

# **An Examination of Relationship between Job Burnout and Emotional Divorce among Managers of Industry, Mines and Trade Organization of Hormozgan Province**

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## **ABSTRACT**

The present study was aimed at examining the relationship between job burnout and emotional divorce among the managers of Industry, Mines, and Trade Organization of Hormozgan Province. This descriptive study is a correlational research in terms of the method and an applied research in terms of purpose. In this research, due to the small number of statistical population, all 30 top managers and 150 middle and operational managers of Hormozgan Province's Industry, Mines, and Trade Organization were selected as the research population. The tools used in this research are Geldard Burnout Inventory (GBI) and the researcher-made emotional divorce questionnaire. Regression was used to analyze the data. The results indicated that there is a relationship between job burnout and emotional divorce among managers. There is also a relationship between the components of job burnout and emotional divorce among managers.

**KEYWORDS:** Job burnout, emotional divorce, Industry, Mines, and Trade Organization

## **1. INTRODUCTION**

Job burnout is a psychological syndrome comprised of the three dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment. The key symptom of burnout is emotional exhaustion which is a general reaction to stress and manifests itself as feeling pressured and depletion of emotional resources. This dimension of burnout is very exclusive to jobs dealing with human services. Feeling a lack of personal accomplishment refers to a reduced feeling of competence and successful performance of one's responsibility and is a negative evaluation of oneself in doing a task [1].

Generally, job burnout has numerous side-effects in family, social, individual and organizational life, among the most important of which are absenteeism and desertion, consecutive delays, various psychological complaints, conflict, transformation, reduced quality of patient care, and interpersonal conflicts with colleagues [2]. Job burnout is a syndrome caused by the interaction of various personal, interpersonal and organizational factors [3].

Among the personal factors of job burnout are individual and personal characteristics, being unprepared to qualify for a job, and feeling a lack of personal progress; among the interpersonal ones are the doctor-nurse relationship, support from managers and the organization; and among organizational factors are the type of job, role conflict, role ambiguity, excessive working pressure, inappropriate working conditions, type of management, lack of social support, organizational changes, work hours, troublesome and strict rules and regulations in the organization, and few opportunities for improvement [4].

Job burnout is caused by several factors. One of these relationships is the one between job burnout and emotional divorce [5]. Emotional divorce is among the psychological social issues our society has been dealing with and is considered as a social problem. A theorist named Paul Bohannon (cited by Bukharai) [6] believes that emotional divorce is the first stage of the divorce process and it expresses the substitution of alienation for the marital relationship, which is deteriorated. According to Bohannon (cited by Bukharai) [6], although the husband and wife may continue living with each other as a social group, their attraction for and trust in each other is gone. Emotional divorce involves lack of trust, respect, and love among the two parties. Instead of supporting each other, spouses try to disturb each other, prevent the other one from being successful, and lower the other one's self-esteem. Each of them seeks to find a reason to prove the other one's deficiency and failure and to reject him/her. This relative problem in family level can spread and develop through the society and distort human relations [6]. In emotional divorce, spouses live under the same roof while the relations between them are either completely cut off or without any desire and satisfaction [6].

Job burnout is one of the effective factors in the decrease of efficiency, loss of human resources and creation of physical and psychological side-effects in an organization [1].

The underlying factors of emotional divorce have been examined in various studies. In their study, titled "Assessing Social Grounds for Emotional Divorce among the Female Staff of Gachsaran Petroleum Company", Azadi et al. [7] indicated that the factors 'unpleasant appearance and covering of spouse, lack of sexual satisfaction, and the spouse's too much care for children' were confirmed and the factors 'non-adherence to

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religious values, lack of personal hygiene, and the amount of working hours were rejected. Pour-Afkari and Gard-Afshari [8] conducted a research titled “An Analysis of Social Factors Effective in Divorce in Bandar-Abbas”. The results showed that unemployment, drug addiction, immigration, and low economical-social class are effective in divorce. In a study titled “Burnout and its Related Factors in Staff of University Hospitals in Mashhad”, Talaei et al. [9] concluded that job burnout is effective in family and individual performance and family’s supportive role can reduce job burnout.

