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The Relationship of Academicians' Levels of Crabs in a Barrel Syndrome and Their Organizational Justice

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ORİGİNAL ARTICLE

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Abstract

This study, which aims to examine the relationship between the level of crabs in a barrel syndrome and organizational justice perceptions of academicians at the faculty of sports sciences in a university working environment with a superior-superior balance, is a descriptive study conducted with the survey model, one of the quantitative research methods. The population of the research consists of academicians working in the faculties of sports sciences. The research group was determined by the convenient sampling method, which is one of the non-random sampling methods. The study was based on volunteerism, and a total of 207 academicians, 58 women and 149 men, participated. In the study, Organizational Justice Scale adapted to Turkish by Yıldırım (2002), Crabs in a barrel syndrome scale developed by Fettahlioğlu and Dedeoglu (2021), and demographic information questionnaire were used as data collection tools. At the stage of statistical analysis, first of all, the normality assumptions of the scales and their sub-dimensions were examined with the Kolmogorov-Smirnov test. In addition, Pearson Correlation analysis was performed to determine the relationship between the scales. The findings of the study show that there is no significant difference between the total scales and sub-dimensions and demographic characteristics, among variables such as gender and marital status, while there is a significant difference between variables such as title and age and various sub-dimensions. An important finding of the study is that the increase in the level of crabs in a barrel syndrome decreased the organizational commitment levels of academicians.

Keywords: Crabs in a Barrel, Organizational Justice, Sport, Academician, Perception

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Akademisyenlerin Yengeç Sepeti Sendromu ve Örgütsel Adalet Düzeylerinin İlişkilendirilmesi

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Öz

Ast-üst dengesi olan üniversite çalışma ortamı içerisindeki spor bilimleri fakültesi akademisyenlerinin yengeç sepeti sendrom düzeyi ile örgütsel adalet algıları arasındaki ilişkiyi incelemeyi amaçlayan bu çalışma, nicel araştırma yöntemlerinden tarama modeli ile yürütülen betimsel bir araştırmadır. Araştırmanın evrenini spor bilimleri fakültelerinde görev yapmakta olan akademisyenler oluşturmaktadır. Araştırma grubu ise seçkisiz olmayan örnekleme yöntemlerinden uygun örnekleme yöntemi ile belirlenmiştir. Araştırmada gönüllülük esas alınmış olup 58'i kadın, 149'u erkek toplam 207 akademisyen katılım sağlamıştır. Çalışmada veri toplama aracı olarak Yıldırım (2002) tarafından Türkçe'ye uyarlanan Örgütsel Adalet Ölçeği ile Fettahlıoğlu ve Dedeoğlu (2021) tarafında geliştirilen Yengeç Sepeti Sendromu Ölçeği yanı sıra demografik bilgiler anketi kullanılmıştır. İstatistiksel analiz aşamasında öncelikle ölçekler ve alt boyutlarının normallik varsayımları Kolmogorov-Smirnov testi ile incelenmiştir. Ayrıca ölçekler arasındaki ilişkiyi saptamak için Pearson Korelasyon analizi yapılmıştır. Çalışma bulguları, toplam ölçekler ve alt boyutları ile demografik özellikler arasında cinsiyet ve medenim durum gibi değişkenler arasında anlamlı farklılık bulunmazken; unvan, yaş gibi değişkenlerle çeşitli alt boyutlar arasında anlamlı farklılık olduğu yönündedir. Çalışmanın önemli bir bulgusu ise; yengeç sepeti sendrom düzeyinin artması ile akademisyenlerin örgütsel bağlılık algı düzeylerindeki düşüştür.

Anahtar kelimeler: Akademisyen, Algı, Spor, Örgütsel Adalet, Yengeç Sepeti

Introduction

It is a utopian idea to expect people with a single type of mindset in the social order formed by the juxtaposition of many social, cultural, economic and geographical differences. People are variable beings who may have desires to be similar to each other or to show their difference in social life. Individual differences, whose expectations and desires reach unpredictable numbers, can face various positive and negative situations even in daily life. Even individuals with the same physical and behavioral characteristics are expected to have differences in emotions and thoughts, because it is understood that mental analyses are not common here. In other words, it is inevitable that each individual who makes up the society has his own unique mood, behavior, physical and social differences.

Although emotions, behaviors and thoughts seem to be in common with each other, sometimes actions that we cannot see with the naked eye progress in the background of the flow of life. To exemplify this situation, it can be said that you cannot know for sure what will go through the mind of a person who smiles at you, whether s/he has jealousy or worse feelings towards you. From this point of view, scientists have produced and defined various metaphors in order to explain behaviors that affect both work and social life.

The first metaphor for crabs in a barrel syndrome (known as its origin) is actually a story. According to the story, a man encounters a fisherman while walking on the beach and sees that there are only a few crabs in the barrel (Fettahlıoğlu and Dedeoğlu, 2021). Thinking that the crabs can escape because the top of the barrel is open, he tells this to the fisherman. The fisherman, on the other hand, explains it with this answer: “If there was only one crab, the chance of getting out of the barrel might be higher, but since there are so many of them, they all want to escape and pull from the bottom to pass the other one, so their chances of escaping are getting less and less” (Brosky, 2009, 26). Still, crabs try to escape from captivity, but as time passes, they slow down and give up (Perry, 2009). Here, the starting point of the metaphor is that the crabs do not push each other to support their escape, but that each one focuses only on itself and pulls the others down.

Crabs in a barrel syndrome, known as "If I can't do it, you can't do it" (Caples, 2016) appears in the literature with many different names such as "crab bucket, crab mentality" (Üzüm et al., 2021). Its first use is known as "crab personalities" by the Filipino writer Ninotchka Rosca (Fettahlıoğlu and Dedeoğlu, 2021). According to Spacey (2015), individuals with the crab mentality that if I can't do it, you can't do it either, can cause all kinds of different manipulations in order to make their competitors unsuccessful. It is thought that the reason behind the spread of this societal epidemic is to allow actions that humiliate and despise others, rather than allowing people to move forward in their lives or follow their dreams (Soubhari and Kumar, 2014). In other words, this syndrome can

create a psychology that focuses only on the individual, and the individual's developing self-focused behavior is already a result of the crabs in a barrel syndrome (Pegues, 2018). What is important here is that this type of behavior can cause psychological and physiological harm to individuals who are considered to be competitors by making various negative attempts to make them unsuccessful (Özdemir and Üzüm, 2019). As a matter of fact, this is not an extraordinary situation for individuals, it is a common bad habit of many people we know (Abrugar, 2014). Crabs in a barrel syndrome occurs in 3 stages. These stages are given in Figure 1 below.

