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**International Journal of Advanced Biological and Biomedical Research**

**Journal DOI:** 10.18869/IJABBR

**ISSN:** 2322-4827

**CODEN (USA):** IJABIS

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International Journal of Advanced  
Biological and Biomedical Research  
6(2) (2018) 76–86



Review Article

Open Access

## The Investigation Relation Between Inefficient Attitude and Social Undermining of the Employees of Football Clubs in Kerman

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### Abstract

This research has been conducted by the aim of analysis of the relation of inefficient Attitude and social undermining of the employees of football clubs in Kerman. The research method is descriptive-correlative. The statistical population of this research includes all employees of teenage, youth and adult employees of Kerman city in 2017 with the total number of 192 from which 153 replied to the questionnaire. Collecting data from questionnaires, the inefficient Attitude with validity of 0.82 and stability of 0.93 and the social undermining questionnaire with the validity of 0.81 and stability of 0.87 were employed. The analysis of data was done by SPSS20 software, and some descriptive and inferential statics were used such as mean, variance, Pearson and Spearman correlative, and multi-variance linear regression. The result of the research illustrated that there is a direct and significant elation between inefficient Attitude and social undermining of the employees of football clubs in Kerman. Also, there is a direct and significant relation between inefficient Attitude about the performance and inefficient Attitude about social confirmation and social undermining of the employees of football clubs in Kerman. The best predicator of social undermining of employees can be the inefficient Attitude about social confirmation.

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Keywords: Inefficient observations, Social friction, Football clubs

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Received 19 January 2018  
iThenticate screening 22 January 2018

Accepted 20 May 2018  
English editing 18 May 2018

Available online 30 May 2018  
Quality control 28 May 2018

## 1. Introduction

Organizational researchers has paid special attention to dark sides of organizational life, negative aspects of social interactions and details of close interrelation, in the studies related to productivity (Folger and Cropanzano, 1998). One of the cases is called social undermining which include all negative behaviors that are issued by employees and weaken the abilities of the fricated person (Duffy et al., 2006). These abilities are such as establishing and preserving positive interactions, job success, reputation and popularity in an organization (Duffy et al., 2006). Social friction, as one of the most significant issues of managers is introduced as psychological problems of work environment which grows initially latent, and at more advanced stage, it can overtake human resource force. In addition, its consequences are costly in work environment both in terms of individual and organizational that can be revealed as decreasing efficiency, performance, and increase of job dissatisfaction that would lead to incidence of diseases, decline of working energy, decrease of individual and organizational performance, lack of resources and capabilities as well as other undesirable disorders.

The fact is that the quality of individual work is related to his morale. In some occasions, the force at work places are so high which is out of tolerance of an individual that he seems not to be fit in that job. In this mood, he creates negative Attitude toward himself and his job that endangers his general health (Hosseini and Mehdizadeh Ashrafi, 2010). The tensions resulted from psychological pressure is the cause of negative emotions and excitements that could lead an individual to fatigue, exhaustion, and other negative consequences such as social friction. According to Duffy et al. (2002) definition, undermining is defined as creation of obstacle from intention and by the aim of eliminating others reputation and credit. Thus, undermining is created when someone is accused unduly which could lead to loss of his credit. It is obvious that social undermining is opposite of social support. Now, if social support is defines as: understanding of an individual from availability of those whom he considers care about him and his assurance of some people whom he can count on their help when needed (Naseh et al., 2011). Therefore, the reverse of social undermining is lack of conceived support. Recently, organizational researchers have paid special attention to dark sides of organizational life in the studies related to human force efficiency that means negative aspects of social interactions and details of close interactions of individuals from which social undermining is one of the cases which include all negative behaviors that are issued from employees during time and weaken the individual's capabilities. These capabilities include establishing and preserving positive interactions, job success, reputation and credit in an organization (Khaef Elahi and Alipour Darvishi, 2010). It must be considered that the process of social development has made Iran and other developing countries undergo structural and extensive social change. In addition, fundamental essence and fast and unbalanced process of changes cause several various social damages (khanifar and Zarvandi, 2009). It has been identified in several studies that organizational relations have some consequences for employees which are named employees consequences. Social undermining is one of those issues which are being paid attention related to the employees consequences. The scientists of this area have divided that into three categories (Flouger and Cropanzaeo, 1998):

