

Investigating the Relation of Organizational Factors and Burnout in Employees and Providing Solutions: A Study on Employees of Bank Melli Iran

Salahaddin Ebrahimi,^{1*} Jamal Firoozi,² Mohammadreza Jafari,³ Naser Gudarzi⁴

¹Department of Educational Administration, University of Tehran, Tehran, Iran.

²Department of Human Resources Management, University of Tehran, Tehran, Iran.

³Department of Business Management, University of Allame Tabatabaai, Tehran, Iran.

⁴Department of Psychiatry, AJA University of Medical Sciences, Tehran, Iran.

ABSTRACT

Purpose: This study investigated the relationship between organizational factors and Job Burnout using descriptive-analytical method (correlational) at Bank Melli Iran in the city of Mahabad.

Materials and Methods: Fifty employees occupied in this organization were participated in the present study, using random selection method. Questionnaire was means of collecting data. The studied variables were measured by a standard scale including Job Burnout (Maslach), the researcher also made scale of organizational factors.

Results: The results show that organizational factors affect the incidence of Job Burnout. Statistical tests also confirm the correlation at a significant level. The results of Pearson correlation coefficient show that there is a negative relation between variables of salary, wages and job security of the employees and "Job Burnout". There are direct significant relationships between other variables and Job Burnout.

Conclusion: If the job lets the employees to have freedom and autonomy, they can receive the results of their work and especially those who are ambitious, would be satisfied; because they tend to have much control over their works. The main point is that those who are highly skilled and have more freedom over their work and receive the results of their work will have better morale, motivation and performance.

Keywords: burnout ; professional; psychology; employment; job satisfaction; personal satisfaction; health personnel.

AMHSR 2015;13:92-97
www.journals.ajajums.ac.ir

INTRODUCTION

Employment is an important source of livelihood and social status that can also lead to resentment and undermining physical and mental powers. Workplace consists of physical, mental, social, and organizational motivations, and all these factors can be a cause of stress. Occupations such as accounting and finance bring a lot of stress, which is due to the nature, type, functions and responsibilities of these jobs. Burnout can be mentioned one of the results of excessive and prolonged stress in

workplace. Job Burnout is a term used to describe negative changes in attitudes, mood, and behavior of people who are exposed to work-related stress, leads to a reduction in the incentives and performance of the person. The most well-known definition of Job Burnout belongs to Maslach and Jackson, who define a psychological syndrome consisting emotional exhaustion, depersonalization, and reduced sense of personal accomplishment.^{1,2,3} Studies have shown that productivity of people who are suffering from Job Burnout decreases, and they show less

participation, and the greatest impact is loss of incentives, which makes the employees slow, tired and irritable.¹

Two important factors in organizations management are humans and operating systems of the organization.³ Since the operational systems come into force by men, so it can be argued that the most important asset of the organization is human resources. Now, administrators are aware that they can guarantee their success, efficiency and competitive advantage by investing in human resources. Considering the basic needs of the our society to banks, economy, and finance during information technology and globalizationera, financial and banking institutions should pay more attention to problems and needs of their staff in order to reach a better capability, prevent burnout and increase motivation to work.⁴

Emotional exhaustion is the key sign of Job Burnout and its major consequence is reduced motivation.⁵ Anyone suffering from emotional exhaustion feels to be under a pressure and also his emotional resources are depleted. Depersonalization occurs when he gives negative responses to people who are usually the recipients of the services and deals with them in attentively.⁶ In fact depersonalization reflectsthe negative outlook of the service provider to who receives it, this aspect of burnout is so significant in occupations related to human services.⁶ Reduced sense of personal accomplishment, low sense of competence and ability to perform the job successfully are other consequences. This aspect represents the negative self-evaluation of one's in work.⁷ Studies have shown that the major cause of burnout is job stress.⁸ Occupational stress may be due to poor working conditions, including workload (high or low) or quality (being outside the person's abilities), lack of fitness, lack of job security and unfulfilled career ambitions, improper relationship with employees' ambiguity and role conflict.⁹ Maslach counts the following organizational factors effective in incidence of burnout: corporate communications, monotony of work, decision-making involvement.¹⁰ From the negative consequences of burnout one can mention: Job stress, absenteeism, dropping the job, increased work-related accidents and loss of productivity.⁴ The effects and consequences are firstly concentrated on the organization. For example, research has shown that 4% of the working hours of the employees is lost due to their absence caused by stress and job dissatisfaction.¹¹ Pin and Freudenberg¹² categorize the results of Job Burnout as follow: physical, personal and inter-personal. From the physical consequences one can mention: heart problems, cardiovascular diseases, fatigue, sleep disorders, muscle pain, stomach problems, immune system problems,

