

Studying the Relationship between Women Employees' Fear of Success and Level of Their Exhaustion in State Organizations of Rafsanjan City

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ABSTRACT

Fear of success is a kind of mental stress that is inner and limits the senses of ambition and progress in women. Continuity of this stress can cause exhaustion in employees and this exhaustion will have negative mental, physical and administrative effects on organization. Exhaustion is a kind of sense that employees have whenever they are not satisfied with their job circumstances. Exhaustion is a critical condition in which stressful factors of daily job create serious problems for employees. The aim of this research is to study the relationship between women employees fear of success and level of their exhaustion in state organizations of Rafsanjan city.

The method of this study is based on correlation method of statistical sample which contains 204 employees of state organizations of Rafsanjan city. Data gathering has been done through two kinds of questionnaire that are: fear of success questionnaire of Zukerman and Alison and exhaustion questionnaire of Poonz.

Findings of this research show that, there is a relationship between employee's fear of success and level of their exhaustion. And there is no relationship between fear of success and factors such as having more or less job responsibility and lack of job feedback; lack of enough information; having role ambiguity; receiving no inside reward; lack of group cooperation; inappropriate job contacts; self-alienation; opposition of beliefs and opposition of employees role.

KEYWORDS: success; exhaustion; opposition of employees role; job feedback; having role ambiguity.

1. INTRODUCTION

Both men and women are the most valuable resources of any organization, that have a critical role in development and improvement of a society. Those societies that regulate some rules, in order to use creative and innovative ideas of women are more successful than other societies. Fear of success is a common sense that almost every person may have it and prevents many men and women from being successful in their job (Moghadamipour; 2000: 210). When a person decides to take action we can say that he/she overcomes the fear of success (Richardson;2004:1). Based on a traditional belief about success, women imagine that they are in a kind of manlike world and so the fear of success grows more in them (Samer.e;2002:2). But Alper (Korman.a.k;2004:71), believes that it is not true about all women and fear of success is a psychological factor that is in some person but not all of them. Messina(2005:1), believes that fear of success arises when a person wants to gain the best but feels that it is not possible and he/she is not the proper one to do it and is incapable of accepting such responsibilities. Pines (Saatchi;1997:349), believes that when a person thinks that his/her efforts are useless and nobody appreciates these kinds of efforts, therefore he/she will become exhausted.

Gaine.j and Jermeier.e.r (Saatchi ;1997:345), believe that ,because of limited opportunities for promotion and existence of serious rules and regulations, a person may imagine that this is an unfair system and therefore negative opinions about his/her job will come to his mind. Continuity of this condition, having serious suspicion and lack of promotion in job cause the person to be unsatisfied with these circumstances and feels he/she is not successful in life. Messina (2005:2), believes that one of these negative opinions is the sense of fear of success. Brunt.g (2003:3), believes that the most common signs of exhaustion are faultfinding, having negative opinions, being suspicious, disappointment, being uninterested in job affairs and being negligent. In this research the main goal is to study the relationship between women employees fear of success and level of their exhaustion in state organizations of Rafsanjan city.

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Hypothesis

The main hypothesis:

There is a relationship between women employees fear of success and level of their exhaustion.

Subordinate hypothesis:

- There is a relationship between women employees fear of success and lack of job authority.
- There is a relationship between women employees fear of success and lack of information for doing the job.
- There is a relationship between women employees fear of success and opposition of employees role.
- There is a relationship between women employees fear of success and lack of group cooperation.
- There is a relationship between women employees fear of success and having more job responsibilities.
- There is a relationship between women employees fear of success and having less job responsibilities.
- There is a relationship between women employees fear of success and inappropriate job contacts (like punishment).
- There is a relationship between women employees fear of success and lack of job feedback.
- There is a relationship between women employees fear of success and self- alienation.
- There is a relationship between women employees fear of success and having role ambiguity.
- There is a relationship between women employees fear of success and lack of receiving inner reward of the job.
- There is a relationship between women employees fear of success and opposition of beliefs.

