The relationship between job satisfaction and job burnout of employees of General Directorate of Sport and Youth of west Azarbaijan.

Solmaz Moshrefi\textsuperscript{1,*}, Hamid Janani\textsuperscript{2}, Hossein Talebian nia\textsuperscript{3}

1. Department of Physical Education, East Azarbaijan Science and Research Branch, Islamic Azad university, Tabriz, Iran.
2. Department of Physical Education, Tabriz Branch, Islamic Azad university, Tabriz, Iran.
3. (PhD), Associate Professor, East Azarbaijan Science and Research Branch, Islamic Azad University, Tabriz, Iran.

Corresponding Author email: sm33_m@yahoo.com

ABSTRACT: The purpose of this investigation was to survey the relation between job satisfaction and job burnout of employees of General Directorate of Sport and Youth of west Azarbaijan. The investigation was in practical purpose and to descriptive-correlation style and was been done in field form. The statistical population of this investigation included 68 persons of all of the employees of General Directorate of Sport and Youth of west Azarbaijan. Statistical sample equaled with under investigation statistical population which finally because of unreturning of some of the questionnaires equaled with 59 persons. The Measurement instrument was wysoki and kromm job satisfaction questionnaire and maslach job burnout questionnaire, questionnaires after validity and reliability support was distributed and collected between investigation samples. To analyze the data, descriptive statistical methods (table, mean, variance, standard deviation) and those of inferential statistics including kolmogorov smirnov tests were employed to check normality of the distribution. pearson Correlation coefficient was used to check the Correlation among variables, and single group T-test were employed to compare the variables. The results indicate that there is a negative meaningful relationship between job satisfaction and job burnout (p<0.05) there is negative meaningful relationship between all of the quintuple component of job satisfaction (job nature, supervisors, cooperators, promotion and payment) and emotional exhaustion (p<0.05) and in investigation of relationship between job satisfaction components and depersonalization only between satisfaction of job nature and satisfaction of supervisors with depersonalization, negative meaningful relationship were observed (p<0.05). And in investigation of relationship between job satisfaction components and lack of personal accomplishment only between satisfaction of job nature and satisfaction of cooperators with lack of personal accomplishment, negative meaningful relationship were observed. (p<0.05)

Key Word: job satisfaction, job burnout, General Directorate of Sport and Youth employees.

INTRODUCTION

After industrial revolution and mechanizing the human societies organizations were so overcome on human life that each person is dependent to it from birth to death. Among these organizations there is General Directorate of Sport and Youth that its duty is to develop and generalize sport, training arbiters, promoting the level of championship and public sport and providing happiness through sport programs for society individuals. Nowadays human sources of organizations is the most important factor for achieving organization aims. Job satisfaction has been the first and the most important variable in investigation in organization behavior (Asadi, 2009). Woroum knows job satisfaction the employees reaction against the role that they do in their work (Francesco & Chen, 2003). Sepector believes that job satisfaction is attitude that indicates how people feel toward to their works as a whole and or toward different fields (Sepector, 1997). Levin says that job satisfaction indicates to the amount of person’s interest toward his own job. Smith, Kendal and Hullin determined the five basic dimensions on job the indicative of individuals sensational characteristics toward their job.
Satisfaction of job nature: The domain of the individual’s duty be interesting and provide opportunities for training.
Satisfaction of supervisors: Technical and management ability of directors and the observations that they display to satisfy the employees’ interests.
Satisfaction of cooperators: The amount of friendship, technical and protectioned competence of cooperators.
Satisfaction of promotion: Availabilities to real opportunities for development.
Satisfaction of salary: the amount of received salary, perceptual equality about salary and payment methods to employees (Hosseinzade and Saemian, 2002)

Job satisfaction has many behavioral and organizational results. The results of job satisfaction includes: the increment of morale in organization, the increment of productivity in organization, organizational commitment, physical and mental health, satisfaction of life and speed of job skill training and the results of job dissatisfied includes: anxiety, absence and delay in work, to abandon service, untimely retirement (moghami, 2006).