1. Observational consequences; such as weak job tendency which includes dissatisfaction, low commitment and distrust among people (Duffy et al., 2006).
2. Health and psychological consequences which include psychic pressure, tension and depression (Steven, 2004).
3. Behavioral consequences, which includes distractive behaviors such as aggression and sabotage, absence, hesitation at work and voluntary slowness at work and uncivilized behaviors (Hober et al., 2006).

These consequences can lead to abnormal interactions of personnel with internal and external factors of an organization such as customers, clients or even family, occurrence of accidents and job casualty that results to decline of organizational efficiency (Berta, 2005). The above subjects indicate the importance of social undermining in organizations. However, the relation of individuals conception with negative behaviors with social context of an organization leads to more complex reactions comparing with social undermining which decreases organizational capacity for development. The actions taken by organization managers to decrease the negative results of social interactions reveal social intelligence which is a crucial task to facilitate development of human force (Skarliky, 1996). One of the factors that can cause social undermining of employees in an organization is the inefficient or illogical beliefs and observations (Conn et al., 2003).

Alice believes that the most of the concerns and anxieties in individual's life is the result of illogical, unreal and inefficient beliefs which they have about themselves and their environment. In another word, the psychological problems of individuals is the result of inappropriate understanding of them since the world is neither good nor bad in itself. Thus, it can be said that the excitement of each individual is from his conceptions (Valizadeh, 2006).

In Rebt's theory, whether we are affected by external events or not is totally related to our beliefs. Beliefs are an important part of our conception discipline which are responsible to evaluate external events. Based on this evaluation, two kinds of beliefs are made: efficient or inefficient. Efficient beliefs evaluate external events properly based on three factors as logical, experimental and functional.

Thus, efficient ideas lead to functional consequences and inefficient ideas lead to functional consequences. Consequences are either excited (sadness, depression) or behavioral (hard-working, decline of performance). If an individual has efficient beliefs, he can reach to his goals despite bad events. However, if inefficient beliefs are activated by events can prevent an individual to reach his goal. When a negative event is changeable, the individual must confront it, and when it is unchangeable, he must adapt himself with that. Efficient beliefs assist both to the process of confrontation and adaptation, and inefficient beliefs can create disorder in both processes (Taghavi, 2008).

From Robert's idea, a belief is defined as efficient when it can assist an individual to reach his goals (of course, the beliefs which are not in conflict with others purposes, family, group and social targets which means it should not be selfish). It is possible that a belief is true both logically and experimentally, but this belief is practically inappropriate even if it prevents someone from reaching his goal. Thus, it is inefficient, and inefficient self-enhancing beliefs are efficient. Some self-defining studies revealed that inefficient beliefs effect on people's performance in various tasks. For instance, inefficient beliefs are one of the reasons of delay, and they are related to low controlling conception and external motivation. This high external motivation causes that an individual won't have high performance in difficult and complex tasks due to creation of excitation. Inefficient beliefs are idealistic and ambitious insistence which are absolutistic. In contrast, efficient beliefs are preferential and conditional (Sahraei, 2010), all humans have both efficient and inefficient beliefs. When a person is responding to an important situation, he responds with both efficient and inefficient systems. As one employees more efficient belief, the consequences are more efficient. In contrary, the environmental stress makers of efficient beliefs are such as protective factors and for inefficient beliefs are as damaging. As beliefs are more original, abstract, and general, they are out of belief mode, and they are formed as philosophies. These unconscious and unarticulated philosophies of life effect on all aspects of an individual's life (Hamidifard, 2010).

