

ARTICLE

EXPLANATION OF NARCISSISM, ORGANIZATIONAL IDENTITY, JOB BURNOUT AND ORGANIZATIONAL JUSTICE BY THE USE OF STRUCTURAL EQUATION METHOD (CASE STUDY: STAFF OF WORKERS' REFAH BANKS IN PROVINCES OF SOUTHERN AND NORTHERN KHORASAN)

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ABSTRACT

Background: The present research aims to study the relationship between narcissism, organizational identity, job burnout and organizational justice. This research's statistical population includes 200 persons of Staff of workers' Refah Banks in provinces of Southern and Northern Khorasan. **Methods:** The present research's method is simple random and sample size is equal to 140 according to Cochran formula. The questionnaires including Narcissism with Cronbach's alpha coefficient (0.87), organizational identity with Cronbach's alpha coefficient (0.88), job burnout with Cronbach's alpha coefficient (0.78) and organizational justice with alpha Cronbach coefficient (0.80) have been used in this research and all the questions are as 5-option LIKERT spectrum. Structural relationship model was used in order to analyze data. Statistical software LIZREL was used for data analysis and hypotheses testing fulfillment and other this research's analyses.

Results: The results totally showed that there is no significant relationship between job burnout and organizational justice, but other research's hypotheses were confirmed.

INTRODUCTION

The need for a valuable generation of staff has been cleared through completely transformed conditions governing organizations, competition increase and necessity for their efficacy in such situation. Therefore, special attention to staff's psychological status is not a new subject. Accordingly, justice has been always considered as a fundamental need for human's social life during history. Injustice and unfair distribution of organization's achievements and outcomes lead to weakness of staff' spirit and reduce spirit of effort and activity in them. So, observing justice is the secret of survival and sustainability of organization and its staff's development and progress process [1]. On the other hand, those who have a sense of injustice are more likely to leave the organization and they are suffered from ambiguity and role conflict [2]. They may begin to have abnormal behavior such as vindictiveness. As ones of outcomes of lack of justice include refuse to make effort, negligence and poor behavior at workplace and in its acute form, resignation from work. It is important to point out that job burnout in staff leads to negative attitudes and unusual behaviors, character defamation negative effects of spiritual burnouts and loss of incentives in their performance in order to perform duties. So, understanding this issue that how the people judge in their organization regarding justice and how the response to perceived justice or injustice are ones of the fundamental topics especially for understanding organizational behavior. Because job burnout leads to decrease in offered services to customers and clients and it followed by dissatisfaction with the service, so identification and prevention of job burnout will have remarkable role in promoting individual's mental health and increase in level of offered service quality [3]. Maslash et al in 1976, Boorish in 2002, Almer in 2002, Philian in 2001, BadriGargari in 2005 and Zare in 2003 in their researches showed that there are some factors which can influence job burnout. On the other hand, the other one of research areas in organizational leadership is an event named narcissism of organizational leaders. Generally, narcissistic people have a very high positive self-concept and a strong self-esteem and they consider themselves unique [4]. Also such persons focus on themselves rather than others and so they do not have empathy, agreement and relationship. Narcissistic people use some intra-personal mechanisms and inter-personal strategies in order to adjust their movement [5]. Srakiss in 1990 believes that inter-personal relationships created by narcissistic immature commands will be specified by exploitation, disturbance and lack of trust in others [6]. Totally, several negative consequences have been enumerated for narcissism in organization such as lack of other managers and staff's progress, possibility of misusing of others and immoral behaviors, disregard for external reality and organization's environmental threads and destroying trust and organizational relationship [7]. According to organizational identity theory, providing collaborative behavior outside the role by staff depends to the extent in which organization's members consider organization and themselves the same and they also imagine their identity in that organization [8]. This kind of identity is considered as a subset of social identity in which people are identified according to membership or attachment to a certain organization [9]. Theoretically, organizational identity can be related to many variables such as performance, loyalty to organization and partnership behavior [10]. Organizational identity is identified as useful framework which helps to understand the concept of having the same family. Organizational identity helps each person in order to distinguish her from the other member of family [11]. The studies reveal that the personnel who identify themselves with their organization, they will have higher commitment toward organization and they also have less tendency to leave jib and

KEY WORDS

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organization [12]. Therefore, respecting conducted studies, the present research aims to study relationship between some variables such as narcissism, organizational identity, job burnout and organizational justice.

