

Estimation of Relative Contribution of Job Burnout in Organizational Justice in Sport and Youth Department Staff in Esfahan Province

¹ Maliheh Pirmoradian, ² Majid Khorvash

1. (Main Author): MSC Student, Faculty of Physical Education and Sport Sciences, Islamic Azad University of Mobarakeh, Mobarakeh, Iran.
2. Department of Physical Education, Islamic Azad University, Majlesi branch, Isfahan, Iran.

DOI: 10.6007/IJARBSS/v5-i6/1681 URL: <http://dx.doi.org/10.6007/IJARBSS/v5-i6/1681>

Abstract

The aim of present study was to investigate the relationship between organizational justice and job burnout in Youth and Sport department staff in Esfahan province. This study was descriptive and correlational. It is an applicable research in which survey method was used for data collection. The sample consisted of all staff in Sport and Youth departments in Esfahan province in 1392 (n=405). Based on Kregesi and Morgan table 200 person were selected. For sample selection, classified random sampling method proportional to service geolocation was used. For data collection about organizational justice variable Nyhoff and Moorman questionnaire (1993) was used and for job burnout, Meslash and Jackson questionnaire (1981) MBI was used. Validity of questionnaires was assessed by comments of ten professors in sport management field. Moreover, reliability of questionnaires was assessed by Cronbach alpha coefficient. Coefficient equivalent to 0.90 for organizational justice and 0.71 for job burnout showed desirable reliability of questionnaires. For data analysis inferential statistics (univariate t tests, Pearson correlation coefficient and multiple regression) using SPSS 2.0 were applied. Results of data analysis showed that there is a negative and significant relationship between organizational justice and job burnout. Finally, results of regression showed that distributional justice is a good anticipant for job burnout.

Keywords: Organizational Justice, Job Burnout, Youth and Sport Departments, Esfahan Province.

Introduction

Today, sport and all its dimensions are one of strong devices for encountering by economical, cultural and social crisis in developed countries that sport organizations play important role for accessing to this object (salimi, Soltanhoseini, Ghasemi, Torkian Valashani, 2012), therefore studying on sport organizations' variables is very important subject.

In today's world, abilities, economic strength and welfare of every country depend on optimal use of facilities and human resources in that country. One of the important and effective principles in maintenance and optimization of human resources in every organization is

management and control of emotional pressures and prevention of job burnout in work place (Khorvash, Ehsani, Tond Nevis, 2009).

Among the main manager's responsibilities is maintenance and development of fair treatments in managers and feeling justice in employees. In management field, justice is one of the most important responsibilities of every manager and human being in every condition (Moosavi, 2008). Today, due to a variety of conditions personal and social identity of employees are at risk among which decreased job attractions, job dissatisfaction, stresses and emotional pressures of the job, etc. can be mentioned. Career changes like: organizational changes, wage changes, promotions, decreased or increased human workforce and social changes are issues that put the person under the pressure in workplace and make him/her anxious and desperate (Hooshyar, 2005).

One of the major issues of job that is observed as a reaction to pressures from the job and organization among staff is job burnout phenomenon. Job burnout not only causes emotional exhaustion and lack of enthusiasm to clients, it also has symptoms like hopelessness, pessimism about future, lack of positive motivation, decreased all productive efforts in career, lack of sympathy, desire for having welfare in job which occupy the mind a lot, increased non changeability growth and lack of professional creativity. A satisfying job with time may become a source of discontent and causes job burnout. Job burnout has a negative effect on employees, family, friends and acquaintances and has an overall negative effect on the society. It can decrease quality of life in work place and living place. Organizational factors are effective on job burnout. Whenever staff are allowed to participate in decisions related to their job and can determine important processes of their career, the possibility of job burnout in them is reduced. On the other hand, formal structures and inflexible policies and regulations can increase job burnout in employees. Job burnout is a painful experience for the employee and a costly event for the organization. Job burnout is a kind of personal inner response to stresses in work place during which overload of work and frequent calls cause negative attitude and emotions about himself and others (Maslesh and Goldberg, 1998).

Job burnout is one of the major issues related to employees' emotional and physical health and it seems that one of its factors is attitude and behavior of managers in unfair distribution of opportunities for human resources which is called organizational justice. Organizational justice is a variable that describe justice which is related to job positions and applied to them. Especially it is proposed in organizational justice that we should treat human resources in a way that they feel fair treatment in the organization (Moorman, 1991).

