

## Determination of Job Burnout in Staffs of Education Head Office of Golestan Province-Iran by Considering Personal Indicators

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### ABSTRACT

the present paper focused on job burnout in staffs of education head office of Golestan Province – Iran. The sample volume was decided using Morgan Table. The data was gathered through Maslach job burnout questionnaire (Maslach Burnout Inventory, MBI). The results showed that males experienced high abundance but low intensity levels of emotional exhaustion. There was no significant difference between abundance and intensity of emotional exhaustion and gender. Also, it was found that there is a significant difference between abundance level of depersonalization and job history ( $p < 0.05$ ). Furthermore, the results showed that majority of the samples experienced low or middle level of lack of personal success feeling although some experienced high level of such feeling.

**KEYWORDS:** job burnout, education head office, Golestan Province

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### 1- INTRODUCTION

Job burnout is a job-related syndrome known by emotional exhaustion and reduced personal efficiency. Emotional exhaustion is an indicator of an emotional detachment from occupation along with a negative attitude toward workplace and colleagues. Reduced efficiency means that one cannot work effectively. Job burnout is formed by various organizational and personal determinants. High occupational burden, lack of professional independence, improper workplace, etc. have been long seen as job burnout determinants [1]. Job burnout results in a harsh reduction in job satisfaction and organizational trust. Furthermore, job burnout causes decreased health level. Staffs may even neglect their family tasks due to job burnout and consequently, their family relationships may suffer from disorders [2].

Since workplaces have recently become harsher in terms of intensity and amount of work, determination and evaluation of job burnout, its causes, and its consequences have gained high attention. As majority of studies have been performed on teachers and nurses because of their special job situations, we aimed at determination of job burnout in staffs other than teachers or nurses. Therefore, the present paper focused on job burnout in staffs of education head office of Golestan Province – Iran.

### 2- METHODOLOGY

Job burnout and demographic variables of the staffs of education head office of Golestan Province – Iran were studied. The research community was composed of all staffs working in education head office of Golestan Province. The samples were selected in terms of not having physical and mental chronic diseases, drug use history, and harsh crises such as death of beloved persons, divorce, property loss, etc. during past 6 months according to their own statement. The sample volume was decided using Morgan Table. The data was gathered through Maslach job burnout questionnaire (Maslach Burnout Inventory, MBI). The questionnaire is the most common tool for measuring job burnout and comprises of 22 different parts containing three sub-indices (i.e. emotional exhaustion, depersonalization, lack of personal success feeling). Moreover, personal characteristics (i.e. age, gender, education, job history) were determined. Job burnout questionnaire, as a standard tool, is commonly adopted in Iran and other countries and its validity and reliability have been proven. The participants were promised about confidentiality of the information and written agreements were derived from them. To provide uniform situation, the questionnaires were given in break time. The data were analyzed by SPSS Software version 20 and descriptive statistics, independent t-test and variance analysis were performed.

### 3- RESULTS

Table 1 shows demographic information of the samples. As it can be seen, 86.1% of the samples were males. The statistical community was composed of 144 persons (20 females and 124 males). 45% of females were between 31 and 35 years old and 45% were >36 years old. However, 81.45% of males were >36 years old. 70.13% and 65% of males and females have been working more than 10 years, respectively. 50.69% and 85% of males and females had bachelor degree, respectively.

Table 1. demographic information of the participants

Personal characteristics	Abundance (percent)	Mean	Standard deviation
<b>Gender</b>	Male	124 (86.1)	
	female	20 (13.9)	
<b>Age</b>	≤30	4 (2.77)	
	35-31	30 (20.84)	50.61
	≥36	110 (76.39)	5.96
<b>Education</b>	High school diploma	4 (2.77)	
	Bachelor degree	90 (62.5)	
	Master degree	50 (34.73)	
<b>Job history</b>	1-4 years	12 (8.33)	
	5-9 years	5 (3.48)	20.27
	≥10 years	127 (88.19)	7.32

Tables 2 and 3 show abundance and intensity of job burnout in three sub-indices (i.e. emotional exhaustion, personality , lack of personal success feeling) in male and female staffs of education head office of Golestan Province, respectively. It was found that 4.03% of male staffs experienced high abundance level of emotional exhaustion. However, no female staff experienced high level of emotional exhaustion. In addition, it was detected that 4.84% of males experienced high abundance level of depersonalization. Also, 4.03% of the males experienced high intensity of depersonalization. Moreover, the results show that 27% and 37% of males showed high abundance and intensity levels of lack of personal success feeling, respectively.

Table 2. abundance and intensity of job burnout in three sub-indices (i.e. emotional exhaustion, depersonalization, and lack of personal success feeling) in male staffs of education head office of Golestan Province, 2012

Job burnout sub-indices	Dimensions of job burnout	low	mid	High
		Abundance (percent)	Abundance (percent)	Abundance (percent)
<b>Emotional exhaustion</b>	Abundance	107 (86.3)	12(9.67)	5(4.03)
	Intensity	115 (92.74)	7(5.64)	2(1.62)
<b>Depersonalization</b>	Abundance	100 (80.64)	18(14.52)	6(4.84)
	Intensity	106 (85.49)	13(10.48)	5(4.03)
<b>Lack of personal success feeling</b>	Abundance	58(46.77)	39(31.47)	27(21.76)
	Intensity	37(29.84)	50(40.33)	37(29.83)

10% of female staffs experienced high abundance level of depersonalization while 20% of them witnessed high intensity level of lack of personal success feeling. Additionally, 30% of them experienced high intensity of lack of personal success feeling.

