STRUCTURAL EQUATION MODELING OF THE EMPLOYEE PARTICIPATION, RESISTANCE TO CHANGE, AND JOB BURNOUT IN YOUTH AND SPORT ADMINISTRATION OF GREAT KHORASAN

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ABSTRACT

The aim of the present research was to design structural equation modeling of the employee, resistance to change, and job burnout in youth and sport administration of Great Khorasan. Statistical population of this research consisted of all the employees of youth & sport administration of Great Khorasan [148 people], among which 107 of them were selected through Stratified Random Sampling. For data collection, the self-administered questionnaire of employee participation, resistance to change, and job burnout was used, whose validity and reliability were established through Confirmatory Factor Analysis and Cronbach Alpha Coefficient, respectively [0.92, 0.82, 0.87]. For research data analysis and statistical inference, Pierson correlation test, Regression analysis, and Structural equation modeling were applied, using SPSS 19 and LISREL8.8 software. The research findings revealed that, according to Structural equation modeling employee participation whether directly or indirectly affect the employees' job burnout, as well as through resistance to change.

Keywords: *Structural Equation Modeling, Employee Participation, Resistance to Change, Job Burnout, Youth and Sport Administration*

INTRODUCTION

Under the present competitive and variable circumstances, it seems that some organizations are more successful than others. The most effective factor related to this difference and advantage, is efficient human resource as a strategic property. It is safe to say that human resources are of the most significant and invaluable properties of any organization, particularly service organization such as sport offices. The presence of a proficient human resource in an organization could create a consistent competitive privilege compared to other rivals. One of the elements which may have negative impact on human resource performance is job burnout. Job burnout is a kind of disruption which may results from an individual's exposure to mental pressure for a long period of time that includes emotional, physical (Farahani, 2012), and mental frustration symptoms, and leaves undesirable impressions on the organization, family, as well as social and personal life; some of the symptoms include being absent from work, frequent delays, various psychosomatic complains, conflict, contradiction at work, and quitting job. Moreover, there would be some consequences such as lack of realism, energy decrease for doing activities, losing the ultimate philosophy of life, lack of sympathy, and physical and mental disorders. In order to overcome these problems, we need to encounter the factors causing mental stresses and job burnout (Barrett, 2010). Merriam Webster's dictionary defines job burnout as a kind of physical or emotional capability frustration resulted from pressures and despairs for a long time. In fact, Job burnout is a negative response created by work atmosphere and incorrect management (Lambert, 2010). Job burnout is a painful experience for people, as well as a costly phenomenon for organizations. According to the information given at European Union, 20 million Euros is allocated yearly to the expenditures caused by job burnout. In the Unites States, the expenditure reaches 350 million $ in a year. The expenditures resulted from job burnout

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are, also, so heavy for the employees and their families. In the United States, 12 percent of annual leaves result from cardiovascular diseases caused by job burnout (Verdinejad, 2006).

Many studies have been made to identify the predictors of job burnout (Maslach, 2008), One of the variables which may have the potential to affect job burnout is employee resistance to change. One of the documented accomplishments about individual's behavior and organization is that the organization and its employees resist change (resistance). Resistance to change could turn out to be one of the sources of making contradiction and dissension. Resistance to change might not particularly be made through standard methods. People may show resistance apparently, figuratively, indirectly, or spontaneously. If people's resistance is spontaneously or apparently, then the management of the organization will not encounter a very much complicated phenomenon; however, the worst kind of resistance is the one that might happen indirectly, or that all organization members strive to postpone it for a while. Figurative or indirect resistance may have a more delicate appearance and consequently, people's loyalty to the organization may decrease; habit, security, financial factors, fear of ambiguity, ignoring reality may be considered the factors which create resistance (Javaheri, 2000).

