

The Effect of Job Burnout Dimension on Employees' Performance

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Abstract—The psychological sensitivity in each job is a good stage for stress and jobs accidents, so prevention of job burnout as the main issue of public healthcare is under the spotlight. The aim of the current article is to determine job burnout and its relation with the components of job burnout in the performance of the bank personnel. The Current research is practical and its method is united and post event. The Statistical society includes all personnel of Mellat Bank which is about 500 People in Golestan province in Iran .The bulk of 250 people were selected accidently. The gathering of the data was done by two questionnaires. The amount of lasting in Cronbachs method for the standard questionnaire is 0/87 and the second questionnaire's amount and its justifiability is 0/89 which was approved by content method. The analysis of the data's is done via Spearman correlation test. The results have shown that in addition to the high amount of job burnout among personnel's, other factors like emotional exhaustion and Depersonalization has some reverse effect on the performance of personals. This means that the performance of the personnel's decrease due to increasing emotional exhaustion, Depersonalization and vice versa. Also it became clear that the lack of Individual success has no relation with the personnel's performance.

Index Terms—Job burnout, Employee's Performance, Emotional exhaustion, Bank

I. INTRODUCTION

In modern society, quality management and service on the job represent a challenge for individuals and organizations. In this context, organizations should use strategies to foster healthy work conditions, with the goal of preventing and protecting the worker from currently pressing problems like work-related stress [1]. Many of the studies related to psychological health of the employed people show that the unsuitable conditions of the work places leaved negative effects on the mental and psychological health of the workers. This unsuitable condition can even be seen in the family life of the employed people [2]. The pressures and psychological problems related to jobs can cause some bodily and mental consequences on the individuals and in spite of the continuing it may cause job burnout. Job burnout is a variable which has been under the spotlight by the scientists during the last years. This problem can be seen in the human society and work places [3]. Job burnout is based on continues pressures and deadly job burnout. It even can make the individuals feel like lack of energy and a need for preserving their job position [4]. Job burnout is often common in the

jobs which they directly spend much time with their clients or directly have contacts with their customers [5].

We can classify bank personnel's among those who are in a direct contact Job burnout since they spend a lot time talking with their customers. Also they face stresses and huge amount of psychological pressures. These factors could be a start for suffering from Job burnout tensions which in the end causes the falling of working quality and presenting services. Therefore, current article is trying to investigate this problem: How is the condition of Job burnout in banks? Is there any relation between Job burnout components and the performance of the personnel's?

II. LITERATURE REVIEW

A. Position and the Concept of Job Burnout

Stress could be so unhealthy for the personnel's and the organizations due to its consequences based on the research in recent years. Disease, Stress and Job burnout are some examples of the consequences which come from the factors of working places [6]. There could be a direct relation between job stress and health. Stress set the stage for disease acceleration and job burnout is a reflection of gathering stress making job condition. In fact, there is direct relation between the worse working places and mental and psychological health which finally sets the stage for preparing job burnout [7]. Job stress could be the reason behind the gathering stress making factors and the conditions related to job. Most people accept the stress making one. In other words, the job stress is for a special individual on a special job. The official commission of Europe defines job stress as emotional, cognition, behavioral and physiological pattern, and reactions toward unsuitable aspects of the job content, organization and work places [8].

One of the psychological results of major stress is job burnout which suggests the status of exhaustion. This problem is followed by being pessimistic about the values of others work and losing the feeling of being valuable [9]. The psychological sensitivity in each job is a good stage for stress and jobs accidents, so prevention of job burnout as the main issue of public healthcare is under the spotlight. In 1974, Freudenberger used the term 'burnout' to describe a situation of physical and emotional exhaustion among young social workers who were employed in substance abuse projects. He pointed at the finding that especially idealistically motivated individuals run the risk of becoming emotionally exhausted. They work too hard, too long and are involved in too many troubles. They act in this way because of their emotional engagement in their work, which is also characterized by cherishing unrealistic expectations [10]. In 1981 Maslach

and Jackson re-examined burnout and developed generally accepted burnout model and defined burnout as emotional exhaustion, increase in desensitization and decrease in personal accomplishment feeling [11].

Job burnout is a reflection of emotional exhaustion, lack of energy, bodily tiredness, psychological diseases, increase of alcoholism and drugs, being pessimistic, Angry, Depression, and lack of individual success [12]. Bodily and emotional exhaustion are the effects of Job burnout which includes being pessimistic on your job, resigning and having negative feelings toward the customers and the clients. In other words, this syndrome is related to bodily problems, psychological health and variables of job performance like being unsatisfied about job, absenteeism and efficacy [13].

Job burnout cause the emotional sources of the individuals diminish. Today, it's estimated that around 3% to 7% of the employed population across the world are suffering from Job burnout. Job burnout is recognized as a special job related disease which happens due to stresses related to work place in service provider jobs. Because of this bodily and emotional exhaustion is created in the personnel's. This disease has three dimensions which include emotional exhaustion, depersonalization and lack of individual success [14].

