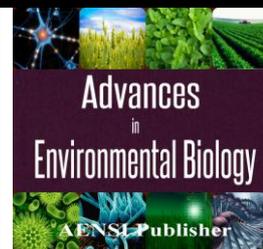




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## The Study of the relation between Job Burnout with Organizational Commitment Among the Staffs of Governmental Organizations of Kerman

<sup>1</sup>Maryam Mesbahi and <sup>2</sup>Zahra Esmaeli Tarzi

<sup>1</sup>Assistant Professor, Payame Noor University, Department of Social Sciences and Economic, Po Box 19395-3697, Tehran. Iran.

<sup>2</sup>Master of Art in Management, Payame Noor University, Department of Social Sciences and Economic, Po Box 19395-3697, Tehran. Iran.

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### ABSTRACT

The current study aimed to investigate the job burnout in governmental organizations of Kerman and its relation with organizational commitment of the staffs. Job burnout dimensions are Emotional exhaustion, Depersonalization, decreased levels of personal accomplishment and organizational commitment dimensions are emotional commitment, continuous commitment and normative commitment. The study population of the present study was all the staffs of governmental organizations of with size 2730. The sampling was done by Cochran's formula and the sample size was 331. The data collection instrument of the study was two questionnaires of job burnout and organizational commitment and the validity and reliability of the questionnaire were job burnout were 0.82, 0.86 and the validity and reliability of organizational commitment was 0.86, 0.84. For the data analysis via the questionnaires, different tables of frequency distribution, charts, the coefficient of determination ( $r^2$ ), median, mean, Pearson and spearman correlation test, independence test and etc were applied and all the study analyses were done by SPSS software. The data analysis showed that by the increase of the scores of job burnout as (Emotional exhaustion, Depersonalization, decreased levels of personal accomplishment), the organizational commitment scores of the staffs were reduced and it showed a reverse relation between two variables. As the results of the study showed, there was a significant relation between job burnout and organizational commitment of the staffs of governmental organizations of Kerman. The more the job burnout, the less the organizational commitment. Thus, some recommendations were presented for the guidance of the organizational managers.

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## INTRODUCTION

In the current complex world that all the countries in the world search for sustainable development, by the development of human resources, the sustainable development is achieved that committed human beings are the values of the society. Who is committed and by what criteria are recognized are the cases requiring the considerable studies [7].

On the other hand, research has shown that the incidence of job burnout among employees resulted in negative thinking and separation of the job (the absence of the leave the service of). Evidence also suggests that the job burnout of depressed mood, fatigue, and loss of associated with function [22]. According to consequences of job burnout among human capital in organizations, this study investigates the extent of job burnout and its impact on variables of organizational commitment in the governmental of Kerman.

#### Significance of the study:

The results of the study are of importance as the positive relation between organizational commitment and the behaviors of the employees such as the attempts of the employees in their duties, the maintenance of effective employees, effective presence at work place, more inclination to present citizenship behavior in the organization and presentation of high quality services in the considerable studies are showed well. These factors showed the high performance effect of all the employees. In addition, in the dynamic world of economy, the organizations can not present a guarantee "a job for a life" making the image of organizational commitment among the qualified people. The organizations are interested to use these behaviors. In recent years, organizational commitment is changed into the main issue in the human resources management and attracted

**Corresponding Author:** Maryam Mesbahi, Assistant Professor, Payame Noor University, Department of Social Sciences and Economic, Po Box 19395-3697, Tehran. Iran

many attentions. To find the question, the main focus is on “commitment” and it is the belonging or loyalty. The people can show belonging and loyalty in various levels as job, occupation, office, chief or organization. Then, organizational commitment is divided in each of the above levels. Organizational commitment guarantees the success of an organization. Based on the importance of this issue, the significance of the study is proved when we can say the organizational commitment has close relation with job burnout. The effective factors are of great importance and it can be importance in the selection of the evaluation and the education of the employees for the management of the country. The lower the job burnout, the higher the organizational commitment of human resources and work quality is increased and vice versa. If the job burnout is increased, the organizational commitment is decreased.

