	Confirmed
CFI	Higher than 0.90	0.97	Confirmed
IFI	Higher than 0.90	0.97	Confirmed
RFI	Higher than 0.90	0.95	Confirmed
AGFI	Higher than 0.90	0.70	Reject
GFI	Higher than 0.90	0.74	Reject

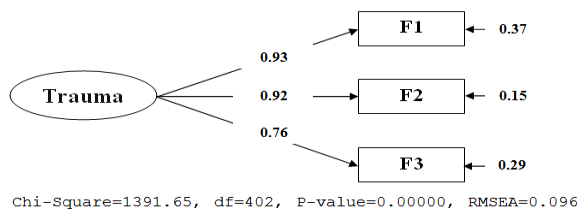


Fig. 1: Organizational trauma model in standard mode

technology, lack of easy access, and the impossibility of using global networks due to security considerations, cause organizational trauma for employees. Therefore, accordingly, it can be said that organizations that have suffered trauma, are usually in a state of recession, bankruptcy, and reduction of financial resources, and due to the lack of appropriate technology, their performance is in a state of decline (Yong and Pearce, (2013). The results of this study showed that environmental factors (T-Value = 12.42, β = 0.92) have an effect on organizational damage that is consistent with the results of Deyhimpour and Dolati, (2017); Kolivand *et al.* (2015) and Longer (2011) are consistent. In this regard, Sepahvand and Zare (2018) concluded that the environment has a significant role in organizational trauma. Explaining this result, it can be acknowledged that reduced acceptance and legitimacy, lack of proper interaction with the environment

and being an island can increase the organizational damage of employees. Factors of natural disasters such as floods and earthquakes, etc., increased inter-organizational competition, pressure from various occasions, unexpected visits of managers and officials, loss of customer trust, inadequate correspondence, lack of continuous planning, reduced interest in organizational side effects, helplessness organizational and lack of direct control and supervision are among the factors that affect organizational trauma in the field of environmental factors.

CONCLUSION

In keeping with the theory of organizational trauma, as in regular life, numerous blows and injuries are inflicted at the thoughts and frame of individuals, companies are also uncovered to various trauma and blows, so the purpose of the current study was to design a version of organizational trauma in the sports organization in the Municipality of Tehran. In order to review this organizational trauma, this article described the concept, dimensions and historical course, studies conducted in this case, the effects and strategies to deal with it in organizations and was done in a mixed method with an exploratory approach. Given that the results showed that individual factors affect organizational trauma. Therefore, it's far endorsed

that an unbiased unit or committee act for the sports activities experts and workforce to check and advise the specialists and workforce who've suffered psychological trauma. Also, meetings should be held for managers to identify and counsel with the employees individual issues, so as to prevent the spread of individual factors of organizational trauma. Given that the results showed that structural and technological factors affect organizational trauma, it is suggested that arrangements be made to apply the latest technology in the organization and determine the duties of individuals according to their knowledge and skills, as well as in-service training for sports experts and staff on the importance of the structure and technology of the sports organization. The Municipality of Tehran should provide an educational calendar, the organization will stabilize. Given that the results showed that environmental factors affect organizational trauma, it is suggested that the organizational position and years of service of employees should be considered and various environmental factors such as competitors, colleagues, and the economic and social conditions of society should be considered in pay calculation.

AUTHOR CONTRIBUTIONS

A.A. Bayati performed the literature review, the experiments, analyzed and interpreted the data, and prepared the manuscript text. A. Khodayari performed the experimental design, compiled and interpreted the data, and manuscript edition S.N. Khalife helped in the research design and manuscript preparation and data correction

ACKNOWLEDGEMENT

This article is the result of a research conducted to obtain a doctoral degree that has been approved by the management department of the Islamic Azad University of Karaj in Iran. The professors and the director of the faculty of management of this university are also appreciated for their cooperation and guidance in this research.

CONFLICT OF INTEREST

This article is the result of a research conducted to obtain a doctoral degree that has been approved by the management department of the Islamic Azad University of Karaj in Iran. The authors would like to appreciate all the professors and the director of the faculty of management for their cooperation and providing guidance regarding the current study.

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LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness-of-Fit Index
CFI	Comparative Fit Index
GFI	Goodness-of-Fit
IFI	Index Instrumentation Facility Interface
NFI	Normed Fit Index
NNFI	Parsimony Normed Fit Index
PGFI	Parsimony Goodness-of-Fit Index
RMSEA	Root Mean Square Error of Approximation
X ² /df	Chi square / Degrees of Freedom Ratio

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HOW TO CITE THIS ARTICLE

Bayati, A.A.; Khodayari, A.; Khalife, S.N., (2022). Designing organizational trauma models in the sport organizations. *Int. J. Hum. Capital Urban Manage.*, 7(3): 373-382.

DOI: 10.22034/IJHCUM.2022.03.06

url: http://www.ijhcum.net/article_251982.html