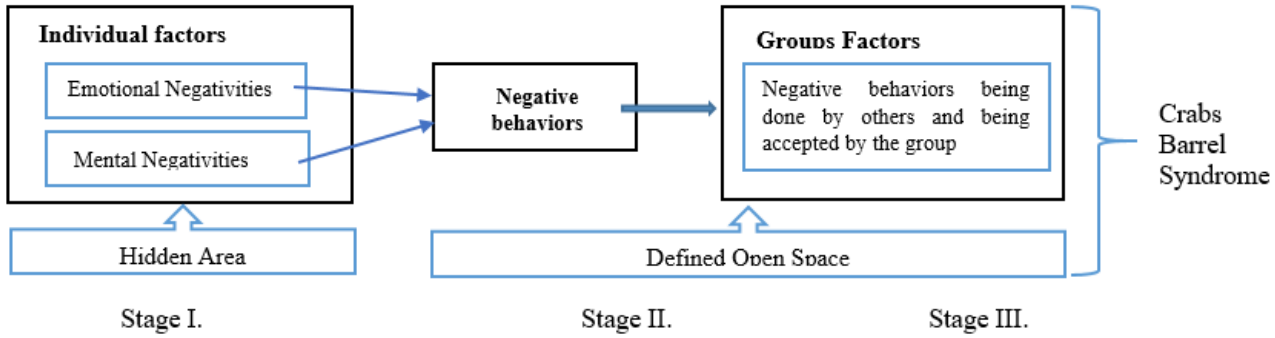

Figure 1: Crabs in a Barrel Syndrome Process

Stage I: Here, individual differences come to the fore and this is the starting point of the syndrome. At this stage, the individual may not even be aware of what emotions they have and why. Career goal, education level, desire for power, even temperament and behavior of other individuals can be effective in the emergence of negative behaviors.

Stage II: Mental and emotional negativities are now reflected in behaviors at this stage. Therefore, the individual and those around him/her can observe these behaviors.

Stage III: Now, at this stage, the individual reacts by exhibiting negative behaviors in response to the behaviors exhibited by the individual. In fact, crabs in a barrel syndrome is a situation where individuals constantly pull each other down (Fettahlıoğlu and Dedeoğlu, 2021).

According to Miller (2019), Crabs in a barrel syndrome is a metaphor used to explain individual and group behaviors that disrupt social values and cause loss of moral value. Therefore, if we consider an institution, the presence of individuals with crabs in a barrel syndrome in the organization decreases the welfare level of the organization's life, while it also casts a shadow on the norms and ethical values of the organization (Pegues, 2018). To exemplify according to Figure 1, the fact that "the individual, who is employed in the same work environment with similar status, education level or equipment, begins to be jealous of his colleague in a way that s/he cannot make sense of, and then, by reflecting this emotional state on his/her behavior, the other person realizes this and s/he now has the same feelings and develops opposite behavior after being aware of the situation"

creates the circulation of negative emotions and behaviors. Here, values and norms in the working environment are damaged, and it is an expected result that the sense of justice in the organization is damaged.

Justice is a phenomenon with a long history that has attracted the attention of philosophers such as Plato and Socrates (Colquitt, 2021), but organizational justice is relatively new, and scientific interest in the subject began in the 1970s (Greenberg, 2021). Pan et al., (2018) discuss organizational justice as a topic that develops around attempts to characterize and explain fair treatment among employees and the role of justice as a source of concern. Organizational justice is a multidimensional construct that encompasses everything from earnings to the attitude of the manager at that time. The sub-titles of organizational justice examined in four structures are distributive justice, procedural justice, interpersonal justice and informational justice. Distributive justice is concerned with the equitable distribution of outcomes such as wages and promotions (Colquitt, 2021). However, we can talk about distributive justice when there is a fair distribution of results based on the skills and contributions of the employees (Özen, 2003). Employees perceive whether the distribution is fair by comparing their input-output ratios with the input-output ratios of others. Procedural justice is the degree of fairness of the procedures applied in distributing results to employees. It's all about the fairness of the processes used to decide how results are distributed and to whom the results are presented. Interpersonal justice is the degree to which the authority treats subordinates in a respectful way. Information justice, on the other hand, is related to the amount, reality and clarity of information about the procedures used to determine the distributions and results in the results of the work done (Greenberg, 2021). The conclusion to be drawn from this is that people are interested in every aspect of organizational justice. If an organizational injustice is perceived, motivation to work will decrease (Farah, 2008), and there are studies (Robinson, 2004; Faek and Ismail, 2022; Rokhman, 2011) in the literature showing that organizational justice is a consistent and important determinant of organizational commitment, job satisfaction, and turnover intention of employees in various environments. If there is little or no justice in the work environment, qualified human resources may not guarantee productivity on their own (Farah, 2008), and as a result of organizational injustice, individuals may tend to show themselves in various ways due to their ambition for success. Organizational injustice can lead to manipulations that may lead to the failure of other individuals in the working environment, to be in a race internally, to tarnish the opponent by making negative accusations of unknown origin, or to prevent success by pretending to help, that is, to the crabs in a barrel syndrome. Therefore, the perception of organizational justice in the working environment and crabs in a barrel syndrome can be associated as supportive or repulsive factors.

The aim of this study is to examine the relationship between the level of crabs in a barrel syndrome and organizational justice perceptions of the academicians of the faculty of sports sciences in the university working environment with a superior-subordinate balance.

Method

Research Model

This study, which aims to correlate the level of crabs in a barrel syndrome and the perception of organizational justice of academicians working in the faculty of sports sciences, is a descriptive study conducted with the survey model, which is one of the quantitative research methods. In survey model research, it is aimed to present a current or past situation in its current form without changing it (Karasar, 2008).

Research Group

The population of the research consists of academicians working in the faculties of sports sciences. In the determination of the research group, convenient sampling method, which is one of the non-random sampling methods, was used. This method aims to prevent the loss of money, time and workforce and refers to the collection of data from the available respondents until the required size is reached (Büyüköztürk et al., 2020). The study was based on volunteerism, and a total of 207 academicians, 58 women and 149 men, participated. Demographic characteristics of the academicians participating in the study are given in Table 1.