*Research purpose:*

*The main research purpose:*

- The description of job burnout among the employees of the governmental organizations of Kerman
- The description of organizational commitment among the employees of the governmental organizations of Kerman
- The description of the relation between job burnout with organizational commitment among the employees of the governmental organizations of Kerman

*The minor aims of the study:*

- The description of the relation between job burnout and emotional commitment among the employees of the governmental organizations of Kerman
- The description of the relation between job burnout with continuous commitment among the employees of the governmental organizations of Kerman
- The description of the relation between job burnout and normative commitment among the employees of the governmental organizations of Kerman

*Literature:*

One of the main issues that usually can be seen to form responds to job stress and organizational, among employees of different organization, the phenomenon is job burnout. For the first Herbert Freudenberger referred to this phenomenon, it was a reaction against excessive job stress [5]. For the purposes of this study, burnout will be defined as a syndrome characterized by elevated levels of depersonalization and emotional exhaustion and decreased levels of personal accomplishment [9]. That can occur among individuals who work with people in some capacity [6]. Maslach *et al.* [9] defined depersonalization as "negative, cynical attitudes and feelings about one's clients." Emotional exhaustion occurs when emotional resources (e.g., friends, family, colleagues, and self) are expended and individuals believe that they can no longer give more of themselves at a psychological level. In addition, emotional exhaustion includes decreased energy levels and emotional resources, as well as increased fatigue. Finally, reduced personal accomplishment is another aspect of the burnout syndrome—"the tendency to evaluate oneself negatively, particularly with regard to one's work with clients" [9]. In the years 1997 and 2000 job burnout associated with other variables such as personality, locus of control, social support [20]. Stress, depression, leadership styles, job satisfaction etc, researchers have been considered [11]. According to the results obtained from the job pressure, there is close relationship between burnout and job pressure [8]. The individual variables such as gender, age, marital status etc., as well as job-related variables such as role ambiguity, role conflict [2]. The salaries, supported by supervisors and colleagues, overload of work, opportunities for promotion and advancement [23]. Structures (such as the complexity and focus) and decision-making authority [21]. Conflict of values, low independence of in the work, lack of job challenge [1]. As a cause of job burnout in many researchers have proven repeatedly. On the other Organizational commitment is one of the issues of attitude that is defined as mental and intellectual relation to some issues and by improving attitude in an issue, the commitment increase is possible. Understanding commitment process is useful for the organizational and society because it leads into the innovation of the employees, high stability in the institution and competition in the institution and the society can use high productivity of the organizational and better quality of the products. Another issue of motivation is organizational commitment dedicating a great volume of management issues in the west in 1970s. The organizational commitment has close relation with job satisfaction of the employees and from the second half of the 20<sup>th</sup> century “Motivation, job satisfaction and organizational commitment” are considered from interest variables for organizational commitment understanding. The results of the studies showed that organizational commitment is related with many occupational behaviors of the employees and organizational commitment has serious effects on organization performance [16]. The emotional organizational commitment (stay): emotional commitment means belonging of a person to an organization. The person stays in the organization for the reason that he has positive attitude to the values of the organization. This kind of commitment is created when a person continues his works due to the emotional dependence. Continuous organizational commitment: A person

continues his works in the organization as he needs the benefits of the organization. He stays in the organization as based on costs-benefit analysis; he is required to stay in the organization. Normative organizational commitment: This type of commitment is arising from a person values in the organization, he believes that he is indebted to the workplace and no organization can be successful unless the members of the organization can be committed and attempt to attain the aims [15].