From Beck's perspective (2008), inefficient Attitude includes observations which make an individual vulnerable against "depression". These observations are activated immediately after negative events, and they stimulate a pattern of data process after activation which have negative tendency, or in another words, they are identified by negative errors in thinking. These negative observations can be the factors for inefficiency of psychological health. The relation between inefficient Attitude and depressed people in crowd was studied by Kumari and Blakburn (2002). The result indicated that inefficient observation is one of the factors of creating depressed people. Also, Miranda et al. (2003), concluded that there is a relation between inefficient beliefs and signs of anxiety and depression. In addition to these findings, studies of Oliver et al. (2010) revealed that inefficient observation is correlated with negative perception of organizational atmosphere. These findings indicate that inefficient Attitude can be activated by psychological pressure and effect on individual's adaptation. Other studies were conducted in this field, too. For instance, Taghavi's research (2008) which claimed that inefficient beliefs leads to decline of social adaptation of employees.

According to the above, this study is seeking to answer to this question that whether there is any relation between inefficient Attitude and social undermining of employees of football clubs in Kerman.

## 2. Literature review

Nasr Esfahani et al. (2016) conducted a research titled pattern expansion of the concept of social undermining and determining the relation with organizational agility. In this study, researchers were seeking to recognize and identify effective factors in creation of undermining behavior in welfare organization, analyzing mediator variables, and resolutions for formation and identification of the consequences of these behaviors in an organization.

Nouri Ka'b and Nayami (2016) did a research by the aim of analysis of the effect of conceived organizational justice on organizational faithfulness and job welfare with the mediation of social undermining and mediator of job control. The results showed that the conceived organizational justice has indirect effect on organizational faithfulness and job welfare with mediation of social friction. Job controlling could mediated the relation between the conceived organizational justice and social friction.

Imani (2014) conducted a study by the aim of recognizing the reasons for creation of social undermining and approach to face it. In this article, the aspects of relation of social undermining and its consequences based on fairness theory was analyzed as well as the mediating role of conceived justice on interaction between these two variables. Finally, a solution was offered based on the understanding of psychic aspect of individual and understanding of environmental organization. This researcher considered two aspects of verbal and non-verbal for social friction.

Baghini and Beheshtifar (2013) conducted a research by the title of analysis of relation of social undermining in the levels of colleagues and the amount of individual conflict in executive organizations of Kerman. The findings of this research indicated that there is a reversed relation between social undermining and individual conflict. Fayyad and Kiani (2008) conducted a pathological examination of inefficient beliefs of students. The result of the research showed that the factors of idealism, concern along with anxiety, over expectation, reaction with helplessness to failure and preparation for blame are respectively the highest inefficient beliefs factors.

Mikey and Brian (2017) did a research by the aim of analysis of the model of mediator role of political skills in relations between Machiavellianism and social undermining with job performance. The result indicated that political skills of relation between Machiavellianism and social undermining with job performance has mediated role and the increase of the level of political skill leads to high job performance. Also, according to the research result, there is a direct relation between Machiavellianism and job performance, and there is a direct relation between Machiavellianism and social friction.

Apelbaume et al. (2015) demonstrated in a research that the patterns of social undermining among the people in a group can effect on others remarkably. The background of people and relation and linking of job responsibilities are effective factors in creation of social undermining in a group. Zadrov et al. (2014) conducted a research titled "leadership style of managers and social undermining of employees". The result of research showed that those employees who feel rejected interpret events as threatening and annoying. Thus, they decrease their cooperation with their organization. There is a relation between leadership style and social undermining of employees (Iranmanesh, 2016).

Taio et al. (2013) conducted a study named common social undermining in governmental organizations in Hong Kong. The results of this study revealed that the most common and recognized social undermining include damage to facilities, abuse of facilities, verbal and non-verbal aggressiveness. Bridges and Hanriss (2010) studied the role of inefficient observation in depression and anxiety. The research was conducted on a sample of 25 people, and the evaluation of inefficient beliefs based on Alice theoretical pattern was done by the help of pathological interview techniques and self-reporting questionnaires. The result of the research showed that inefficient observation has positive and significant effect on the creation of expression and anxiety.