RESEARCH'S LITRATURE

Narcissism

Narcissism is rooted in Greek word "Narcissus". Today, narcissism has attracted much attention of many researchers to itself as a personality feature which has been studied in social, characteristic and clinical psychology [13, 14]. American Psychiatric Association defines narcissism as a personality disorder including self-centered being, attract others' attention and focus it on him through praising them. Narcissism's results as a disorder in manager's performance will be cleared as shortage in identity. One of the sign of this shortage can be manager's extra referring to others in order to show his self-esteem and respect or determining objective according to obtaining others' confirmation [15]. Although having a high level of narcissism is necessary for human's performance, but an increase in it especially regarding managers can usually have offensive and harmful meanings for manager and organization. Shoat believes that existence of much narcissism is appeared through interference if companies' executive managers in misleading and unethical financial reports that they can lead to collapse of large companies [16]. Generally, several negative results have been enumerated for narcissism at organization such as lack of other managers and personnel's progress, possibility of misusing of others and unethical behaviors, disregarding external realities and environmental threats of organization and destroying trust and organizational relationship [7].

Narcissism has been defined as a personality disorder in general clinical psychology and psychiatry. Narcissism is an inflexible and fixed characteristic in this definition which includes exaggeration and arrogance and desire of being praised [17].

Narcissism is relatively sustainable personal differences including zooming out, self-love, pride and self-highlighting [18]. Since narcissism is a personality variable related to tendency toward unlimited success and power, so it is not surprising that most of the narcissistic people seek managerial opportunities in order to satisfy their need to power and fame [19]. They follow more power compared with others and it is more possible that they will receive to higher organizational level [20]. Of course, according to narcissism's modern concept, its non-adaptive and maladaptive aspect is not emphasized today, but also adaptive aspect and person's positive stimulant is focused [21,22]. Researchers state that adaptive narcissism has relationship with psychological welfare [23,22], job satisfaction [24], optimism [25], empathy and interpersonal relationship, and solving social problem [27], and on the other hand maladaptive narcissism has relationship with social maladaptive [28], low self-esteem [29]. Narcissistic managers are motivated by being praised. Such managers sometime insist on their wrong decision and spend a lot of time and cost because of it which caused some difficulties for organization. Narcissism in managers can have some effects on organizational results and this applies through influencing managers' election in some fields such as strategy, structure and recruitment. Therefore, narcissism, as compared with other personality attributes, force managers to do some action which are out of norm and they seek attention-attraction and being praised and these actions will finally influence organization's performance [30].

Organizational identity

Discussion of individual, organizational and social identity is one of the main issues in the area of person's self-perception. Organizational identity is an underlying structure in organizational events and it has been made to hidden factor of many organizational behaviors. So, it has attracted increasing attention in management researches [31]. Experts believe that organizational identity includes self-perception at organizational atmosphere, therefore the sellers who are active in moral work atmosphere and they have accepted organization's ethical values, they have more been identified with organization and they have less tendency for leaving service. There is still little consensus regarding meaning and definition of organization identity. Organizational identity includes that category of organizational features which describes organization's past, present and future from the opinion of organization's members [32]. Fundamental assumption is this that every existence owns an objective which has defined that existence and reveals its reality. So, organizational identity can be defined as an element which expresses main coordinates [33]. Organizational identity encompasses that category of organizational features which organization's members feel as organization's main features and describe organization's features uniquely and they enjoy relative stability during time. In the other word, when we look at organization's past, present and future, we understand that the category of organization which are considered as the most central, stable and distinctive features constitute organization's identity [32]. Organizational identity has been also settled as a concept which exists in common understanding of organization's members from central characteristics and relatively sustainable of organization and it forms a inter-subjective thinking among personnel [34]. Organizational identity plays a central role in adjusting behavioral norms of organization's members. Managers have applied symbolic mechanisms in order to promote and establish a distinctive identity and this distinctive and prominent identity creates self-adjustment for people to achieve functional objectives, attract and maintain talents, reputation and creating mental security in organization and help people in facing with ambiguous situations [35]. Some researchers believe the event of personnel's leaving job is a behavioral approach and since person's view or tendency has been a determinant factor of

selection and person's conducts is subordinate of person's tendency to performing that behavior, so there is high correlation between desires of leaving service and leaving service[36]. Through studying effective factors on sellers' leaving service , researchers also perceived that high desire of leaving service has been the main determinant factor of leaving service among sellers and some factors such as organization's moral atmosphere and organizational identity can adjust this tendency [12].