Thesis statement

This research has been done in order to study both the relationship between women fear of success and level of their exhaustion and the relationship between women fear of success and the aforementioned 12 factors that have important role in employees exhaustion. These factors are:

1.lack of job authority 2.lack of information for doing the job 3.opposition of employees role 4.lack of group cooperation 5.having more job responsibilities 6.having less job responsibilities 7.inappropriate job contact(punishment) 8.lack of job feedback 9.self-alienation 10.having ambiguity in their role as employees 11.lack of receiving inner rewards 12.opposition of beliefs.

Matinahorner(2004:2),believes that fear of success is a kind of inner stress that limits senses of ambition and progress in women.Continuity of this stress can cause exhaustion in employees and this exhaustion will have negative mental physical and administrative effects on organization (Alizadeh ;2001:295).

Brunt (2003:5), believes that women are more capable of becoming exhausted in their job, because they should use and experience all their skills at the same time, in order to be a good wife, mother, woman and an employee simultaneously. Fear of success is a factor that creates a kind of inner stress for person and this stress makes him/her exhausted.

Brox (2005:1),believes that fear of success may appear in different ways. This fear appears when a person is not sure about his abilities and will grow gradually. He states that, fear of success is kind of fear in which the person has no self-confidence and is disappointed.

Fear of success means a person thinks that he/she is not capable of doing all of his/her responsibilities.

Wisman (2004:6), believes that exhaustion appears because of lack of motivation, job authority and ability. When a person experience these factors, he/she may loses his/her professional motivation and this will lead to reduction of self- confident, professional function and increase of continuous opposition and stress, so the person will lose his motivation more and more. Therefore, when a person has no control on the events of his/her own life, he/she will losethe motivation and becomes an exhausted one (pooter ; 1998:1).

Consequently, lack of job authority and fear of success are in direct relation with eachother.

Fear of success may appear when the person has little information about the new responsibilities that are given to her as the reward of a recent success. Lack of information means that the person has no enough information about responsibilities , the proper method of doing them, role and goal of the job.

Hagman (1999:34), believes that lack of information will causes rumoring and this will increase fear of success in person, therefore, he/she feels unsecure and will become exhausted or lose the job.

IzadiYazdanabadi (2000:74), believes that employees role opposition, occurs when a person should carry out opposite and different responsibilities.

These opposite responsibilities may be in one special group like teachers or in many different groups like teachers, students,parents.

Existence of these oppositions creates a damaging and long-lasting social condition. These oppositions brings fear, dissatisfaction, nervousness, disrespect and suspicion for employees and finally exhaustion appears as the result.(Sayedjavadin and Amirkabiri;2001:321).

Because of managing simultaneously both home and office, women are more nervous and unfortunately nervousness is the main factor of exhaustion that many of executive and non-executive employees are suffering from. (Mehdad; 2005:301).

Based on Karabinik and Marshal (Tavasoli Roodsari;2000:44), Horner at first imagined that fear of success in women is because of the sense of competition that they have, especially with men.

These persons believe that if they cannot do their best, someone else will get the job. Also they feel that other persons are more skillful and brilliant than themselves. Therefore, because of having such opinions, reduction of group cooperation and creating a competitive condition instead of cooperative one, employees become uninterested and impatient. Personal norms of such people will change, become so suspicious and see the people as an object but not a human.

Blafour (2005:2), believes that job stress is the result of having more job responsibilities and inability of the employees to perform them, and the result of long term stress will be exhaustion. Allocating more responsibility to one person will reduce job performance and efficiency.

Lither and Meslash (2004:6), believe that one of the main factors of exhaustion is limitation of time and place for performing the extra jobs that allocates to a person. Carrying out a lot of work in a limited period of time may bring interference of personal life with job for a person. Since employees have limited work hours, they should do their work at home. Those employees that have such problems are afraid of being successful, because they imagine being successful will bring them more responsibilities as the reward. Based on Brux (2005:1), fear of success is the fear of whatever that you are not able to do.

Mehdad (2005:303), believes that having a more simpler job with more leisure time is not a good idea for a person, because he/she cannot use the opportunities to show his/her skills. In other words, they do not use skills and abilities of a person completely and this may bring nervousness for employee. Having a routine job process will be harmful too.