impaired mental function and difficulty in concentrating, and personal and inter-personal consequences include loss or change in value and moral system, social isolation and marital or relationship problems, absenteeism, poor work relationships, reduce in quality and quantity of work, increased risk of work-related accidents, loss of confidence, job dissatisfaction and possible termination or turnover.¹² The lives of all employed people contain stress. Career changes, like changes in salary, job promotions, reductions or increases in staffing and social changes are topics that somehow distress people and cause confusion, worry and anxiety.¹³ On the other hand careers such as bank jobs create more stress and this is the effect of nature and responsibilities of these jobs. Bank employees encounter a variety of problems according the jobs they have. According to the above-mentioned issues, studying burnout in employees of organizations, such as banks, and discovering its relationship with various factors seems essential in order to prevent Job Burnout. This study seeks to answer the question that what the relationship is between organizational factors and Job Burnout of Bank Melli Iran, and what solutions can be offered to reduce burnout in employees.

Constable and colleagues¹⁴ carried out a study about the influence of social support and workplace in nurse's burnout; results have shown that due to increasing the working environment variables, variables of Job Burnout increased too, which 53 percent, in the emotional exhaustion sector was. Lent¹⁵ in a research called the impact of job conditions, demographic factors and personal factors on burnout among professional consultants, achieved some results indicating that there was not any significant difference between burnout and working conditions among counselors working in outpatient departments and the private sector. Hasanzadi¹⁶ in a study about factors associated with Job Burnout of employees of Anzali Ports and Shipping Organization had reached the conclusion that staff burnout in all aspects of emotional exhaustion, lack of personal success and depersonalization are at a high level. The results also indicated that organizational factors such as structure, salary and wages, leadership style, job security, culture, health of workplace, technology and strategy are effective in the incidence of occupational burnout. Jafapour¹⁷ studied the impact of monthly income, job experience and personality traits on burnout syndrome; results showed a significant correlation between burnout level and job experience, such a manner that people with less experience faced less burnout. There was no significant relationship between burnout and income.¹⁷

MATERIALS AND METHODS

Population and Statistical Sample

The method of this research is descriptive and correlational. Simple sampling method was used in this study, and the sample size was calculated by the Cochran formula which was around 50 employees of the Bank Melli of Mahabad city.

Measuring Tools

To gather data for this study, two questionnaires of Maslach Burnout Inventory¹⁰ besides some institutional factors were used. The Maslach Burnout Questionnaire was made by Maslach and Leiter¹⁸ consisting 22 questions, including three sub-tests, emotional analysis, lack of personal success, and depersonalization. In the present study, the reliability coefficient was calculated $\alpha = 0.88$, using Cronbach's alpha, and it was obtained as $\alpha = 81\%$ for emotional analysis. Questionnaire of organizational factors was designed by the researcher to determine the present conditions of organizational factors. It was then distributed among 20 employees having similar characteristics to the study sample. Reliability coefficient of the Organizational factors questionnaire was also estimated as $\alpha = 0.7$ using Cronbach's alpha.

Data Analysis Method

At this stage, existence of a relationship between variables was investigated, using Pearson correlation coefficient test. Also Burnout variable was considered as a dependent variable and organizational factors as independent variables. This step is performed using the statistical program SPSS.

RESULTS

In this study, by using Pearson correlation coefficient, we examined the existence of significant relationship between any of the organizational factors and burnout. If ($P < .05$), the null hypothesis is rejected, which is based on the lack of relationship between variables, and

it can be argued that there is a significant relationship between the variables. The findings can be seen in the final table of this article.

As shown in **Table 1**, according to the Pearson correlation, there is a significant relationship between all the aspects of organizational factors and Job Burnout. There is a direct significant relationship between the organizational structure, organizational culture, workplace health, technology and strategy. There is an indirect significant relationship between job security, salaries and wages and Job Burnout.

In **Table 2**, according to the output of Statistical Package for the Social Science (SPSS Inc, Chicago, Illinois, USA) (SPSS), the Pearson correlation coefficient between these two variables is 0.421. The significant level is also zero which is lower than the standard significance level ($\alpha = 0.05$). Thus, it can be argued that H_0 can be rejected at the 95% significance level. It means that there is a meaningful relationship between these two variables.