Table 3: abundance and intensity of job burnout in three sub-indices (i.e. emotional exhaustion, depersonalization, and lack of personal success feeling) in female staffs of education head office of Golestan Province, 2012

Job burnout sub-indices	Dimensions of job burnout	low	mid	High
		Abundance (percent)	Abundance (percent)	Abundance (percent)
<b>Emotional exhaustion</b>	Abundance	18(90)	2(10)	0(0)
	Intensity	18(90)	2(10)	0(0)
<b>Depersonalization</b>	Abundance	18(90)	0(0)	2(10)
	Intensity	15(75)	5(25)	0(0)
<b>Lack of personal success feeling</b>	Abundance	9(45)	7(35)	4(20)
	Intensity	7(35)	7(35)	6(30)

Table 4 shows the correlation between abundance and intensity levels of job burnout in the sub-indices emotional exhaustion, depersonalization, and lack of personal success feeling considering personal variables, i.e. gender, age, education, and job history. As it can be seen, abundance and intensity of the studied sub-indices had no significant difference between males and females ( $p>0.05$ ). Also, no significant difference was detected in

abundance and intensity levels of various sub-indices of job burnout between different age groups and different education levels ( $p>0.05$ ). A significant difference was detected in abundance level of depersonalization between the samples with different job histories ( $p<0.05$ ).

Table 4: correlation between abundance and intensity levels of job burnout in the sub-indices emotional exhaustion, depersonalization, and lack of personal success feeling considering personal variables, i.e. gender, age, education, and job history

Personal variables	Abundance and intensity	p-value of emotional exhaustion	p-value of depersonalization	p-value of lack of personal success feeling	Test
<b>Gender</b>	Abundance	P=0.13	P=0.13	P=0.56	Independent t-test
	Intensity	P=0.77	P=0.49	P=0.77	
<b>Age</b>	Abundance	P=0.88	P=0.21	P=0.59	One-way ANOVA
	Intensity	P=0.96	P=0.44	P=0.46	
<b>Education</b>	Abundance	P=0.26	P=0.22	P=0.92	One-way ANOVA
	Intensity	P=0.37	P=1.00	P=0.65	
<b>Job history</b>	Abundance	P=0.34	P=0.02	P=0.91	One-way ANOVA
	Intensity	P=0.29	P=0.06	P=0.78	

#### 4- CONCLUSION

Physical and mental health levels of staffs working in different organizations have been currently emphasized in order to boost efficiency and life quality of the staffs. The results obtained from the present paper showed that males experienced high abundance but low intensity levels of emotional exhaustion. Emotional exhaustion is the main symptom of job burnout. Authors believe that middle or high levels of emotional exhaustion may cause internal stresses and intra- and interpersonal conflicts resulting in lower mental strength [3]. Higher abundance of emotional exhaustion than its intensity level shows that there are several causes of emotional exhaustion while understanding the intensity of them by the staffs of education head office of Golestan Province was low. According to the results, there is no significant difference between abundance and intensity of emotional exhaustion and gender which is not consistent with the results obtained by Rafiee [4]. Maslach et al. believe that gender cannot be considered an important factor for prediction of job burnout [5].

Majority of the samples experienced low abundance and intensity levels of depersonalization which is consistent with the results obtained by authors [6, 7]. According to Maslach theory, depersonalization is considered a reaction against conformity to emotional exhaustion and occurs when one responds negatively to service-receivers and treats them indifferently as an object. Depersonalization, in fact, shows negative attitude of service-provider toward service-receiver [8]. Consequently, this dimension of job burnout is much more pronounced in service-providing businesses. Low level of depersonalization in staffs not merely defines intra-organization human relationships but shows positive attitude of staffs toward service-receivers. According to previous studies, high mental strength and coordination between attempt level and reward are of other reasons of lower depersonalization [6]. According to observations and experiences of authors in Golestan Province, low level of depersonalization in the present study may be related to positive attitude of the staffs of education head office of Golestan Province toward clients, having proper physical and mental health to cope with job problems and stresses, and having proper relationships with colleagues and clients. The results obtained from the present study showed that there is a significant difference between abundance level of depersonalization and job history ( $p<0.05$ ) which indicates that newcomers experience lower level of depersonalization.

The results, also, showed that majority of the samples experienced low or middle level of lack of personal success feeling although some experienced high level of such feeling. Lack of personal success feeling or reduced personal efficiency means reduction of merit feeling in personal tasks and is a negative self-assessment about job performance. Personal success feeling forms when one can affect principles of its organization, can present his/her capabilities, and obtains positive attitudes about himself/herself and clients. Therefore, he/she may feel stronger to do his/her tasks with higher self-confidence and he/she will find better attitudes toward his/her job and will enjoy his/her job even more than he/she used to [7].

Considering the important role of the staffs of education head office of Golestan Province to make the future and increase qualitative and quantitative levels of schools, knowledge about dimensions of job burnout in this office can provide useful information for authorities and managers in order to reduce job shifting and detachment and increase efficiency by assigning management programs. By use of the results obtained from the present study, authorities may strive to inform newcomer staffs to prevent from emotional exhaustion and early lack of motivation. More investigations are required to find out more about job burnout dimensions in different organizations.

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