Davies (2008) did a study by the aim of analysis of the effect of inefficient Attitude on unconditional self-esteem. This research was conducted on two groups of 158 and 128 students of university. The result of this research revealed that idealism and the expectation of being confirmed by others are the most inefficient beliefs which predict unconditional self-esteem in individuals. Emotional irresponsibility, avoidance of problems, blaming others are subscales which do not have effect on unconditional self-esteem of individuals.

Szentagotai and Freeman (2007) did a research intending to analyze the relation between inefficient Attitude and automatic thoughts in predicting distress. Distressed referred to those who have high depression. The results of research showed that the combination of inefficient Attitude and automatic thoughts can predict individuals, reaction in stressful situations, and it is effective in creation of depression. Automatic thoughts have mediating role in effecting on inefficient Attitude on depression.

Sullivan (2006) conducted a research by the purpose of studying the role of inefficient Attitude on self-acting behaviors. The result showed that 1. Efficient observations lead to positive or negative emotions and superiority behaviour. 2. Inefficient Attitude lead to the feeling of anxiety and self-action. 3. If anxiety leads to depression, it can finally cause the most self-acting behavior, suicide.

### 3. Methodology

This study, in terms of method is a descriptive and correlative research, and in terms of purpose, it is a practical research which collected its data by field research. The statistical population of this research include all employees in teenagers, youth, and adults teams of Kerman city in 2017, by the total number of 165 among whom 153 people were selected as statistical sample. Measuring inefficient observations, Wiseman and Beck's (1978) questionnaire of inefficient observation was employed with 40 questions. This questionnaire was used to identify negative beliefs and observations which are the bases of psychic anarchy. This questionnaire evaluates performance criteria (question 1 to 20) and social verification (questions 21 to 40). In this scale, 7 degree was selected for each question. Rezayi (2003) mentioned the validity of this questionnaire as 0.82. Oliver and Bogart (1985, quoted by Saboori et al., 1998), Wiseman and Beck (1982), reported Cronbach Alpha of this questionnaire 0.92 and its validity 0.79. In the research of Rabiee et al. (2009), the Reliability coefficient of Cronbach Alpha was achieved 0.88. Assessing social friction, Beheshtifar's questionnaire (2011) was employed. This questionnaire have 15 questions which include three aspects of direct, verbal and physical friction. In this questionnaire, Likert's five-optional scale was used for grading the questions. The scoring mode of this questionnaire was specified as never 0, rarely 1, sometimes 2, often 3 and never 4. Beheshtifar (2011) considered the content validity of this questionnaire as 0.81 and its reliability 0.84 by Cronbach alpha method. In this study, the reliability coefficient, by Cronbach alpha for the questionnaires of inefficient Attitude and social undermining as 0.93 and 0.87, respectively. Analyzing the data, descriptive statistics were used including mean, variance and interpretive statics including Pearson and Spearman correlation and multi-variable linear regression, analyzing data, SPSS software version 20 was used and the significance of 0.05 was considered.

### 4. Findings

#### 4.1. The variable status of inefficient Attitude of employees

According to the score of variable of inefficient Attitude (mean of 40 questions of questionnaire), among 153 studied employees, the inefficient observation of 20 people (13.1%) was very little, 34 people (22.2%) little, 71 people (46.4%) average, 16 people (10.5%) much, and 12 people (7.8%) very much (Table 1).

Table 1  
Frequency distribution of status of inefficient Attitude of employees of football clubs.

Variable level	Frequency	Frequency percentage
Very little	20	13.1
Little	34	22.2
Average	71	46.4
Much	16	10.5
Very much	12	7.8
Total	153	100

Table 2  
Frequency distribution of the status of social undermining of employees of football clubs.

Variable level	Frequency	Frequency percentage
Very little	22	14.4
Little	35	22.9
Average	63	41.2
Much	20	13.1
Very much	13	8.5
Total	153	100

#### 4.2. The status of the variable of social friction

According to the score of the variable of social undermining (average of 15 questions), among studied 153 employees, the social undermining of 22 people (14.4%) was very little, 35 people (22.9%) little, 63 people (41.2%) average, 20 people (13.1%) much and 13 people (8.5%) very much (Table 2).