As demonstrated in **Table 3**, a series of studied organizational materials has a significant correlation with the first aspect of burnout which is emotional analysis. Except the workplace health and the strategy of organization, the other factors are significantly associated with the lack of personal success. The depersonalization has only significant relationship with salaries and wages, leadership style and job security. It is noteworthy that the relation of salary and wages and job security with burnout is negative.

DISCUSSION

In present study Pearson correlation test results

Table 2. The table of Pearson correlation test between the Job Burnout and organizational factors.

	Organizational Factors	
Job Burnout	The Correlation coefficient	0.421
	The significance level	0.000
	The significance relationship	Exists

Table 1. The results of Pearson correlation between the organizational factors and Job burnout.

Organizational Factors	Job Burnout		
	Correlation Coefficient	Significance Level	Significant Relationship
Organizational structure	0.716	0.000	Exists
Salaries and wages	-0.0750	0.000	Exists
Leadership style	0.727	0.000	Exists
Job security	-0.777	0.000	Exists
Organizational culture	0.219	0.011	Exists
Workplace health	0.189	0.028	Exists
The strategy of organization	0.212	0.031	Exists
The technology of organization	0.217	0.011	Exists

Table 3. The results of correlation coefficient between the organizational factors and burnout.

Organizational Factors	Burnout		
	Emotional Analysis	Lack of Personal Success	Depersonalization
Organizational structure	0.560**	0.698**	0.634**
Salaries and wages	-0.584**	-0.728**	-0.678**
Leadership style	0.584**	0.738**	0.654**
Job security	0.267**	0.179*	0.042
Organizational culture	0.261**	0.121	0.031
Workplace health	-0.563**	-0.788**	-0.736
The strategy of organization	0.282**	0.161	0.033
The technology of organization	0.262**	0.170*	0.041

$P < .05$ ** $P < .01$

demonstrate a direct relationship between burnout and organizational structure; it means that as we move from the mechanical structure to the organic structure, the degree of burnout will decrease; and on the contrary, when the organizational structure tends to be mechanical, the staff turnout to be more stressful. The organization has a significant relationship with all the aspects of burnout (emotional analysis, lack of personal success and depersonalization). Most of the impacts of Job Burnout are resulted by the organizational structure; it means that the lack of rights and responsibilities to make decisions and also the incoordination between their rights and responsibilities lead to the employees' burnout.⁶

Also, there is an inverse relationship between the Job Burnout and the degree of salaries and wages, this means that as the payroll system improves, the employees' burnout is reduced; and on the contrary, in an improper payroll system there are more burnout rates among employees. Besides, the payroll system has a significant relationship with all the aspects of burnout (emotional analysis, lack of personal success and depersonalization). If the payments are in an unfair basis, it will lead to dissatisfaction, reduced motivation and increased employees' turnover and their performance will decrease as a result. Therefore, the organizations must reform their payment system in order to reduce or eliminate the negative consequences of improper payment system.⁷

There is a direct relationship between Job Burnout and organizational leadership. As we move from the task-oriented leadership to the relationship-oriented leadership, less burnout is observed among employees; on the contrary, as the manager uses task-oriented leadership to lead the employees, more burnout is observed among them. Pearson correlation test results demonstrate a significant relationship between leadership style and all aspects of Job Burnout (emotional analysis, lack of personal success and depersonalization). In most

researches, the relationship-oriented managers treat employees with more interest, and those who emphasizes on task-oriented leadership, are faced with employees' apathy and turnover more.^{7,8,9}

There is an inverse relationship between job security and Job Burnout; this means that when we move from low job security to higher job security, less burnout is observed among employees. On the contrary, the lower the job security degree is, the higher the employees' burnout will be. Pearson correlation test results demonstrate a significant relationship between job security and all aspects of Job Burnout (emotional analysis, lack of personal success and depersonalization). The majority of employees consider job security as an important factor. If someone has a sense of job security, his/her morale and job satisfaction go up. For most people, job security means having safe and secure future and formal employment.¹²

The organization needs ensure employees in different ways in order to reduce the employees' burnout. One way is to observe the principle of meritocracy and regulations governing the relationships. There is a direct relationship between employees' burnout and organizational culture. And also, the results of Pearson correlation tests demonstrate that organizational culture has only significant relationship with emotional analysis and lack of personal success. As the results of this study indicate, an open culture is associated with less burnout and vice versa. So, organizations should try to change their culture toward an open and participatory culture in order to reduce their employees' burnout. By paying attention to the employees, the organization can improve their loyalty and commitment toward the organization, and maintain their morale; and decrease their burnout.⁸