For three reasons the directors should consider important the individual’s job satisfaction.
1) Many proofs demonstrates that unsatisfied individuals abandon the organization and more of them resign.
2) It is proved that satisfied employees have better health.
3) Job satisfaction is a phenomenon that goes beyond the organization limits and its effects is observed in individual’s private life. (Asadi, 2009)

In recent years psychologists were interested in studying and researching about the job burnout phenomenon and had many surveys in this area. Job burnout is in fact the kind of psychical exhaustion that is joined with psychical pressures or the stresses that are related to job or job environment.

Herbert Freudenberger for the first time referred to this phenomenon that recognized it the reaction against the exceeded stress. (Verdinejad and Hasanzadeh, 2006).

Maslach & Jackson know the job burnout as psychological signs that is a combination of emotional exhaustion, depersonalization and lack of personal accomplishment. Emotional exhaustion is related to giving up the individual’s excitement sources, depersonalization is related to unsentimental responses to their cooperators and clients, lack of personal accomplishment implies that employees have negative withdrawal from their own efforts and feel so that they don’t have any progress in their own job and their work and effort has no positive results. (Maslach & Jackson, 1981) Farber defines job burnout in this manner: Job burnout is a kind of physical, emotional and mental exhaustion is established as the result of direct and longtime facing with people and in conditions that is emotionally tiresome. (Saatchi, 2010).

Parik in response to the question that which factors cause to individual’s job burnout? Says that these various factors includes: 1) The level of psychical pressure 2) The kind of psychical pressure 3) the individual’s personality 4) Job nature or individual’s function 5) The kind of individual’s life out of the job environment 6) The individual’s life style 7) The kind of styles that the individuals use against the psychical pressure 8) The organization atmosphere (Parik, 1982)

The matter of burnout is now a common problem among service jobs while according existing statistics one person of seven persons is at last exhausted. (Polikan Drioti, 2009). Job burnout has many events in organization and social life. From among the most important events we can mention, employees absence, continues delays, psychosomatic complaints, conflict at home and in work environment, job changing with other jobs and finally abandoning the service. (Badri Gargari, 1995). Because of disputes appearing that is established as the result of job burnout stress among employees, organizations bear excessive hidden and evident expenses.

According existing information, every year in Europe Union 20 million Euro is allocated to costs result of stress and exhaustion. (Verdinejad and Hasanzadeh, 2006). Investigations have indicated that individuals’ who suffer from job burnout, productivity and efficiency decreases and have less partnership, that it directly effects on organization. (Bakhtiari and cooperaters, 2008). Employees who suffer from job burnout, have less motivation and less activity in doing their works and they become depressed and irritable, and find fault with their job natures and they react negatively to others suggestions and their job satisfaction decreases impressively (Mehdad, 2002) Keshani (1998) in studying the relationship between job satisfaction and job burnout among educable mentally retarded children’s teachers in Tehran received negative and meaningful relationship between job satisfaction and job burnout Behnia(2000) in studying relationship between job burnout and job satisfaction and men teachers’ psychical health at mathematic, social sciences, physics education and literature of Khoozestan new secondary system implied that there is negative correlation between emotional exhaustion and individual’s general job satisfaction. Also there is negative correlation between emotional exhaustion and each of the quintuple components of job satisfaction (job nature, supervisor, payment, promotion opportunities and cooperators). There is negative correlation between depersonalization and general job satisfaction. But the assumption that there is negative correlation between lack of personal accomplishment and general job satisfaction and its quintuple dimensions was not confirmed. Greenberg(2004)
with studying job burnout and its relationship with master students’ job satisfaction employed at organizations concluded that there is negative and meaningful correlation between job satisfaction and job burnout. Sari (2004) didn’t observed meaningful relationships between job satisfaction and school teachers’ two dimensions of job burnout (emotional exhaustion and depersonalization). Emotional burnout and men’s lack of personal accomplishment was less that women’s and men’s depersonalization was more than woman’s.