Table 1
Distributions of Demographic Variables

Variable	Level	Frequency(n)	Percentage(%)
Gender	Female	58	28.0
	Male	149	72.0
Working Time in the Institution	0-4 years	37	17.9
	5-9 years	33	15.9
	10-15 years	50	24.2
	16 years and more	87	42.0
Age	21-30	16	7.7
	31-40	41	19.8
	41-50	82	39.6
	51 years and older	68	32.9
Marital Status	Married	148	71.5
	Single	59	28.5
Academic Title	Prof. Dr.	56	27.1
	Assoc. Dr.	66	31.9
	Dr. Aca. Mem.	41	19.8
	Teach. Ass. Dr.	6	2.9
	Teach. Ass.	15	7.2
	Res. Assoc. Dr.	8	3.9
	Res. Assoc.	15	7.2

Department	Physical Education and Sports Teaching	73	35.3
	Coaching Training	59	28.5
	Recreation	24	11.6
	Sports Management	51	24.6

Looking at the distribution of the gender variable of academicians, 28.0%, ie 58 people are women, while 72% ie 149 people are men. Looking at the distribution of the age variable, 7.7% ie 16 people are 21-30 years old, 19.8% ie 41 people are 31-40 years old, 39.6% ie 82 people are 41-50 years old, and 32.9% ie 68 people are aged 51 and older. Considering the distribution of the variable of working time in the institution, 17.9% ie 37 people worked for 0-4 years, 15.9% ie 33 people worked for 5-9 years, 24.2% ie 50 people worked for 10-15 years and 42% ie 87 people worked for 16 years or more. Considering the distribution of the marital status variable, 71.5% ie 148 people are married, while 28.5% ie 59 people are single. Looking at the distribution of the academic title variable, 27.1% ie 56 people are Prof. Dr., 31.9% ie 66 people are Assoc. Dr., 19.8% ie 41 people are Dr. Aca. Mem., 2.9% ie 6 people are Teach. Ass. Dr., 7.2% ie 15 people are Teach. Ass., 3.9% ie 8 people are Res. Assoc. Dr., and 7.2% ie 15 people are Res. Assoc. Looking at the distribution of the department variable, 35.3% ie 73 people are in the physical education and sports teaching department, 28.5% ie 59 people are in coaching education department, 11.6% ie 24 people are in the recreation department, 24.6% 51 people, are in the sports management department.

Data Collection Tools

Demographic Information Form

In order to determine the demographic characteristics of the academicians participating in the study, a form was prepared by the researchers in which the academicians were asked about their gender, age, working time in the institution, marital status, academic titles, and the departments they were working in, and it was applied simultaneously with the other scales.

Organizational Justice Scale

The scale developed on the fair distribution perception scale was developed by Niehoff and Moorman (1993), and its validity and reliability were made by Yıldırım (2002). The scale consists of 20 items in total, has 3 sub-dimensions and is in a 5-point Likert type. The lowest and highest scores that can be obtained are 5-25 for the Distributive Justice sub-dimension, 6-30 for the Procedural Justice sub-dimension, and 9-45 for the Interpersonal Justice sub-dimension. As the score increases, the perception of organizational justice increases. The Cronbach Alpha coefficients of the Turkish form of the sub-dimensions of the Organizational Justice Scale are .81 for Distributive Justice, .89 for Procedural Justice, and .95 for Interpersonal Justice. The test-retest reliability coefficients for the

sub-dimensions of the scale are as follows: .44 for Distributive Justice, .65 for Procedural Justice and .73 for Interpersonal Justice.

Crabs in a Barrel Syndrome Scale

The aim of the scale developed by Fettahlıoğlu and Dedeoğlu (2021) is to contribute to the literature in order to reveal whether the metaphor defined as the crabs in a barrel syndrome exists at the institutional level. The scale, which has 27 items in total and 3 sub-dimensions as cognitive, affective and behavioral, is a 5-point Likert type. It was concluded that the Cronbach's Alpha value of the sub-components of the scale was between .793 and .902, and the total reliability value was .801. It was concluded that the cognitive sub-component, which is one of the 3 sub-components of the Crabs in a Barrel Syndrome Scale, had factor loadings between .609 and .838, the affective sub-component between .684 and .811, and the behavioral sub-component between .686 and .814.

Data Analysis

In the study, first of all, the frequency and percentage distributions of demographic variables (working time in the institution, age, marital status, gender, academic title and department) were given. The normality assumptions of the organizational justice scale and its sub-dimensions, and the crabs in a barrel syndrome scale and its sub-dimensions were examined by the Kolmogorov-Smirnov test. For the scale and its sub-dimensions with normal distribution, independent samples t-test was used for those with 2 levels of parametric tests, and ANOVA F test for those with 3 or more, and for non-normally distributed variables, the Mann-Whitney U test was used for non-parametric tests with 2 levels, and the Kruskal-Wallis-H test for those with 3 or more levels. In addition, the relationship between the scales was examined with Pearson Correlation analysis. All analyses were made in IBM-SPSS-21 program. The normality distribution analyses of the scales are given below.

Table 2
Normality Test Results of Crabs in a Barrel Syndrome Scale and its Sub-Dimensions.

	Cognitive Sub-Dimension	**Affective Sub-Dimension**	**Behavioral Sub-Dimension**	**Crabs in a Barrel Syndrome Scale**
Mean	24.836	32.072	26.570	83.478
Standard Deviation	4.096	8.870	8.200	18.032
Kolmogorov Smirnov Test	1.403	0.954	0.777	1.044
p value	0.039*	0.322	0.583	0.225

*p<.01

Table 3
Normality Test Results of the Organizational Justice Scale and Its Sub-Dimensions

	Distributive Justice Sub-Dimension	**Procedural Justice Sub-Dimension**	**Interpersonal Justice Sub-Dimension**	**Organizational Justice Scale**
Mean	15.850	17.507	30.058	63.415

Standard Deviation	4.433	5.545	8.756	16.282
Kolmogorov Smirnov Test	1.300	0.753	1.511	0.871
p value	0.068	0.623	0.021*	0.434

*p<.01

When the normal distribution assumptions of Crabs in a Barrel Syndrome Scale and its sub-dimensions and Organizational Justice Scale and its sub-dimensions are examined, it is seen that the cognitive sub-dimension and the Interpersonal Justice sub-dimension do not come from a normal distribution ($p < \alpha=0.05$), while the others come from a normal distribution ($p > \alpha=0.05$). Therefore, non-parametric tests were used in analyses with cognitive and Interpersonal Justice sub-dimensions, and parametric tests were used in analyses with other scales and sub-dimensions.

