

# The Relationship between Job Burnout and Job Performance in Employees of Sepah Bank, Gorgan, Iran

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Received: February 20, 2015

Accepted: April 21, 2015

## ABSTRACT

Job burnout causes a severe reduction of job satisfaction and organizational commitment. Moreover, job burnout influences on person's wellbeing. It disturbs even family relationships as employees neglect their family responsibilities because of high job pressure. Employees' job performance plays a pivotal role in overall efficiency of an organization. The present study aimed at evaluation of the relationship between job burnout and job performance in employees of Sepah Bank, Gorgan, Iran. The present study is applied in terms of goal and descriptive-correlational in terms of method. Sample size was decided by use of Kukran's Formula (133 people). Data collection was performed by using two questionnaires, i.e. Maslach Burnout Inventory (MBI) and Paterson questionnaire of job performance. Validity of the tools was verified by experts' ideas. Reliability of the tools was verified through Cronbach's alpha. Normality of data was assured through Kolmogorov-Smirnov test. Statistical analyses were performed through descriptive statistics, Pearson's Correlation test, and stepwise regression by SPSS (version 20). The results revealed that job burnout caused reduced job performance in employees of Sepah Bank, Gorgan, Iran; however, no significant difference was detected ( $p > 0.05$ ).

**KEYWORDS:** job burnout, job performance, emotional exhaustion, depersonalization, success feeling, Sepah Bank, Gorgan.

## 1- INTRODUCTION

Job burnout is a job-related syndrome known as emotional exhaustion and reduced personal efficiency. Emotional exhaustion is in fact an emotional detachment from work along with a negative attitude toward workplace and employees. Reduced efficiency means that employees cannot work effectively. Job burnout occurs due to various organizational and personal characteristics. High work pressure, lack of job independence, and improper workplace have been established as chief components of job burnout (Demerouti et al., 2007). Job burnout causes a severe reduction of job satisfaction and organizational commitment. Moreover, job burnout influences on person's wellbeing. It disturbs even family relationships as employees neglect their family responsibilities because of high job pressure (Borza et al., 2012). Several definitions have been proposed for job burnout. The term job burnout was first presented in 1970s as physical and mental fatigue caused by job which leads to demotivation for doing job-related tasks (Hsu, 2013). Job burnout is in fact a process in which behaviors and attitudes of employees become negative in response to job stresses. It is also defined as long-term response to repetitive stressors in workplace (Meyer et al., 2014). Job burnout can cause anxiety, depression, lack of self-respect, drug use, diminished job performance and increased health problems in employees. Furthermore, it might have adverse effect on personal lives of employees (Alarcon, 2011). Job performance is considered from three perspectives, i.e. business perspective, customer perspective, employee perspective. Employees' job performance is defined as overall performance level of staff in terms of quantity and quality of performance (Di Pietro et al., 2014). Employees' job performance plays a pivotal role in overall efficiency of an organization. The employees who could not make a fruitful relationship with their jobs, had lower job performance. In other words, adaptation of a person with his/her job can be regarded as an important factor to enhance job performance (Farooqui and Nagendra, 2014).

With regard to the importance of job burnout and its potential influence on job performance, special attention should be devoted to these factors in banks as the main economic avenue of countries. Therefore, the present study was formulated in order to determine the relationship between job burnout and job performance in employees of Sepah Bank, Gorgan, Iran. The main question of the present study is whether there is a significant correlation between job burnout and job performance in employees of Sepah Bank, Gorgan, Iran. Three hypotheses were drawn to answer the question as follows:

H<sub>1</sub>: There is a significant correlation between emotional exhaustion and job performance in employees of Sepah Bank, Gorgan, Iran.

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H<sub>2</sub>: There is a significant correlation between depersonalization and job performance in employees of Sepah Bank, Gorgan, Iran.

H<sub>3</sub>: There is a significant correlation between Lack of personal success feeling and job performance in employees of Sepah Bank, Gorgan, Iran.