Uberry (2006) in studying the relationship between job burnout and job satisfaction on 354 human services experts found negative and meaningful relationship between job satisfaction and emotional exhaustion, depersonalization and lack of personal accomplishment. Ardem and cooperators (2008) in studying job satisfaction and job burnout levels of hospital personnel in Turkey implied that nurses’ job satisfaction was less than other employees and their job burnout was more. In this research was found meaningful relationship between job satisfaction and job burnout dimensions.

Bakhtiar (2008) in studying relationship between motivational-hygienic factors and job burnout of Tehran public university physical education experts, implied that there is negative and meaningful relationship between motivational factor and emotional exhaustion, there isn’t meaningful relationship between hygienic factor and emotional exhaustion. Also there is negative and meaningful relationship between lack of personal accomplishment and motivational-hygienic factors. There isn’t meaningful relationship between depersonalization and motivational-hygienic factors. Therefore importance and necessity of this research.

Will help to directors and responsible of General Directorate of Sport and Youth to realize the amount of job satisfaction and employees’ job burnout and take action to make it desirable.

It will cause to know factors related to employees’ satisfaction increasing and job burnout decreasing.

Research results can cause for improving quality services of General Directorate of Sport and Youth. Therefore this survey asks that whether is there any relationship between job satisfaction and job burnout of employees of General Directorate of Sport and Youth of west Azarbaijan?

Investigation style

Since the purpose of this researching is to study the relationship between job satisfaction and job burnout of employees of General Directorate of Sport and Youth of west Azarbaijan, it is purposely applicable and is in descriptive-correlation style and in data collecting is in field. The statistical population of this investigation included 68 persons of all of the employees of General Directorate of Youth and Sport of west Azarbaijan because that of the statistical population limitation, all members of population were selected as the sample, therefore sampling style was census that finally 59 person answered the questionnaires fully.

Questionnaire instrument included two questionnaires:

A) Job satisfaction questionnaire: Wysoki and Kromm’s job satisfaction questionnaire (1991) has been used which includes 40 questions that assesses 5 dimensions of job satisfaction including satisfaction of job nature (10 questions), satisfaction of supervisors (9 questions), satisfaction of cooperators (10 questions), satisfaction of promotion (5 questions) and satisfaction of payments (6 questions) in Likert’s five worth scale.

B) Job burnout questionnaire: Maslach’s job burnout questionnaire (1985) includes 22 questions which assesses three dimensions of job burnout including emotional exhaustion (1-9 questions), depersonalization (10-14 questions) and lack of personal accomplishment (15-22 questions) in Likert’s five worth scale. Job satisfaction questionnaires and job burnout has been used in several investigations and was its nominal and content validity verified by after some idioms and adjustments sport management experts Cronbach’s alpha coefficient for satisfaction of job nature component equals with 0.82 for satisfaction of supervisor equals with 0.72, for satisfaction of cooperators equals with 0.88, for satisfaction of promotion equals with 0.92, for satisfaction of payments equals with 0.85 and for total questionnaire job satisfaction of 0.91 was achieved.

Since Cronbach’s alpha coefficient is more than standard amount of 0.7, we conclude that job satisfaction questionnaire has suitable internal reliability.

ronbach’s alpha coefficient for emotional exhaustion component 0.86, for depersonalization 0.83, for lack of personal accomplishment 0.83 and 0.90 for total job burnout questionnaire achieved.

Since Cronbach’s alpha coefficient is more than standard amount of 0.7 we conclude that job burnout questionnaire has suitable internal reliability. Time reliability through retest of 0.92 was achieved for job satisfaction questionnaire and for job burnout questionnaire of 0.79 was achieved. Since correlation amount is more than 0.7, time reliability of questionnaires is confirmed, also.