Ethical Statement

This study was found suitable for the research with the decision no. 10 of the meeting of Aydın Adnan Menderes University Social and Human Units Research Ethics Committee dated 01/11/2022.

Findings

This part of the study includes the results of the statistical analysis between the scales and the variable.

Table 4
Mann-Wintney-U test / t-Test Analysis Results between Gender Variable and Crabs in a Barrel Syndrome Scale and Its Sub-Dimensions

Scale	Gender	Mean	Standard Deviation	Mann-Whitney-U test / t test	p value	Difference
Cognitive	Female	3,142	0,539	4125,5 /-	0,612	-
	Male	3,090	0,502			
Affective	Female	3,162	0,874	- / -0,456	0,649	-
	Male	3,225	0,894			
Behavioral	Female	2,935	0,957	- / -0,171	0,865	-
	Male	2,959	0,896			
Crabs in a Barrel Syndrome (Total)	Female	3,080	0,683	- / -0,152	0,879	-
	Male	3,096	0,664			

As a result of the analysis between scales and gender, no statistically significant relationship was found between scales and gender ($p > \alpha=0.05$).

Table 5
Kruskal-Wallis-H / ANOVA F Test Analysis Results Between the Variable of Working Time in the Institution and the Crabs in a Barrel Syndrome Scale and Its Sub-Dimensions

Scale	Working Time in the Institution	Mean	Standard Deviation	Kruskal-Wallis test /ANOVA F test	p value	Difference
Cognitive	0-4 years	3.06	0.50	3.317 / -	0.345	
	5-9 years	3.00	0.45			
	10-15 years	3.21	0.45			

	16 years and more	3.10	0.57			
Affective	0-4 years	3.16	0.83	- / 3.883	0.010*	3>1.2.4
	5-9 years	3.18	0.80			
	10-15 years	3.56	0.86			
	16 years and more	3.03	0.91			
Behavioral	0-4 years	3.01	0.86	- / 2.302	0.078	-
	5-9 years	3.00	0.88			
	10-15 years	3.18	0.87			
	16 years and more	2.78	0.95			
Crabs in a Barrel Syndrome (Total)	0-4 years	3.08	0.63	- / 3.255	0.023*	3>4
	5-9 years	3.07	0.63			
	10-15 years	3.33	0.65			
	16 years and more	2.97	0.68			

*p<.01 (1: 0-4 years, 2: 5-9 years, 3: 10-15 years, 4: 16 years and more)

As a result of the analysis of the ANOVA F test / Kruskal-Wallis-H test performed between the variable of working time in the institution and the Crabs in a Barrel Syndrome Scale and its sub-dimensions, while a statistically significant relationship was found between the variable of working in the institution and the affective sub-dimension and the total scale of crabs in a barrel syndrome ($p < \alpha=0.05$), no statistically significant relationship was found between other variables ($p > \alpha=0.05$). Considering the significant differences, it is seen that the significant difference for both the affective sub-dimension and the total scale is in favor of those working for 10-15 years.

Table 6

Kruskal-Wallis-H / ANOVA F Test Analysis Results Between Age Variable and Crabs in a Barrel Syndrome Scale and Its Sub-Dimensions

Scale	**Age**	**Mean**	**Standard Deviation**	**Kruskal-Wallis test / ANOVA F test**	**p value**	**Difference**
Cognitive	21-30	2.77	0.40	8.041 / -	0.045*	1<2,3,4
	31-40	3.17	0.53			
	41-50	3.14	0.46			
	51 and older	3.10	0.56			
Affective	21-30	3.13	0.73	- / 6.918	0.000*	4<2,3
	31-40	3.57	0.85			
	41-50	3.33	0.86			
	51 and older	2.86	0.87			
Behavioral	21-30	2.88	0.94	- / 7.641	0.000*	1,3,4<2 4<3
	31-40	3.39	0.82			
	41-50	3.04	0.84			
	51 and older	2.59	0.92			
Crabs in a Barrel Syndrome (Total)	21-30	2.94	0.65	- / 7.255	0.000*	1,4<2 4<3
	31-40	3.39	0.64			
	41-50	3.18	0.62			
	51 and older	2.84	0.65			

*p<.01 (1: 21-30, 2: 31-40, 3: 41-50, 4: 51 and older)

As a result of the ANOVA F test / Kruskal-Wallis-H test analysis performed between the age variable and Crabs in a Barrel Syndrome Scale and its sub-dimensions, a statistically significant relationship was found between the age variable and Crabs in a Barrel Syndrome Scale and its sub-dimensions ($p < \alpha=0.05$). Considering the significant differences, it is seen that the significant

difference for the cognitive sub-dimension is in favor of 31-40, 41-50 and 51 and above, and the significant difference for the affective sub-dimension is in favor of 31-40 and 41-50, and that the difference for the behavioral sub-dimension between 21-30, 31-40, 41-50, 51 and older is in favor of 31-40, and the difference between 41-50 and 51 and older is in favor of 41-50, and that the difference for the total of the crabs in a barrel syndrome scale between 21-30, 31-40, 51 and older is in favor of 31-40, and the difference between 41-50, 51 and older is in favor of 41-50.

Table 7
Mann-Wintney-U test / t-Test Analysis Results Between Marital Status Variable and Crabs in a Barrel Syndrome Scale and Its Sub-Dimensions.

Scale	Marital Status	Mean	Standard Deviation	Mann-Whitney-U test / t test	p value	Difference
Cognitive	Married	3.11	0.51	4242.0 /-	0.749	-
	Single	3.09	0.53			
Affective	Married	3.18	0.91	- / -0.828	0.409	-
	Single	3.29	0.84			
Behavioral	Married	2.95	0.90	- / -0.007	0.995	-
	Single	2.95	0.94			
Crabs in a Barrel Syndrome (Total)	Married	3.08	0.68	- / -0.347	0.729	-
	Single	3.12	0.64			

As a result of the analysis between Crabs in a Barrel Syndrome Scale and its sub-dimensions and marital status, no statistically significant relationship was found between Crabs in a Barrel Syndrome Scale and its sub-dimensions and marital status ($p > \alpha=0.05$).