The changes occurred in various occupational fields, as well as lack of adaptation and compatibility ability may cause so much mental pressure on the person. Some of the employees who know how to get along with the situation will be able to protect themselves against the maleficence, while some others might be under stressful circumstances and not have the ability to deal with the situation; under such circumstances, the person always feels stressed at work (Javadinia, 2012).One of the commonest consequences of job stresses is job burnout (Fedai, 2012). One of the remedies that managers usually apply to deal with the problems to prevent failure is implementing participative management. This kind of management increases employee commitment in order to accomplish goals; on the other hand employee participation may decrease their resistance to change (Soltani, 2010), Additionally, using participative leadership, as well as involving organization member in decision making, might lead to change adaptation on their side, consequently, decrease resistance to change (Rocha, 2011).

The research findings reveal that one of the other variables which could affect employee burnout is employee participation. Researchers believe that organizational factors may highly affect job burnout. For example, Schulz *et al.,* (1995) suggested that where people are involved in decision making related to their career and can determine their own important job procedures, the probability of job burnout may decrease; on the other hand, official structures and inflexible rules and policies may lead to job burnout decrease in employees. Researchers have demonstrated that those employees who possess participative culture based on team work may feel less burned-out (Cooper, 2001). Nowadays, organization have gone beyond the previous existing domains and, applying the latest technologies and innovations and taking into consideration the organizational insufficiencies and traditional institutes in facing new crises, strive to elaborate on integrity and validity of their decisions. Hence, they try to avoid fantasizing, as well as making decisions lacking any scientific proof, and carry out cooperation and employee participation in order to achieve their goals; since without cooperation and employee participation the desirable coordination may hardly be achieved (Sayedjavadin, 2009). Employee participation includes involvement of all employees from various organizational levels in problem explanation and analysis to come up with solutions in a way that all the employees have much authenticity and authority with their supervisors and officials in achieving solutions (Moneta, 2011).

Moreover, using a proper leadership style may lead to decrease in job satisfaction, as well as decrease in the risk of job quitting (Spence, 2012). Researches demonstrate that participative organizational culture has had the lowest rate of job burnout, and different cultures have significant differences with each other, taking into account job burnout (Zamini, 2011). Among other organizational factors, lack of concentration possessed the most relationship with job burnout factors that means, concentration and lack of employee participation in the process of self-related organizational and career decision making may increase the rate job burnout among them; since, not involving employees in decision making might convey the message that the organization does value and trust them, which may cause the employee feel disabled, and lose all their energy and interest for doing things and subsequently, start feeling burned-out (Tabarsa, 2011).

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Besides, it is crucial to mention that implementing employee participation in organization works may contribute to decrease self-targeting conflicts (Sarcevic, 2011).

As mentioned above, managers should seek to decrease the rate of job burnout among employees in order to lessen the negative consequences resulted from job burnout. For this, some researches should be conducted addressing job burnout in sport organizations. Accordingly, in order to help managers and sport officials of the country, this research aims to investigate the relationship between resistance to change with job burnout among employees of youth and sport administration of the Great Khorasan, as well as to embark upon designing the relevant structural equation modeling. Based on the literature discussed, the following conceptual model will be investigated.
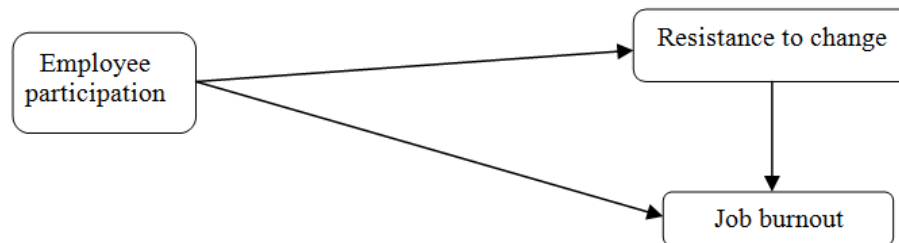
MATERIALS AND METHODS

The present research is descriptive of correlation type conducted through field research, using a questionnaire. Statistical population of the research consisted of all employees of youth and sport administration of Great Khorasan [148 people] among which 107 people were selected through Stratified Random Sampling.

