

## The relationship between Job Burnout and Social Loafing among the Employees of Sport Organization in the Western Cities of Iran

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### ABSTRACT

*Social loafing is one of the factors that cause the loss of productivity in the workplace. A lot of research has been done to find out the underlying factors of social loafing. The purpose of this study is to determine the correlation between job burnout and social loafing among the employees of sport organization in western cities of Iran. The population of this study, 453 people, is all the employees of the mentioned organization in Kermanshah, Hamedan, Kurdistan, Lorestan and Ilam. The 203 employees were randomly selected and participated in the study as a research sample. Data were collected using two questionnaires: Maslach and Jackson's job burnout and George's social loafing questionnaire. Data were analyzed using Pearson correlation coefficient and regression analysis. According to the results, there was a significant relationship between job burnout and its dimensions consisted of emotional exhaustion depersonalization, and reduced personal success with social loafing among employees of sport and youth organizations in named western cities in Iran. According to the results of the present study, employees who are burned out are more likely to shirk the responsibilities assigned to them in the organization. So, reducing occupational burnout can reduce loafing.*

*Keywords: Social loafing, job burnout, emotional exhaustion, depersonalization, reduced personal success.*

### Introduction

During the recent decade, the popularity of the job groups has increased substantially. Team work groups are given lots of work to do and team work has become an essential characteristic in all organizations. The increase of team groups has led to more researches on the efficiency or lack of efficiency of these groups. A considerable proportion of the studies is focused on social loafing in different organizations. Social loafing is an important behavioral incline not to try one's best encountering a group task. Even if it is a task of high value, social loafing can't be neglected completely. Social loafing can be an obvious reason why the efficiency in the work place is collapsed and it needs a common attempt to be banned. Social loafing is also a multidimensional issue, in addition, it is a field for psychological and academic research being done by experts in the organizations. Some of the studies declare that social loafing is a usual behavior being observed in a variety of group activities and question achieving better results. Veinhardt and Banikonytė (2017) asserts some mechanisms to minimize the side effects of social loafing, moreover he says that social loafing is a sophisticated result of psychological aspects and

principles concerning someone's individuality. To find out a comprehensive explanation for social loafing, lots of research has been done. Based on their findings, social loafing is affected by the individual and environmental factors like: work conscience, responsibility, need to know, innate job attachment, and one's priority for a team work, while environmental factors are: the interactional dependence of assignment, organizational justice dimensions and group cohesion, role ambiguity of the leader and colleague, the invert of leader and member, social comparisons, organizational duties. Based on the social effectiveness theory that focuses on the relations in the group, "The amount of social pressure on someone in the group has some connection with the number of the members, their distance with each other, and their authority. On the other hand, if a member of the group is under the pressure of the social factors out of the group, the effectiveness of the groups, their distance and authority would have a reverse proportion." In this theory the cohesion of the group and the social loafing of the members are studied and it indicates that the reason for the increase of the social loafing is the reduction of the duties among the group members with the increase of the numbers of the group members. It also states that because of the social loafing of one the group members, the tasks of the other members are increased. Job burnout is one of the factors reduces work efficiency in humans and its destructive effects are obvious in one's individual and social life. The term job burnout was coined first by Freudenberg in 1974 as emotional fatigue and inability and weakness. Recently this notion is used and investigated extensively in applied psychology and health profession. The most popular definition of job burnout utilized broadly is Maslach's (2001). Based on his perception, job burnout is a syndrome manifested in the shape of emotional fatigue, personality metamorphosis and success inferiority and it is created under severe job stress. Researchers have been trying to find out the effects of job burnout. Salvagioni (2017) classified three kinds of job burnout effects in three different fields of physical, mental, and professional. Job burnout is an outstanding predictor of physical consequences like rising cholesterol in blood, diabetes type 2, heart chronic disease and being into hospital, skeletal pain in muscles, change in pain experience, long fatigue, headache, digestion problems, inhalation problems, and death under 45. The psychological effects of job burnout are: insomnia, depression, use of illusionary and depression drugs, going into hospital for psychological disorders and insanity symptoms, while Job dissatisfaction, being absent, job demands, job demands, and ineffective presents in work place are known as the outcomes of job burnout. Job burnout is an effective variable on the efficiency of the organization. Uysal (2019) showed that social loafing of the organization employees causes their job burnout because the inequality to burden the job tasks being taken. However, the correlation between job burnout and job loafing has not been investigated yet. The youth and sport office as an organization has a significant role in planning for sport advancement in cities while no research has been done to determine the social loafing percentage of their employees. Beside that sometime its importance is ignored. This can lead to disastrous outcomes of efficiency reduction in the organization. Therefore, social loafing needs to be prioritized by the managers of the sport and youth organizations. Considering what has been said up to now, the aim of this research is to find out the relation of social loafing and job burnout, if any, among the employees of the youth and sport organizations in the some of the western cities of Iran.

