Organizational Justice and its Relation with Occupational Pressures and Level of Ambition for Sport Specialists at Youth and Sport

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Abstract: The organizational justice is one of the most important reasons for increasing competency and effectiveness of the individual performance. Recognizing its relation with both occupational pressures and ambition level helps us to find methods that are necessary to alleviate the intense of these pressures reduce their negative effects and raise ambition level so that the individual can accomplish his duties in the best way. This research aims at recognizing the relationship between organizational justice, occupational pressures and ambition level for sport specialists working at youth and sport sector, Minia governorate. The most important results in which the researcher found are the existence of a negative statistically significant correlation between organizational justice and occupational pressures and a positive statistical significant correlation between organizational justice and ambition level.

Key words: Distributional justice • Procedural justice • Treatment justice

INTRODUCTION

There are multiple aspects of human activity, but perhaps there is nothing important than management as much as its mission is to execute works and achieve goals by other individuals. Life developed, our modern town became based upon necessary cooperation foundations for the society welfare in which we live whether in companies and institutions of business and services sector or in the fields of social works and religious activity or in physical education and sport or in any other subject of activities, we find that individuals competency in achieving their mutual goals by their common team work depends greatly on management sufficiency for those who supervise on managing and organizing these groups of individuals.

It is certain that life rhythm in society can't be regulated without management, it is difficult to imagine - even for a moment - stopping management cycle - the meaning of this is dangerous. Since stopping means confusion, cheat and loss, then a full collapse for general and special organizations are equal [1].

The term of organizational justice is modern one in treating workers with respect to guarantee keeping their management and organizational field. In spite of this, it has its roots in other social sciences such as philosophy, sociology and psychology [2]. In the first the concept of justice appeared in philosophy writings as Greenberg [3] presented to express philosophers opinions towards this concept. Fair justice is characterized philosophically with a set of properties such as aptitude or individuals deserve for what he receives and the necessity of considering standards of fairness, morals and evaluating rewards or outputs and justice in dealing with humans.

The term of justice appeared in sociology writings to reflect nature of human morals in general, particularly in social exchange processes or dealings between humans. The term of organizational justice tends to approximate with social point of view for justice concept, since it emphasizes on work morals in view of the fact that it is a reflection of social exchange processes between the Researchers in different management aspects are more interested in studying workers perceptions of organizational justice beside how these perceptions affect functional and organizational trends and behaviors. So organizational justice is attempts to describe and explaining the justice role as a variable deserves concern of work environment. It is the organizational activity used in distributing resources and rewards through using unified, accurate and fair procedures beside treating workers with respect to guarantee keeping their individual rights [4].

Pressures are considered a problem of modern age affecting the individual apparently in different life aspects and activities resulting as a reaction of strong...
different effects that are caused as a result of external factors. It leads to an emotional exhaustion and these pressures appeared as a result of threaten and danger and usually leads to changes in the mental and bio processes and many emotional changes and restricted verbal and motor behavior in addition to destroy the individual's ambition level that is considered the power that renews activity and energy.

Every work environment has it's distinctive circumstances that make it either more or less exposure for pressures based upon the availability of appropriate or inappropriate physical factors or good relations. The continuous stress in certain circumstances can lead to behavior disorders or unconformity following several unhealthy somatic and psychological responses [5].

The phenomenon of occupational pressures for workers in sport field is the most dangerous phenomena for its negative effects representing in exhaustion and burn out. There are several factors leading to the increase of these pressures, i.e. charging the individual with responsibilities and duties that are beyond his main work, un satisfaction of monthly salary, poor physical potentials and relations with work management and other followers and poor promotion opportunities that lead to finally to lack of motivation, ambition level and inability of innovation and creativity in work, performing all duties automatically, the appearance of pessimism and indifference and loss of affective integration. This is considered an indicator of adjustment of workers in field sport that lead to their incompetence. But when the individual is free from occupational pressures, all his thoughts are directed to his performed work [6].

So, the researcher sees that concerning the individual and attempting to alleviate pressures to increase his ambition level leads to prepare generations capable of continuous work under different circumstances by alleviating the intense of individual's pressures and finding suitable solutions for different problems in which he confronts in order to be competent and of effective and successful management personality on behalf of other promised generation in the future.