Organizational justice with its effect on one's attitude affects him in many domains like current job satisfaction, satisfied from promotions and wage. When there is procedural unfairness in an organization, the level of satisfaction, commitment and function of staff as well as chief managers naturally decrease. Because justice especially in some of manager's behaviors with staff (bonus distribution, theses relations, promotions and appointments) is very important and affects their motivations (Ghafoori and Gol Parvar, 2009). It seems that employees face feeling imbalance between their efforts and bonus (wage, promotion, respect) they receive. They naturally feel unfairness and its consequences. Organizational justice is the predictor of many organizational variables like absence and turnover. It means that if employees observe that

justice is not performed in organization they will react negatively. Consequently for decreasing this tension they try to decrease their participation in work place. Conversely, employees would become committed and behaviors like consciousness would be observed (Saber, 2009).

Greenberg (2004) in another study examined job burnout and its relationship with job satisfaction in 800 bachelor degree students working in public organizations. This study concluded that there is a negative and significant correlation between job satisfaction and burnout. Men experience higher level of burnout in depersonalization element, job burnout in married employees is less than singles.

Eberlin and Tatum (2005) studied organizational justice and decision making and consequences of cognitive errors and bias. They found that when leaders and managers unintentionally have bias in their decisions or have cognitive errors it would have disadvantages and their followers consider this unfair when there was no injustice. These researchers suggest that leaders, if they want to avoid unwanted consequences like turnover and decreased functionality, must know and consider their decisions and proceedings.

Bainse et al (2008) in a study examined the effect of perceived justice on performance of American baseball league and found that high level of perceived organizational justice is associated with better performance (Saber, 2009).

Xinyang, Janqio, Degen, Tao (2010) studied the effect of organizational justice on performance with intermediate effects of organizational commitment and leader member exchange. They investigated the intermediate effect of organizational commitment and leader member exchange on relationship with organizational justice. Results showed that there was a significant relationship and amongst three kinds of organizational justice, interactional justice is the best predictor of performance.

Mattnew, Chang and Jae (2012) studied the relationship between organizational justice and organizational commitment among South Korean police officers. Results showed that officers` perception of organizational justice has a positive relationship with level of organizational commitment. Moreover, perception of procedural and interactional justice has an indirect effect through distributional justice on officers` organizational commitment.

Negative effects of job burnout is observed rapidly in performance and considering the position of sports among society, job burnout can have lots of damages to development and progression of sports in society. Since, based on evidence, one of the effective factors on job burnout is organizational justice and on the other hand, there is not enough studies for investigating the relationship between organizational justice and job burnout which is required more than ever, providing the guidelines from this study can help decreasing job burnout and increasing productivity, development and organizational stimulation.

In present study with investigating the relationship between organizational justice and job burnout not only useful information are provided to Youth and Sports department managers so they can use them in future planning and improve organizational development and dynamism, but also it can have a basic role in planning for maintenance and optimization of human resources, better performance of plans and organizational goal achievement, better service providing to organization`s clients, revolution and optimization of Sports organizations. Using

its findings we are able to use human resources optimally, discover hidden strength of employees and help the sport organizations in using other resources for success.

Methodology

This study was descriptive and correlational. It is an applicable research in which survey method was used for data collection. The sample consisted of all staff in Sport and Youth departments in Esfahan province in 1392 which was 405 based on HR administration in 1392. Based on Kregesi and Morgan table 200 person were selected by classified random sampling method proportional to service geolocation. 200 questionnaires were distributed of which 183 were returned which were used for statistical analysis. For data collection about organizational justice variable Nyhoff and Moorman questionnaire (1993) was used which is designed based on five option range of Likert and has 20 questions under three elements of distributional justice, procedural justice and interactional justice. For data collection for job burnout, Meslash and Jackson questionnaire (1981) was used which is designed based on five option range Likert and has 22 questions under three elements of emotional fatigue, decreased personal performance, and depersonalization. Validity of questionnaires was assessed by comments of ten professors in sport management field. Moreover, reliability of questionnaires was assessed by Cronbach alpha coefficient. Coefficient equivalent to 0.90 for organizational justice and 0.71 for job burnout showed desirable reliability of questionnaires. In present study at the final phase, findings of survey in two level of description and deduction statistical methods (univariate t tests for comparison with average in society, Pearson correlation coefficient for assessing relationship between variables and multiple regression for prediction of criterion variable) using SPSS 2.0 were applied. Significance level for all tests was considered at $P \leq 0.05$.

Findings

Considering the findings, men consisted 77.6% and women 22.4% of all sample. The age of participants was as follow: 31.7% 25-35 years old, 44.3% 36-45 years old, 21.9% 46-55 years old and 2.2% 56 years old and more. 83.6% of subjects were married and 16.4% were single. Level of education of subjects was as follow: 18.6% had ended high school, 23.5% had diploma, 43.7% bachelor degree, and 14.2% master degree. Field of education in 36.2% was Sports and in 63.8% was anything except Sports.

