

Study the Relationship Between Organizational Structure and Job Burnout Regarding Staff of Pharmaceutical Company Tehran Daroo

Mohammad Mahdi Saeedinejad
Amirkabir University of Technology, Tehran Polytechnic, Tehran, Iran

Abstract: The main objective of the current research is to study the relationship between organizational structure and job burnout among the staff of Tehran Daroo Pharmaceutical Company. Current research is practical in terms of target and it has the descriptive methodology through survey. Statistical society of the research includes all of the managers and experts of Tehran Daroo Pharmaceutical Company. Sample size is 149 using Morgan sampling table and it has used simple random sampling. It is a questionnaire-based study and two accomplished questionnaires (organizational structure questionnaire and job burnout questionnaire) were used. Content validity was used for the validity of questionnaire and Cronbach's alpha coefficient was used for reliability. In order to analyze the data we used SPSS statistical software and multivariate correlation and regression test. Results of the research showed that there is a meaningful relationship between organizational structure (and its components) and job burnout.

Key words: Organizational structure, job burnout, Tehran daroo, pharmaceutical company, experts

INTRODUCTION

Organizational structure is the framework of relationships among jobs, systems, operational processes, people and groups that are attempting to reach the goal. Structure of an organization can be considered as the set of paths that organization's activities are divided to recognized tasks through them and coordination is made among these tasks. Therefore, organizational structure determines the relationships in an organization, place of people in an organization and the scope and range of their authorities. Several numbers of factors are considered to define the structural dimensions of an organization such as administrative components, independency, centralization, complexity, delegation of authority, formalization, integrity, careerism, control areas, specialization, standardization and vertical area (Robbins, 2004). Most of the theorists are agreed upon centralization, formalization and complexity (Fry and Slocum) and these dimensions are still used in organizational researches. Universities may be different in any of these dimensions. We are going to refer to these dimensions briefly. Formalization means the scope in which an organization relies on rules, regularities and procedures to orient its staff's behavior and it is the degree that organizational jobs are standardized. Formalization is not limited to some questions like: what is the responsibility of each person? or how should he do it? for wider it can specify different types of behavior in an organization such as coding cloths, working hours, use

of office equipment or use of internet. If the job has high formalization, its operator has the minimum level of freedom to do the related activities of that job and when it should be done and how. Organizational centralization means the fact that center of decision making is on top of the organization and all or at least most of the decisions are made by top management and are moved toward the organizational levels or base of the organizational pyramid. Generally we consider a organization a centralized one if decisions are made at high level of organization. Complexity refers to the degree of separation in an organization. It is divided to three parts; horizontal separation that refers to degree of separation among organizational units based on organizational position their nature and responsibilities, degree of education and lesson learned by them. The most important evidences that imply horizontal separation within an organization are specialization and internal divisions. Vertical separation refers to depth or height of the organizational structure. Vertical separation in organization rises by increased levels of organizational hierarchy; therefore, complexity increases in the organization. The last one is geographical separation that refers to the distribution of offices, factories and organizational staff based on geographical areas (Robbins, 2004). Researchers believe that organizational factors have substantial effects in job burnout. For example Maslach and Leiter (1997) suggested that in an organization where people participate in decision making about their own job and specify its major processes, the probability of job burnout

decreases. On the other hand, formal structures and inflexible rules and policies can cause job burnout among staff. Their studies have proven that in organizations with participation culture which are teamwork-based, staff experience less job burnout (Cooper *et al.*, 2001). These days, job burnout has attracted much attention from researchers and organizational leaders which has mainly been related to important organizational and individual consequences such as job performance, organizational behavior, job attitude, negative psychological consequences (Martinko, 2004). Job burnout is a kind of professional risk which is associated with physical and mental energy reduction (Cavus and Demir, 2010). Based on person-environment fit theory, organizational factors have an important role in formation of job burnout. Job burnout causes mental pressure for people in long term, so that we can consider disproportion between person and his work environment as one of the main reason for job burnout. Organizational structure is an area that can result in poor fit between person and his work environment. Formalization, rules and organizational regulations can guide staff to do their tasks and solve the problems and can help them. Therefore, formalization, rules and organizational regulations must provide guidelines and orientations for staff to do their jobs and they should reduce vague expectations. Decentralization and involvement in decision making, permit staff to feel that they have some control over their working lives and feel that organization values them. Lack of control over work environment can also lead to a feeling of helplessness and powerlessness and job burnout (Lambert *et al.*, 2010). Job burnout has negative effects on staff, their families, friends, people around them and society and can reduce the quality of staff's lives both in their workplace and their home. Job burnout can cause increasing problems at home and withdrawal from family and friends over time. Although, job burnout may occur in all kinds of jobs it is a universal epidemic problem and disease in human services. Job burnout processes occur because of chronic pressure and stress at job (Tabarsa *et al.*, 2011).