Misina (2005:3), believes that if the job be a challenging one, the employees who have high fear of success would be satisfied, otherwise the job becomes boring. Spending time in order to do unchallengeable and ordinary works is boring and boringness is one of the main factors of exhaustion. Having less job responsibilities makes the employees unsatisfied, suspicious and disappointed (Gamelch and Chen;1996:17). The level of these kinds of suspicion is high in people who have more fear of success. Punishment is any kind of unpleasant behavior, as the result of an action. (Morehead and Greefin;2003:46).

Rahmani and NosratAbadi(2000:216), believe that if a person feels that whatever he/she has done is useless, he would become bored and therefore he stop trying hard and becomes dissatisfied.

Brox (2005:1), believes that fear of success is the result of dissatisfaction, having unpleasant sense of doing a job or so many other factors.

Sootkin (2002:1), believes that one of the main reasons of fear of success is in fact the fear of punishment. If a person has been experienced a kind of punishment as the result of his/her success, he would have an unpleasant opinion about success.

If people be aware of their negative or positive job feedback, they would learn more quickly, carefully and sufficiently. Because, being aware of their job feedback will increase satisfaction, repeat it and reduce inappropriate contacts. Lack of job feedback, would increase uncertainty, tiredness and decrease level of motivation (SayedJavadin;2004:185).

The greatest enemy of job motivation is lack of job feedback (Hugman;1999:82).

Pavel and Onright believe that, confusedness, disappointment and mental stress are the results of lack of job feedback.

Eslami (2001:123), believes that self-alienation appears whenever a person feels that he/she is not capable of performing all their job responsibilities. Uselessness, incapacity, isolationism and separateness are signs of self-alienation. Based on Poter(1998:2), these senses are apparent in exhausted people.

Misina (2005:3) also believes, the person who has fear of success thinks that if they become successful, other people would not like them anymore. These kinds of person will experience senses of nervousness, anxiety and faultiness, when they reach the goal and become successful. Therefore, they will lose their motivation and do not reach their goal.

The aforementioned senses would bring exhaustion for employees.

Ghasemi (2003:516), believes that one of the most effective factors in mental stresses is employees role ambiguity. Ambiguity in role is a condition that employees do not exactly know their responsibilities. This ambiguity will appear in different ways that are: being unaware of the results of job performance, being unaware of dealing with different job expectations and being unaware of job feedback.

Researches show that, role ambiguity may reduce self-confidence and job satisfaction of employees (SHermer Horn, Haunt, Azborn;1999:265).

Lack of self-confidence is one of the intensifier factors of fear of success.

Besides economical dimension, people expect more from their job.for example, they seek emotional security and happiness in their organization. (Mehdad,2005:25)

Pooter (1998:2),believes that reward may include, self-satisfaction, self-respect, prizes, promotion and famousness and every other things.

Robins (2002:1027), believes that internal rewards are those that bring calmness, self-satisfaction. These rewards can increase employees personal values and satisfaction of their job performances.

There are some factors that increase employees fear of success and cause exhaustion, for example, level of employees income and the work that they have done, are not the same, lack of job appreciation, being unsatisfied with the job and lack of job promotion. There is a close relationship between exhaustion and lack of job appreciation and rewards.(Wiki Bell,2004:2).

Values are one of the most important factors of both internal and external disagreement in groups or individuals or both group and individuals. Value is whatever that is admirable and respectable for groups or individuals.There are different ways that values may cause social or individual disagreements. (Izadi Yazdanabadi;2000:58).

Arjomand (1999), believes that something will become disturbing in a society, whenever people imagine that job improvement and being successful in life are in conflict with ethical norms of society.

Lither and Meslash (2004:6), believe that one of the main causes of exhaustion is conffliction of values with actions. When there is conflict between job requirement, values and employees personal norms, the mental stress will appear.

METHODOLOGY

This research has been done based on correlation method. Statistical sample contains 204 women employees of state organizations of Rafsanjan city. Sampling has been done based on random sampling method. Two different kinds of questionnaire have been used, that are: 1.exhaustion questionnaire of Pooter with 48 questions and each of these question related to one of the main factors of exhaustion.2. fear of success questionnaire of Zookerman and Alison with 27 questions . Data analysis has been done based on deductive statistics methods of Spearman and Tovecondal. For study the relationship between these factors, khee du method has been used. Significant level is 0.05 and all the results are based on Spss software.

RESULTS

Main hypothesis: The relationship between women employees fear of success and level of their exhaustion.