#### *The theoretical framework of the study:*

In the theoretical framework of the study, at first the study variables are investigated, then the relations between the variables are defined. In this study, job burnout is studied as predictive variable (independent) and organizational commitment is studied as criterion variable (dependent). Cordes and Dougherty [3] and Maslach and Leiter [10],

In their study stated that the consequences of job burnout can be in various forms such as reduced commitment, increasing displacement and absenteeism, decreased productivity and decreased morale. Zarei matin *et al* [22] and Schaufeli and Enzmann [18] In their study indicated that job burnout has a negative effect on organizational commitment. Mohammadi [13], In his study indicated that there is the positive and significant relationship between emotional commitment and emotional exhaustion- continuance commitment and decreased levels of personal accomplishment -normative commitment and depersonalization.

#### *Study population:*

In this study, the study population is all the employees of governmental organizations of Kerman 2730 employees and the table and the number of the questionnaires collected are shown in Attachment.

#### *Sample size and sampling method:*

Any scientific study requires taking time and money. The researchers are required to acquire the samples via sampling of the probable information by the data analysis and by generalizing dedicate the information to the main population.

The study populations of this study are all the employees in the governmental organizations of Kerman as 2730 people. To determine the sample size, Cochran's formula was applied.

$$n_{max} = \frac{\frac{pqz^2}{d^2}}{1 + \frac{1}{N} \left[ \frac{pqz^2}{d^2} - 1 \right]} = \frac{384/16}{1 + \frac{383/16}{2730}} = 331$$

In this study by stratified sampling method and by Cochran's formula, 331 people were determined. Random stratified method was applied.

#### *Data collection instrument:*

For data collection, a questionnaire was used and it was distributed among the study population.

1- To evaluate job burnout, the questionnaire was provided by Maslach and it was composed of 16 questions. The responses were ranging 1 (completely disagree) to 7 (completely agree) by Likert scale and the high score showed high job burnout.

2- To evaluate the organizational commitment, Allen Mayer organizational commitment inventory was made in 1990 and it was applied to evaluate the three components of organizational commitment. In this questionnaire, to evaluate each components of emotional commitment, normative and continuous, 8 items were applied. The questionnaire had 24 items based on 5-item Likert scale.

#### *Validity of the questionnaire:*

To determine the validity of the questionnaire, 5 questionnaires were distributed among 5 lecturers of management of the faculty members of Azad University of Rafsangan and Kerman to present their comments. Finally, content validity and common method, the validity of the first questionnaire was supported as 0.82 and validity of the second questionnaire was 0.86.

#### *The reliability evaluation:*

In this study, to investigate the internal consistency of the questionnaire questions, Cronbach's alpha was used.

#### *Internal consistency Table:*

Questionnaire	Cronbach's alpha	Questions	Subjects
Organizational commitment	0.844	24	331
Job burnout	0.861	16	331

The Cronbach's alpha for organizational commitment questionnaire was 0.844 and job burnout 0.861 that is higher than the required value 0.70. It can be said that internal components (all the items) had acceptable correlation with each other.

#### Data collection method:

The questionnaire method was applied. This method provided the fact to collect the required information from the study population. The lack of ambiguity was observed in the questionnaires. 331 questionnaires were distributed and collected after 4 weeks.

#### Data analysis method:

After the questionnaires distribution and data collection, all the questionnaires were investigated and the data were extracted. For data analysis, the followings should be done:

1- All the questionnaires were classified as computer format.

2- To plot the chart, SPSS software was applied.

For data analysis, the following study methods were applied:

1- Descriptive statistics: Frequency, bar and box tables. By these tables and charts, a description of general features of the managers, the questionnaire questions were presented.

2- Inference statistics: To investigate the hypotheses 1 to 3, Pearson and Spearman correlation methods were applied. criterion variable was applied by one-sample Kolmogrov-Smirnov test. The normality was established for all the variables. For data analysis, SPSS software version 16 was applied and significance level was 0.05.

#### Main hypothesis:

There was a relation between job burnout of the employees and their organizational commitment in the governmental organizations of Kerman.

To study the relation between job burnout of the employees and their organizational commitment, Pearson and Spearman correlation coefficient was applied (quantitative variables). The results of the test are shown in the following Table.

