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The Relationship Between burnout with Leadership Styles in the Youth and Sport's offices of Alborz province

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ABSTRACT

Background: Nowadays burnout is a common and serious problem which happens for those whose occupations are related with human service and office work. A successful manager has to have the leadership features to make employers welcome his presence.

Objective: The aim of this research is to study The Relationship Between burnout with Leadership Styles in the Youth and Sport's offices of Alborz province. **Results:** The results showed that there is a negative relationship between relation-oriented leadership style of the managers and job burnout among the staff and there is a positive relationship between task-oriented leadership style of the managers and job burnout among the staff. **Conclusion:** the manager according to the conditions and requirements of their organizations, choose the appropriate style for leadership and decrease the job burnout and improving the level of efficiency in their employees.

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INTRODUCTION

A major part of every person's life is spent by his employment, and we can say that people spend more than half of their waking time in workplace. In the workplace, 5 sets of factors threaten human health: physical agents, chemical agents, biological agents, ergonomic factors and psychological factors. Stress is considered as the most important factor affecting health. Stress is considered as the most important factor influencing mental health. Stress, is in fact, the overall physical, emotional, and mental reactions in the body to disturbing natural balance and destabilizing factors, and any factor creating stress is known as stressor[1]. If a person is not able to fight against stress, they would undergo several physical-psychological, and behavioral effects. One of the main consequences of prolonged stress is burnout. Job burnout is among career disorders that have been given considerable attention in recent years [2].

Many studies until the 80 have been done on psychological stress and subsequently burnout as a factor occurring after stress. But the micro factors of burnout and it's causing factors in workplace in the 90s, were considered more by workplace mental health researchers. However, in the years between 1997 and 2000, the relationship of burnout with other variables such as: personality, locus of control social support, stress, depression, leadership styles and job satisfaction were more considered by researchers.

For the first time Rodriguez, introduced burnout, after seeing fatigue and burnout among his staff. He called this syndrome, mind-body powers decline, which happens for those people who spend a lot of their working hours in connection with the public. The most complete definition of burnout is: Psychological signs such as: emotional exhaustion, depersonalization, and reduction in personal accomplishment [3].

Nowadays burnout is a common and serious problem which happens for those whose occupations are related with human service and office work. Extensive studies have been done on the rate of burnout and its associated reasons among aid occupations such as: Nurses, doctors, administrative staff of various departments and teachers at various levels and even their family members, All these studies indicate that there are high levels of burnout in these kinds of jobs[4,5].

According to a study which has been done about nurses of different sectors in Shiraz medical sciences university, emotional exhaustion was significant among psychiatric nurses and reduced personal accomplishment in the burn unit nurses that all these problems were due to the stress of working in these sectors[6].

Another study has been done with investigating burnout among teachers in Kashan by using a standard questionnaire, Maslach, in three items: depersonalization, emotional exhaustion, and personal accomplishment. According to this study, most people had mild burnout, and moderate burnout to severe one was apparent in the dimensions of emotional exhaustion and depersonalization [7].

In other hand, Nowadays, the art and science of management are as the finest, most difficult and the most useful works of men, and are considered as one of the most important indicators of contemporary civilization and also the effective factors in socioeconomic development of modern societies. In the present era, the significance and effectiveness of human knowledge is to the extent that some experts call this era; the management era and today's world; the world of conscious managers. And also management science is considered as one of the most important and the most complex fields of humanities; because by helping the competent managers who are knowledgeable in the principles of management and leadership theories, the faces of Industrial, commercial, and educational administrative organizations can be changed. It should be noted that the necessity of the existence of organization in society is inevitable. In addition, the leadership of the organizations due to their varieties is difficult without identifying their patterns and leadership styles in achieving the desired objectives[8]. The task-oriented leadership style is the behavior based on leader's orders to subordinates that is applied by those managers who are committed to the organizational regulations[9]. Relation-oriented or human-oriented leadership style means paying attention to the needs and human desires by establishing good relationships with subordinates and achieving personal or corporate goals with respect to the human dimensions[10].