Ambition level is considered one of human personality dimensions that has a strong effect on individual and group life. This concept received the interest of several researchers, many studies were conducted to determine it's nature, recognizing the factors that influence it and the subsequent activity. Ambition is a relative degree differs from one person to another according to individual's self esteem. This degree influences the individual's experiences and he is influenced by it. It is the top of individual's goals and motivating his behavior [7].

Ambition level is considered the potential goal by which the individual puts for himself in the field he looks forward and seeks to achieve by overcoming obstacles and problems specific to this field. This goal accords with individual's psychological composition and his reference frame and is determined according to his success and failure experiences [8].

In spite of the great importance of organizational justice phenomenon in various studies [9-13] in which their results showed that the existence of justice with its three dimensions (distributional justice- procedural justice - treatment justice) allows the individual to execute work in a better way without influence, anxiety and occupational pressures, beside that the existence of organizational justice leads to feel of individual functional satisfaction but the researcher noticed that there is no study of organizational justice exposes to sport specialists working in youth and sport and the problem of the present research lies also in the existence of studies in foreign and Arabic environment - at the limit of the researcher's knowledge - dealt with this research variables that is the organizational justice and it's relation with occupational pressures and ambition level of sport specialists at youth and sport at Minia governorate or the relation between these variables with each other.

From this point, the researcher sees through his work as a staff member and supervision on field training at different sport organizations in general and sport sector at Minia governorate in particular the necessity of interest in occupational problem specific with workers in sport field to recognize these problems and try to understand and solve them. It is a scientific attempt from the researcher to recognize the relation between the Organizational justice, occupational pressures and level of ambition for sport specialists working at youth and sport, Minia governorate. Since organizational justice is considered the most important reasons for increasing competency and effectiveness of the individual's performance. Recognizing this relation helps us to find methods that are necessary to alleviate the intense of these pressures reduce its negative effects and increase ambition level so that the individual can accomplish his duties in a better way.

**Goal of the Research:** This research aims at recognizing the relation between the Organizational justice and both the occupational pressures and level of ambition for sport specialists working at youth and sport, Minia governorate.
MATERIALS AND METHODS

Method of the Research: The researcher used the descriptive approach (survey) for its appropriateness to achieve the goals of this research and its suitability for the procedures.

Community and Sample of the Research: Community of the research includes sport specialists working at youth and sport sector - Minia governorate during 2008/2009 of 385 sport specialists. The researcher selected a random sample of 150 sport specialists representing 38.96 % of the research community as much as 75 male sport specialists and 75 female specialists on condition that they are registered on third functional class and an experience not less than 5 years.

Tools of the Research: To collect the research data the researcher used the following instruments:

Firstly: a Scale of Organizational Justice: This scale was designed by Abaas [13]. The researcher modified it to be appropriate with the research nature to apply it on sport specialists working in youth and sport sector. The scale consists of 20 positive items distributed on 3 dimensions that are:

Dimension of Distributional Justice: This dimension includes five main elements that are: (justice of month salary, justice of financial motives, appropriateness of work hours with personal circumstances, appropriateness of work burdens, appropriateness of functional duties and responsibilities, this dimension represents items from 1:5.

Dimension of Procedural Justice: This dimension involves six main elements that are: unprejudiced in functional decisions, displaying member opinion (sport specialist) before making work decisions based upon sufficient and accurate information, interpreting and explaining work decisions, equity in applying all administrative decisions and permitting objection or member (sport specialist) disagreement the decisions. This dimension represents items from 6:11.

Treatment Justice: This dimension includes 9 main elements that are: (friendly treatment in all cases, treatment with respect during making functional decisions, putting personal requirements into consideration during making functional decisions, discussing functional decisions obviously with the member (sport specialist), interested in member entity (sport specialist) during functional decisions, interpreting functional decisions justifications that were made, discussing the results of making decisions, answering member inquiries (sport specialist) about how to execute functional decisions and equity in treatment between all members (sport specialist). This dimension represents items from 12:20.

Responses of scale items in the light of five estimation scale as follows:

Disagree at all = Estimating (1) scores
Disagree = Estimating (2) scores
Neutral = Estimating (3) scores
Agree = Estimating (4) scores
Agree strongly = Estimating (5) scores

The maximum scale scores are 100 and the minimum are 20.

The scale designer made its validity by both factor validity and subjective validity where coefficients of subjective validity for the scale dimensions were 0.86, 0.85, 0.90. respectively and all are statistically significant indicating that the scale is characterized with a high degree of validity, he also calculated it's reliability by applying and re- applying the scale. The correlation coefficients between the first and second applications for the scale dimensions were 0.74, 0.72, 0.81 respectively and all are statistical significant indicating that the scale is characterized with an appropriate reliability.

