

## Relationship Between Job Characteristics with the Personnel Burnout

<sup>1</sup>M. Nekoei-Moghadam, <sup>2</sup>M. Nasrolah Poor and <sup>3</sup>V. Sadeghi

<sup>1</sup>School of Public Health, Kerman University of Medical Sciences, Iran

<sup>2</sup>Islamic Azad University of Kerman, Iran

<sup>3</sup>National Public Health Management Center (NPMC),  
Tabriz University of Medical Science, Tabriz, Iran

**Abstract:** The fatigue and apathy resulted from carrying out the tasks exert mental pressure on the personnel originating occupational burnout. The rigorous mental pressures aggravated by the nature, type or improper situation of the career inflict the personnel a state called burnout. The sufferers of which abate and their skills are not fully practiced. This research has been accomplished in winter of 2007 aiming at scrutinizing the correlation of career attributes with the personnel burnout of Gol Gohar Iron ore Compound in Sirjan District of Kerman Province in Iran. This research has examined 1875 of Gol Gohar Compound personnel chosen applying random classified sampling method appropriate to the class volume which contained 178 individuals. To collect data it used, Halkman questionnaire with validity 0/ 87 and reliability 0/91 and it used Meslatch burnout questionnaire with validity 0/89 and reliability 0/ 95. Data analysis was performed applying descriptive deductive statistics. The results indicate that the skill variety, task significant and autonomy, effectually inform the personnel occupational burnout ( $p < 0/05$ ). However, no correlation has been discerned between the task identity and feedback with burnout ( $p > 0/05$ ). The results denote positive and significant correlation between the career attributes and the personnel's occupational burnout. The superior the career qualities are, the less probably the personnel are inflicted with occupational burnout.

**Key words:** Occupational burnout, job characteristics, skill variety, task significance, task identity, autonomy, feedback

### INTRODUCTION

In all societies work encompassing a large section of life conveys an activity through which people utilize their environment and manage to endure. Professions have issued from career specialization which connotes allocating the workforces a specific section of the processes. Living in the modern societies entails having a profession to be associated with the social organizations and occupy a position. The people engaged in an organization anticipate some compensation from the organization in return of the services they offer, such as proficiency and expertise, efforts, dedication and sacrifice. Not providing the personnel's requirements result in their apathy toward the tasks, diminishing the quality of their activities and imperiling the organizations objectives (Tussi, 2002).

The current economical conditions and lack of coordination between the remunerations and life expenditures, besides the predicaments resulted from external organizational environmental circumstances; compel the managers to attend merely the external factors

neglecting the other management procedures. However, the studies on the motivations notify that remuneration augmentation alone does not long endure as a motivating and interest inducing agent. The personnel's discontentment and apathy toward their tasks are mostly issued from the career nature. The careers incurring the employee a mental fatigue and repugnance due to doing simple, dull and trivial tasks can be compensated by remuneration augmentation (Piri, 2002). Alizadeh Eqdam suggests that the mental fatigue and repugnance of the employee caused by the tasks performance lead to mental pressure (Exert mental pressure on the staff) which originates the exhaustion resulting in the obnoxious mental, physiological and organizational consequences (Alizadeh, 2002).

According to Ismaili's (1999) view, mental pressure arising from the nature, type and improper conditions of the career incur employee a state called occupational exhaustion in which the nature and concept of activity is distorted. The exhaustion sufferers abate and their skills spoil and are blemished and their motivation recedes (Beverly, 1998).

The exhaustion sufferer feeling recurrently weary and futile, is suspicious, pessimist and furious. Therefore, recognizing the career characteristics as the factors which result in personnel exhaustion can eradicate the consequences of this disorder.

### MATERIALS AND METHODS

This research has been conducted in winter of 2007 aiming at scrutinizing the correlation of occupational characteristics with the personnel occupational burnout of Gol Gohar Iron ore compound in Sirjan.

The statistical population of this study comprises of the entire 1796 personnel of the compound. The samples volume has been specified as 181 individuals regarding the Kurkaran formula.

To enhance validity of the research 200 entities have been monitored as samples selected applying the random categorical sampling method appropriate regarding the class volume. To collect data, 2 type of questionnaires provided in packages have been utilized. The exhaustion questionnaire which was derived from Maslatch questionnaire comprising 16 questions with stipulated answers such as:

- Never
- Several times annually
- Once monthly
- Several times monthly
- Once weekly
- Several times weekly
- Every day

To evaluate the career attributes Halkman and Aldham's questionnaire consisting of 15 questions concerning the career attributes has been utilized the questions 1-3 of which pertain to evaluating aptitudes variety, 4-6 to career nature evaluation, 7-9 to career interest, 10-12 to occupational autonomy and 13-15 to occupational feedback. The stipulated answers are as follow:

- Absolutely correct
- Regularly correct
- Nearly correct
- Indefinite/indistinct
- Rather incorrect
- Regularly not so
- Absolutely incorrect

Applying numeral sigma method, the validity of the career attributes and exhaustion questionnaires have been calculated consecutively as 0/877 and 0/89 and the

reliability of them as 0/912 and 0/95. Subsequent to validity and reliability calculations the questionnaire were distributed. To analyze the data frequency distribution, bar chart, descriptive and deductive statistics such as Sparkman and Tow Kendal correlation tests, K2 tests have been utilized.

### RESULTS

Nine/one percent of the monitored people in this research have appraised burnout lower than medium and 87/1% medium and the answerers gave a high score to this variable.

Seventy/Seven percent of the answerers have appraised the career attributes variable lower than medium and 27/5% lower than medium. The statistical tests evaluating relation of the tasks attributes with personnel occupational burnout indicate a significant correlation between these 2 variables.