## 2- METHODOLOGY

The present study is applied in terms of goal and descriptive-correlational in terms of method. It was performed in the autumn 2014 in all branches of Sepah Bank, Gorgan, Iran. Statistical population was composed of all managers and employees of all branches of Sepah Bank, Gorgan, Iran (204 people). Sampling was performed by cluster random method. Sample size was decided by use of Kukran's Formula (133 people).

Data collection was performed by using two questionnaires, i.e. Maslach Burnout Inventory (MBI) and Paterson questionnaire of job performance. Maslach Burnout Inventory is the most popular tool for evaluation of job burnout. It consists of 22 components with three sub-indices (i.e. emotional exhaustion, depersonalization, lack of personal success feeling). Furthermore, personal characteristics (i.e. age, gender, education, job history) were determined. As a standard tool, Maslach Burnout Inventory is frequently implemented in Iran and other countries. Paterson questionnaire of job performance (1970) consists of 15 questions in 4-level scale (rarely, sometimes, often, and always). Validity of the tools was verified by experts' ideas. Reliability of the tools was verified through Cronbach's alpha. As Cronbach's alpha for the tools exceeded 0.7, the questionnaires were considered to be reliable. Table 1 shows Cronbach's alpha for the questionnaires.

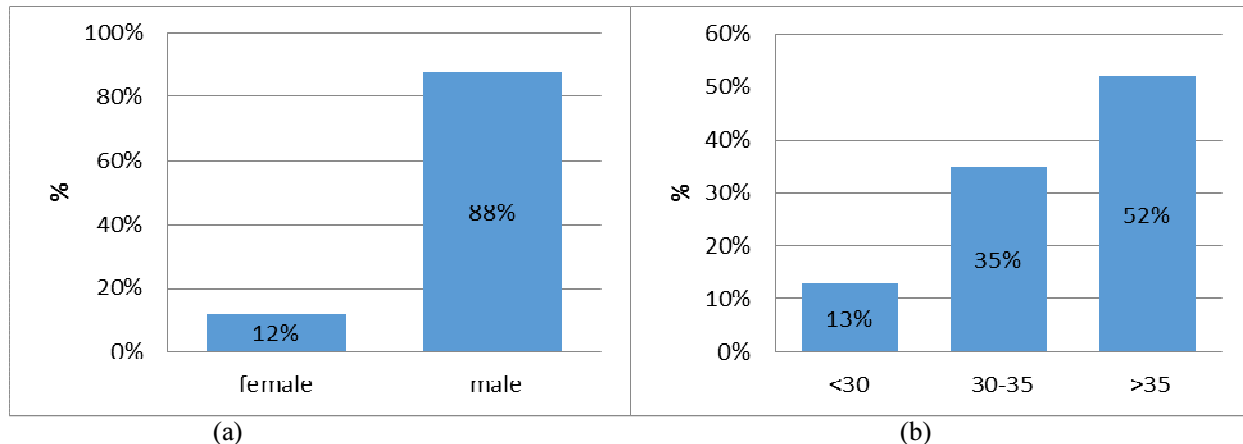
**Table 1: Cronbach's alpha for Maslach Burnout Inventory and Paterson questionnaire of job performance**

Tool	Number	Cronbach's alpha
Job burnout severity	30	0.739
Job burnout frequency	30	0.765
Job performance	30	0.943

Normality of data was assured through Kolmogorov-Smirnov test. Statistical analyses were performed through descriptive statistics, Pearson's Correlation test, and stepwise regression by SPSS (version 20). All the graphs were drawn in Excel (Microsoft Office, 2010).

## 3- RESULTS

Fig. 1 represents demographic information of the participants in the present study. According to Fig. 1, 88% of the respondents (117 people) were males and just 12% of them (16 people) were females. Also, majority of the respondents were over 35 years old (69 people, 52%) while 46 people (35%) were between 31 and 35 years old and just 18 people (13%) were in their twenties. In addition, majority of the respondents (83 people, 62.40%) had bachelor's degree while 26 people (19.50%) had high school education and 20 people (15.10%) had master's degree. Just 3% of the respondents had PhD. Finally, majority of the respondents had been working in Sepah bank for over 9 years (89 people, 67%) while 30 people (22.50%) had been working for 4-9 years and the rest had been working for 1-4 years. Additionally, Table 2 depicts the descriptive data.