To analyze the data, descriptive statistical methods(table ,mean ,variance ,standard deviation)and those of inferential statistics including kolmogorov smirnov tests were employed to check normality of the distribution. pearson Correlation coefficient was used to check the Correlation among variables, and single group T- test were employed to compare the variables.
Investigation results and founds

Table 1. Job satisfaction description

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of Cooperators</td>
<td>59</td>
<td>2</td>
<td>4.80</td>
<td>3.18</td>
<td>0.63</td>
<td>0.40</td>
</tr>
<tr>
<td>Satisfaction of Promotion</td>
<td>59</td>
<td>1</td>
<td>4.20</td>
<td>2.46</td>
<td>0.84</td>
<td>0.71</td>
</tr>
<tr>
<td>Satisfaction of Payments</td>
<td>59</td>
<td>1</td>
<td>4</td>
<td>2.05</td>
<td>0.75</td>
<td>0.56</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>59</td>
<td>1.85</td>
<td>4.30</td>
<td>3.01</td>
<td>0.56</td>
<td>0.32</td>
</tr>
<tr>
<td>Satisfaction of Job Nature</td>
<td>59</td>
<td>1.60</td>
<td>5</td>
<td>3.46</td>
<td>0.79</td>
<td>0.63</td>
</tr>
<tr>
<td>Satisfaction of Supervisors</td>
<td>59</td>
<td>1.56</td>
<td>5</td>
<td>3.29</td>
<td>0.78</td>
<td>0.60</td>
</tr>
</tbody>
</table>

Table 1- showed that between job satisfaction components, satisfaction of job nature has the most mean (3.46) and after that satisfaction of supervisors (3.29), satisfaction of cooperators (3.18) and satisfaction of promotion (2.46) are arranged, satisfaction of payments (2.05) has the lowest mean.

Table 2. Job burnout description

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Burnout</td>
<td>59</td>
<td>1.09</td>
<td>3.50</td>
<td>2.19</td>
<td>0.61</td>
<td>0.38</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>59</td>
<td>1</td>
<td>4</td>
<td>2.26</td>
<td>0.81</td>
<td>0.66</td>
</tr>
<tr>
<td>Lack of Personal Accomplishment</td>
<td>59</td>
<td>1</td>
<td>3</td>
<td>1.57</td>
<td>0.66</td>
<td>0.44</td>
</tr>
</tbody>
</table>

Table 2- showed that between job burnout components lack of personal accomplishment (2.48), emotional exhaustion (2.26) and depersonalization (1.57) have the most mean orderly. Kolmogorov smirnov statistical test for data normal being studying showed that all of the investigation variables and its components were normal, so . pearson correlation coefficient has been used.

Table 3. Single sample T-test for studying the job satisfaction and job burnout

<table>
<thead>
<tr>
<th>Variable</th>
<th>Test level=3</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>T</th>
<th>Freedom Degree</th>
<th>Meaningfulness Level</th>
<th>Variable Difference Mean with test value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>59</td>
<td>3.01</td>
<td>0.56</td>
<td>0.19</td>
<td>58</td>
<td>0.85</td>
<td>0.01</td>
</tr>
<tr>
<td>Job Burnout</td>
<td>59</td>
<td>2.20</td>
<td>0.61</td>
<td>-10.07</td>
<td>58</td>
<td>0.00</td>
<td>-0.80</td>
</tr>
</tbody>
</table>

Table 3 showed that job satisfaction variable mean equals with 3.01 and meaningfulness level of test equals with 0.85 we conclude that the employees´ job satisfaction is at average level., job burnout variable mean equals with 2.20 and meaningfulness level of test equals with 0.00. we conclude that the employees´ job burnout amount is meaningfully lower than average amount.