In investigating the burnout problem, we should notice that the burnout is indeed the consequence of continues working which could be gradually disappeared by taking some rest. The symptoms of job burnout disease are a lot and we should mistake this kind of burnout with ordinary and temporarily tiredness. This disease is like an internal tiredness and anxiety feeling which has some effects on emotional and physical aspects of employed individuals. Finally it causes the reduction of mental and psychological health and diminishes the ability [15]. Although researchers has been working on job burnout for three decades, but there are still some doubts on this ,for example some of them recognize job burnout a kind of stress or Depression by mistake, while researchers recognize job stress an overpressure which is imposed on individuals while working. Practically, job burnout is a personal pattern response to job stress. This kind of fatigue is also different with Depression, since job Depression is related to work, while Depression by itself affects all aspects of personal life [16].

Based on Maslach multi dimension theory, Job burnout factors are as the following.

Emotional exhaustion. It's a kind of tiredness which shows the base of individual tensions. It suggests the feelings which cause the reduction of individual excitements and start of a new work especially if the tiredness stays for a long time. Emotional exhaustion dimension is recognizable through physical, mental and emotional statues. The researches have shown that emotional exhaustion is toper than tow dimensions of Depersonalization and efficacy emotion [17].

Depersonalization. It's related to more or less negative responses of the individuals toward different working condition which cause creation of negative view, the feeling of being unacceptable and in the end creation of a gap between the individuals and their jobs.

The third aspect of decrease in personal accomplishment

feeling: It's related to lack of capacity and success of the individuals which are related to job [18].

B. The Difference of Being Burnout with Stress

Burnout often considered in the framework of researches related to stress. Stress making jobs are mostly united with the feeling of pressure than burnout, while the importance of job is mostly in contact with burnout than job pressures. Burnout is mostly related to the results and consequences; like lack of happiness in job, desire to leave the job, bodily symptoms and the level of the perceived performance than job Pressures. Schoufeli and Enzmann both recognize burnout as a special kind of long term professional stresses which are the results of inter individual needs. Moreover, there are some evidences which prove that burnout is not always the result of high stress [16].

C. Ways for Preventing Burnout

The plans for prevention of job burnout are either related to the individuals or to the organization. They may also be a combination of personal attendance. Individual plans which prevent job burnout have usually some programs for increasing job proficiency, prevention skills, social supporting and different relaxation exercises. In organization level, this plan usually focuses on methods like reconstructing job duties, goals of analyzing jobs, reducing job demands and attending in decision making. Those individuals who attend in prevention programs usually face less stress compared to others, so it's expected such plans result in positive mental effects and prevention of job burnout [19].

1) Individual strategies for overcoming

Practical resignation is a response to thoughts, feelings and unwanted excitements which individuals try to avoid from due to bad experiences which may disturb their performance. So we have presented some solutions to overcome this problem. By these solutions we can reduce or stop side effects of job burnout. Here are some suggested individual solutions [14]:

- If possible, physical or psychological conditions must be changed. If a person is not able to create such changes, then he should modify some of his behaviors and also he should not accept the responsibilities he think he can't deal with.
- Using special methods of Relaxation. On the very first session, its effects on the individuals should be determined.
- Finally, in spite of lack of effect, you may temporarily change our job or position and do another business.

2) Organization strategies of overcoming

One of the duties of management in every organization is to make less the pressures imposed on individuals on the organizations. Organizations mostly bring psychological pressure on their personnel's on different fields. There are some ways for preventing stressful elements which organizations can take [20].

- Using scientific methods in choosing and appointing human resources.
- Holding suitable training courses. Of course you should notice that factors like planning, designing and performing such courses must be based on the results of statistics of jobs

among attendants during the courses.

- Methods like punishing should be done less than before. If the personal are going to work under better supervisions, you may use conditional conditions. So when they show a good behavior you may boast them and not use punishment ways.

The aim of current research is determining the status of job burnout and the relations of elements like emotional Exhaustion, Depersonalization and lack of success with the performance of the personals in the bank. Thus Hypotheses and theoretical framework are in the followings:

Hypothesis 1: There is relation between Emotional Exhaustion and employee's performance

Hypothesis 2: There is relation between Depersonalization and employee's performance

Hypothesis 3: There is relation between decrease in personal accomplishment feeling and employee's performance

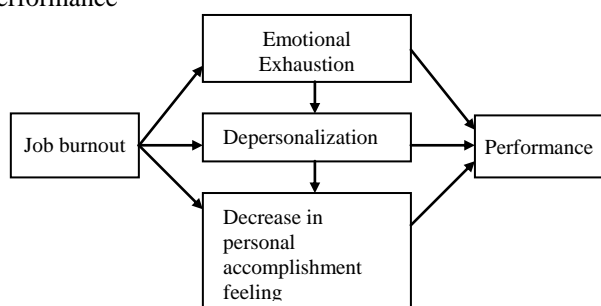


Fig. 1. Research Theoretical Framework.