In a research, Kalemglu and Keskin [10] found the level of job burnout in emergency healthcare personnel to be %32.5. AbuAlRub [11] indicated that support from managers can lead to better job performance and prevent job burnout. Harter et al. [12] (2003) showed that workplace and job burnout are not independent from each other. A meta-analysis carried out by Tett et al. [13] (2003) demonstrated that personal characteristics are good predictors of job burnout. Therefore, finding the main factors of job burnout is among the most important necessities of this research. The present study is aimed at assessing the influence of job burnout on emotional divorce and finding out how much each component of job burnout is effective in emotional divorce among managers of Hormozgan Province’s Industry, Mines, and Trade Organization.

## 2. MATERIALS AND METHODS

This descriptive study is a correlational research. The research population and research sample include all 30 top managers and 150 middle and operational managers of Hormozgan Province’s Industry, Mines, and Trade Organization. Geldard Burnout Inventory (GBI) and a researcher-made emotional divorce questionnaire were used in this research. The GBI includes 40 statements that show one’s feeling towards one’s job. In other words, this questionnaire, which has a reliability of 0.86, shows how much individuals are exposed to the danger of job burnout [14]. The Cronbach’s alpha for this questionnaire was estimated to be 0.82. Also the Cronbach’s alpha for job burnout was estimated to be 0.55 in the component ‘communication with colleagues’, 0.266 in the component ‘job satisfaction’, and 0.75 in the component ‘negative emotional connection’.

A researcher-made questionnaire was used to assess emotional divorce. This scale was developed using the study of Azadi et al. [7] and is composed of 24 items. The test is graded as a two-item Likert scale (1=Yes and 2=No). The test reliability was estimated using Cronbach’s alpha to be 0.92, which indicates a good reliability. The content validity of this scale was determined to be at a satisfactory level. The data were analyzed in two descriptive and inferential levels using SPSS and Excel software. Descriptive statistics including frequency, frequency percentage, illustration of related tables and diagrams, and inferential statistics including Pearson’s correlation coefficient and regression analysis were used to examine the amount of changes in each research variable.

## 3. RESULTS

The frequency analysis of participants’ age showed that the highest frequency (88 participants) was in the age group 41-45 and the lowest (3 participants) in the age group below 35. Also in terms of participants’ education, the highest frequency (92 participants) was for the holders of M.A and above and the lowest (53 participants) for the B.A holders. The statistical indicators of mean and variance for the scores resulted from emotional divorce and job burnout questionnaires are presented in Table 1.

**Table 1.** Statistical indicators of mean and variance for the scores resulted from emotional divorce and job burnout questionnaires

Component	Frequency	Least	Most	Mean	Standard Deviation	Variance
Emotional Divorce	145	0	24	6.26	7.720	59.594
Job Burnout	145	131.00	183.00	157.4414	10.82428	117.165
Communication with Colleagues	145	30.00	74.00	51.1310	8.85395	78.392
Job Satisfaction	145	29.00	61.00	46.1034	6.52636	42.593
Negative Emotional Connection	145	23.00	83.00	56.7793	12.09825	146.368

The above table indicates the scores resulted from emotional divorce and job burnout questionnaires. For emotional divorce, which is assessed using a two-item scale, the resulted score is 0-24; the mean is 6.26, and the variance is 59.594. The resulted scores for job burnout are 131-183 with a mean of 157.4414 and variance of 117.165. Multivariate regression analysis was used to test the research hypotheses, the result of which is presented in the following tables.

**Table 2.** Summary of regression analysis results for emotional divorce and job burnout

R Coefficient	Coefficient of Determination ( $R^2$ )	Adjusted Regression	Standard Error	F	P
0.266	0.071	0.064	7.579	10.87	0.001

The above table shows a correlation coefficient of  $r=0.266$  and coefficient of determination of  $R^2=0.071$  between the two variables of job burnout as a predictor variable and emotional divorce as a dependent variable. It

is concluded that the predictor variable can explain the dependent variable of emotional divorce as much as %7.1 and the scattering rate of data around this regression is 7.579. The results of one-way variance also shows that the resulted relationship is significant with  $F=10.871$  at the level of  $p<0.01$ ; thus, the resulted relationship is the best linear combination possible between job burnout and the dependent variable of emotional divorce.