Table 8
Kruskal-Wallis-H / ANOVA F Test Analysis Results between Academic Title Variable and Crabs in a Barrel Syndrome Scale and Its Sub-Dimensions

Scale	Academic Title	Mean	Standard Deviation	Kruskal-Wallis test/ ANOVA F test	p value	Difference
Cognitive	Prof. Dr.	3.16	0.53	6.759 / -	0.344	
	Assoc. Dr.	3.15	0.56			
	Dr. Aca. Mem.	3.13	0.49			
	Teach. Ass. Dr.	3.10	0.64			
	Teach. Ass.	2.94	0.26			
	Res. Assoc. Dr.	2.86	0.44			
	Res. Assoc.	2.92	0.40			
Affective	Prof. Dr.	3.09	0.95	- / 1.033	0.405	-
	Assoc. Dr.	3.33	0.93			
	Dr. Aca. Mem.	3.29	0.83			
	Teach. Ass. Dr.	3.10	0.60			
	Teach. Ass.	2.79	0.74			
	Res. Assoc. Dr.	3.28	0.79			
	Res. Assoc.	3.29	0.87			
Behavioral	Prof. Dr.	2.83	0.91	- / 1.382	0.223	-
	Assoc. Dr.	3.05	1.01			
	Dr. Aca. Mem.	3.02	0.72			
	Teach. Ass. Dr.	3.48	0.85			
	Teach. Ass.	2.49	0.75			
	Res. Assoc. Dr.	2.96	0.90			
	Res. Assoc.	3.08	0.98			

Crabs in a Barrel Syndrome (Total)	Prof. Dr.	3.02	0.70	- / 1.135	0.344	-
	Assoc. Dr.	3.18	0.72			
	Dr. Aca. Mem.	3.15	0.60			
	Teach. Ass. Dr.	3.23	0.37			
	Teach. Ass.	2.74	0.47			
	Res. Assoc. Dr.	3.05	0.69			
	Res. Assoc.	3.11	0.70			

As a result of the ANOVA F test / Kruskal-Wallis-H test analysis performed between the academic title variable and Crabs in a Barrel Syndrome Scale and its sub-dimensions, no statistically significant relationship was found between the academic title variable and Crabs in a Barrel Syndrome Scale and its sub-dimensions ($p > \alpha=0.05$).

Table 9
Kruskal-Wallis-H / ANOVA F Test Analysis Results Between Department Variable and Crabs in a Barrel Syndrome Scale and Its Sub-Dimensions

Scale	Department	Mean	Standard Deviation	Kruskal-Wallis test /ANOVA F test	p value	Difference
Cognitive	Physical Education and Sports Teaching	3.15	0.55	8.002 / -	0.046*	1,3,4>2
	Coaching Training	2.96	0.43			
	Recreation	3.18	0.48			
	Sports Management	3.18	0.53			
Affective	Physical Education and Sports Teaching	3.09	0.96	- / 0.694	0.557	-
	Coaching Training	3.22	0.88			
	Recreation	3.30	0.73			
	Sports Management	3.30	0.86			
Behavioral	Physical Education and Sports Teaching	2.90	0.98	- / 0.135	0.939	-
	Coaching Training	2.99	0.91			
	Recreation	3.00	0.91			
	Sports Management	2.96	0.83			
Crabs in a Barrel Syndrome (Total)	Physical Education and Sports Teaching	3.05	0.74	- / 0.379	0.768	-
	Coaching Training	3.07	0.67			
	Recreation	3.17	0.61			
	Sports Management	3.15	0.59			

*p<.01 (1: Physical education and sports teaching, 2: Coaching training, 3: Recreation, 4: Sport Management)

As a result of the analysis of the ANOVA F test / Kruskal-Wallis-H test performed between the department variable and the Crabs in a Barrel Syndrome Scale and its sub-dimensions while a statistically significant relationship was found between the department variable and the cognitive sub-dimension ($p < \alpha=0.05$), no statistically significant relationship was found between other variables ($p > \alpha=0.05$). Considering the significant differences, it is seen that the difference between physical education and sports teaching, coaching education, recreation and sports management for the affective sub-dimension is in favor of physical education and sports teaching, recreation and sports management.

Table 10
The Mann-Wintney-U Test / t-Test Analysis Results between the Gender Variable and the Organizational Justice Scale and its Sub-Dimensions

Scale	Gender	Mean	Standard Deviation	Mann-Whitney-U test / t test	p value	Difference
Distributive Justice	Female	3.08	0.83	- / -0.953	0.342	-
	Male	3.21	0.91			
Procedural Justice	Female	2.97	0.78	- / 0.546	0.586	-
	Male	2.90	0.98			
Interpersonal Justice	Female	3.34	0.81	4149.5 / -	0.657	-
	Male	3.34	1.03			
Organizational Justice (Total)	Female	3.16	0.68	- / -0.067	0.946	-
	Male	3.17	0.86			

As a result of the analysis between the scales and gender, no statistically significant relationship was found between the scales and gender ($p > \alpha=0.05$).

Table 11
Kruskal-Wallis-H / ANOVA F Test Analysis Results Between the Variable of Working Time in The Institution and The Organizational Justice Scale and Its Sub-Dimensions

Scale	Working Time in the Institution	Mean	Standard Deviation	Kruskal-Wallis test / ANOVA F test	p value	Difference
Distributive Justice	0-4 years	2.97	0.85	- / 8.314	0.000*	4>1,2,3
	5-9 years	2.79	0.81			
	10-15 years	2.98	0.82			
	16 years and more	3.51	0.86			
Procedural Justice	0-4 years	2.77	0.94	- / 0.868	0.458	-
	5-9 years	2.86	0.74			
	10-15 years	2.87	0.92			
	16 years and more	3.03	0.98			
Interpersonal Justice	0-4 years	3.03	0.94	10.802 / -	0.013*	4>1,2
	5-9 years	3.18	0.92			
	10-15 years	3.27	1.05			
	16 years and more	3.57	0.92			
Organizational Justice (Total)	0-4 years	2.94	0.78	- / 4.180	0.007*	4>1,2,3
	5-9 years	2.99	0.78			
	10-15 years	3.08	0.85			
	16 years and more	3.39	0.77			

*p<.01 (1: 0-4 years, 2: 5-9 years, 3: 10-15 years, 4: 16 years and more)

As a result of the analysis of the ANOVA F test / Kruskal-Wallis-H test between the variable of working time in the institution and the Organizational Justice Scale and its sub-dimensions, while there was a statistically significant relationship between the variable of working in the institution and the Distributive Justice and Interpersonal Justice sub-dimensions and the total scale of organizational justice ($p < \alpha=0.05$), no statistically significant relationship was found with the Procedural Justice sub-dimension ($p > \alpha=0.05$). Considering the significant differences, it is seen that the significant difference for both the Affective and Interpersonal Justice sub-dimensions and the total organizational justice scale is in favor of employees who are 16 years or older.