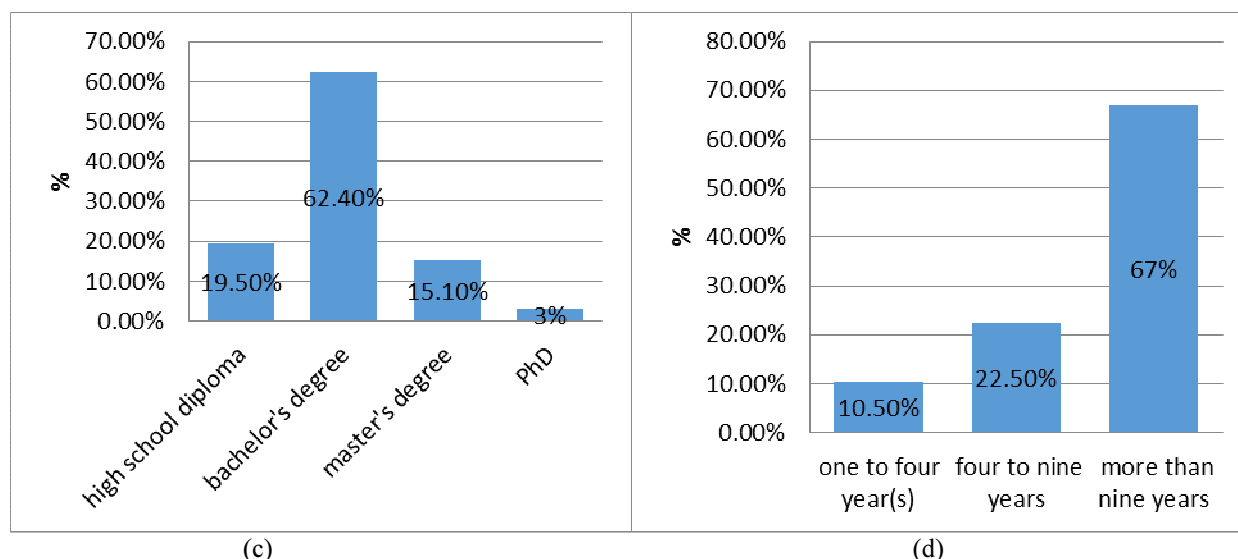


Figure 1: Demographic information of the respondents: (a) age, (b) age, (c) education, and (d) job history.

Table 2: Descriptive data derived from Maslach Burnout Inventory (MBI) and Paterson questionnaire of job performance

	N	Minimum	Maximum	Mode	Mean	Std. Deviation
Job performance	133	23	60	45 <sup>a</sup>	47.6015	7.33912
Frequency of emotional exhaustion	133	1	33	15	15.1579	8.37912
Frequency of depersonalization	133	1	33	12	11.4887	7.20965
Frequency of lack of personal success feeling	133	1	46	19	18.7669	9.83415
Severity of emotional exhaustion	133	1	39	19	18.4962	8.30993
Severity of depersonalization	133	6	25	14	13.6165	3.51990
Severity of lack of personal success feeling	133	1	37	24	21.5564	8.01458

H<sub>1</sub>: There is a significant correlation between emotional exhaustion and job performance in employees of Sepah Bank, Gorgan, Iran.

According to Table 3, there is a negative and insignificant correlation between emotional exhaustion severity and job performance in employees of Sepah Bank, Gorgan, Iran ( $p=0.661$ ;  $r=-0.038$ ). In other words, the higher emotional exhaustion severity, the lower job performance in employees of Sepah Bank, Gorgan, Iran although there was no significant correlation ( $p>0.05$ ). Also, there is a negative and insignificant correlation between emotional exhaustion frequency and job performance in employees of Sepah Bank, Gorgan, Iran ( $p=0.606$ ;  $r=-0.045$ ). In other words, the higher emotional exhaustion frequency, the lower job performance in employees of Sepah Bank, Gorgan, Iran; it should be noted that there was no significant correlation ( $p>0.05$ ).