Scale Scientific Coefficients in the Present Research: Validity: To ascertain the scale validity of the present research, the researcher calculated internal consistency validity by applying it on a sample of 60 male and female specialists from the original research community and from outside of the basic research sample. Then the researcher calculated correlation coefficients between every item score and sum dimensions scores. Correlation coefficients ranged between 0.56 - 0.83 and they are statistically significant (p<0.05) indicating the scale validity.

Reliability: To ascertain the scale reliability, the researcher found Alpha Cronbach coefficient by applying it on a sample of 60 male and female specialists from the original research community and from outside of the basic research sample. Alpha Cronbach coefficients of the scale dimensions ranged between 0.79 - 0.87 and they are statistically significant (p<0.05) indicating the scale reliability.
Secondly: a List of Occupational Pressures of Sport Specialists at Youth and Sport: Alawy [14] designed this list. The researcher modified it to recognize reasons or factors that may lead to pressures for sport specialists working in youth and sport sector. The list consists of 36 items distributed equally on 6 dimensions where every item includes 6 items, these dimensions are:

- Working with youth.
- Physical potentials in work.
- Monthly salary of the specialist.
- Guidance and supervision.
- The relation between specialist and work management.
- Relations with colleagues.

Responses of list items in the light of five estimation scale as follows:

For items in the direction of list goal that indicate to the existence of pressures:

- Apply very very greatly: Estimating (5) scores
- Apply very greatly: Estimating (4) scores
- Apply moderately: Estimating (3) scores
- Apply in a lees degree: Estimating (2) scores
- Applying very less: Estimating (1) score

As for items that are opposite the direction of list goal that don't indicate to pressures, the score is converted as follows:

- Apply very very greatly: Estimating (1) scores
- Apply very greatly: Estimating (2) scores
- Apply moderately: Estimating (3) scores
- Apply in a lees degree: Estimating (4) scores
- Applying very less: Estimating (5) score

The maximum list scores are (180) and the minimum are (36).

The scale designer made it's validity by both logic validity and criterion related validity where he applied it on 59 physical education teachers in prep and secondary schools at Cairo and Giza governorates simultaneously with both "state - trait anxiety list (Spelerger) and test of optimistic tendency. Application results revealed that there are accepted positive correlations on the scale of state - trait anxiety and accepted negative correlations on test of optimistic tendency indicating that list is characterized with a high degree of validity. He also calculated it's reliability by Alpha Cronbach coefficient on a sample of 59 physical education teachers in prep and secondary schools at Cairo and Giza governorates. Reliability coefficients ranged from 0.58 - 0.79 and they are statistically significant indicating that the list is characterized with appropriate reliability.

List Scientific Coefficients in the Present Research

Validity: To ascertain the list validity of the present research, the researcher calculated internal consistency validity by applying it on a sample of 60 male and female specialists from the original research community and from outside of the basic research sample. Then the researcher calculated correlation coefficients between every list item score and total list score ranged from 0.53 - 0.89 and correlation coefficient between every list item and total list score ranged between 0.69 - 0.89 and they are statistically significant (p< 0.05) indicating list validity.

Reliability: To ascertain list reliability, the researcher found Alpha Cronbach coefficient by applying it on a sample of 60 male and female specialists from the original research community and from outside of the basic research sample. Alpha Cronbach coefficients of list dimensions ranged between 0.86 - 0.92. Alpha Cronbach coefficient of total list score was 0.85 and they are statistically significant (p<0.05) indicating list reliability.

Thirdly: the Scale of Ambition Level: Abdel Fatah [15] designed this scale to measure the individuals' ambition level. It consists of 79 questions distributed on 7 main characteristics. Each one has 10 questions except characteristics number 4, it has 9 questions for statistical considerations. Then 10 questions were placed for references (discovery) and were distributed between the rest of the scale questions. The scale items are as follows:

- A look for life.
- Trend towards superiority.
- Determining goals and plan.
- Tendency towards struggle.
- Taking responsibility and self dependence.
- Persistence.
- Satisfaction of the status quo and believing in luck.