Actually, as sport and the youth organization is one of the most important organizations especially in the field of creating efficient, healthy, creative human resource, the smallest impairment of these organizations can be a major and irreversible blow to the community. In addition, the results show that these organizations (sport and the youth) are undergoing problems such as: negligence, absence or delay of the staff and employees' mental and physical problems and diseases. Several studies have examined the rate of burnout among different occupations and different groups and in some cases, significant results have been obtained on the prevalence of this syndrome. Thus, it is possible that the leadership style affect burnout, and subsequently their organization behavior and performance; so, the main question of the researcher, according to the different results of non-educational organizations and also the higher educational institutions and sports organizations, is whether it is possible that leadership styles of school administrators have a relation with the burnout of both male and female staff of the Youth and sport's Office in Alborz Province

MATERIALS AND METHODS

Research method of this study is descriptive-correlation. The population of includes all managers and the staff in the departments of youth and sports in Alborz Province (N=171) in 5 departments of youth and sports in Alborz province in 2013. Due to the total number of the staff and their limited number, the whole population was taken as the sample (as the whole number). The sample in this study includes 171 people of which 150 fully completed the survey questionnaire.

Measuring tools of the this study are: A) Maslach burnout inventory (MBI): includes three independent measuring scales that consist of 22 separate items on the feelings and attitudes that measure the various aspects of burnout syndrome. Nine items are about emotional atrophy, 5 items about de-characterization and 8 about feeling inadequacy. The frequency of these feelings are measured by scores from zero (never) to six (every day) and the intensity of the feelings are measured by scores from zero (never) to seven (very much). B) the management style assessment questionnaires (task-oriented, relationship-oriented) of people (Fiedler and Chmrz 1984) LPC. Due to the frequent use of the Persian version of the burnout and the management style assessment questionnaire in Iran, the questionnaires has been affirmed many times for its validity. Reliability coefficients of these questionnaire have been gained 0/96, 0/97 respectively by using Cranach's alpha. To analyze the data, descriptive statistics was used, and in inferential statistics, Pearson's correlation, one sample t test analysis method and independent t-tests and ANOVA were used for comparisons between groups.

Results:

Out of the 150 participants, 40 were managers and supervisors and 110 were employees comprising a total of 69 males and 81 females. In terms of marital status, 57 participants were single and 91 were married. The mean age of participants was 33.87 years and the average work experience was 8.47 years with 8.47 years of experience in coaching, and the mean duration of exercise was 12.54 years. Employment status of 35 people was formal-definitive, 2 people were probationary, 26 people were contractual and 83 people were in fixed-term

contracts. 17 participants had a baccalaureate degree, 23 people had associate's degree, 88 people had graduate degree and 19 people had M.A. from whom 9 participants majored in sports management, 18 in management (such as State Management), 30 in physical education and 89 in other academic disciplines.

Table 1: determination of the relationship between Relation -oriented leadership style and burnout of physical education staff.

Table 1: The relationship between Relation -oriented leadership style and burnout of physical education staff

Relation-oriented leadership style			
sig	Number	Pearson coefficient	
0010/	150	-0/449	burnout
0/001	150	349-0/	emotional deterioration
0/001	150	276-0/	depersonalization
0/001	150	357-0/	lack of personal accomplishment

The results of table 1 indicate that there is a negative significant relationship between relation-oriented leadership style of the managers and and job burnout among the staff, according to the coefficient -0/499 and significant level of 0/01.

Table 2: determination of the relationship between task-oriented leadership style and burnout of staff.

Table 2: The relationship between task-oriented leadership style and burnout of staff.