Table 4. Pearson correlation test for job satisfaction and job burnout

<table>
<thead>
<tr>
<th>Variable</th>
<th>Job Satisfaction</th>
<th>Emotional Exhaustion</th>
<th>Depersonalization</th>
<th>Lack of Personal Accomplishment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation coefficient</td>
<td>-0.59**</td>
<td>-0.63**</td>
<td>-0.33**</td>
<td>-0.36**</td>
</tr>
<tr>
<td>Meaningfulness level</td>
<td>0.00</td>
<td>0.00</td>
<td>0.01</td>
<td>0.08</td>
</tr>
<tr>
<td>Correlation coefficient</td>
<td>-0.61**</td>
<td>-0.61**</td>
<td>-0.42**</td>
<td>-0.50**</td>
</tr>
<tr>
<td>Meaningfulness level</td>
<td>0.00</td>
<td>0.00</td>
<td>0.04</td>
<td>0.06</td>
</tr>
<tr>
<td>Correlation coefficient</td>
<td>-0.27*</td>
<td>-0.27*</td>
<td>-0.34**</td>
<td>0.34**</td>
</tr>
<tr>
<td>Meaningfulness level</td>
<td>0.00</td>
<td>0.00</td>
<td>0.04</td>
<td>0.06</td>
</tr>
<tr>
<td>Correlation coefficient</td>
<td>-0.18</td>
<td>-0.18</td>
<td>-0.15</td>
<td>0.15</td>
</tr>
<tr>
<td>Meaningfulness level</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>Correlation coefficient</td>
<td>-0.01</td>
<td>-0.01</td>
<td>-0.03</td>
<td>-0.03</td>
</tr>
<tr>
<td>Meaningfulness level</td>
<td>0.07</td>
<td>0.00</td>
<td>0.85</td>
<td></td>
</tr>
</tbody>
</table>

For job satisfaction and job burnout, Pearson correlation coefficient equals with -0.59 and meaningfulness level of test equals with 0.00. (p<0.05).

That is to say there is negative meaningful relationship between employee’s job satisfaction and job burnout.

In studying the relationship between job satisfaction components and job burnout, between satisfaction of job nature, satisfaction of supervisors, satisfaction of cooperators, satisfaction of promotion with job burnout there is negative meaningful relationship (p<0.05), but between satisfaction of payments and job burnout there isn’t meaningful relationship. (p>0.05).

Between total job satisfaction and emotional exhaustion negative meaningful relationship (p<0.05). and between satisfaction of job nature, satisfaction of supervisors, satisfaction of cooperators, satisfaction of
promotion and satisfaction of payments components and emotional exhaustion there is negative meaningful relationship (p<0.05). between total job satisfaction and depersonalization negative meaningful relationship (p<0.05). and between satisfaction of job nature, satisfaction of supervisors components and depersonalization there is negative meaningful relationship (p<0.05).

But between satisfaction of cooperators, satisfaction of promotion and satisfaction of payments components and depersonalization there isn’t meaningful relationship.(p>0.05).

Between total job satisfaction and lack of personal accomplishment negative meaningful relationship (p<0.05). and between satisfaction of job nature, satisfaction of cooperators components and lack of personal accomplishment there is negative meaningful relationship (p<0.05).

But between satisfaction of supervisors, satisfaction of promotion and satisfaction of payments and lack of personal accomplishment there isn’t meaningful relationship.(p>0.05).

**DISCUSSION AND CONCLUSION**

The results of surveys showed that amount of employees’ job satisfaction is at average level which is in line with Gholampour’s investigation results (2009).

In this survey the employee’s job burnout amount is lower than average level. In Arddem’s and his cooperators’ investigation (2008), the nurse’s job burnout is at high level. That is not in line with the present investigation, that has probably been the reason of different in statistical community. survey results showed that there is negative meaningful relationship between job satisfaction and job burnout that is in line with Keshani’s investigation results (1998), Greenberg’s(2004).It seems that as the employee’s job satisfaction level increases, their job burnout decreases. Investigation results also indicates that there is negative meaningful relationships between satisfaction of job nature, satisfaction of supervisors, satisfaction of cooperators and satisfaction of promotion with job burnout. But there wasn’t meaningful relationship between satisfaction of payments and job burnout.