Response on the scale questions was done in terms of two responses:
Questions of Positive Trend
- Yes estimated (1) score - No estimated (0)
Questions of negative trend
- Yes estimated (0) - No estimated (1) score

The maximum scale scores are 79 scores and the minimum is 0.
The scale designer ascertained its validity by using hypothetical structure validity. Correlation coefficient was (0.56) and it is statistically significant indicating its validity. She calculated its reliability by using Alpha Cronbach equation. Reliability coefficient was 0.80 and it is statistically significant indicating the scale reliability.

Scientific Coefficients in the Present Research
Validity: To ascertain the scale validity of the present research, the researcher calculated internal consistency of occupational list for sport specialists from the original research community and from outside of the basic research sample. Then the researcher calculated correlation coefficients between the score of every scale statement and total scale score ranging between 0.51 - 0.81, as well as correlation coefficients between the score of every scale statement and total dimension score ranged between 0.50 - 0.81 and correlation coefficients between the score of every dimension of the scale and total scale score ranged between 0.72 - 0.82. They are statistically significant (p<0.05) indicating list validity.

Reliability: To ascertain list reliability, the researcher found Alpha Cronbach coefficient by applying it on a sample of 60 male and female specialists from the original research community and from outside of the basic research sample. Alpha Cronbach coefficients of scale dimensions ranged between 0.78 - 0.88 Alpha Cronbach coefficient of total scale score was 0.89 and they are statistically significant indicating scale reliability.

Procedures:
- The researcher conducted a pilot study for tools of data collection, scales used in the research where it was applied on 60 male and female specialists from the original research community and from outside of the basic sample from 5/10/2008 to 15/10/2008 in purpose of recognizing the extent of it's clarity and appropriateness for application on the research sample.
- After determining sample and testing tools of data collection and ascertaining it's validity and reliability the researcher applied it on all the research sample (under research) The application period was from 1/11/2008 to 10/12/2008.
- After application the researcher corrected forms according to the instructions presented and clarified obviously. After ending correction process the researcher recorded scores to treat them statistically.

RESULTS AND DISCUSSION

The researcher will review the research results as follows:

It is shown from Table 1 that there is a negative statistically significant correlation between all scale dimensions of organizational justice and all dimensions of occupational list for sport specialists as well as total score of the sample under research.

It Is Shown from Table 2 the Following:
- There is a positive statistical significant correlation between organizational justice "distributional justice dimension, "scale of ambition level dimensions" trend towards superiority, determining goals and plan, tendency towards struggle, taking responsibility and self dependence, persistence, satisfaction of the status quo and believing in luck of the sample (under research).
- There is a positive statistically significant correlation between organizational justice scale "procedural justice dimension and dimensions of ambition level scale" look for life, trend towards superiority, determining goals and plan, tendency towards struggle, taking responsibility and self dependence, satisfaction of the status quo and believing in luck, total score. Whereas there is no statistical significant correlation with dimensions of "look for life, satisfaction of the status quo and believing in luck of the sample (under research).
- There is a positive statistically significant correlation between organizational justice scale treatment justice dimension "and dimensions of ambition level scale "trend towards superiority, determining goals and plan, tendency towards struggle taking responsibility and self dependence, Persistence, satisfaction of the status quo and believing in luck, total score. Whereas there is no statistical significant correlation with dimension of persistence of the sample (under research).
- There is a positive statistically significant correlation between organizational justice scale treatment justice dimension "and dimensions of ambition level scale "trend towards superiority, determining goals and plan, tendency towards struggle taking responsibility and self dependence, Persistence, satisfaction of the status quo and believing in luck, total score. Whereas there is no statistical significant correlation with dimension of look for life of the sample (under research).
Table 1: Correlation matrix between organizational justice and list of occupational pressures of the sample (under research) \((n = 150)\)

<table>
<thead>
<tr>
<th>Organizational Justice</th>
<th>Distributional Justice</th>
<th>Procedural Justice</th>
<th>Treatment Justice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with youth</td>
<td>-0.59*</td>
<td>-0.50</td>
<td>-0.44*</td>
</tr>
<tr>
<td>Work physical potentials</td>
<td>-0.65*</td>
<td>-0.49*</td>
<td>-0.39*</td>
</tr>
<tr>
<td>Specialist month salary</td>
<td>-0.69*</td>
<td>-0.55*</td>
<td>-0.60*</td>
</tr>
<tr>
<td>Guidance and supervision</td>
<td>-0.60*</td>
<td>-0.47*</td>
<td>-0.45*</td>
</tr>
<tr>
<td>Relation between specialist and work management</td>
<td>-0.52*</td>
<td>-0.58*</td>
<td>-0.47*</td>
</tr>
<tr>
<td>Relations with colleagues</td>
<td>-0.38*</td>
<td>-0.57*</td>
<td>-0.52*</td>
</tr>
<tr>
<td>Total Score</td>
<td>-0.60*</td>
<td>-0.47*</td>
<td>-0.49*</td>
</tr>
</tbody>
</table>