Task-oriented leadership style			
sig	Number	Pearson coefficient	
0010/	150	2880/	burnout
0/001	150	0/418	emotional deterioration
0/001	150	0/579	depersonalization
0/001	150	0/271	lack of personal accomplishment

The results of the table 2 show that according to the coefficient 0/288 and the significant level of 0/001, there is a positive and significant relationship between task-oriented leadership style of the managers and burnout among the staff.

In table 3, sample T- test has been used to determine the average of burnout and its items

Table 3: studying the level of burnout and its items by using sample T- test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean	95% Confidence Interval of the Difference	
					Lower	Upper
burnout	23.853	149	.000	31.9200	26.5243	31.3157
emotional deterioration	17.045	149	.000	15.3986	10.9611	13.8362
depersonalization	-2.817	149	.006	2.4345	-.9624	-.1687
lack of personal accomplishment	15.494	149	.000	13.3867	9.0620	11.7113

one sample t test with the number 3 at the 0.05 significant level has been confirmed for burnout and the items of emotional deterioration and lack of personal accomplishment with significance of 0.05. For these variables, positive values of T also represent that the average of the test is greater than the test value. The results suggest that burnout and its items (emotional deterioration, lack of self-sufficiency) are high in the personnel of sport and the youth offices in Alborz province.

In contrast, for the item depersonalization with significance of 0.05, one sample t test with the number 3 at the 0.05 significant level has been confirmed. for this item, negative value of T shows that the average is smaller than the test value. This means that the depersonalization level is less than the average significantly. As a result, the rate of depersonalization is low in the personnel of sport and the youth offices in Alborz.

In table 4, independent T- test has been used for comparing burnout on the basis of organizational position of the employees.

Table 4: Comparison of burnout on the basis of organizational position of employees by using independent T- test.

		t-test for Equality of Means					
		t	df	Sig. (2-tailed)	Mean	95% Confidence Interval of the Difference	
						Lower	Upper
burnout	manager	-2.68	148	.008	26.6	-12.52	-1.912
	staff	-2.70	70.051	.009	33.8	-12.54	-1.89

The results of independent T-test showed that there is a significant difference between the staff burnout and managers of physical education offices in Alborz province, meaning that the average staff burnout is significantly more than the manager's burnout. Therefore, the null hypothesis is rejected.

Table 5: for comparing burnout on the basis of employees' gender, independent T- test has been used.

		t-test for Equality of Means					
		t	df	Sig. (2-tailed)	Mean	95% Confidence Interval of the Difference	
						Lower	Upper
burnout	men	-2.06	148	.040	11.92	-9.73	-.22
	women	-2.05	140.44	.042	14.62	-9.76	-.19

The results of independent T-test showed that there is a significant difference between the average of employees' burnout in physical education offices of Alborz province on the basis of their gender, that is, the average burnout of female employees (14/62) is significantly more than the average of male employee's burnout (11/92). Therefore, the null hypothesis is rejected.

In table 6, for comparing burnout on the basis of employees' education degree, ANOVA test has been used.

Table 6: The comparison of burnout on the basis of employees' education degree by using ANOVAs test

		Sum of Squares	df	Mean Square	F	Sig.
burnout	Between Groups	1178.141	3	392.714	1.762	.157
	Within Groups	31641.831	142	222.830		
	Total	32819.973	145			

According to the results of one-way ANOVA test, there isn't any significant difference based on the employee's education degrees of sport and the Youth offices in Alborz province

In table 7, ANOVA test has been used for comparing burnout on the basis of employees' field of study.

Table 7: The comparison of burnout on the basis of employees' field of study by using ANOVA test

		Sum of Squares	df	Mean Square	F	Sig.
burnout	Between Groups	796.169	3	265.390	1.240	.297
	Within Groups	30593.437	143	213.940		
	Total	31389.605	146			

According to the results of one-way test, there is no significant difference based on the employees' field of study of sport and the Youth offices in Alborz province

In table 8, ANOVA test has been used for comparing burnout on the basis of employees' sport's record

Table 8: The comparison of burnout on the basis of employee's sport activities' record

		Sum of Squares	df	Mean Square	F	Sig.
burnout	Between Groups	3065.235	3	1021.745	5.091	.002
	Within Groups	28500.600	142	200.708		
	Total	31565.836	145			

The results of one-way ANOVA test showed that there is a significant difference on the basis of employee's sport activities' record [$p < 0.05$]. That is, the employees who have more sport activities' record have less burnout.