Applying Spriman and Towkendal correlation tests for data analyses, P degree (0/05 significance) has been calculated as 0/000, lower than significance level, consequently, the correlation between tasks variety and occupational burnout occurrence is implied.

Applying Spriman and Towkendal correlation tests, the singinificance in both tests has been calculated as 0/000, minus the significance level, consequently the correlation between the career interests and occupational burnout occurrence in implied.

Applying Spriman and Towkendal correlation tests, P degree (0/05 significance) has been calculated in two test consecutively as 0/060 and 0/061. Consequently no correlation between career nature and personnel exhaustion is implied.

Applying Spriman and Towkendal correlation tests, the significance degree in both tests has been calculated as 0/000, minus the significance level. Consequently, the correlation between occupational autonomy and occupational burnout occurrence is implied.

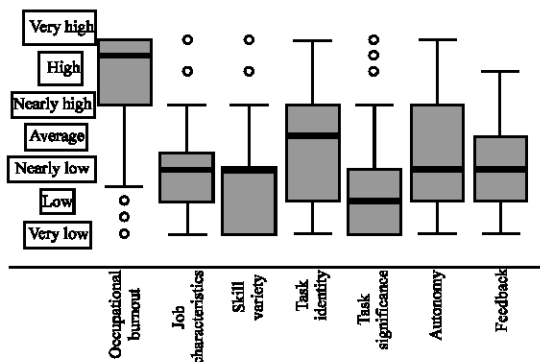


Fig. 1: Distribution of the answers to the research main variables

Applying Spriman and Towkendal correlation tests for data analyses, P degree has been calculated consecutively as 0/604 and 0/588 beyond the significance level. Consequently no relation between informing the personnel of the feedbacks and occupational burnout occurrence is implied shown in Fig. 1.

## **DISCUSSION**

Tussi Rad confirms David Venuatom's view that the careers entailing a wide range of tasks, invigorate the personnel. The tasks variety makes the personnel feel more competent and effective (Tussi, 2002).

Not utilizing the entire potentiality in accomplishing the tasks, the personnel incur the exhaustion. The lack of coordination between an individual's tasks and aptitudes also arises the occupational burnout. Therefore, the more the aptitudes are effectively exercised, the less the personnel incur the occupational burnout. A significant relation between occupational burnout occurrence and the personnel's tasks variety has been noticed in this research. The more the personnel's tasks are miscellaneous, the less probably they suffer the occupational burnout.

The career interest ascertains the actual efficiency of the activities on an individual's life and other persons' activities (Alizadeh, 2002). According to Halkman Veladimir, the interest toward the tasks systemizes the activities of the personnel and makes them more purposeful and consequently enhances the motivations (Tussi, 2002). The individual considering his/ her activities ineffective and not merited for attention and incentives, is imperiled by occupational burnout. Under such a circumstances, an individual deems his/her progression slow and inadequate and this supposition is directly associated with occupational burnout occurrence. The more effective an individual feels in tasks accomplishment (gratification), the less probably the occupational burnout occurs. The statistics in this study denote the correlation between personnel's tasks interest and burnout occurrence; however no correlation between the career nature and occupational burnout has been detected.

Approximately 45% of the questionnaires answerers reported this variable low possibly on account of the items included in the questionnaires such as:

The process of the tasks is monotonous and there is no authorization for making suggestions.

The career comprises merely a small part of the activity which is performed by other persons or the machinery.

The reasons of occupational burnout occurrence can be categorized regarding the personnel attributes, the career tendency and methods and organizational attributes. The organizational factors contributing to the occupational burnout are: lack of feedback and power for participating in making decisions (Robins, 2004).

Occupational autonomy implies the extent to which an employee or worker have authorities. While accomplishing the tasks and specifying the processes the personnel are empowered to practice their authorizations (Robins, 2004).

Exploring the notions of psychologists such as Freud, Adhler, Mazlo, Wrum who have worked on personality issues, reveals similarities of views such as personal autonomy, (not being under anybody's domination), the ability to cope with the incidents, communication skills which impede the occupational burnout (Rahimi, 2002). Low occupational autonomy is also deemed a factor contributing to exhaustion occurrence. Regarding occupational autonomy abating the tensions in activities and personal dignity in careers can impede occupational burnout occurrence (Rahimi, 2002). A correlation between the personnel occupational autonomy and occupational burnout occurrence has been noticed in the statistical population of the research.

The absence of occupational feedback according to Mismatch's view (<http://www.Christianity.ca/faith/christian-living/2003/11.004.html>) and rapports can be also deemed reasons and indications of occupational burnout (<http://smhp.psych.ucla.edu/atyourschool/march03>). The factors contributing to exhaustion occurrence can be categorized in regarding the personnel attributes, the career tendency and methods and organizational attributes such as absence of feedback and authorization for participating in decision makings (Malan and Rothman, 2002).

Informing the personnel of the positive and negative feedbacks of their activities quicken their effective and accurate learning. Being aware of their behaviors outcomes reinforces and prolongs efficiency eliminating the indecent reactions. However, the absence of feedbacks inflicts fatigue, lack of confidence and motivation abatement on the personnel (Malan and Rothman, 2002). Fifty seven percent of the statistical population reported not receiving adequate feedbacks and not being informed of the outcomes of their activities and generally two following circumstances happens on them:

The task itself provides the personnel with helpful guidelines and proper procedures for optimal accomplishment of the tasks not needing the feedbacks from the co-operators.

Comprehensive elucidation of the careers enables the personnel to conceive how to accomplish the tasks optimally.

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