Job burnout

Job burnout (burnout due to work) is continuous reaction to chronic emotional and interpersonal stressor drivers at work which is defined by the help of three dimensions including emotional burnout, depersonalization and absence of personal success (sense of insufficiency)[37].and it creates a chronic pressure which is due to inconsistency or lack of homogeneity between workers and jobs. Job burnout syndrome consists of three components that are considered today by researchers and psychologists. This syndrome's components includes physical burnout (tiredness and absence of power), emotional burnout (depression of feelings related to inability) and attitude burnout or self-depersonalization. Today, a remarkable percentage of staff and personnel suffer from this problem and it has attracted attention of organizations' managers because of decreasing their working power and consequently lower efficiency. The life outside of work and family life are also faced with disorder through this problem. Consequences of job burnout include decrease in efficacy, job dissatisfaction, decrease in public health and reduce in resistance and tolerance level. Farber believes that job burnout is a state of physical, emotional and spiritual tiredness which is created as a result of people's long-term and direct exposure with conditions that are emotionally overwhelming [38]. Dick expresses that job burnout consists of extreme burnout and feelings of being misused and this kind of tiredness will not be settled by rest and recess. He also believes that jib burnout is a state in which person imagines that he is lower than others regarding personality and he feel that his action and work are not considered [39].

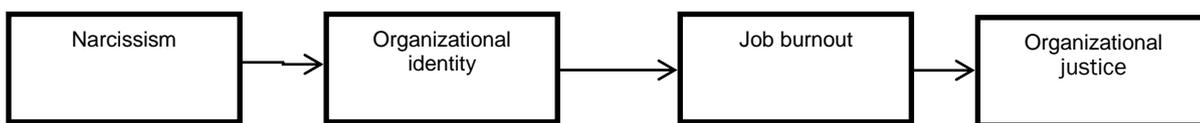
Molach& Jackson in 1982 offered a comprehensive definition of job burnout. These two researchers know job burnout as a psychological syndrome which is a combination of three components including emotional analysis, depersonalization, and personal accomplishment reduction that occurred among those who work together in different levels[40]. Job burnout is not just an issue arisen from mere weakness and failure in staff, but also it is related to workplace and disconformity between individual's innate features and their job's nature. However disconformity is more, so potential of job burnout will be increased [41], and it will lead to decrease importance of values, weakening the wills and spirit [42]. Job burnout is not only related to person's mental health, but also it is related to level of his exploitation. So, making familiar with effective confronting methods with mental pressures and overcoming job burnout can help mental health promotion and increase in efficacy and efficiency of manpower [43].

Organizational justice

Justice is highest human value and it is a precious jewel in realization of human right. Justice is considered as one of the main beautiful and the most sacred words of human civilization and it is one of the concepts which is considered good by collective wisdom of all the people and its realization is base of governments' legitimacy and necessity [44]. Justice is one of the vital factors in any social partnership. Continuity of voluntary presence of individual in groups depends on the way of their understanding of method and extent of observing equity and justice. If members of a social group or system have justice understanding of that system's behavior, they will have more commitment for participation and preserving its development [45].

Research regarding organizational justice has a long history and experts have proposed different classifications of it. Research on justice was started by work of Adams in 1963 on equity theory.

Adams in this works emphasized perceived justice of consequences which is distributive justice [46]. Then, researchers paid attention toward perceived equality of budget allocation decisions to a section. The result of equality theory was distributive justice which included resources allocation or distribution. The next researchers showed that people will accept a certain extent of inequality if they understand that the procedures on which distribution decisions have been taken, have been justice. Procedural justice is created for this phenomenon description [47]. In addition to distributive and procedural justice, the third form of justice states that quality if inter-personal behavior is as a main contributor in order to understand equality during adoption of organizational processes and distributing organizational results [48]. This dimension of organizational justice has been named as interactional justice that is separated from procedural and distributive justice [49].Recently, a new dimension of organizational justice has been offered by Cropanzano, Goldman & Greenberg (2003), Folger, Cropanzano& Goldman (2012) entitled "Deontic justice" that is defined such this: It is a form of organizational justice which is based on correct and appropriate moral method and action of person and organization and it also shows the person and organization's attachment to moral values.