#### 4.3. Descriptive statistics of variables

Table 3  
Descriptive statistics of research variables.

Statistical variable	Inefficient observation	Performance	Social confirmation	Social friction	Direct friction	Verbal	Physical
N	153	153	153	153	153	153	153
Mean	3.75	3.90	3.61	1.81	1.8	1.81	1.83
Median	3.80	3.75	3.70	1.80	1.71	1.83	2
Mode	3.8	5.7	3.9	0.8	1.7	1.8	2
Std. Deviation	1.106	1.272	1.112	0.946	0.975	1.001	1.02
Skewness	0.097	0.330	0.009	0.114	0.098	0.242	0.34
Kurtosis	0.101	-0.587	-0.091	-0.501	-0.741	-0.36	-0.298
Minimum	1.6	1.7	1.5	0	0	0	0
Maximum	6.1	6.4	5.9	4	4	4	4

#### 4.4. The analysis of normality of distribution of research variables

Since the significance of both variables are above 0.05.H0 hypothesis is rejected that means that these variables follow normal distribution. Thus, in this research, Pearson and Spearman correlation tests are employed.

Table 4  
Kolmogorov-Smirnov test for analysis of normality of variables.

Variable	Kolmogorov-Smirnov test	Significance	Normal hypothesis
Inefficient observations	1.011	0.258	Normal
Social friction	0.956	0.32	Normal

#### 4.5. Hypothesis 1: There is a relation between inefficient Attitude and social undermining of employees of football clubs of Kerman

Analysis of data shows that Pearson correlation coefficient between two variables of inefficient Attitude of employees and conflict of employees equals to 0.278 with the amount of 0.001 which is less than significance level of 0.05. Thus, In this level, Ho hypothesis, lack of relation, is rejected and thus there is a direct relation between inefficient Attitude of employees and their social friction. The positivity of correlation coefficient and the fitted slope indicates that there is a direct relation between these two variables. Also, determinant variables between these two variables equals to 0.059, ( $R^2=0.059$ ), or in another word 5.9 percent of changes are between two common variables (5/9 percent of changes of the amount of social undermining of employees is justified by inefficient observations) (Table 5).

Table 5  
Statistics of Pearson correlation test related to the relation of inefficient Attitude and social undermining of employees.

Variable	Social friction			Existence of relation	Kind of relation
	Pearson		Number		
Inefficient observations	Correlation coefficient	Significance	Number		
	0.278	0.001	153	Meaningful	Direct

4.6. Hypothesis 2: There is a relation between inefficient Attitude about the performance and social undermining of employees of football clubs of Kerman city

The analysis of data indicates that Pearson correlation coefficient between two variables of inefficient Attitude about employees, performance and the amount of conflict among employees equals to 0.246 with significance 0.002 which is lower than significance level 0.05. Thus, in this level, hypothesis H0, lack of relation is rejected. Therefore, there is a significant relation between inefficient Attitude about performance and social undermining of employees of football clubs in Kerman. The positivity of correlation coefficient and the fitted slope indicates a direct relation between these two. Also, the determining coefficient between these two variables equals to 0.064 ( $R^2=0.067$  or in another word 6.4 percent of changes between two common variable. (6.4 percent of change of social undermining of employees is justified by inefficient Attitude about performance (Table 6).

Table 6  
Statistics of Pearson correlation test related to inefficient observation about performance and social undermining of employees.

Variable	Pearson			Social friction	
	Correlation coefficient	Significance	Number	Existence of relation	Kind of relation
Inefficient observation about performance	0.246	0.002	153	Meaningful	Direct

4.7. Hypothesis 3: There is a relation between inefficient Attitude about social confirmation and social undermining of employees of football clubs in Kerman

The analysis of data indicates that Pearson correlation coefficient between two variables of inefficient Attitude about social confirmation of employees and the conflict between employees equals to 0.271 with significance 0.001 which is less than significance level of 0.05. Thus, in this level, H0 hypothesis that is the lack of any relation is rejected, which indicates that there is a significant relation between inefficient Attitude about social confirmation and social undermining of employees of football clubs in Kerman. The positivity of the correlation coefficient and the fitted slope shows a direct relation between these two variables. Also, the determinant coefficient between these two variables equals to 0.052 or in another term 5.2 percent of changes between two common variables (5.2 percent of changes of social undermining of employees is justified by inefficient Attitude about social confirmation) (Table7).