Table 12
Kruskal-Wallis-H / ANOVA F Test Analysis Results Between Age Variable and Organizational Justice Scale and Its Sub-Dimensions

Scale	Age	Mean	Standard Deviation	Kruskal-Wallis test / ANOVA F test	p value	Difference
Distributive Justice	21-30	2.51	0.49	- / 11.954	0.000*	3.4>1 4>2.3
	31-40	2.94	0.93			
	41-50	3.04	0.82			
	51 and older	3.62	0.82			
Procedural Justice	21-30	2.78	0.78	- / 8.553	0.010*	4>1.2.3
	31-40	2.63	0.88			
	41-50	2.73	0.83			
	51 and older	3.36	0.94			
Interpersonal Justice	21-30	3.02	0.93	34.857 / -	0.000*	4>1.2.3
	31-40	2.99	0.96			
	41-50	3.13	0.90			
	51 and older	3.88	0.86			
Organizational Justice (Total)	21-30	2.82	0.65	- / 14.750	0.000*	4>1,2,3
	31-40	2.87	0.83			
	41-50	2.99	0.73			
	51 and older	3.66	0.72			

*p<.01 (1: 21-30, 2: 31-40, 3: 41-50, 4: 51 and older)

As a result of the analysis of the ANOVA F test / Kruskal-Wallis-H test between the age variable and the Organizational Justice Scale and its sub-dimensions, a statistically significant relationship was found between age and the Organizational Justice Scale and its sub-dimensions ($p < \alpha=0.05$). Considering the significant differences, it is seen that the difference between 21-30, 41-50, 51 and above for Distributive Justice is in favor of 41-50 and 51 and above, while the significant difference for Procedural Justice, Interpersonal Justice and total organizational justice scale is 51 and above.

Table 13
Mann-Wintney-U test / t-test Analysis Results Between Marital Status Variable and Organizational Justice Scale and Its Sub-Dimensions

Scale	Marital Status	Mean	Standard Deviation	Mann-Whitney-U test / t test	p value	Difference
Distributive Justice	Married	3.21	0.85	- / 1.048	0.296	-
	Single	3.07	0.98			
Procedural Justice	Married	2.92	0.94	- / -0.057	0.954	-
	Single	2.92	0.90			
Interpersonal Justice	Married	3.38	1.00	3799.5 / -	0.145	-
	Single	3.24	0.91			
Organizational Justice (Total)	Married	3.20	0.82	- / 0.789	0.431	-
	Single	3.10	0.81			

As a result of the analysis between the Organizational Justice Scale and its sub-dimensions and marital status, no statistically significant relationship was found between the Organizational Justice Scale and its sub-dimensions and marital status. ($p > \alpha=0.05$).

Table 14
Kruskal-Wallis-H / ANOVA F Test Analysis Results Between Academic Title Variable and Organizational Justice Scale and Its Sub-Dimensions

Scale	Academic Title	Mean	Standard Deviation	Kruskal-Wallis test / ANOVA F test	p value	Difference
Distributive Justice	Prof. Dr.	3.40	0.89	- / 5.034	0.000*	1,2,5>4,6,7 3>6
	Assoc. Dr.	3.28	0.87			
	Dr. Aca. Mem.	3.08	0.87			
	Teach. Ass. Dr.	2.50	0.88			
	Teach. Ass.	3.44	0.77			
	Res. Assoc. Dr.	2.23	0.52			
	Res. Assoc.	2.53	0.51			
Procedural Justice	Prof. Dr.	3.21	1.00	- / 2.056	0.060	-
	Assoc. Dr.	2.96	0.95			
	Dr. Aca. Mem.	2.72	0.85			
	Teach. Ass. Dr.	2.42	0.59			
	Teach. Ass.	2.84	0.81			
	Res. Assoc. Dr.	2.54	0.65			
	Res. Assoc.	2.66	0.85			
Interpersonal Justice	Prof. Dr.	3.67	0.97	17.291 / -	0.003*	1>3,4,6,7
	Assoc. Dr.	3.38	0.97			
	Dr. Aca. Mem.	3.12	0.92			
	Teach. Ass. Dr.	2.91	0.44			
	Teach. Ass.	3.40	0.95			
	Res. Assoc. Dr.	2.85	0.88			
	Res. Assoc.	2.92	1.05			
Organizational Justice (Total))	Prof. Dr.	3.46	0.76	- / 3.612	0.002*	1>3,4,6,7 2,5>4,6,7
	Assoc. Dr.	3.23	0.85			
	Dr. Aca. Mem.	2.99	0.79			
	Teach. Ass. Dr.	2.66	0.25			
	Teach. Ass.	3.24	0.78			
	Res. Assoc. Dr.	2.60	0.66			
	Res. Assoc.	2.74	0.72			

*p<.01 (1: Prof.Dr., 2: Assoc. Dr., 3: Dr. Aca. Mem., 4: Teach. Ass. Dr., 5: Teach. Ass., 6: Res. Assoc. Dr., 7: Res. Assoc.)