H0: There is no significant relationship between women employees fear of success and level of their exhaustion.

H1:There is significant relationship between women employees fear of success and level of their exhaustion.

Spearman and Tovecondal correlation factors have been used to evaluate the relationshipbetween women employees fear of success and level of their exhaustion and the results show that correlation factor in both of them is 0.198 and p-value is 0.005 that is less than the significant level of 0.05,soH1 is accepted andthere is significant relationship between women employees fear of success and level of their exhaustion.

Table 1: The results of Spearman and Tovecondal correlation factors on evaluation of the relationship between women employees fear of success and level of their exhaustion.

variables	Fear of success					
	Spearman			Tovecondal		
	Correlation factor	Significant level	number	Correlation factor	Significant level	Number
Exhaustion	0.198	0.005	204	0.198	0.005	204

Other hypothesis:

- The relationship between women employees fear of success and lack of job authority.

H0: There is no relationship between women employees fear of success and lack of job authority.

H1: There is relationship between women employees fear of success and lack of job authority.

Spearman and Tovecondal correlation factors have been used to evaluate the relationship between women employees fear of success and Lack of job authority and the results show that correlation factor in both of them is 0.172 and p-value is 0.014 that is less than the significant level of 0.05,soH1 is accepted and there is significant relationship between women employees fear of success and lack of job authority.

Table 2: The results of Spearman and Tovecondal correlation factors on evaluation of the relationship between women employees fear of success and lack of job authority.

variables	Fear of success					
	Spearman			Tovecondal		
Exhaustion	Correlation factor	Significant level	number	Correlation factor	Significant level	Number
		0.172	0.014	204	0.172	0.014

- The relationship between women employees fear of success and lack of job information
 H0: There is no relationship between women employees fear of success and lack of job information.
 H1: There is relationship between women employees fear of success and lack of job information.
 Khee du method of testing has been used to evaluate the relationship between women employees fear of success and lack of job information. The result of this method is 2.335 and p-value is 0.311 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and lack of job information.

Table3.Results of Khee du Pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Lack of enough job information	2.335	2	0.311

- The relationship between women employees fear of success and employees role opposition.
 H0: There is no relationship between women employees fear of success and employees role opposition.
 H1: There is relationship between women employees fear of success and employees role opposition.
 Khee du method of testing has been used to evaluate the relationship between women employees fear of success and employees role opposition. The result of this method is 3.143 and p-value is 0.208 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and employees role opposition.

Table4. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
employees role opposition	3.143	2	0.208

- The relationship between women employees fear of success and lack of group cooperation.
 H0: There is no relationship between women employees fear of success lack of group cooperation.
 H1: There is relationship between women employees fear of success and lack of group cooperation.
 Khee du method of testing has been used to evaluate the relationship between women employees fear of success and lack of group cooperation. The result of this method is 0.348 and p-value is 0.840that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and lack of group cooperation.

Table5. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Lack of group cooperation	0.348	2	0.840

- The relationship between women employees fear of success and having more job responsibilities.
 H0: There is no relationship between women employees fear of success and having more job responsibilities.

H1: There is relationship between women employees fear of success and having more job responsibilities. Khee du method of testing has been used to evaluate the relationship between women employees fear of success and having more job responsibilities. The result of this method is 3.897 and p-value is 0.143 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and having more job responsibilities.

Table6. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
More job responsibilities	3.897	2	0.143

- The relationship between women employees fear of success and having less job responsibilities.

H0: There is no relationship between women employees fear of success and having less job responsibilities.
H1: There is relationship between women employees fear of success and having less job responsibilities.
Khee du method of testing has been used to evaluate the relationship between women employees fear of success and having less job responsibilities. The result of this method is 5.015 and p-value is 0.081 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and having less job responsibilities.

Table7. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
less job responsibilities	5.015	2	0.081

- The relationship between women employees fear of success and inappropriate job contacts (like punishment).

H0: There is no relationship between women employees fear of success and inappropriate job contacts (like punishment).
H1: There is relationship between women employees fear of success and inappropriate job contacts (like punishment).
Khee du method of testing has been used to evaluate the relationship between women employees fear of success and inappropriate job contacts (like punishment). The result of this method is 1.405 and p-value is 0.495 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and inappropriate job contacts.