**Table 3.**  $\beta$  coefficients and t values and level of significance for emotional divorce and job burnout

Resources	Non-Standard Coefficients		Standard Coefficients	t	Level of Significance
	Regression Coefficient B	Standard Error	$\beta$		
Constant	-23.970	9.207		-2.603	0.010
Job Burnout	0.192	0.058	0.266	3.297	0.001

As it can be seen in the above table, job burnout significantly predicts emotional divorce; in a way that with a  $\beta=0.266$  and  $t=3.297$  at the significance level of  $\alpha=0.001$  ( $p<0.01$ ), it is a positive predictor of emotional divorce and totally can explain almost %7.1 of emotional divorce variance. In Table 4, the summary of the results of regression analysis on emotional divorce and job burnout components is presented.

**Table 4.** Summary of regression analysis results for emotional divorce and job burnout components

R Coefficient	Coefficient of Determination ( $R^2$ )	Summary of the Results of Adjusted Regression Analysis	Standard Error
0.270	0.073	0.053	7.512

The above table indicates a correlation coefficient of  $r=0.270$  and coefficient of determination  $R^2=0.073$  between the components of job burnout as the predictor variable and emotional divorce as the dependent variable. It is concluded that the predictor variable can explain the dependent variable of emotional divorce as much as %7.3 and the scattering rate of data around this regression is 7.512. The results of one-way variance analysis showed that the resulted relationship is significant with  $F=3.692$  at the significance level of  $p<0.05$ ; thus, the resulted relationship is the best linear combination possible between job burnout components and the dependent variable of emotional divorce.

**Table 5.**  $\beta$  coefficients and t values and level of significance for emotional divorce and job burnout components

Resources	Non-Standard Coefficients		Standard Coefficients	t	Level of Significance
	Regression Coefficient B	Standard Error	B		
Constant	-18.913	9.421		-2.008	0.047
Communication with Colleagues	0.117	0.102	0.134	1.152	0.251
Job Satisfaction	0.288	0.101	0.244	2.839	0.005
Negative Emotional Connection	0.104	0.073	0.163	1.420	0.158

As it can be seen in the above table, from among job burnout components, only the component job satisfaction significantly predicts emotional divorce; in a way that it is a negative predictor of emotional divorce with  $\beta=0.244$  and  $t=2.839$  at the significance level of  $\alpha=0.005$  ( $p<0.01$ ).

In the two other components (communication with colleagues and negative emotional connection), the level of significance was higher than the satisfactory level ( $\alpha=0.158$  and  $0.251$ ) and the two components are eliminated from the regression equation.

## DISCUSSION

This research was conducted with the aim of examining the relationship between job burnout and emotional divorce among the managers of Hormozgan Province's Industry, Mines, and Trade Organization. The results of regression analysis between the two variables of job burnout as the predictor variable and emotional divorce as the dependent variable showed that the predictor variable can explain the dependent variable of emotional divorce as much as %7.1. The findings of this research are in line with those of Talaei et al. [9]. Talaei et al. [9] concluded that job burnout is effective in family and individual performance and family's supportive role leads to a reduction in job burnout. The reason for the compliance of these studies with the findings of this research is that job and working hours and other factors related to the job such as exhaustion, stress, etc. influence family and marital relationships among couples. Thus, the prolonged presence of these factors can lead to emotional divorce or cold divorce of couples.

The results of regression analysis on the components of job burnout as the predictor variable and emotional divorce as the dependent variable indicated that the predictor variable can explain the dependent variable as much as %7.3. In their research titled "Level of Job Burnout in Nurses", Losa Iglesias et al. [15] showed a high frequency of emotional exhaustion and a moderate level of depersonalization among critical care nurses. Emphasizing the negative effects of job burnout, Sharma et al. [16] showed that job burnout influences family and marital problems, job desertion and using drugs and alcohol.

Considering the results of the present study, it is recommended that managers and companies think of solutions to reduce the level of job burnout. It is also recommended that couples who suffer from job burnout use the solutions presented in the research literature (such as going on trips, etc.) to avoid emotional divorce or prevent their relationships from getting cold.

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