In table 9, ANOVA test has been used for comparing burnout on the basis of employee's age

Table 9: The comparison of burnout on the basis of employee's age by using ANOVA test.

		Sum of Squares	df	Mean Square	F	Sig.
burnout	Between Groups	5587.476	12	465.623	2.412	.008
	Within Groups	23546.924	122	193.008		
	Total	29134.400	134			

The results of one-way ANOVA test showed that there is a significant difference between burnout and employee's age [$p < 0.05$]. It means that older employees have less burnout.

Discussion:

As the research results show, that there was a significant relationship between task-oriented leadership style and job burnout of the employees of the Youth and Sport's offices of Alborz province and also there was a difference between task-oriented employees and relation-oriented ones in their mean scores of job burnout. So, it is suggested that it is better in the Youth and Sport's offices of Alborz province, task-oriented leadership styles are not used and those fields related to this kind of leadership style are omitted in such centers and relation-oriented ones are used. The other result showed a relationship between relation-oriented leadership style

and job burnout, also the obtained correlation coefficient indicated there was a negative relationship between the above mentioned variables. It is recommended that the Youth and Sport's offices of Alborz province to take advantage of relation-oriented leadership style to manage their employees, provide conditions to administer this model of leadership style. The present findings are also consistent with the results of Altahayneh, Payami, Koivula and Fong [11,12,13,14].

As the research results show, the researches' subjects had significant burnout in two items; emotional deterioration and lack of personal accomplishment. So, in the part of severity and frequency rate of emotional deterioration, about 50% of employees have experienced intensive emotional deterioration, This means that the concept of emotional deterioration is greatly common amongst subjects. If we match the research results of this section to 3 factor model of Maslach, we can come to this conclusion that according to Maslach, more than 50% of subjects have experienced the most important part of burnout, that is, emotional deterioration.

Emotional deterioration is directly linked with high levels of labor demand, so, the primary reason of emotional deterioration is reflective of the personal and organizational demands which put pressure on staff. Job density is an important indicator of emotional atrophy and employees spend a lot of emotional energy to succeed in their jobs. Also, the emotional atrophy occurs when a person is unable to interact with colleagues well. Because this dimension of job burnout is of high significance and that the emotional deterioration of burnout occurs earlier than the other two items of burnout, the identification of employees having emotional deterioration and then suggesting solutions to this problem can prevent this item from occurring in the next phase of the model.

Lack of personal accomplishment creates a circumstance in which a person isn't able, like the past, to demonstrate competence and success in his work. So, there is a probability that his performance reduces by the prevalence of such feelings. In this situation, they get a sense of futility and lose their incentives for effort. Basically, employees want to be productive and feel their success in their work and activities. Thus, creating favorable conditions for an organization such as career support, administrative support, opportunity for advancement, offering career reward, appropriate workload, appropriate management communication etc. can be very helpful in this regard.

In depersonalization part, the subjects have relatively better Conditions. Depersonalization occurs when a person gives cold responses with a loss of human relation to his clients and has indulgence in the implementation of laws and regulations. In general, it has been understood that the subjects in each three parts of job burnout (emotional exhaustion, lack of personal accomplishment and preparation of personal property) are not in good condition. Therefore, appropriate strategies must be taken to reduce and also prevent its spread. Some of the effective techniques in this regard are:

Detection, prevention, rest and relaxation and distancing from the stimuli that intensify the stress, Classification of the tasks in a way that several jobs in a short time can be done, giving hopeful messages to themselves (Positive self-hypnosis), Review of individual preference, having realistic expectations of themselves, creating a balance between work and life, doing Social and recreational activities, creating an intimate relationship with favorite colleagues and friends, thinking of their careers in the non-working hours, etc[15].