Health, safety and standard workplace situations are the important factors that affect work efficiency. In this regard, the situation in terms of various physical and chemical factors such as temperature, humidity, light,

air, work schedules, noise and tools can have influence on job satisfaction.^{5,6,9}

Changing the work processes in organizations has led millions of people to leave the organizations and the organizational structures, also jobs of those who remain in the organization change continuously. Advanced technology has made many of the old skills to become obsolete. In fact, every skill would be useful in a short period of time and then becomes obsolete. So, when the managers want to employ new technologies, they must work in a way that reduces or eliminates the doubt and fear of employees about losing their jobs, in order to reduce their burnout.^{12,13}

CONCLUSIONS

Based on the results of Pearson correlation test, workplace health has only meaningful relationship with emotional analysis. In this study, more than half of the staffs have reported that their workplace health condition is suitable. Pearson correlation test results show that there is a significant relationship between the technology of organization and the two aspects of burnout (emotional analysis and lack of personal success). The relationship between technology and depersonalization is not meaningful. Continuous technological advances make people change their job and behavior. Complete quality control and emphasis of technology on continuous improvement of processes can increase the mental tensions and pressures, because people see that they are constantly expected to work more. There is a direct relationship between Job Burnout and the strategy of the minimum expense of the organization. Pearson correlation test showed only a positive correlation between the organization's strategies and emotional analysis. The main point is that those who are highly skilled and have more freedom over their work and receive the results of their work will have better morale, motivation and performance. In general, there is a relationship between Job Burnout and organizational factors. Pearson correlation test results confirmed the relationship between Job Burnout and organizational factors.

Suggested Solutions

- Making task descriptions more general instead of paying attention to the details in order to reduce the formality of organization.
- Giving necessary training to the staff on how to implement their duties instead of official directives in order to reduce the formality of the organization.
- Giving more rights to the staff for doing their duties

and not to confine them within the formal regulations of the organization.

- Reducing the number of management hierarchies in order to reduce the complexity of the vertical structure.
- Merging the number of subsidiary units together as much as possible, otherwise it adds to the horizontal complication.
- Establishing a system of receiving and observing proposals for employees to participate in various decision-making levels and decentralization.
- Respecting the principle of meritocracy and regulations governing the relationships in order to create job security for employees.
- Moving the leadership toward the participatory style in order to increase participation and commitment.
- Reforming the payment system based on performance and competency and creating incentive programs in order to increase interest and reduce employees' tensions.
- Providing appropriate facilities, office supplies, facilities for typing and libraries for employees.
- Providing training for managers on how to apply management techniques to deal with Job Burnout.

CONFLICT OF INTEREST

None declared.

REFERENCES

1. Setudehasl N, Bakhtyari A. Review Burnout and related factors among nurses and midwives in Semnan University of Medical Sciences. *Journal at Kurdistan University of Medical Sciences*. 2006; 11: 77-83. http://sjku.muk.ac.ir/browse.php?a_code=A-10-1-170&slc_lang=fa&sid=1.
2. Kilfedder C J, Power KG, Wells TJ. Burnout in Psychiatric Nursing, *Journal of Advanced Nursing*. 2001; 34(3): 383–396. <http://onlinelibrary.wiley.com/doi/10.1046/j.1365-2648.2001.01769.x/abstract>
3. Shirom A, Melamed S, Toker S, Berliner S, Shapira I. Burnout and Health Review: Current Knowledge and Future Research Directions. *International Review of Industrial and Organizational Psychology*. 2005. <http://onlinelibrary.wiley.com/doi/10.1002/0470029307.ch7/summary>.
4. Nyberg A, Bernin P, Theorell T. The impact of leadership on the health of subordinates. *Saltsa – joint programme for working life research in Europe*. 2005. https://scholar.google.com/scholar?q=The+impact+of+leadership+on+the+health+of+subordinates.&hl=en&as_sdt=0&as_vis=1&oi=scholart&sa=X&ved=0CBsQgQMwAGoVChMIxrdyvX9xgIVYndyCh1FDQDF.
5. Halbesleben JRB, Buckley M R. Burnout in Organizational Life. *Journal of Management*. 2004; 30 (6): 859-879. <http://jom.sagepub.com/content/30/6/859.abstract>.