III. MATERIALS AND METHODS

The research method was applied and Survey–Correlation and the statistic population include all the personnel of Mellat Bank in Golestan Province in Iran. The number of simple is 250 people which were selected by simple randomly method. The first questionnaire was the standard questionnaire of Maslash, Which is compiled to measure job burnout based on Emotional Exhaustion sub-dimension (9questions), desensitisation sub-dimension (5 questions) and lower personal accomplishment sub-dimensions (8 questions) and the other questionnaire is about the relation of job burnout and employee's performance with contains of 22 questions. The questions of both questionnaires are based on the five selection Likert scale. Which their validity of tools was confirmed through Content method and their reliability was

determined through alpha Cronbach for the standard questionnaire of Maslash as 0.78 and for the relation of job burnout and employee's performance as 0.89. The data were analyzed by through Spearman correlation coefficient test.

IV. RESULTS

We have presented the average of the grades and the percentage of their availability in data in Fig. 2, in order to determine the condition of job burnout.

Elements of burnout	number	average	percentage	Error of diversion in average
Emotional exhaustion	223	11/25	31/25	0.279
Depersonalization	223	4/84	24/2	0.192
decrease in personal accomplishment feeling	223	11/84	37	0.10
Amount of job burnout	223	27/06	30/75	0.396

Fig. 2. The amount of average and the percentage of availability in job burnout.

Looking this table you can realize that the amount of emotional exhaustion (maximum 32 points), Depersonalization (maximum 20 points) lowest amount and Decrease in personal accomplishment feeling (maximum 32 points) in average level. But, in general the statues of job burnout are low at the average of 27.06.

Also we realized that job burnout in personnel's in ages group (20-30, 30-40, 40-50, 50-60) is in average level and increasing , it means that people who are older, have higher rate of burnout, but burnout in men and women groups is in average level. Burnout is higher in men. Those who have educational degrees like Associates Degree, BA and MA degrees are in lower levels. Plus, the level of job burnout in personnel's having less than 5 years of experience and those who have experience of 5 to 10 years are in lower level and other who have experiences of more than 10 years in average level. Also the rate among official personnel's is in average level, conditional ones in low level and finally the rate of burnout based on being single or married is equal an in average level.

Spearman's rho Performance	Emotional exhaustion	Depersonalization	Decrease in personal accomplishment feeling
Correlation coefficient	-0.442**	-0.174**	-0.108
Sig. (2-tailed)	0.000	0.009	0.109
N	223	223	223

Fig. 3. The rate of correlation among dimensions of burnout and performance of the personnel's.

The results of research tests are presented in Figure 3, which Spearman is used in it. You may realize that there is an adverse relation between emotional exhaustion and Depersonalization. This means that the performance of the personnel's increases due to increasing emotional exhaustion and depersonalization. Also the performance of the

personnel's reduces and as a result the amount of performance increases. It is clear that there is no correlation between lack of success and the performance.

V. CONCLUSION

The results have shown that in spite of low amount of job

burnout of personnel's in the Organization of the case study, the level is increased due to increase of the peoples age and this increase was more in men compared to women. But this amount was equal in different educational level of people and also in single and married ones (average level). Also job burnout is high in personnel's having more job experience and those who are officially employed have much higher job burnout against conditional ones.

Studies of Tomic and colleagues (2004), Lackritz (2004) and Ahola and colleagues (2005) showed that there is a significant relationship between burnout and age. Also the results of studies done by Mohammadi and Mohajer (2004) showed that there is a significant difference between burnout among men and women and that burnout among men exists far more than women. Yahyaei studies (2006) did not approve the relation between burnout and level of education. Also Hanigan and colleagues (2000) did a research in Velez in which they reached similar results on this filed.

The results have shown that emotional exhaustion of -0.442 and Depersonalization with -0.174 has a diverse relation with the performance, it means that any kind of reduction causes the increase of the performance and vice versa. So the managers should use some ways to make the amount of emotional exhaustion to minimum level to prevent its side effects which stops the improvement of the organization. So managers should be helpful in creating a suitable work place physically and making a professional health. They should also consider acceptable working hours based on peoples abilities , reducing tension elements , creating a safe atmosphere culturally and ethically, respecting new ideas, providing spiritual and psychological security ,planning, reconstructing educational system, using suggestions and criticism an other factors. All of these factors can prevent emotional exhaustion in the organization. Since Depersonalization has a direct relation with the performance, the bank managers can cause the improvement of the friendly relations among coworkers by holding counseling classes and training coursed in communication skills. This way they make the bank personals interested in their own jobs more than before. Also the unction will become stronger with their jobs and organizations. In the end, the views of them will become positive toward their customers and it creates a trustful space among coworkers which prevents the process of job burnout.

A conclusion section is not required. Although a conclusion may review the main points of the paper, do not replicate the abstract as the conclusion. A conclusion might elaborate on the importance of the work or suggest applications and extensions.

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