Table 7  
Statistics of Pearson correlation test related to the relation of inefficient Attitude about social confirmation and social undermining of employees.

Variable	Pearson			Social friction	
	Correlation coefficient	Significance	Number	Existence of relation	Kind of relation
Inefficient observation about social confirmation	0.271	0.001	153	Meaningful	Direct

4.8. Hypothesis 4: The aspects of inefficient Attitude (Inefficient Attitude about the performance and inefficient observation about social confirmation) predictor of social undermining of employees of Kerman football club

Since p - the calculated amount from test (0.002) is less than significance level 0.05, H0 is rejected in this level. Thus, the linear regressive model will be significant that means there is a significant linear relation between inefficient Attitude about performance an inefficient Attitude about social confirmation as well as social undermining of employees of football clubs in Kerman. The multiple correlation coefficient is  $r=0.281$  which indicates the amount of concurrent relationship between inefficient observation about performance and inefficient observation about social confirmation and social undermining of employees of football clubs in Kerman. Since the significance level equals to 0.002 and less than  $\alpha=0.05$ , this relation is significant. Since the amount of



$R^2_{adj}$  (mediated  $R^2$ ) equals to 0.068, the inserted variances in this mode determines 0.068 variance of social undermining on employees (Table 8).

Table 8

The analysis of variance of regression model of the relation of inefficient Attitude about the performance and inefficient observation about social confirmation and social undermining of employees of football clubs.

Source of changes	Sum of squares	Freedom degree	Mean of squares	R	$R^2_{adj}$	F	sig
Regression	2412.91	2	1206.45	0.281	0.068	6.406	0.002
Remainder	28249.14	150	188.32				
Total	30662.05	152					

Also, according to the calculated p in test of coefficient of regressive model  $H_0^2$  (Inefficient Attitude about social confirmation) is rejected at 0.05 level but  $H_0^1$  (Inefficient Attitude about performance) is not rejected at 0.05 level. Based on the amount of t statistic which the inefficient Attitude about social confirmation equals to 1.714, the significance is 0.048. Thus, the amount of social undermining of employees is different according to inefficient Attitude about social confirmation. According to the amount of  $\beta$  for inefficient observation about social confirmation that equals to 0.194, the inefficient observation about social confirmation is the best predictor of social undermining of employees (Table 9).

Table 9

The coefficient of regressive model of relation between inefficient Attitude about performance and inefficient Attitude about social confirmation and social undermining of employees of football clubs.

Variable	Estimation of B	Standard error	Estimation of standard $\beta$	Amount of t	sig-P
Constant	13.665	3.956	-	3.454	0.001
Inefficient observation about performance	0.059	0.063	0.106	0.939	0.349
Inefficient observation about social confirmation	0.124	0.072	0.194	1.714	0.048

## 5. Conclusion

According to the achieved result of this study, there is a direct and significant relation between inefficient observation and social undermining of employees of football clubs in Kerman that means as inefficient and illogical beliefs are more among the employees, their friction, conflict and challenge will be more. This result is in parallel with the findings of Grosley (2009) that showed that emotional and behavioral reactions intensify social friction, the findings of Salival (2006) which showed that efficient observation leads to positive or negative emotions and superiority. It also empowers the manner of self-action in individuals, the findings of Estadi et al. (2013) that illustrated that inefficient observation causes decline of adaptation, and findings of Fayyad and Kiani (2008) who concluded that inefficient Attitude of students of university lead to idealism, emotional irresponsibility, avoidance from problem, expecting confirmation by others, exhaustion against changes and dependence. Inefficient Attitude are those of beliefs which are directly expressed by either some reactions such as sadness, depression and aggression or spontaneously and internally. Their result is passivity and disinterest to work. Therefore, it can be said that as the observations of employees are unreal and negative and pessimistic or illogical, they face with problems at work. Even, they avoid doing their responsibilities, and they face with exhaustion at work which lead to more disagreement and social friction. When employees have some observations and beliefs that being delighted is related to being intelligent, attractive, rich and creative; if someone asks for help that could show his weakness. If someone cannot handle his works as others, he is humble. If he fails, he is a total failure. If he cannot do a job, doing that job is never proper. If we do not have someone to rely on, we are deemed to sadness. It is hard to trust others since he tyrannizes... and such a kind of thoughts can effect on his view towards others and