* \((p<0.05)\)

Table 2: Correlation matrix between organizational justice and ambition level of the sample (under research) \((n = 150)\)

<table>
<thead>
<tr>
<th>Organizational Justice</th>
<th>Distributional Justice</th>
<th>Procedural Justice</th>
<th>Treatment Justice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Look for life</td>
<td>0.08</td>
<td>0.44*</td>
<td>-0.09</td>
</tr>
<tr>
<td>Trend towards superiority</td>
<td>0.55*</td>
<td>0.57*</td>
<td>0.37*</td>
</tr>
<tr>
<td>Determining goals and plan</td>
<td>0.53*</td>
<td>0.51*</td>
<td>0.43*</td>
</tr>
<tr>
<td>Tendency towards struggle</td>
<td>0.51*</td>
<td>0.42*</td>
<td>0.46*</td>
</tr>
<tr>
<td>Taking responsibility and self dependence</td>
<td>0.57*</td>
<td>0.47*</td>
<td>0.52*</td>
</tr>
<tr>
<td>Persistence</td>
<td>0.53*</td>
<td>0.11</td>
<td>0.42*</td>
</tr>
<tr>
<td>Satisfaction of the status quo and believing in luck</td>
<td>0.10</td>
<td>0.43*</td>
<td>0.39*</td>
</tr>
<tr>
<td>Total Score</td>
<td>0.38*</td>
<td>0.36*</td>
<td>0.39*</td>
</tr>
</tbody>
</table>

* \((p<0.05)\)

**Secondly: Interpreting Results:** Results of Table 1 indicated that there is a negative statistical significant correlation between all dimensions of organizational justice scale and all dimensions of occupational pressures list as well as total score of the sample under research. The researcher attributes this result that the less the level of justice the more occupational pressures of the specialist leading to reduce his performance level in executing his occupational duties, his un satisfaction of work and the more the boss and the manager is fair in distributing rewards as well as payments of every functional degree, exception promotion opportunities and sufficiency reports the more the specialist is satisfied of his work and this push him to accomplish the required works whatever it's difficulty. But it makes him performing other un required works and creating in work with the least time and effort and the specialist is satisfied of his evaluation method from work boss and makes him more satisfied of his functional level, position and degree.

So the officials must concern with preparing appropriate educational climate inside the institution to reduce occupational pressures to help the specialist on achievement and creativity, increasing his competency in work and attempt to remove all circumstances that may hinder work so that he can perform his charged duties and responsibilities. This accords with previous studies [16-19].

The researcher attributes this to the reason that the more work boss is fair in decision procedures and involving all specialists in some decisions specific the importance of work that relate between specialization and skill of every specialist as well as concerning with work mechanics and methods used in following execution and activities supervision and that he must also fair with specialists inside the work and treating specialists complaints fairly in addition to procedures of promotion, holidays and distributing training courses on all specialists in turn fairly and attempting to use methods of moving specialists from one place to another based upon the annual report, putting the right man in the right place and to see each specialist performance so that he can evaluate the individual properly in order not to make any wrong decision against one specialist leading to injustice some parts which in turn leads to specialists unsatisfaction of work whether in promotion or evaluation or methods of work specific decisions making and consequently increasing the level of their occupational pressures. This is what other studies confirm [10, 16, 18, 19].

The researcher also attributes this to the reason that the more work boss relation with specialists is on high level of accuracy, respect, inartificiality and openness and not to differentiate in treatment between one specialist and another, so the specialists exchange the
boss the same feeling, respect and confidence leading to raising specialist morale, hence they are more satisfied of function, colleagues and the boss in his work. This satisfaction is the reason in reducing specialist occupational pressures, increasing work, raising work level in all activities and consequently increasing specialist competency, on the contrary reducing this confidence and method of treatment and respect lead to reducing competency in work, specialist unsatisfaction of function and his charged works that lead to increasing specialist pressures. This accords with previous studies [4, 13, 17, 19].