It seems that if employee had challenging attractive and respectably job, on the other hand if supervisor was an clever and moderate individual and feedback the individual’s job result to that person, also if the employees were loyal towards each other and respected for each others and promotion opportunities was provided for employees they would have less job burnout.

Pearson correlation test implied that there is negative meaningful relationship between total job satisfaction and emotional exhaustion which is in line with Behniya’s investigation results (2000) Uberry (2006) and Arddem (2008) and is not in line with Sari’s results(2004). Also there is negative meaningful relationship between satisfaction of job nature, satisfaction of supervisors, satisfaction of cooperators, satisfaction of promotion and satisfaction of payments with emotional exhaustion which is in line with Behniya’s investigation results (2000). It seems that if the individual’s job was non repeated and needs creativity and he feels success and goal achieving in his job, on the other hand if the supervisor was a competent and flexible person and the cooperators were intelligent, and felt responsibility against each other, and development opportunities were suitable for cooperators and promotion was according to individual’s ability and good opportunities were provided for employee’s progress, also if the employee’s were satisfied from payments they will never feel emotional exhaustion. The results implied that there is negative meaningful relationship between total job satisfaction and depersonalization that is in line with Behniya’s investigation results(2000), Uberry (2006) and Arddem (2008) and isn’t in line with Sari’s results (2004). Also there is negative meaningful relationship between satisfaction of job nature, satisfaction of supervisors with depersonalization which isn’t in line with Bakhtiari’s and his cooperators’ investigation results(2008). But there isn’t meaningful relationship between satisfaction of cooperators, satisfaction of promotion and satisfaction of payments with depersonalization which is in line with Bakhtiari’s and his cooperators’ results (2008).

It seems that if the individual’s job was useful and worthy and they would have opportunities to use their own abilities and skills and the supervisor was with high technical and management ability and cooperators were participated in decisions, they had less depersonalization and didn’t have unsentimental responses to their cooperators and clients. also there isn’t meaningful relationship between satisfaction of cooperators, satisfaction of promotion and satisfaction of payments with depersonalization , That is probably because of the other factors effects. The investigation results also indicates that there is negative meaningful relationship between total job satisfaction and lack of personal accomplishment which is in line with Uberry’s investigation results (2006) and Arddem (2008) and isn’t in line with Behniya’s investigation results(2000). Also there is negative meaningful relationship between satisfaction of job nature, satisfaction of cooperators with lack of personal accomplishment which is in line with Bakhtiari’s investigation and his cooperators (1387) and isn’t in line with Behniya’s investigation results. (2000) Also the results implied that there isn’t meaningful relationship between satisfaction of supervisors, satisfaction of promotion and satisfaction of payments with lack of personal accomplishment which is in line with Behniya’s investigation (2000) but isn’t in line with Bakhtiari’s investigation and his cooperators (2008).
It seems that if the individuals’ job nature in general directorate was non repeated and needed creativity and their working was useful and worthy and felt success and achieving goal, on the other hand if the cooperators were intelligent and loyal and felt responsibility against each other, their lack of personal accomplishment was less and felt they had necessary progress at their job and their efforts would have positive results.

The survey’s results implied that there isn’t meaningful relationship between satisfaction of supervisors, satisfaction of promotion and satisfaction of payments with lack of personal accomplishment. That is probably because of the other factors effects.

Since there is negative meaningful relationship between job satisfaction with each three job burnout components (emotional exhaustion, depersonalization and lack of personal accomplishment) responsible increase employees’ job satisfaction with true planning to cause their Emotional exhaustion, depersonalization and lack of personal accomplishment decreasing.

REFERENCES


Hosseinazadeh D, Saemian A.2002. job satisfaction, pay attention to employees and quality of work life, management magazine,63-64 number


Moghimi SM.2006.organization and research approach management, Tehran: Termeh publication.


Sari H.2004.An analysis of burnout and job satisfaction among Turkish school teachers, and the factors effecting their burnout and job satisfaction, Selcuk university Konya Turkey.