As a result of the analysis of the ANOVA F test / Kruskal-Wallis-H test between the academic title variable and the Organizational Justice Scale and its sub-dimensions, a statistically significant relationship was found between the academic title and the scale and its sub-dimensions, except for the Procedural Justice sub-dimension ($p < \alpha=0.05$). Considering the significant differences, it is seen that the difference between Prof. Dr., Assoc. Dr., Teach. Ass. Dr., Teach. Ass., Res. Assoc. Dr., Res. Assoc. is in favor of Prof. Dr., Assoc. Dr. and Teach. Ass. for Distributive Justice, that the difference between Prof. Dr., Dr. Aca. Mem, Teach. Ass. Dr., Res. Assoc. Dr., Res. Assoc. is in favor of Prof. Dr. for Interpersonal Justice, and that the difference between Prof. Dr., Dr. Aca. Mem, Teach. Ass. Dr., Res. Assoc. Dr., Res. Assoc. is in favor of Prof. Dr. for organizational justice total scale and the difference between Assoc. Dr., Teach. Ass. Dr., Teach. Ass., Res. Assoc. Dr., Res. Assoc. is in favor of Assoc. Dr. and Teach. Ass.

Table 15
Kruskal-Wallis-H / ANOVA F Test Analysis Results Between Department Variable and Organizational Justice Scale and Its Sub-Dimensions

Scale	Department	Mean	Standard Deviation	Kruskal-Wallis test / ANOVA F test	p value	Difference
Distributive Justice	Physical Education and Sports Teaching	3.29	0.87	- / 0.802	0.464	-
	Coaching Training	3.09	0.86			
	Recreation	3.04	0.82			
	Sports Management	3.15	0.97			
Procedural Justice	Physical Education and Sports Teaching	2.97	0.95	- / 0.272	0.845	-
	Coaching Training	2.86	0.99			
	Recreation	3.00	0.81			
	Sports Management	2.87	0.88			
Interpersonal Justice	Physical Education and Sports Teaching	3.44	1.00	1.678 / -	0.642	-
	Coaching Training	3.25	1.00			
	Recreation	3.32	0.94			
	Sports Management	3.31	0.93			
Organizational Justice (Total)	Physical Education and Sports Teaching	3.26	0.84	- / 0.508	0.677	-
	Coaching Training	3.10	0.86			
	Recreation	3.15	0.62			
	Sports Management	3.13	0.81			

As a result of the ANOVA F test / Kruskal-Wallis-H test analysis performed between the department variable and the Organizational Justice Scale and its sub-dimensions, no statistically significant relationship was found between the department variable and the Organizational Justice Scale and its sub-dimensions ($p > \alpha=0.05$).

Pearson correlation analysis showing the relationship between Crabs in a Barrel Syndrome and Organizational Justice scales

Table 16
Pearson Correlation Analysis Results Showing the Relationship Between Crabs in a Barrel Syndrome and Organizational Justice Scales

Correlation Values								
		1	2	3	4	5	6	7	8
1. Cognitive	r	1	.352**	.247**	.513**	.007	-.080	-.074	-.065
	p		.000	.000	.000	.921	.253	.291	.352
	N		207	207	207	207	207	207	207
2. Affective	r		1	.827**	.948**	**-.295****	**-.662****	**-.657****	**-.659****
	p			.000	.000	**.000**	**.000**	**.000**	**.000**
	N			207	207	**207**	**207**	**207**	**207**
3. Behavioral	r			1	.918**	**-.272****	**-.672****	**-.688****	**-.673****
	p				.000	**.000**	**.000**	**.000**	**.000**
	N				207	**207**	**207**	**207**	**207**
4. Crab Barrel	r				1	**-.267****	**-.650****	**-.653****	**-.645****
	p					**.000**	**.000**	**.000**	**.000**
	N					**207**	**207**	**207**	**207**
5.Distributive Justice	r					1	.444**	.448**	.665**

	p	.000	.000	.000
	N	207	207	207
6. Procedural Justice	r	1	.838**	.912**
	p		.000	.000
	N		207	207
7. Interpersonal Justice	r		1	.945**
	p			.000
	N			207
8.Organizational Justice	r			1
	p			
	N			
**p<0.01; *p<0.05				

A significant relationship was found between Affective sub-dimension, and Distributive Justice (r=-0.295; p=0.01), Procedural Justice (r=-0.662; p=0.01), Interpersonal Justice (r=-0.657; p=0.01) and total scale of organizational justice (r=-0.659; p=0.01). When looking at the direction and degree of the relationship, they are all in the inverse direction, and while the relationship between the affective sub-dimension and Distributive Justice is low, the relationship between the affective sub-dimension and the Procedural Justice, Interpersonal Justice and total scale of organizational justice is moderate. In other words, while the affective sub-dimension increases, the organizational justice of academicians decreases.

A significant relationship was found between Affective sub-dimension, and Distributive Justice (r=-0.272; p=0.01), Procedural Justice (r=-0.672; p=0.01), Interpersonal Justice (r=-0.688; p=0.01) and total scale of organizational justice (r=-0. 673; p=0.01 When looking at the direction and degree of the relationship, they are all in the inverse direction, and while the relationship between the behavioral sub-dimension and Distributive Justice is low, the relationship between the behavioral sub-dimension and the Procedural Justice, Interpersonal Justice and organizational justice total scale is moderate. In other words, while the behavioral sub-dimension increases, there is a decrease in the organizational justice of academicians.

A significant relationship was found between Crab Barrel and Distributive Justice (r=-0,267; p=0.01), Procedural Justice (r=-0,650; p=0.01), Interpersonal Justice (r=-0,653; p=0.01) and organizational justice total scale (r=-0,645; p=0.01). When looking at the direction and degree of the relationship, they are all in the inverse direction, and while the relationship between the Crab Barrel and Distributive Justice is low, the relationship between the Crab Barrel and the Procedural Justice, Interpersonal Justice and organizational justice total scale is moderate. In other words, while crabs in a barrel syndrome increases, there is a decrease in the organizational justice of academicians.

Discussion and Conclusion

A total of 207 academicians voluntarily participated in this study, which aimed to determine the relationship between the level of crabs in a barrel syndrome and the perception of organizational

justice among academicians working in the faculty of sports sciences. The significance levels between the Crabs in a Barrel Syndrome Scale and the organizational justice perception scale and demographic variables used in the study were examined, respectively, and finally, Pearson correlation analysis was performed to show the relationship between the scales. The demographic characteristics focused on in the research are gender, age, working time in the institution, marital status, academic title and department variables.