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Fig. 1: Conceptual model

Research's hypotheses

- 1- There is significant relationship between narcissism and organizational identity.
- 2- There is significant relationship between organizational identity and job burnout.
- 3- There is significant relationship between organizational identity and Organizational justice.
- 4- There is significant relationship between job burnout and Organizational justice.

MATERIALS AND METHODS

The present research's aim is to study relationship between some variables such as narcissism, organizational identity, job burnout and organizational justice. Statistical population in this research includes 220 staff of Workers' Refah Banks in Southern and Northern Khorasan province. The present research's sampling method is simple random and sample size is equal to 140 according to Cochran formula. Data required for present research has been collected from a questionnaire whose validity was tested. Researcher has used a questionnaire including 32 questions all of which were as five-option LIKERT spectrum in order to collect data. This data has been analyzed by software LISREL. The questionnaires including Narcissism with Cronbach's alpha coefficient (0.87), organizational identity with Cronbach's alpha coefficient (0.88), job burnout with Cronbach's alpha coefficient (0.78) and organizational justice with alpha Cronbach coefficient (0.80) have been used in this research and all the questions are as 5-option LIKERT spectrum. Measurement model has been obtained in present research following drawing research's analytical model based on data by the use of program Path Diagram through implementing program PERLIS from software LISREL that hypotheses have been tested in this research by using B coefficients and t test. In addition, model's fitness indexes have also been separately computed by implementing program PERLIS for considered model.

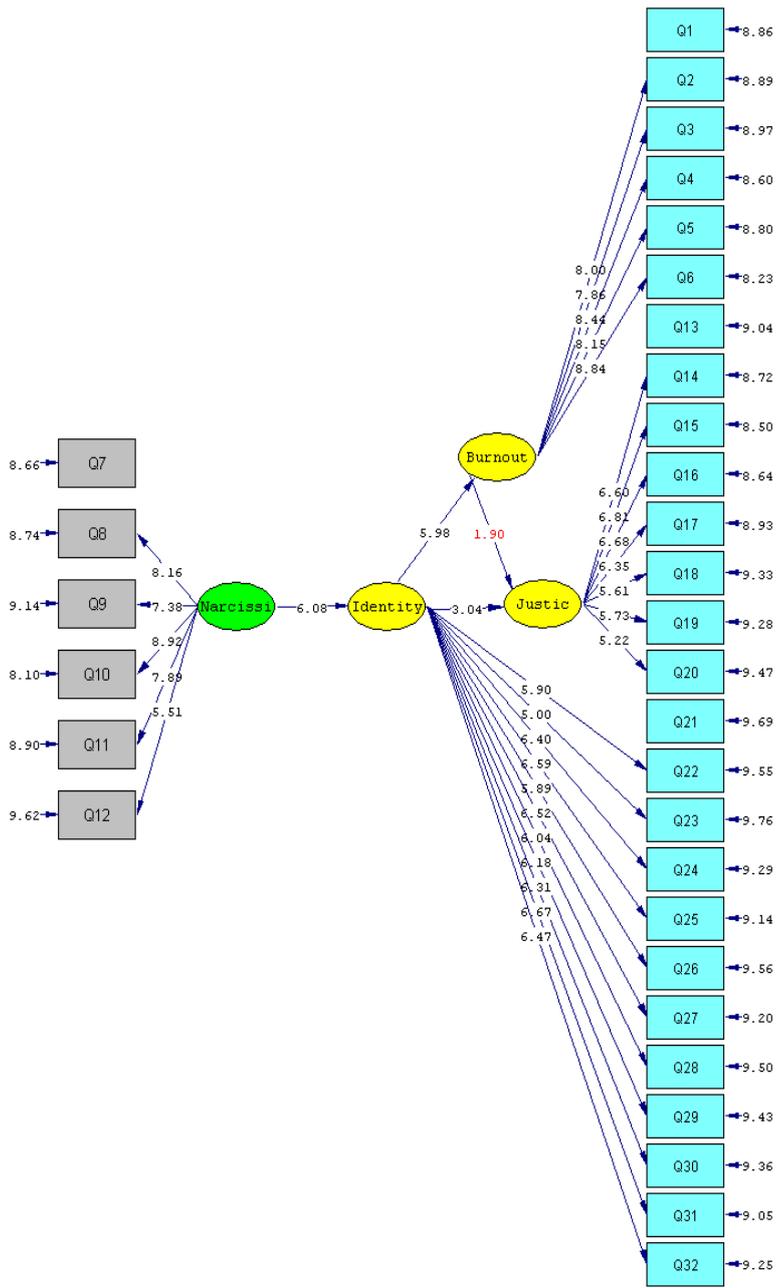
Table 1: Fitness indicators of research's model