Research Instrument

For data collection, 3 questionnaires were used to measure research variables. Validity and reliability of the research was tested, and Cranbach's alpha Coefficient [0.92] was obtained which is acceptable. Besides, confirmatory factor analysis was applied in order to determine the construct validity of this criterion; the results of confirmatory factor analysis using LISEREL software showed good validity of this scales.

The self-administered questionnaire of employee resistance to change was used to measure employee resistance (consisted of 3 indexes namely resistance to changes related to structure and organization, resistance to change related to technology, and resistance to change related to the training process). Validity and reliability of the questionnaire was tested, and Cronbach Alpha Coefficient 0.82 was obtained which is acceptable. Besides, confirmatory factor analysis was applied in order to determine the construct validity of this criterion; the results of confirmatory factor analysis using LISEREL software showed good validity of this scales.

Moreover, Maslach job burnout questionnaire was used to measure the employee burnout (consisted of 3 indexes namely emotional exhaustion, depersonalization, and personal performance). Besides, confirmatory factor analysis was applied in order to determine the construct validity of this criterion; the results of confirmatory factor analysis using LISEREL software showed good validity of this scales.

Statistical Methodology

Inferential and descriptive statistics (Kolmogorov Smirnov test, correlation coefficient, multiple regression, and structural equation model) were applied for data analysis. All statistical operations were implemented through SPSS and LISREL software.

RESULTS AND DISCUSSION

Results

Males and females made up 44% and 56% of the entire sample population, respectively. Work experience was categorized into 5 groups of under 5 years, 6-10 years, 11-15 years, 16-20 years, and over 20 years. 27.1 % of people were placed in under 5 years group, 36.4% in 6-10 years group, 11.2 % in 11-15 years

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group, 13.1% in 16-20 years group, and 12.1% in over 20 years group. 18% of the entire population had Master's Degree, 61% Bachelor's Degree, 12% Associate's Degree, and 9% Diploma.

Before executing regression analyses, correlation relationships between research variables were investigated through evaluation of correlation matrix. The relevant results of this analysis are illustrated in Table 1.

Table 1: Correlation matrix among research variables

Variable	M	SD	1	2	3	4	5	6	7	8	9
1.participation	3.1522	.59955	1								
2.structure	2.4568	.67927	-.400[**]	1							
3.technology	2.5140	.90329	-.404[**]	.821[**]	1						
4.education	2.5848	.90192	-.383[**]	.865[**]	.935[**]	1					
5.resistance	2.5185	.79453	-.412[**]	.923[**]	.967[**]	.979[**]	1				
6.Emotional	2.4152	.55486	-.508[**]	.550[**]	.546[**]	.571[**]	.580[**]	1			
7.performance	2.3797	.62757	-.443[**]	.612[**]	.586[**]	.632[**]	.635[**]	.547[**]	1		
8.depersonalization	2.2383	.62951	-.451[**]	.556[**]	.615[**]	.652[**]	.638[**]	.561[**]	.605[**]	1	
9.burnout	2.3444	.51090	-.551[**]	.678[**]	.690[**]	.733[**]	.732[**]	.817[**]	.856[**]	.862[**]	1

The information given in Table 1 indicates that it is 99 percent safe to say that there is a significant positive correlation between the 3 variables of job burnout with the 3 variables of resistance to change; besides, it is 99 percent safe to say that there is also significant negative correlation between the 3 job burnout variables with employee participation.

Table 2: Regression analysis for investigating the relationship between participation and resistance to change with employee burnout

Variable	R	R2	β	F	t	p
participation	.78	.61	-.300	81.628	-4.462	.000
Resistance to change			.609		9.069	.000

As observed in Table 2, the results of regression analysis show that employee participation variable has significant impact, as well as predicts employee burnout negatively and meaningfully; resistance to change variable also has meaningful coefficient impact, and predicts employee burnout positively and significantly.