social issues. If the number of employees which such observations multiply in an organization, it can cause conflict and disagreement.

The results of hypothesis 2 showed that there is a direct and significant relation between inefficient Attitude about performance and social undermining of employees of football clubs in Kerman that means by increasing inefficient and illogical beliefs about one's and others performance among the employees, the amount of tem conflict and challenge will be more among employees. These findings were correlated with Grosley's findings (2009) which revealed that emotional and behavioral reactions intensify social friction, the findings of Estadi et al. (2013) that illustrated that inefficient observation causes decline of adaptation and findings of Fayyad and Kiani (2008) who concluded that inefficient Attitude of students of university lead to idealism, emotional irresponsibility, avoidance from problem, expecting confirmation by others, exhaustion against changes and dependence. Thus, when employees mostly believe that happiness is the result of personal observation rather than people feeling toward that person, making mistake causes ruin and pessimism of people toward him, failure equals to disrespect of others, considering taking risk a stupid thing, they consider that attracting respect is only done by success and idealism, considering asking for help as weakness, and they imagine that if someone is not agreed with him he is an enemy. Then, these beliefs lead to conflict and pessimism among employees and decrease agreement and adaptation.

According to the results of hypothesis 3, there is a direct and significant relation between inefficient observation about social confirmation and social undermining of employees of football clubs in Kerman that means as inappropriate and idealistic beliefs are more among the employees regarding the mode of social confirmation and being respected by others, their friction, conflict and challenge will be more. This result is in parallel with the findings of Grosley (2009), Salival (2006), Estadi et al. (2013) and Fayyad and Kiani (2008) whom all showed that inefficient Attitude lead to decline odd agreement realism and psychic health. Thus, if an employee thinks that he cannot be happy unless all, people admire him, or he feels worthless when his beloved does is not interested in him, when he asks a question, he feels humiliated, his happiness is more related to others rather than himself, he needs to deny his own interest to be considered respected and valued by others, he needs to help whoever needs any help, that person with this belief and observation cannot be adaptable and relieving for an organization that could lead to conflict and challenge in the organization.

#### Practical recommendations

It is recommended to employees of clubs not to over expect from each other, analyze tasks realistically and consult with others in this case.

ü It is recommended to educate to employees of clubs that their tasks are not imposed on them, and they should know that they can successfully do them by effort. If club authorities find that an employee is not adapted with his job environment and he is a failure in doing his responsibility, this can be the result of his unrealistic views about getting social confirmation in his job that could be solved by consultation.

ü Club employees must prevent from probable problems. They should know that there might be problems in any decision but an employee is entitled to decide.

ü The employees of clubs must know that they need to have intellectual independence and all the tasks must not be imposed on them. Everyone can work without any dependency to others.

ü Decreasing inefficient observation of employees, some brochures are provided and delivered to club employees. In-service training about the causes of creation of inefficient Attitude and the mode of changing these observations can be held at clubs.

ü Since the term inefficient observation is not familiar for employees, it is recommended to club managers to hold a workshop with this title for familiarizing employees with these concepts and their importance.

ü Identifying and derivation of the causes of inefficient Attitude of some club employees.

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**How to cite this article:** Kafinejad, M., 2018. The Investigation Relation Between Inefficient Attitude and Social Undermining of the Employees of Football Clubs in Kerman. *International Journal of Advanced Biological and Biomedical Research*, 6(2), 76-86.