Table8. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Inappropriate job contacts	1.405	2	0.495

- The relationship between women employees fear of success and lack of job feedback.

H0: There is no relationship between women employees fear of success and lack of job feedback.
H1: There is relationship between women employees fear of success and lack of job feedback.
Khee du method of testing has been used to evaluate the relationship between women employees fear of success and lack of job feedback. The result of this method is 3.809 and p-value is 0.149 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and lack of job feedback.

Table9. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Lack of job feedback.	3.809	2	0.149

- The relationship between women employees fear of success and self-alienation.

H0: There is no relationship between women employees fear of success and self-alienation.

H1: There is relationship between women employees fear of success and self-alienation.

Khee du method of testing has been used to evaluate the relationship between women employees fear of success and self-alienation. The result of this method is 2.417 and p-value is 0.299 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and self-alienation.

Table 10. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Self-alienation	2.417	2	0.299

- The relationship between women employees fear of success and role ambiguity.

H0: There is no relationship between women employees fear of success and role ambiguity.

H1: There is relationship between women employees fear of success and role ambiguity.

Khee du method of testing has been used to evaluate the relationship between women employees fear of success and role ambiguity. The result of this method is 2.049 and p-value is 0.359 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and role ambiguity.

Table 11. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Role ambiguity	2.049	2	0.359

- The relationship between women employees fear of success and lack of job inner reward.

H0: There is no relationship between women employees fear of success and lack of job inner reward.

H1: There is relationship between women employees fear of success and lack of job inner reward.

Khee du method of testing has been used to evaluate the relationship between women employees fear of success and lack of job inner reward. The result of this method is 2.082 and p-value is 0.353 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and lack of job inner reward.

Table 12. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Lack of job inner reward	2.082	2	0.353

- The relationship between women employees fear of success and opposition of beliefs.

H0: There is no relationship between women employees fear of success and opposition of beliefs.

H1: There is relationship between women employees fear of success and opposition of beliefs.

Khee du method of testing has been used to evaluate the relationship between women employees fear of success and opposition of beliefs. The result of this method is 1.110 and p-value is 0.574 that is more than significant level of 0.05, so H0 is accepted and there is no relationship between women employees fear of success and opposition of beliefs.

Table 13. Results of Khee du pearson method, significant level and freedom degree of these two variables.

variables	Fear of success		
	Kheedupearson	Freedom degree	Significant level
Opposition of beliefs	1.110	2	0.574

DISCUSSION

Results of data analysis show that there is a positive and significant relationship between women employees fear of success and level of their exhaustion. Different people have different opinion about success. Success is something that everybody seeks, but some people destroy their success and lose all their opportunities and chances of being successful. (Mariam 2003:1)

Matina Horner (Alizadeh, Eghdam 2001:295), believes that Fear of success is a kind of mental stress that is inner and limits the senses of ambition and progress in women. Continuity of this stress can causes exhaustion in employees and this exhaustion will have negative mental physical and administrative effects on organization.

The results also show that, there is appositive and significant relation between women employees fear of success and lack of job authority.

Brox (2005:1) believes that, fear of success may appear in different ways. This fear appears when a person is not sure about his abilities and will grow gradually. He states that, fear of success is a kind of fear in which the person has no self-confidence and is disappointed.

Fear of success means a person thinks that he/she is not capable of doing all of his/her responsibilities.

Results show that there is no significant relation between women employees fear of success and lack of job information. Hagman (1999:34), believes that lack of information will causes rumoring and this will increase fear of success in person, therefore, he/she feels unsecure and will become exhausted or lose the job.

Results also show that there is no significant relation between women employees fear of success and their role opposition. Based on Robins (200:470), role opposition means a person should carry out different and opposite tasks simultaneously. But the results of this research show that there is no relationship between women employees fear of success and role opposition. Perhaps the reason is that in our society teaching consider as a feminine career, that is more suitable for women personality. Ganji (1380:24), believes that fear of success in women is the result of having an improper job. But teaching is a feminine career in our society.