Computed values	Standard values	Fitness index
460	-----	Degree of freedom,
998.44	It is not a suitable criteria because of dependency to sample size	Chi-Square
0.077	0.05	RMSEA
0.91	0.90	NFI
0.95	0.90	NNFI
0.95	0.90	CFI
0.061	0.05	RMR
0.76	0.90	GFI
0.73	0.90	AGFI

As it is observed in [Table 1], indexes of the compliance or goodness of fitness are placed at a relatively acceptable level.

Structural model test

In this research, confirmative factorial analysis method was used in order to test measurement model and route analysis to confirm research structural model test. Two below diagrams show overall model's output of software LISREL which simultaneously includes both structural and measurement model and in continue, we will separate and study them in detail.



Chi-Square=998.44, df=460, P-value=0.00000, RMSEA=0.077

Fig. 2: Base model with T value

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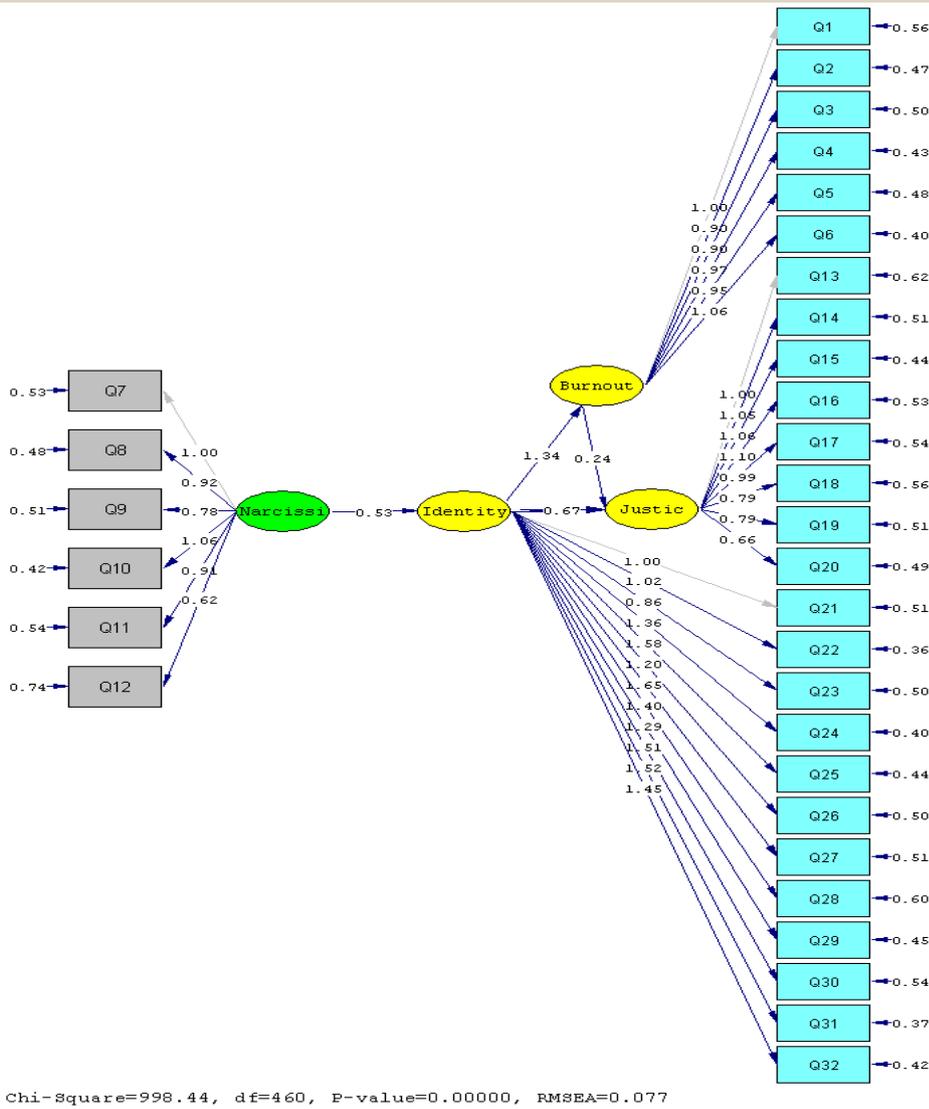


Fig. 3: Base model with rout coefficient

At structural model, Beta coefficients which show the level of solidarity between hidden variables have been appeared in diagrams that connect hidden variables together.