Literature review: Burnout, job burnout, work burnout and career burnout means break from work in Persian. Other definitions of burnout in Persian are breakdown. Concept of job burnout was first introduced by Froid Neberger in the early 1970s. Mounting and growth of job burnout was thanked to Froid's efforts. Fariber wrote in this context that "Froid is the first one who has used the word burnout with the theme of today and has considered it as a state of emotional and physical exhaustion derived from existing conditions of workplace".

The main factor of job burnout is bearing mental pressure derived from working for a long time. Lack of interest at work, lack of homogeneity at work, being out of capacity and talent and, etc., lead people to job burnout. These jobs are different in various organizations or various indicators of organization. Some factors in organizations spur this case and some factors help to mitigate the consequences of work. Here, we need a correct management system to facilitate and remove the risk of job stress by some actions such as rewards, reduction in work hours, make recreation and help in prolific jobs. Imagine that someone sees little progress in his job, one factor that is in direct relationship with job burnout is little opportunities for promotion and progress. On the other hand, strict and inflexible rules and regulations cause people to have a feeling of being trapped in an unfair system. These factors lead staff to have negative attitude toward their jobs. On the other hand, assume that management and leadership in an organization are so that there is a little attention to make friendly relations. A significant number of staff will experience job burnout in such an organization. We should know, there are always some items that managers and directors cannot see them. In such a situation, psychological tasks in workplace requires that fitness of staff with job and workplace and change of the manager's attitude toward organization to be provided by using scientific and practical methods in order to avoid progression of this disease that can finally lead to inefficiency of people and low efficiency of organization. Of course, we should always consider the power of people against stress and their personal resistance bearing capacity. People in high-level jobs who feel gratified about their jobs are less probable to experience job burnout. Staff who have good relationships with their coworkers and receive good feelings from the others and people who think they can influence their workplace also are less probable to get exhausted. Among the other factors involved in job burnout, we can refer to marital status. Studies show that, there are fewer cases of job burnout among married people than single ones. Its possible cause can be warm emotional relationships, social supports and, etc.

One of the most important factors causing burnout in an organization is specific type of leadership that is adopted by organizational supervisors. Researches in this context, show that staff who work in a workplace in which staff's welfare is low and there is not a warm and friendly relationship between staff and supervisors are more exposed to experience job burnout. According to the view point of Najjari conservative behavior includes some works such as consultation, listening and aid

recommendations to organization members. Anyway, existence of wise conservative style in organization can be effective in reducing job burnout. While, some researchers probe a relationship between the syndromes of job burnout and mental pressure, the others look for individual characteristics with specific signs of these syndromes. Soltani and Rouhani show in their studies that people who experience job burnout emotionally are often perfectionist and widely engaged in their jobs and imagine unrealistic goals for themselves. Researchers point that, there is a meaningful relationship between behavioral pattern and job burnout signs. They understood based on their findings that, there is a reverse relationship between job security and job burnout. In the other words, job burnout decreases when job security increases. Results showed that existence of security leads to comfort and satisfaction and lack of security causes mental and emotional disorders. Fooladb showed in his results that, there is a reverse relationship between job burnout and individual performance of employees. In the other words, individual performance decreases when job burnout increases. So, it is accepted that job burnout leads to the reduction of individual performance which can also be followed by reduction in organizational performance. The research named job stress factor for managers and employees at hospital units was done by Alma in 1993 and he concluded that kind of communication, responsibility of managing the life, hospital administration, problems with medical staff in the hospital, shifts, too much work, not use of staff's experiences and social factors are respectively the most important factors that lead to stress at job in the hospital.