Eberlin and Tatum [9] also argue this since he indicated that not considering sense personality by managers or work boss towards organization workers resulted in organizational conflicts and increasing occupational pressures and workers adoption of negative trends towards organization work.

Results of Table 2 indicate that there is a positive statistically significant correlation between organizational justice scale "distributional justice dimension" ambition level scale dimensions, trend towards superiority, determining goals and plan, tendency towards struggle, taking responsibility and self dependence, Persistence, total score. Where as there is no statistical significant correlation with dimensions of "look for life, satisfaction of the status quo and believing in luck of the sample (under research). The researcher attributes this result that the more level of specialist ambition level raises the more his performance level in duties and missions raises that makes him not to look to any work followers that he is more deserving of these matters whether they are higher salaries or incentives or functional degrees. This agrees with results of previous studies [4, 13, 21, 22] and answers the question that states " Is there a correlation between organizational justice and occupational pressures for sport specialists at youth and sport in Minia governorate?"

Results of Table 2 indicates that there is a positive statistically significant correlation between organizational justice scale" procedural justice dimension and dimensions of ambition level scale " look for life, trend towards superiority, determining goals and plan, tendency towards struggle, taking responsibility and self dependence, satisfaction of the status quo and believing in luck, total score. Where as there is no statistically significant correlation with dimension of Persistence of the sample (under research). The researcher attributes this result to the reason that the work management must offer sufficient guarantees to answer specialists questions, reduce their fears about practices from management and that management must be careful to achieve procedural justice actually and concerns with systems and methods to get specialists voices and providing them power on correct selection and examples of systems and methods of getting specialists voices and providing them power on correct selection (a policy of opening door - complaints procedures - discussions symposiums with members and managers - participation management programs).

The researcher attributes also this result to the reason that the more the procedure is faire and characterized with reliability, unprejudiced, accuracy, disciplined, susceptibility to correction in the case of error and displaying interests or thoughts of all parties, the more the level of ambition for the specialist is high, as well as the existence of conformity with individual or team standards for values or morals through two fundamental parts, the first one is the material and is represented in work boss use of fair procedures with organization workers. These procedures are specific with complaints, salaries, promotion, training, transferring and developing and evaluating performance rates. All these procedures influence functional performance effectiveness of sport specialist and consequently influence individual ambition level in terms of performance quantity, quality, innovation, creativity and individual's ability to understand his colleagues in work, his behavior between specialists inside the work. This accords with other studies [13, 22-24].

Results of Table 2 also indicate that there is a positive statistically significant correlation between organizational justice" distributional justice dimension, "scale of ambition level dimensions " Trend towards superiority, determining goals and plan, tendency towards struggle, taking responsibility and self dependence, Persistence,total score. Whereas there is no statistical significant correlation with dimension of "look for life of the sample (under research). The researcher attributes also this result to the reason that when the boss doesn't differentiate in treatment between one specialist and another, specialists exchange the boss the same feeling, respect and confidence leading to raising specialist morale, consequently they are more satisfied of their job, colleagues and boss, this satisfaction is the reason for increasing specialists ambition level, increasing work, raising department level in all activities, consequently increasing specialist competency. On the contrary, reducing this confidence, treatment method and respect lead to reduce work competency, specialist unsatisfaction
of his job, his charged works and reducing ambition level, as well as not considering sense personality by managers or work boss towards organization workers resulting in organizational conflicts and reducing specialists ambition level. This accords with other studies [4, 13, 16, 22, 25] and answers the question that states " Is there a correlation between organizational justice and ambition level for sport specialists at youth and sport in Minia governorate?".

Recommendations

- Supporting sport specialists perceptions at youth and sport in Minia governorate for distributional justice through justice in month salary, financial incentives, appropriateness of work burdens, functional duties and responsibilities of specialists.
- Developing sport specialists perceptions at youth and sport in Minia governorate for procedural justice through taking functional decisions impartially, specialists participation in taking work decisions and equity in applying all decisions on all specialists.
- Enforcement sport specialists feeling at youth and sport in Minia governorate for treatment justice through friendly treatment, respect them, putting their demands into consideration, discussing decisions openly and obviously and not differentiate between specialists in treatment.
- Trying that the systems of promotion, incentives and rewards based upon clear, understandable and fair fundamentals and distributed according to work competency and seniority.

REFERENCES