### **Methodology**

Based on the research tools, this research is of questioner one to collect data based on the goal it is an applied one; based on analysis method of the data, it is of a descriptive correlation. The statistic research sample includes all the employees of the sport organizations in the western cities in Iran. The number of the employees was 453 and based on Morgan Chart, it reduced to 209. To have a more accurate assessment, 225 questionnaires were distributed and the number of the sample reduced to 203 employees based on the filled and delivered questionnaires. Two kinds of questionnaires were used to gather the necessary data: Maslach job burnout (MBI), created in 1986 and it consists of 22 items which assess the emotional fatigue, the de-personifying phenomena and lack of individual success in the framework of a professional activity. The evaluation of this questionnaire is done based on Likert scale of 7 degrees. Maslach determined the final internal correlation of 0.9 for emotional fatigue, 0.79 de-personifying, and 0.71 for individual success. The validity and reliability of the questionnaire was confirmed for the first time by Filiyan (1993) and its final correlation was calculated 0.78 by Cronbach Alpha procedure. Moreover, Shahbaziyan (2018) did the same calculation by Cronbach Alpha procedure and the amount was 0.85. In this research the job burnout final correlation is 0.82 using Cronbach Alpha procedure and its social loafing was assessed by George social loafing questionnaire (1992) which is made of 10 items. However, the reliability of this questionnaire was 0.85 calculated by Cronbach Alpha procedure. Damghaniyan, Musavi and others (2016) was determined 0.752 using the same tool and its form and construction validity was confirmed. In this research the Cronbach Alpha was determined 0.79 using George social loafing questionnaire. To analyze the data, Pierson statistic correlation and regression analysis were used.

### **Research findings**

The statistical descriptive data is shown in the Table: 1

**Table 1:** The statistical description of the sample group

| Statistics index |          | Frequency | Frequency Percentage |
|------------------|----------|-----------|----------------------|
| Gender           | Male     | 152       | 74.8%                |
|                  | Female   | 51        | 25.12%               |
| Marital Status   | Single   | 59        | 29.1%                |
|                  | Married  | 144       | 70.9%                |
| Age              | Under 30 | 47        | 23.15%               |
|                  | 31 to 40 | 75        | 36.15%               |
|                  | 41 to 50 | 64        | 31.5%                |
|                  | Over50   | 17        | 8.4%                 |
| Total            |          | 203       | 100%                 |

Based on the statistical description of the Table: 1, over 74% of the sample group is male and 70% is married, and 36% is from 31 to 40 years old.

The Mean and Standard Deviation of the variables are shown in Table: 2

**Table 2:** Mean and the Standard Deviation of the research Variables

| Variables              | Mean                       | SD    |
|------------------------|----------------------------|-------|
| Job burnout            | 5.050                      | 1.074 |
| Job burnout dimensions | Emotional fatigue          | 4.962 |
|                        | De-personification         | 4.989 |
|                        | Lack of Individual success | 5.186 |
| Social loafing         | 2.907                      | 0.802 |

Based on the outcomes of Table: 2, among the job burnout dimensions, lack of individual success with 5.186 has the most mean point and after that de-personification with the mean of 4.989 and emotional fatigue with the mean of 4.962 are situated. The range of points for Job burnout dimensions is from 1 to 7 and the point of social loafing is 2.907. The range of points is from 1 to 5 for social loafing and social justice.

To find out the normality of the data, Kolmogorov-Simonov Test was used. The results are shown in Table: 3.