Different job categories vary about job burnout. Studies show there is a significant difference between job burnout and physical burnout. These finding comply with Miler, Zuk, Liks and Robbinson. There is a relationship between level of education and extent of job burnout. Staff with different levels of education, experience different levels of job burnout and especially, physical burnout. Therefore, it seems that the closer a job is to technical and expert level, the lower job burnout will be. People with higher level of education can adapt themselves with difficult situations better and more quickly and these environments affect them less. There is a relationship between marital status and amount of job burnout (Bar-On, 2000). They believe that because of warm emotional relationship, social supports and etc among married people they feel less job burnout than single people. Therefore, the correlation between job burnout scores and marital status is completely meaningful and different. There is a meaningful distinction

between physical and attitudinal burnout and type of collaboration. In comparison to contract staff and formal contracting, formal staff are more confident that they will not be expelled from their jobs, so they address their complaints easily and they most often seek to change their service location. About higher attitudinal burnout among contract staff than formal contracting staff, we can claim that this group thinks that they must do their tasks efficiently because of a sense of uncertainty to continue their jobs. Yet, they think that despite working more than other groups they don't have same benefits.

MATERIALS AND METHODS

Current research is practical in terms of target and it has the descriptive methodology through survey. Statistical society of the research includes all of the managers and experts of Tehran Daroo pharmaceutical company. Sample size is 149 using Morgan sampling table and it has used simple random sampling. It is a questionnaire-based study and two accomplished questionnaires (organizational structure questionnaire and job burnout questionnaire) were used. In order to analyze the data we used SPSS statistical Software and multivariate correlation and regression test. Cronbach (1951)'s alpha coefficient was used for reliability and it was determined 0.78 for organizational structure questionnaire and 0.70 for job burnout questionnaire. Since, the calculated reliability is >0.70, we can claim that research tools have sufficient and acceptable reliability. In order to specify the content validity of questionnaires, they were evaluated by experts.

RESULTS AND DISCUSSION

Descriptive analysis of findings indicated that about 75% of participants were men and 20% were women. Most of the participants have had undergraduate and graduate education. About 30% of people had 15 or 20 year work experience and just 5 % had work experience <5 year (Table 1-3).

Mean test related to job burnout: Results of mean test showed that the mean of job burnout dimension has

Table 1: Gender descriptive statistics

Parameters	Frequency	Percentage	Valid (%)	Cumulative (%)
Valid				
Man	114	76.5	79.7	79.7
Woman	29	19.5	20.3	100.0
Total	143	96.0	100.0	
Missing				
System	6	4.0	-	-
Total	149	100.0	-	-

Table 2: Education descriptive statistics

Parameters	Frequency	Percentage	Valid (%)	Cumulative (%)
Diploma	1	0.7	0.7	0.7
Associate degree	29	19.5	20.3	21.0
Bachelor degree	52	34.9	36.4	57.3
Valid				
Master degree	51	34.2	35.7	93.0
PhD	10	6.7	7.0	100.0
Total	143	96.0	100.0	
Missing				
System	6	4.0	-	-
Total	149	100.0	-	-

Table 3: Work experience descriptive statistics

Parameters	Frequency	Percentage	Valid (%)	Cumulative (%)
Valid				
<5	8	5.4	5.6	5.6
5-10	26	17.4	18.2	23.8
10-15	24	16.1	16.8	40.6
15-20	47	31.5	32.9	73.4
>20	38	25.5	26.6	100.0
Total	143	96.0	100.0	
Missing				
system	6	4.0	-	-
Total	149	100.0	-	-

Table 4: Descriptive statistics of a sample

Statistics	N	Mean	SD	SD Mean
exhaustion	143	2.6117	0.55902	0.04675

Table 5: T-test of a sample

Test value = 3

Samples	t-values	df	Sig. (2-tailed)	Mean difference	95% confidence interval of the difference	
					Lower	Upper
Exhaustion	-8.305	142	0.000	-0.38825	-0.4807	-0.2958

significant difference with 3 and calculated significance coefficient confirms it. Since, the numerical value of upper and lower limit has been negative, the value of job burnout mean has been <3, so, this dimension is in an appropriate status (Table 4 and 5).

Correlation test between organizational structure dimensions and job burnout: Results of correlation test showed that, there is a positive relationship among complexity and formalization with job burnout and calculated significance coefficient confirms it. No relationship was seen between centralization and job burnout (Table 6).

Regression test between organizational structure dimensions and job burnout: Multivariate regression was used to recognize the effect of organizational structure dimension on job burnout. The calculated significance level showed that only complexity has effect on job burnout (Table 7 and 8).