RESULTS

The first hypothesis

There is significant relationship between narcissism and organizational identity.

Table 2: the results of first hypothesis's test

Hypothesis	coefficient	Statistic t	result
1-There is significant relationship between narcissism and organizational identity.	0.53	6.08	accepted

According to the results in [Table 2], the effect of independent variable on dependent one has been supported by data and the path which connects these two variables is positive and significant (it is

significant at the 5 percent of error) ($t=6.08$ $\beta_{22}= 0.53$). So with 95 % of confidence, we can say that there is significant relationship between narcissism and organizational identity.

The second hypothesis

There is significant relationship between organizational identity and job burnout.

Table 3: the results of second hypothesis's test

Hypothesis	coefficient	Statistic t	result
1- There is significant relationship between organizational identity and job burnout.	1.34	5.98	accepted

According to the results in [Table 3], the effect of independent variable on dependent one has been supported by data and the path which connects these two variables is positive and significant (it is significant at the 5 percent of error) (t=5.98 β_{22} = 1.34). So with 95 % of confidence, we can say that there is significant relationship between organizational identity and job burnout.

The third hypothesis

There is significant relationship between organizational identity and organizational justice.

Table 4: the results of third hypothesis's test

Hypothesis	coefficient	Statistic t	result
1- There is significant relationship between organizational identity and organizational justice	0.67	3.04	accepted

According to the results in [Table 4], the effect of independent variable on dependent one has been supported by data and the path which connects these two variables is positive and significant (it is significant at the 5 percent of error) (t=3.04 β_{22} =0.67). So with 95 % of confidence, we can say that there is significant relationship between organizational identity and organizational justice.

The fourth hypothesis

There is significant relationship between job burnout and organizational justice.

Table 5: the results of fourth hypothesis's test

Hypothesis	coefficient	Statistic t	result
1- There is significant relationship between job burnout and organizational justice.	0.24	1.90	rejected

According to the results in [Table 5], the effect of independent variable on dependent one has not been supported by data and the path which connects these two variables is not positive and significant (it is significant at the 5 percent of error) (t=2.81 β_{22} =0.29). So with 95 % of confidence, we can say that there is not significant relationship between job burnout and organizational justice.

CONCLUSION

The first hypothesis' results showed that the amount of route coefficient among narcissism and organizational identity is equal to 0.53 and the amount of relative t is 6.08 > 1.96 and according to t test, null hypothesis can be rejected with crisis value of 0.05 at the 95 percent of confidence. Therefore, researcher's first claim has been confirmed and we can say that there is a significant relationship between narcissism and organizational identity with 95 percent level of confidence.

The second hypothesis' results showed that the amount of route coefficient among organizational identity and job burnout is equal to 1.34 and the amount of relative t is 5.98 > 1.96 and according to t test, null hypothesis can be rejected with crisis value of 0.05 at the 95 percent of confidence. Therefore, researcher's first claim has been confirmed and we can say that there is a significant relationship between organizational identity and job burnout with 95 percent level of confidence.

The third hypothesis' results showed that the amount of route coefficient among organizational identity and organizational justice is equal to 0.67 and the amount of relative t is 3.04 > 1.96 and according to t test, null hypothesis can be rejected with crisis value of 0.05 at the 95 percent of confidence. Therefore, researcher's first claim has been confirmed and we can say that there is a significant relationship between organizational identity and organizational justice with 95 percent level of confidence.

The fourth hypothesis' results showed that the amount of route coefficient among job burnout and organizational justice is equal to 0.24 and the amount of relative t is $1.90 < 1.96$ and according to t test, null hypothesis can be rejected with crisis value of 0.05 at the 95 percent of confidence. Therefore, researcher's first claim has not been confirmed and we can say that there is not a significant relationship between job burnout and organizational justice with 95 percent level of confidence.

CONFLICT OF INTEREST

There is no conflict of interest.

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None

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