Pearson and Spearman correlation coefficient between job burnout of the employees and organizational commitment

Correlation statistics	Correlation coefficient	p-value	N	Relation	Type of relation
Pearson	-0.224	0.000*	331	Yes	Reverse
Spearman	-0.228	0.000*	331	Yes	Reverse

\*at 0.05 significant, \*\* at 0.01

Based on the results of correlation test, Pearson correlation coefficient was -0.224 and Spearman correlation coefficient was -0.228 and it showed that there was a significant relation between job burnout of the employees and their organizational commitment ( $P < 0.05$ ) and as the correlation coefficients were negative, it showed a reverse relation between these two variables, it means that by the increase of job burnout of the employees, the organizational commitment is reduced.

#### Sub-hypothesis 1:

There was a relation between job burnout of the employees and their emotional commitment in the governmental organizations of Kerman.

To study the relation between job burnout of the employees and their emotional commitment, Pearson and Spearman correlation coefficient was applied (quantitative variables). The results of the test are shown in the following Table.

Pearson and Spearman correlation coefficient between job burnout of the employees and emotional commitment.

Correlation statistics	Correlation coefficient	p-value	N	Relation	Type of relation
Pearson	-0.261	0.000*	331	Yes	Reverse
Spearman	-0.254	0.000*	331	Yes	Reverse

\*at 0.05 significant, \*\* at 0.01

Based on the results of correlation test, Pearson correlation coefficient was -0.261 and Spearman correlation coefficient was -0.254 and it showed that there was a significant relation between job burnout of the employees and their emotional commitment ( $P < 0.05$ ) and as the correlation coefficients were negative, it showed a reverse

relation between these two variables, it means that by the increase of job burnout of the employees, the emotional commitment is reduced.

#### Sub-hypothesis 2:

There was a relation between job burnout of the employees and their continuous commitment in the governmental organizations of Kerman.

To study the relation between job burnout of the employees and their continuous commitment, Pearson and Spearman correlation coefficient was applied (quantitative variables). The results of the test are shown in the following Table.

Pearson and Spearman correlation coefficient between job burnout of the employees and continuous commitment.

Correlation statistics	Correlation coefficient	p-value	N	Relation	Type of relation
Pearson	0.036	0.516	331	No	-
Spearman	0.032	0.560	331	No	-

\*at 0.05 significant, \*\* at 0.01

Based on the results of correlation test, Pearson correlation coefficient was 0.036 and Spearman correlation coefficient was 0.032 and it showed that there was no significant relation between job burnout of the employees and their normative commitment ( $P > 0.05$ ).

#### Sub-hypothesis 3:

There was a relation between work-family conflict of the employees and their normative commitment in the governmental organizations of Kerman.

To study the relation between work-family conflict of the employees and their normative commitment, Pearson and Spearman correlation coefficient was applied (quantitative variables). The results of the test are shown in the following Table.

Pearson and Spearman correlation coefficient between job burnout of the employees and normative commitment.

Correlation statistics	Correlation coefficient	p-value	N	Relation	Type of relation
Pearson	-0.269	0.000*	331	Yes	Reverse
Spearman	-0.256	0.000*	331	Yes	Reverse

\*at 0.05 significant, \*\* at 0.01

Based on the results of correlation test, Pearson correlation coefficient was -0.269 and Spearman correlation coefficient was -0.256 and it showed that there was a significant relation between job burnout of the employees and their normative commitment ( $P < 0.05$ ) and as the correlation coefficients were negative, it showed a reverse relation between these two variables, it means that by the increase of job burnout of the employees, the normative commitment is reduced

#### The results of hypotheses analysis:

- 1- There is an association between job burnout of the employees and their organizational commitment in governmental organizations of Kerman
- 2- There is a relation between job burnout with emotional commitment among the employees of the governmental organizations of Kerman
- 3- There is not a relation between job burnout with continuous commitment among the employees of the governmental organizations of Kerman
- 4- There is a relation between job burnout and normative commitment among the employees of the governmental organizations of Kerman