Table 6: Correlation test

Test	Centralization	Formalization	Complexity
Exhaustion			
Pearson correlation	0.038	0.524	0.677
Sig. (2-tailed)	0.650	0.000	0.000
N	143.000	143.000	143.000

Table 7: ANOVA test

Model	Sum of square	df	Mean square	F	Sig.
Regression	20.526	3	6.842	39.877	0.000
Residual	23.849	139	0.172		
Total	44.375	142	-	-	-

Table 8: Outputs of regression test

Model	Unstandardized coefficients		Standardized coefficients		t-values	Sig.
	β	SE	β			
1 (Constant)	1.477	0.147			10.071	0.000
Centralization	-0.022	0.031	-0.045		-0.709	0.480
Formalization	-0.076	0.084	-0.099		-0.910	0.365
Complexity	0.573	0.082	0.763		6.957	0.000

CONCLUSION

The main objective of the current research is to study the relationship between organizational structure and job burnout among the staff of Tehran Daroo Pharmaceutical Company. Findings of the research show, if the organizational structure is more complex and formal, staff will experience more job burnout. Therefore, according to the theoretical definition of organizational structure that influences decision making and amount of attention to organizational rules and regulations, more complex and formal organizational environments cause organizations to face many challenges and they can confuse human resource and lead to job burnout in long term.

SUGGESTIONS

- It is recommended to managers to simplify the organizational structure and remove the unnecessary positions to give staff a wider performance space. Therefore, they will not experience job burnout in long term
- It is recommended to managers to facilitate the environment within organization in order that staff can have more collaboration and communications increase in organization and it will lead to individual job burnout reduction
- It is recommended to managers to assign each person to a job which he is interested in doing; therefore, he tries to do his tasks correctly

- It is recommended to managers and staff to replace complex organizational levels with internal communication networks. Stronger communication networks are possible in the form of manager's participation decision making. Therefore if staff and managers take part in more organizational meetings, their dynamics and performance improve and they will experience less job burnout
- It is recommended to managers and staff to create a working life method or a relation with the duties of the job to avoid fatigue in organizational complexity in which failure is associated with reward
- One of the biggest topics that managers have ignored it is the reason of fatigue. Various and hierarchical organizational levels increase job burnout. Therefore, it is recommended to managers to reduce job burnout by appropriate division of responsibilities and efficient organizational communication with staff
- Since, engaging severely in extreme job-related activities and unrealistic goals are signals and warning stages for job burnout it is recommended to staff to recover their depleted force by allocating even a short time to rest or to drink a cup of tea
- It is recommended to managers to reduce the stress related to job problems and accountability to clients, based on organizational structure and by creating appropriate environmental conditions such as peace conditions at work, suitability of the light in the room, appropriate heat in the room, appropriate shifts and work hours and this way avoid job burnout
- It is recommended to managers to reduce job burnout by appropriate division of duties and organizational positions based on people's physical and psychological moods
- It is recommended to managers and staff to avoid job burnout by increasing communication networks and creating moderation in complexity and centralization

REFERENCES

- Bar-On, R.L. and J.D.A. Parker, 2000. *The Handbook of Emotional Intelligence*. Jossey-Bass, a Wiley Company, San Francisco.
- Cavus, M.F. and Y. Demir, 2010. [The impacts of structural and psychological empowerment on burnout: A research on staff nurses in Turkish state hospitals]. *Can. Soc. Sci.*, 6: 63-72.
- Cooper, C.L., P. Dewe and M.P. O'Driscoll, 2001. *Organizational Stress: A Review and Critique of Theory, Research and Applications*. Sage Publications, USA., ISBN: 978-0761914815, Pages: 288.
- Cronbach, L.J., 1951. Coefficient alpha and the internal structure of tests *Psychometrika*, 16: 297-334.
- Lambert, E.G., N.L. Hogan and S. Jiang, 2010. A preliminary examination of the relationship between organisational structure and emotional burnout among correctional staff. *Howard J. Criminal Justice*, 49: 125-146.
- Martinko, J.M., 2004. *Attribution Theory in the Organizational Sciences: Theoretical and Empirical Contributions*. Information Age Publishing Inc., USA.
- Maslach, C. and M.P. Leiter, 1997. *The Truth about Burnout: How Organizations Cause Personal Stress and What to Do About It?* Jossey-Bass, San Francisco, USA.
- Robbins, S., 2004. *Principles of Organizational Behavior* (Translation Seyed Mohammad Arabi and Ali Parsaeian). Cultural Research Publisher, Iran.
- Tabarsa, G.A., M. Yazdani, R. Chairman and A. Taheri, 2011. Explores the relationship between organizational structure and job burnout among staff martyr Beheshti University, occupational and organizational consulting. Beheshti University, Iran, No. 9, pp: 103-188.