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For examining the designed research model which was planned throughout previous researches, Structural equation modeling was applied, implementing LISEREL software whose results are illustrated in Figure 1.
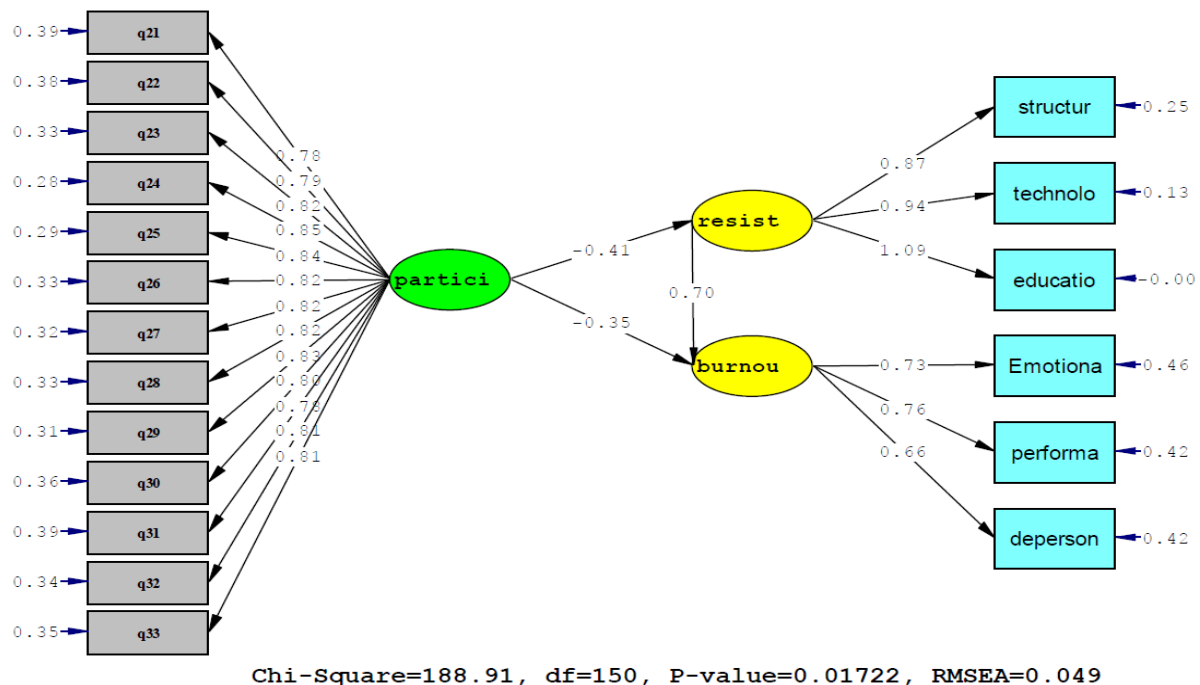

Chi-Square=188.91, df=150, P-value=0.01722, RMSEA=0.049
Figure 1: The final model of relationship among research variables
Normed Fit Index (NFI) = 0.95
Goodness of Fit Index (GFI) = 0.95
Adjusted Goodness of Fit Index (AGFI) = 0.92

Apparently, LISREL software provides a series of indexes for evaluating the goodness of fit of the designed model one of which is GFI. The more the index gets closer to 1, the better goodness of fit will result; in the present model this index is 0.95. Therefore, it could be said that the present research has a desirable goodness of fit.

Another index is AGFI which is a modified form of GFI, and like GFI, The more the index gets closer to 1, the better goodness of fit will result; in the present model this index is 0.92. Another index which has been measured in this research is NFI; this index is also considered to be among those indexes which evaluate goodness of the obtained model based on the data. If this index is over 0.9, it signifies the efficacy of the extractive model; the size of the obtained index equals 0.95.

One of the best indexes evaluating the goodness of fit of the model is the evaluation of two stage Chi-squared statistic proportion on degree of freedom. Actually, there is no standard limit for the efficient size of the index; however, many scientists believe that this index should be less than 3. Throughout this research, the size of the proportion equals 1.26. Besides, the size of RMSEA index which is based on model errors is 0.49 in this model.

Discussion

The purpose of this research was to design a structural model of participation and resistance to change relationship with job burnout among employees of youth and sport administration of Great Khorasan. For this, based on the literature review, conceptual model of the research variables relationship was prepared and was examined through path analysis.