#### Discussion:

This study identifies the effects of job burnout on organizational commitment among the employees of the governmental organizations of Kerman. The main hypothesis of the research was confirmed that job burnout is a significant negative effect on organizational commitment. These findings support the study of diversity. In order to explain the relationship between job burnout and organizational commitment has been made. The research results are consistent with results Moore [14] and Singh, Goolsby, and Rhoads Schaufeli and Enzmann [18] and Maslach, Schaufeli and Leiter [11] and Chuo and Haley and Kalliath & *et al.* This research also inconsistent with research results Doreen because he found positive and significant relationship between normative commitment employees with their job burnout. In This study there was no significant relationship between

continuance commitment and job burnout this research consistent with research results Leila Sabaghyan Rudd (2004).

However increasing the level of job burnout in the human resources of an organization Damaging effects on fundamental variables on their individual behavior. In an organization that is commitment of the Persons exhausted and depressed and low motivation at lower levels cannot be located expecting of job performance and organizational citizenship behavior. Consequences of job burnout can be in various forms such as Reduction commitment, increased displacement and absenteeism, decreased productivity, decreased morale and humane reduction incidence. Also worth noting is that maslach & *et al* described job performance and health consequences of job burnout in two dimensions. In terms of job performance job, Job burnout is associated with withdrawing from the job, absenteeism; tend to leave Service, and displacement along. People who continue to work despite job burnout with loss of efficiency and effectiveness

Consequently job burnout be accompanied with decreased job satisfaction and organizational commitment or job, In terms of health, job burnout can lead to of mental dysfunction that leads to anxiety, depression and low self-esteem. Mayer & Allen Have suggested that commitment is an emotional attachment and dogmatic to the values and goals of an organization. This dependence can be attributed to the individual, In relation to the values and goals, or to the organization itself and apart from its instrumental value. This dependence can be used in situations where the risk of further job burnout. Or causes exacerbate the job burnout of one or more component.

#### *The limitation of the study:*

- 1- The attempts of the researcher attracted the attention of the employees of the governmental organizations to collaborate with the researcher regarding the answer to the questions of the questionnaire
- 2- The shortage of information resources in the study within the country
- 3- The inherent limitation of the questionnaire, because the questionnaire can not reflect the comments of the employees well.
- 4- The lack of response of most of the employees of the governmental organizations despite the frequent visit
- 5- The dispersion of the governmental organizations in Kerman.

#### *Research recommendation:*

Approaches to deal with the job burnout of two categories: programs for change staff and programs of change organization. The program change staff by providing appropriate assistance, a person can get rid of physical and mental job burnout. Strategy following the steps that a person can do for themselves.

- 1) Exercise: exercise and physical activity is effective to help overcome the stress and burnout.
- 2) Providing physical and mental health: diet plan suitable the age and physical characteristics of individuals and avoiding the Unsuitable foods and getting enough sleep helps with physical health. Irritating foods such as coffee, dark tea, sugar and salt. Smoking can be to cause pressure.
- 3) Relaxation , for a short time close your eyes, lie down on the floor and relax the muscles and pianoforte music listening, And focus on visualizing and thinking deeply about something pleasant or happy scene in mind. And so is the relaxation, can lead to mental relaxation and reduce stress.

programs of change organization: some researchers in this field Have suggested that negative factors in the workplace that would be intolerable if Next to it there is a positive factor, On the other hand the reform of management practices that lead to making appropriate changes in the work environment, in turn, may be reduce, felt job burnout And its complications. Variables that play a role in increasing or decreasing job burnout include:

Organizational climate Change , style modification management decisions , control effectively, increasing social support, participation and increase employee morale in different ways Such as cultural services, libraries, camps, organizing travel and tourism and pilgrimage and soft music playing while you work.

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