**Table 3:** The Result of Kolmogorov-Simonov Test of the measured indexes

| Variables              | Z                          | Sig   |
|------------------------|----------------------------|-------|
| Job burnout            | 0.861                      | 0.408 |
| Job burnout dimensions | Emotional fatigue          | 0.525 |
|                        | De-personification         | 0.136 |
|                        | Lack of Individual success | 0.158 |
| Job attachment         | 0.270                      | 0.270 |
| Social loafing         | 0.432                      | 0.432 |

Based on the findings of Table:3, the test was normal for the data distribution, so the use of parametric tests is not rejected.

Table: 4 shows the relation of job burnout with social loafing with Pierson Correlation Coefficient (CC)

**Table 4:** The Relation of Job burnout and Social loafing

| Variables                  | Mean  | SD    | Pierson CC | Result     |
|----------------------------|-------|-------|------------|------------|
| Job Burnout                | 5.05  | 1.074 | r= 0.578   | Meaningful |
| Social Loafing             | 2.907 | 0.802 | sig= 0.001 |            |
| Emotional Fatigue          | 4.962 | 1.113 | r= 0.562   | Meaningful |
| Social Loafing             | 2.907 | 0.802 | sig= 0.001 |            |
| De- personification        | 4.989 | 1.041 | r=0.579    | Meaningful |
| Social Loafing             | 2.907 | 0.802 | sig= 0.001 |            |
| Lack of individual Success | 5.186 | 1.158 | r= 0.588   | Meaningful |
| Social Loafing             | 2.907 | 1.802 | sig= 0.001 |            |

Based on the results of Table: 4, there is a positive and meaningful relation between job burnout and social loafing with CC of 0.578, and between de-personification with social loafing with CC of 0.579, and between lack of individual success and social loafing with CC of 0.588 in the level of  $\alpha = 0.01$ .

**Table 5:** The Regression Model Percentages

| Dimensions                        | Non-Standard CC |              | Standard CC  | T            | Meaning Level |
|-----------------------------------|-----------------|--------------|--------------|--------------|---------------|
|                                   | $\beta$         | SD           | $\beta$      |              |               |
| <b>Emotional Fatigue</b>          | <b>0.208</b>    | <b>0.089</b> | <b>0.307</b> | <b>3.031</b> | <b>0.004</b>  |
| <b>De-personification</b>         | <b>0.241</b>    | <b>0.095</b> | <b>0.374</b> | <b>3.925</b> | <b>0.001</b>  |
| <b>Lack of individual success</b> | <b>0.416</b>    | <b>0.104</b> | <b>0.416</b> | <b>4.691</b> | <b>0.001</b>  |

As Table: 5 shows, social loafing is affected mainly by the total points of job burnout dimensions (emotional fatigue, de-personification, and lack of individual success) and it can be maintained in the regression equation and it can predict the social loafing of the sample group by 0.307 for emotional fatigue, 0.374 for de-personification, and 0.416 for lack of individual success.

## Conclusion

The aim of this research was to determine the relation of job burnout with social loafing among the employees of the sport and youth organization in some of the western cities in Iran. The results asserts that there is a meaningful relation between the variables among the sample group. Salvagioni, et al. (2017) classifies job burnout as physical, mental, and professional burnouts. The outcomes of job burnout are clarified as: job dissatisfaction, being absent, job demands, job resource, and job insecurity. Jankon, et al (2013) in describing the results of the job burnout asserts that someone who suffers from job burnout cannot gain good results because behavioristic, cognitive, and physical challenges. Chong and Monroe (2013) the role ambiguity, role conflict, and role tension caused by a job are the main factors leading to job burnout. At first, role ambiguity influenced the employees' conception of the job and the tension made by job since there is a relation between job tension and job burnout. This relation is a cause to reduce the level of job satisfaction and job commitment of the employees to the organizations, in turn. The unsatisfied and unfamiliar with the situations may try to find a replacement job. Singh (2010) in his definition of job burnout stated that the reduction of job commitment is an outcome of job dissatisfaction. Benazic and Ruzic (2013) said that the decrease in job satisfaction is caused by job burnout. Garji (2011) believes that job burnout is one of the variables effecting job function. On the other hand, the findings of some of the studies concerning social loafing among employees indicates that job loafing has the same influence in decreasing job satisfaction, job commitment, role contradiction, and job security. Based on these findings, the items being influenced by job burnout pave the way to social loafing. Both job burnout and social loafing are the factors leading to job function and reduce one's job efficiency. On the other hand, both job burnout and social loafing are affected by some factors that are motivative in nature and influence the motivation of the employees. Therefore, the motivative factors are considered the important factors that have a connection with job burnout and social loafing. The findings also reveal that the subcategories of job burnout - emotional fatigue, de-personification, and lack of individual success – have a relation with social loafing. Emotional fatigue as a frustration in emotional and exciting energy and resources is considered as an important factor to figure out the job burnout process. The fatigue caused by the feeling of tension and the worries of failure in doing the responsibilities and maintaining job efficiency is the same is before. The emotional fatigue is described as a situation where the mental capability of the employees is reduced to a point where they cannot present their services properly. Singh, et al (2017) introduced the negative emotions like emotional fatigue as one of the effective factors on the social loafing.