No significant relationship was found between Academicians' Crabs in a Barrel Syndrome Scale and its sub-dimensions and variables of gender, marital status and academic title ($p > \alpha=0.05$). While a significant relationship was found between the variable of working time in the institution and the affective dimension, which is one of the sub-dimensions of crabs in a barrel syndrome ($p< \alpha=0.05$), there was no significant relationship between cognitive and behavioral sub-dimensions ($p> \alpha=0.05$). The difference between the affective sub-dimension and the working time in the institution is due to the employees working in the range of 10-15 years. There is a significant relationship between the age variable and the crabs in a barrel syndrome scale and all its sub-dimensions ($p< \alpha=0.05$). The significant difference is due to the fact that those in the 21-30 age range have lower scores in the cognitive sub-dimension than the other age ranges, and that those in the 31-40 age range have higher scores in the affective and behavioral sub-dimensions and the total scale. From this point of view, it can be interpreted that the level of crabs in a barrel syndrome increases as age increases. A significant difference was found between the cognitive sub-dimension and the department variable, which is another variable ($p < \alpha=0.05$). The difference is due to the fact that academicians of the coaching education department score the level of crabs in a barrel syndrome at a lower cognitive level. From this point of view, it can be interpreted that the academicians of the coaching department do not realize the negative feelings in themselves cognitively.

While there was no significant difference between academicians' organizational justice perception scale and its sub-dimensions and gender, marital status and department ($p > \alpha=0.05$), a significant difference was found between age and total scale and its sub-dimensions ($p < \alpha=0.05$), and the difference is in favor of academicians aged 51 and over. In this case, it is thought that as age increases, the level of organizational justice perception increases depending on experience. A significant difference was found between the variable of working time in the institution and the Distributive Justice and the Interpersonal Justice sub-dimension ($p < \alpha=0.05$), and it was concluded that the difference was in favor of employees who were 16 years or older. Here, the long working period reveals the relationship with the academic title. In the study, significant differences were found between the academic title variable and the organizational commitment scale sub-dimensions of Distributive Justice and Interpersonal Justice, as for the variable of working time ($p < \alpha=0.05$), and the significant difference was in favor of academicians holding the title of Professor Doctor. The

reason for these results may be due to the fact that the top academicians among academic titles have a say in the understanding of management and priority in institutions.

As a result of the Pearson correlation analysis, which was conducted to show the relationship between both scales for the purpose of the study, no relationship was found between the cognitive sub-dimension of the crabs in a barrel syndrome scale and organizational justice. According to this result, individuals may not be aware of what emotion they have and why, this result is evidence for Figure 1., Stage I. The related findings between the scales are that while the affective and behavioral sub-dimension scores on the Crabs in a Barrel Syndrome Scale increase, there is a decrease in the organizational justice of academicians. In other words, the fact that the individual who has negative feelings towards his/her colleagues feels jealousy higher and turns it into behavior harms the level of organizational justice. In summary, while crabs in a barrel syndrome increases, there is a decrease in the organizational justice of academicians.

When the literature is examined, it is seen that there are almost no studies on the crabs in a barrel, especially in the Turkish literature. The concept of crabs in a barrel is mostly encountered in the examples in the studies of "Glass Ceiling Syndrome" (Tanrısevdi et al., 2014; Öztürk et al., 2018), which is insufficient to understand the concept in depth and to examine its effects. The qualitative research of Aydın and Oğuzhan (2019) on health workers is directly related to the crab basket. According to the research, negative emotions in the organization directly affect the peace and productivity in the work environment. In the qualitative study of Sergeant (2021), which focused on the level of crabs in a barrel syndrome of high school teachers, it was concluded that teachers with 11-15 years of professional seniority were exposed to crabs in a barrel syndrome at a higher level. These results show parallelism with the findings of our research. In Argon's (2010) study on the perception of organizational justice and performance on academicians, transparency and trust were mentioned at all levels in the organization in order to increase organizational commitment positively. This situation clarifies the Behavioral and Interpersonal Justice dimension of our research. In Özdemir's (2021) research on negative emotions (jealousy, envy, etc.) in academic organization, it was argued that strategies should be developed to use the feeling of jealousy that may occur in an academic organization in a positive way. It was also suggested that the administrators in the academic organization should be sensitive about Distributive Justice, Interpersonal Justice and Procedural Justice and should display a transparent attitude in order to prevent the negative feeling of jealousy. The statements made by Özdemir support our research results. Menon and Thompson (2010) pointed out that organizational communication can be negatively affected due to jealousy in the work environment and that people with jealousy may tend to sabotage behaviors. The same is true for academicians with a high level of crabs in a barrel syndrome, and this is in line with our research results. The results of the study by Li et al., (2021) also show parallelism with the literature.

According to their meta-analysis, they listed personality, environment and perception of justice as the factors of jealousy in the organization and claimed that negative emotions and moral deterioration emerged as a result of jealousy in the organization. Considering that humans are very different creatures from each other in terms of personality and emotions, the explanations of Li et al will not be meaningless. In the study by Arı and Çağlayan (2017) on the relationship between organizational justice and commitment by academicians of the faculty of physical education and sports sciences, it was concluded that academicians' perceptions of Interpersonal and Procedural justice regarding their institutions are generally "moderate", meaning they are dissatisfied with their decisions in the later justice dimensions. The results of our research show that all organizational justice perception distributions are at a moderate level.

This study, which is based on the association of academicians' perceptions of organizational justice and their levels of crabs in a barrel syndrome, will make an important contribution to the literature since there are very limited studies on academicians. Since it is the first study conducted specifically on the academicians of the faculty of sports sciences, it is thought that it will fill an important gap and will be a reference for future studies. When the literature is examined, it is seen that most of the studies on both the perception of organizational justice and crabs in a barrel syndrome are shaped as qualitative data analysis or are thesis studies (Orbay, 2018; Çelik, 2018; Bozdoğan, 2020; Sağır, 2021). In particular, it is noteworthy that the level of crabs in a barrel syndrome is associated with female employees in studies. The perception of organizational justice, on the other hand, has often been studied as a jealousy-related issue, but mostly within the organization, this issue has been handled through managers (Polat and Kazak, 2014; Uzun, 2018; Demirel, 2009; Ülker, 2008). Therefore, it is important to consider the mentioned deficiencies and excesses in future studies.

Ethical considerations

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Statement of Researchers' Contribution Rates

The processes related to the method and findings part of the research were carried out by the second author, the processes related to the introduction part were carried out by the first author, and the processes related to the discussion and conclusion part were jointly carried out by all authors.

Conflict Statement

The authors do not have a conflict statement regarding the research.

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