The research findings revealed that employee participation, both directly and indirectly, and through resistance to change, affect employee burnout. This means that, when employees participate in self-related issues, as well as organizational issues, their resistance to change might probably decrease; this

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subject has been confirmed by various researches. In order to decrease employee resistance to change, it is necessary that employees participate in organizational and self-related issues (Chun-fang, 2010). Lack of attention to employee participation in various management performances such as scheduling, making decisions, control and supervision may cause the employee not simply accept the schedules and recent changes through the process of which they were not involved, and consequently show resistance (Jahanian, 2009). In his research, Soltani (2010) concluded that employee participation has a negative and meaningful relationship with their resistance to change, which means that the more the employee participation in change, the less they resist change (Soltani, 2010), Rocha (2011) also states that if organizations are seeking legitimacy of changes, it is better to use employee participation to implement changes (Rocha, 2011).

On the other hand, the research findings revealed that when the employees show less resistance to changes at work, they execute their duties above expected level; they do not cause problems at work, and subsequently will not burnout. This has been confirmed in various researches (Moneta, 2011). The implemented changes in various career fields, as well as lack of compatibility ability and adaptation to changes, may impose to much mental pressure on the individual. Those employees who are equipped with the methods to get along with mental pressures, can protect themselves against the maleficence, while some others might be under stressful circumstances and not have the ability to deal with the situation; under such circumstances, the person always feels stressed at work that one of the commonest consequences of job stresses is job burnout (Javadinia, 2012).

Moreover, the results revealed that when employees are involved in the organizational issues, the will feel less burned-out; this has been confirmed in various researches (Spence, 2012), Nowadays, a great deal of employee dissatisfaction and low productivity of labor force increase through acknowledgement employee participation philosophy (Javadinia,2012).Taking into consideration the significance of human resource in output and productivity, as well as paying attention to their learning, employee's mental and physical condition is of high significance (Raoufi,20004),that has undesirable impacts on organization, family, and their social and personal life among which absence from work, frequent delays, various psychosomatic complains, conflicts and contradictions at work, and job quitting are considered to be the most significant. In order to deal with these problems, one should encounter the factors causing mental stresses and job burnout (Farahani, 2012), Based on the viewpoint of Social Sciences experts, employee dissatisfaction, indifference and slacking are considered to be critical factors causing drop in productivity, accumulation of specialized job sections, as well as organizational bureaus. Unremarkably, Career challenges is often related to motivation, which means that employee enjoy solving problems and adapt problems if they have their share in the work. Generally, correlation needs and subordinates' independence would be gratified if leaders have less control; when employees are involved in making decisions, they exhibit their utmost capacity, as well as getting stimulated (Haghighi, 2009). Sarcevic (2011) affirms that employee participation decreases potential self-targeting conflicts, and taking into account employee self-targeting conflicts are among consequents of job burnout, this is consistent with the present research (Sarcevic, 2011), Zamini *et al.,* (2011) and Tabarsa *et al.,* (2011) affirm that participative culture exhibits the lowest level of job burnout, since involving employees in making decisions conveys them the message that the organization values their work, and trust them (Tabarsa *et al.,* 2011). The present research results assert that taking steps forward along employee participation increase in organizations is considered to be one of the remedies which help organizations provide a job atmosphere free from resistance and job burnout, as well as earning profit from organizational advantages, and achieve various accomplishments for their professional work. With regard to the present research results, it is suggested that if sport organization managers seek to implement basic and constructive changes in the organization, they should base their master plans on employee participation so that through which they would be able to decrease employee burnout. Chief executive managers of sport organizations could provide background for implementing basic and constructive changes in organizations in order to adapt environmental changes through instruments such as suggestion systems, carrying out regular polls,…., besides identifying main employee participation obstacles throughout

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organizational procedures, and scientific supporting of employee participation in various organizational issues, believing in sharing ideas and consulting with employees, as well as appreciating its human resources which are considered to be the most significant organizational resources.

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