The negative emotions mean those mental and spiritual moods causing someone's negative attitudes towards their surroundings. The attitudes are the emotional feelings people show to things happening nearby. Attitudes are the most necessary and outstanding concepts in the contemporary social psychology. The negative emotions are like anxiety, sadness, being guilty, and irritability. Each of the named negative emotions can reduce someone's job commitment to the organization and increase social loafing and working less than usual. Hung, et al. (2009) illustrated that emotions in general have a meaningful relation with the someone's working conditions, changing their attitudes toward the organization. Moreover, Payne and Morrison (2002) based on their research announced that negative emotions can effect on job commitment and it is an effective factor leading to social loafing.

De-personification or metamorphosis indicates a disappointing and horrible reaction to those who normally are receptive of someone's services and cares. De-personification often points to an obvious pessimism or negative attitude toward the customers, colleagues, managers. This feeling is created in the employees when they find out they have no control over the key aspects of their jobs like fulfilling their demands. De-personification is an unsuitable style of tackling stress-maker factors regarding jobs. The outcomes of different researches showed that there is a relation between de-personification with variables like role contradiction and job commitment. According to Schaufeli, et al. (2002) generally de-personification represents a kind cold, unfriendly, indifferent attitude toward job and organization. Compared with social behaviors and altruism, de-personification can be considered as an anti-social behavior. According to Turner and Valentine, (2001) the dimensions of ethical codes

in the organization are determined in one hand, by altruism, cooperation, and care, on the other hand, by de-personification, pessimism and unreliability. In their research, Fayz, Sharafi, and Scholz (2016) based on their research said that social loafing has a meaningful relation with organizational indifference. It seems that de-personification is the cause of expanding the sense of being indifference and reducing job commitment among the employees and it leads to their social loafing. Reduction of the individual success which has a relation with social loafing in this research is likely related to the permanency sense of individual success that is not paid much attention. It means the individuals feel no success in the activities they are doing. In a more precise word, because of this sub-category, one's perceptual and succeeding function is hurt, not their real function and success. When it is believed that someone's attempt is not differentiated their colleagues' attempt, they may think that since there is no chance to be successful in the future, it is better not to work too much and it leads to the rise of social loafing in the employees. Based on the analysis of the regression, lack of individual success is the most powerful factor causing social loafing among the employees of sport and youth organization in some of the western cities in Iran. The main reason of the feeling not to succeed is just ridiculing attitude toward someone. While assessing their own functions in a long time, not all at once, they found out they have not been successful, this situation means they are experiencing a kind of exhaustion. This exhaustion creates a new personality in them. Therefore, they are far from entrepreneurship, without self-confidence, rejecting taking responsibility, and adapts themselves to low efficiency. To sum up, social loafing and job burnout are two elements affecting the employees' efficiency. The findings of this research show that the employees suffering from job burnout, are likely not to handle the burden of the responsibilities determined for them in the organization. Therefore, it is concluded if the elements of job burnout are limited and decreased, simultaneously social loafing is reduced among the employees, as a result. It also seems that recognizing different dimensions of social loafing among the employees precisely is a more extended need that determines individual, psychological and organizational dimensions affecting social loafing well.

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