Table 1: results of univariate T test on mean difference of organizational justice and its dimensions

No	Elements	Average and observed SD	T statistics	Freedom degree	Significance level
1	Organizational justice	3.04±0.81	0.67	182	0.51
2	Distributinal justice	3.38±0.84	6.15	182	0.001
3	Procedural justice	3.00±1.05	0.07	182	0.94
4	Interactional justice	2.73±1.02	-3.56	182	0.001

Based on data presented in table 1, it was characterized that there is a significant difference only between observed mean and assumed mean of distributinal justice ($t=6.15$, $P\leq 0.01$) and interactional justice ($t= -3.56$, $P\leq 0.01$) and no significant difference was seen between observed mean and assumed mean of procedural justice. Considering insignificance of t test and equality of observed mean and assumed mean of society, we conclude that distributinal justice, unlike procedural and interactional justice, in Esfahan Youth and Sports departments is desirable. Furthermore, considering insignificance of t test and equality of observed mean and assumed mean of society, we conclude that organizational justice in Esfahan Youth and Sports departments is in intermediate level.

Table 2: results of univariate T test on burnout and its dimensions

No	Elements	Average and observed SD	T statistics	Freedom degree	Significance level
1	Job burnout	2.36±0.42	-20.68	182	0.001
2	Emotional exhaustion	1.96±0.91	-15.45	182	0.001
3	Incompetence in performance	3.41±0.93	5.81	182	0.001
4	depersonalization	1.72±0.67	-26	182	0.001

Based on data presented in table 2, it was characterized that there is a significant difference between observed mean and assumed mean of emotional exhaustion ($t=15.45$, $P\leq 0.01$), incompetence in performance ($t=5.81$, $P\leq 0.01$), and depersonalization ($t= -26$, $P\leq 0.01$). In fact, it can be said that, since calculated mean is lower than observed mean, emotional exhaustion and depersonalization, unlike incompetence in performance because higher observed mean than assumed mean, are desirable. Furthermore, considering insignificance of t test and lower observed mean than assumed mean of society, we conclude that job burnout in Esfahan Youth and Sports departments is in a relatively desirable level.

Table 3: correlation coefficient results on relationship between organizational justice and job burnout

Variables	Correlation coefficient	Determine coefficient	Significance level
Organizational justice and job burnout	-0.17	0.03	0.02

Considering table 3, results showed that there was a significant and negative relationship between organizational justice and job burnout.

Table 4: correlation coefficient results between organizational justice dimensions and job burnout

Variables		Emotional exhaustion	Lack of personal success	Depersonalization
Distributinal justice	R	0.293	-0.138	0.088
	Sig	0.000	0.063	0.238
Interactional justice	R	0.361	-0.264	0.216
	Sig	0.000	0.000	0.000
Procedural justice	R	0.238	-0.169	0.087
	sig	0.001	0-022	0.241

According to table 4, a significant relationship was observed between distributinal justice and emotional exhaustion ($P \leq 0.05$) but no significant relation was seen in lack of personal success and depersonalization dimensions. The relationship between procedural justice and emotional exhaustion as well as lack of personal success was inversely significant but no significant relationship was seen with depersonalization. Finally, there was a significant relation between interactional justice and job burnout dimensions, in other words, applying interactional justice we can affect job burnout in three dimensions and decrease this undesired elements in the organization.

Table 5: Regression coefficient results on burnout predictability from justice

Model	Nonstandard coefficients		Standard coefficients	T	P
	B	Standard Error	beta		
Fixed value	2.1	0.13		16.46	0.001
Distributional	0.08	0.04	-0.16	2.12	0.035
Fixed value	2.1	0.13		15.88	0.001
Distributional	0.07	0.04	-0.14	1.72	0.09
Procedural	0.01	0.03	-0.02	0.28	0.78
Fixed value	2.04	0.13		15.44	0.001
Distributional	0.07	0.04	-0.13	1.56	0.12
Procedural	-0.05	0.04	-0.12	-1.08	0.28
interactional	0.09	0.04	-0.21	2.05	0.04

According to table 5, regression analysis shows that distributional justice elements have a major role in predicting job burnout. Adding procedural justice make this prediction insignificant. Finally, adding interactional justice, although is a good predictor of burnout by itself, two other elements could not predict the change criterion significantly.

Discussion and conclusion

Today For improvement of efficacy and productivity of staff in organizations, relations between different variables are evaluated and variables most effective on efficacy and productivity are recognized and finally, efficacy of whole organization will be improved by enhancement of these variables (Salimi and Andalib, 2015). Also using human resources properly in an organization can have lots of advantages; on the other hand not using it accurately can damage the organization (Jaberi, Salimi, khazai pool, 2013). Job burnout is one of the effective variables on human resources, presence of which can decrease productivity and performance as well. One of the effective variables which can have lots of advantages in an organization is organizational justice and according to current study burnout can be reduced by applying equality.