The results of present research agree with the researches of Kelley, Zarei, Khurush, Moflehi and Rodriguez in terms of moderate to high rates of emotional atrophy[15,16,17,18,19]. The reason of this agreement can possibly be due to the same statistical population, similarity of work, high work intensity which all are considered the most influential factors in emotional exhaustion. The results of the present research are not in agreement with the researches of Zareiyan Jahromi and Najafi [20,21]. The reasons of these differences can be probably because of statistical population differences, workplace, specification of task, low stress, work density and economic differences.

About the low rate of depersonalization in employees, the results of this research don't agree with the researches of Hendrix, Zarei, Moflehi and Ackerly [22,16,18,23]. The reason of this disagreement can be possibly due to the different populations. But this research is in accordance with Kelley, Zareiyan, Rodriguez and Najafi [15,20,19,21]. The reason of this agreement can be because of reduction of stress caused by role requirements, non-competition and low workload.

In terms of moderate to intense rate of lack of personal accomplishment, The present research agrees with the researches of Moflehi, Zarei, Rodriguez [18,16,19]. The reason of this agreement can be supposed because of failure to receive appropriate remuneration, lack of progress, loss of motivation, reduction of salary, increasing of demands and constraints. This research doesn't agree with the researches of Antonio, Najafi and Kelley [24,21,15]. The reason of these differences can be possibly due to differences of statistical population, workplace, communication and appropriate job feedback, interest in job, feeling of progress and success in work.

In the other part of the research findings, we have investigated about whether there is a difference between job burnout and subject's profile of research or not. The results of the research showed that there is a significant difference between gender and job burnout items. The present research results agree with the research findings

such as Zarei, Khorush and Anonimas [16,17,25]. Women have difficulty in achieving an optimal balance between their jobs and house responsibilities. Factors such as women's less freedom, less autonomy, less variety, less challenging can bring them more job burnout. Also the research doesn't agree with the findings of Zareiyan, Brondom, Finch and Susan [20,21,26,27,28]

There is a difference in frequency and severity of job burnout in comparison between age and job burnout among the research subjects, meaning that the older employees have more job burnout.

In this regard, the present research results are in accordance with the research findings such as Khorush, Najafi and Susan. [17,21,28]. The reason of this agreement can be known due to lack of adequate staff to perform the job, high stress, high work density and intense interactions with others. Actually, these results disagree with the research results of Zarei and Zareiyan [16,20]. The reason of this discrepancy can be probably due to lack of financial difficulties, having interest in the job and the job's importance.

In comparison between sport activities experience and the job burnout rate, we have come to the conclusion that those who have more sport activities' record have less job burnout. Sports and recreation of the employees improve their mental and physical health, reduce their absenteeism and boost their morale. In this regard, the research results disagree with those of Moflehi, Khorush and Zarei [18,17,16].

There hasn't been obtained a significant difference in comparison of field of study and job burnout. In this regard, the result is in consistent with the researches of Najafi and Zareiyan is not in consistent with the researches of Rodriguez [21,20,19].

Also, in comparison of education level and job burnout, there hasn't gained any significant difference. In this regard, the results agree with the results of Zareiyan Jahromi and Zarei [20,16].

Conclusion:

It seems that administrators using the relation-oriented leadership style has a negative relation with the burnout of Employees; so, it is recommended that the manager in the Youth and Sport's offices of Alborz use relation-oriented leadership style to decrease the job burnout in Employees. And also try to understand the staff characteristics, needs, interests and level of maturity and responsibility. And ultimately according to the conditions and requirements of their organizations, choose the appropriate style for leadership and decrease the job burnout and improving the level of efficiency in their employees.

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