6. Hayes CT, Weathington BL. Optimism, Stress, Life Satisfaction, and Job Burnout in Restaurant Managers. *The Journal of Psychology*. 2007; 141(6): 565-579. <http://www.ncbi.nlm.nih.gov/pubmed/18044271>.
7. Mirabzade A, IraniSh, Samie M, Fayzzade G. Review on burnout and related factors among employees of Razi Psychiatric Hospital. *Journal Rehab Dis Ment Dis*. 2007; 3:54-60.
8. Shakerinya I & Muhamadpoor M. The relationship between job stress and burnout with resiliency in nurses. *Journal of Behbud*. 2010; 4: 161-9. <http://health.barakatkns.com/article/123422/>.
9. Ghoobaribonab B, Khazayi M, Alizade H & Toofi Z. Examine predictors of burnout (teachers of retarded children and normal in the city of Birjand). *Journal of Psychotherapy Cute*. 2003; 4: 124-47. <http://www.noormags.ir/view/fa/articlepage/124999/>.
10. Maslach C (2005). Reversing Burnout: How to rekindle your Passion for your work. Stanford Social Innovation Review, Graduate school of Business.
11. Stuart M. Stress of new disease of civilization, Translated by Dadsetan Parirokh, Tehran: Growth, 1998. http://www.ravanpajoh.com/index.php?option=com_content&task=view&id=1666&Itemid=58
12. Pin T, Freudenberg M. The conceptualization and measurement of burnout: questions and directions. *Work Stress*. 2005; 19: 187–191. <http://www.tandfonline.com/doi/abs/10.1080/02678370500387109>
13. Robbins SP, Judge T. Essentials of organizational behavior. Upper Saddle River, N.J.: Pearson/Prentice Hall. 2007. <http://www.amazon.com/Essentials-Organizational-Behavior-Student-Edition/dp/0132968673>
14. Constable L, Colleagues K. Influence of social support and workplace in nurse's burnout. *Journal Gynecologic Oncologists*. 2004; Vol. 94.
15. Lent W. Impact of job conditions, demographic factors and personal factors on burnout among professional consultants. *Academy of management journal*. 2006; 21(2).
16. Hasanzadi Z. Studying the relationship between demographic and organizational factors and job burnout among staff of Anzali Ports and Shipping Organization. *Department of Psychology, Tehran University of Medical Sciences thesis*. 2006.
17. Jafapour H. *The relationship between hardiness and burnout in normal and exceptional schools teachers*. School of Psychology and Education, Tehran University. MSc Thesis. 2012.
18. Maslach C, Leiter MP. Reversing Burnout: How to rekindle your Passion for your work. Stanford Social Innovation Review. *Graduate School of Business*, 2005. http://ssir.org/articles/entry/reversing_burnout
19. Ahmadi E, Alizadeh S. The relationship between burnout and emotional intelligence. *J of Appl Psychol, Tarbiat Moallem University, Azerbaijan*. 2004; 2:49-56.
20. Maslach C, Leiter MP. Relaxation in the job, Translated by Yousefi Z, Abedi M. Rasht, Iran: Gap Publication; 2008.
21. Luthans F. *Organizational Behavior*. New York, NY: McGraw-Hill. 1993.
22. Maslach C, Schaufeli WB, Leiter MP. Job burnout: The Maslach Burnout Inventory. 2nd ed. Palo Alto, CA: *Consulting Psychologists Press*. 1986. <http://www.mindgarden.com/117-maslach-burnout-inventory>
23. Doran D, McCutcheon AS, Evans MG, et al. Impact of the Manager's Span of Control on Leadership and Performance. *Canadian Health Services Research Foundation*. 2004; 7. <http://www.hrresourcecenter.org/node/1617>
24. Drury SL. *Servant leadership and organizational commitment: Empirical findings and workplace implications*. In Proceeding of the Servant Leadership Research Roundtable, Regent University, Virginia Beach, VA. 2004.
25. Farber BA. Treatment strategies for different types of teacher burnout. *Journal Clin Psychol*. 2000; 56: 675-89.

Corresponding Author:

Salahaddin Ebrahimi, PhD Student
Department of Educational Administration,
University of Tehran, Tehran, Iran.

Tel: +98 444 2231040

Fax: +98 444 2228424

E-mail: s.ebrahimi@ut.ac.ir



Received August 2015

Accepted September 2015