Results also show that, there is no significant relation between women fear of success and lack of group cooperation. Fee Ferling (Maloogani; 2005:2), believes that group cooperation would be helpful for employees and they can carry out their tasks more better and the result will be reduction in level of employees exhaustion. Based on the results of this research group cooperation is high between women employees and perhaps the result is that they are friendly, there is no competition and also number of men is less than women.

Results show that, there is no significant relation between women fear of success and having more job responsibilities. Blafour (2005:2), believes that job stress is the result of having more job responsibilities and inability of the employees to perform them and the result of long term stress will be exhaustion. Allocating more responsibility to one person will reduce job performance and efficiency. Lithier and Meslash (2004:6), believe that one of the main factors of exhaustion is extra job responsibilities and limitation of time and place for performing the extra jobs that allocates to a person. But in this research employees believe that it is not a related factor, maybe because they have high technical skills and enough time to do their jobs.

Results also show that, there is no significant relation between women fear of success and having less job responsibilities. Mehdad (2005:303), believes that having a more simpler job with more leisure time is not a good idea for a person, because he/she cannot use the opportunities to show his/her skills. In other words, they do not use skills and abilities of a person completely and this may bring nervousness for employee. But based on the results of questionnaires, these two variables are independent.

Results show that, there is no significant relation between women fear of success and inappropriate job contact (like punishment).

Sootkin (2002:1), believes that one of the main reasons of fear of success is in fact the fear of punishment. If a person has been experienced a kind of punishment as the result of his/her success, he would have an unpleasant opinion about success. But based on the results of this research, most of employees have not been experienced any kind of inappropriate job contacts. Perhaps the reason is that teachers are symbol of honesty and kindness.

Results also show that, there is no significant relation between women fear of success and lack of job feedback. If people be aware of their negative or positive job feedback, they would learn more quickly, carefully and sufficiently. Because, being aware of their job feedback will increase satisfaction, repeat it and reduce inappropriate contacts. Lack of job feedback, would increase uncertainty, tiredness and decrease level of motivation. (Sayed Javadin; 2004:185). But in this research employees believe that they have good job feedback, because at the end of each year teachers get their rewards based on the results of their students.

Results show that, there is no significant relation between women fear of success and self-alienation. Misina (2005:3) also believes, the person who has fear of success think that if they become successful, other people would not like them anymore. These kinds of person will experience senses of nervousness, anxiety and faultiness, when they reach the goal and become successful. Therefore, they will lose their motivation and do not reach their goal. It should also be mention that self-alienation is a completely correlated group of factors and for evaluation of this variable, many different mental and social factors should be studied. (sotoodeh; 2005:254). But level of self-alienation that is reported is low in this research, because teachers are so social persons and have many things in common with their coworkers.

Results also show that, there is no significant relation between women fear of success and role ambiguity. Scientists believe that one of the most effective factors in mental stresses is ambiguity in their role as employees. Role ambiguity is a condition that employees do not exactly know their responsibilities. This ambiguity will appear in different ways that are: being unaware of the results of job performance, being unaware of dealing with different job expectations and being unaware of job feedback.

Researches show that, role ambiguity may reduce self-confidence and job satisfaction of employees. (Shermer Horn, Haunt, Azborn;1999:265), and Lack of self-confidence is one of the most intensifier factors of fear of success. But based on the results of this research these two variables are independent, maybe because of having educational programs that can increase level of self-confident and decrease level of role ambiguity.

Results also show that, there is no significant relation between women fear of success and opposition of beliefs. Lither and Meslash (2004:6), believe that one of the main causes of exhaustion is confliction of values with actions. When there is conflict between job requirements, values and employees personal norms, then mental stress will appear. But it is clear that in this research these two variables are independent, because teachers job requirements and their personal beliefs are correlated.

Suggestions

- It is clear that the most important resources of an organization are its human resources. Therefore, it is necessary for every organization, to evaluate the level of its employees fear of success. Then based on the results find the best solution for it.
- As the results show, there is a significant relationship between employees fear of success and level of their exhaustion. Therefore, decreasing this fear will decrease employees level of exhaustion. Misina (2005:5), believes that there is a five steps method to control employees fear of success, that is:
First step: understanding the fear.
Second step: recognizing negative factors of fear.
Third step: replacement of negative beliefs with positive ones.
Fourth step: recognizing the best patterns of living.
Fifth step: applying these methods in life.

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