The main purpose of present study was determining the relationship between organizational justice and job burnout in Esfahan Youth and Sport department staff. Result of analysis showed that there is a significant and negative relationship between organizational justice and job burnout ($t = -0.17, P \leq 0.05$). This means that the higher the organizational justice in an organization, the lower the job burnout in employees is seen. Also, the results of regression

analysis showed that organizational justice has the ability to predict 3% job burnout. This finding is consistent with studies by Xinyang (2010), Eberlin and Tatum (2005) and Greenberg (2004). Xinyang (2010) studied the effect of organizational justice on performance by the intermediate effect of organizational commitment. Results showed that there was a significant relationship and interactional justice was the best predictor of performance among others. Baines et al (2008) in a research studied the effect of perceived justice on performance of American baseball league and found that high level of perceived organizational justice is associated with better performance (Sabeti, 2009). It can be said that when organizational justice is applied by the manager between employees, it causes decreased emotional exhaustion and lack of personal success and thus decreased burnout on one hand and increased productivity, efficacy and commitment among employees on the other hand which improve performance. The manager can use this in achieving short-term and long-term goals. This means that the more distributional and interactional justice are applied desirably in an organization, the less burnout is seen among its employees. Distributional justice is the perception of applied justice in distribution of resources and bonus among employees. Mohajer (2006) suggested that there is a negative relationship between job history, monthly wage, consciousness and joyfulness with burnout. It seems that perceived distributional justice which is consisted of proportional wage to effort and participation, can predict job burnout.

References

- Eberlin R, Tatum CH. 2005. Organizational justice and decision making (When good interactions are not enough). *Management Decision*, 43(7/8): 1040-1048.
- Jaberi, A; Salimi, M; khazai pool, J (2013), The Study of the Effect of Intrinsic and Extrinsic Motivations on Knowledge Sharing in Sport Organizations (Case Study: Isfahan Physical Education Organization Employees), *Journal of Sport Management* 5 (16), 55-75.
- Ghafoori Varnosfaderani M, Gol Parvar M. 2009. Investigation the relationship between organizational justice elements and organizational commitment in Esfahan's municipal staff. *Psychology Journal*, 5(4): 139-148.
- Greenberg J. 2004. Burnout and job satisfaction, *Rehabilitation counseling-bulletin*, vol 32.
- Homans GC. 1961. *Social behavior: Its elementary forms*. London: Routledge and Kegan Paul.
- Hooshyar S, 2005. Guidelines for enforcement of personal and social identity in teachers, study proposal in Esfahan.
- Khorvash M, Ehsani M, Tond Nevis F. 2009. The relationship between physical activity and job burnout and motivation for progression among Sport specialists in Islamic Republic of Iran. *Sports Science Journal*, 7th year, 2nd volume, No. 14.
- Maslach C, Goldberg J. 1998. Prevention of Burnout; new perspective. *Applied preventive psychology*, 7:63-74.
- Matthews C, Chang B, Jae J. 2012. Organizational justice and Organizational Commitment among South Korean police officer: An investigation of job satisfaction as A mediator, *policing: An international, Journal of police strategies and Management*, 35(2):402-423.

Moorman R.H. 1991. Relationship between organizational citizenship behaviors: do fairness perceptions influence employee citizenship? *Journal of applied psychology*, vol (76), 845-855.

Moosavi M, 2008. The relationship between leadership methods, decision making methods and organizational justice dimensions in Azad Universities of domain 4 in order to provide prediction mathematical models in 1387, Master degree thesis, Education management, Khorasgan Azad University.

Saberi A, 2009. Investigation of relationship between organizational justice and citizenship behavior in elite athletes. Master degree thesis. Esfahan University.

Salimi. M; Andalib. B (2015), Relationship between Information Technology and Organizational Entrepreneurship and Organizational Agility in Esfahan Province General Directorate of Youth and Sport, *British Journal of Economics, Management & Trade*, 8(1), 48-54.

Salimi. M; Soltanhoseini, M; Ghasemi, H; Torkian Valashani, S (2012), The Ranking of the Obstacles Improving Professional Ethics in Sport Media Quarterly *Journal of Communication Research*, 18 (4), 9-29.

Xinyang M, Janqio L, Degen X, Tao C. 2010. The impact of organizational justice on Work performance: mediating effects of organizational commitment and leader member Exchange, *International journal of management*, 31: 660-677.