Table 3: Pearson's correlation coefficient for emotional exhaustion and job performance in employees of Sepah Bank, Gorgan, Iran

	emotional exhaustion severity		emotional exhaustion frequency	
	r		r	
Job performance	-0.038		-0.045	
	sig	0.661	sig	0.606
	N	133	N	133

H<sub>2</sub>: There is a significant correlation between depersonalization and job performance in employees of Sepah Bank, Gorgan, Iran.

According to Table 4, there is a negative and insignificant correlation between depersonalization severity and job performance in employees of Sepah Bank, Gorgan, Iran ( $p=0.076$ ;  $r=-0.154$ ). In other words, the higher depersonalization severity, the lower job performance in employees of Sepah Bank, Gorgan, Iran although there was no significant correlation ( $p>0.05$ ). Also, there is a negative and insignificant correlation between depersonalization

frequency and job performance in employees of Sepah Bank, Gorgan, Iran ( $p=0.887$ ;  $r=-0.012$ ). In other words, the higher depersonalization frequency, the lower job performance in employees of Sepah Bank, Gorgan, Iran; it is noteworthy that there was no significant correlation ( $p>0.05$ ).

**Table 4: Pearson's correlation coefficient for depersonalization and job performance in employees of Sepah Bank, Gorgan, Iran**

	depersonalization severity		depersonalization frequency	
	r			
	sig			
	N			
Job performance	-0.154		-0.012	
	0.076		0.887	
	133		133	

H<sub>3</sub>: There is a significant correlation between lack of personal success feeling and job performance in employees of Sepah Bank, Gorgan, Iran.

According to Table 5, there is a negative and insignificant correlation between lack of personal success feeling severity and job performance in employees of Sepah Bank, Gorgan, Iran ( $p=0.281$ ;  $r=-0.094$ ). In other words, the higher lack of personal success feeling severity, the lower job performance in employees of Sepah Bank, Gorgan, Iran although there was no significant correlation ( $p>0.05$ ). Also, there is a negative and insignificant correlation between lack of personal success feeling frequency and job performance in employees of Sepah Bank, Gorgan, Iran ( $p=0.434$ ;  $r=-0.068$ ). In other words, the higher lack of personal success feeling frequency, the lower job performance in employees of Sepah Bank, Gorgan, Iran; it is noteworthy that there was no significant correlation ( $p>0.05$ ).

**Table 5: Pearson's correlation coefficient for lack of personal success feeling and job performance in employees of Sepah Bank, Gorgan, Iran**

	lack of personal success feeling severity		lack of personal success feeling frequency	
	r			
	sig			
	N			
Job performance	-0.094		-0.068	
	0.281		0.434	
	133		133	

According to Table 6, emotional exhaustion frequency with the highest rate was able to define 0.2% of job performance in employees of Sepah bank, Gorgan, Iran. The  $\beta$  value showed that 0.045 change occurs in job performance of employees of Sepah Bank, Gorgan, Iran in terms of each unit change in emotional exhaustion frequency. In other words, emotional exhaustion frequency can have the highest statistical relationship with job performance of employees of Sepah Bank, Gorgan, Iran.

**Table 6: Stepwise regression of job burnout according to job performance of employees of Sepah Bank, Gorgan, Iran**

coefficients	R	R <sup>2</sup>	F	sig	Beta	Durbin-Watson
predictor						
emotional exhaustion frequency	0.045	0.002	0.268	0.606	-0.045	1.949

#### 4- DISCUSSION

Increased frequency and severity of emotional exhaustion in employees resulted in lower job performance although no significant difference was detected ( $p>0.05$ ). This lower job performance indicates that factors causing emotional exhaustion should be prevented in workplace. For instance, the feeling of being abused in workplace is a common feeling among employees of various organizations; this can be attributed to improper salary and high work load. One of the most important consequences of reduced job performance of employees is lower level of customer satisfaction which leads to failure of organizations. As the employees suffering from emotional exhaustion feel they are not effective and influential in their workplace, the transfer this feeling to their customers in various ways and cause inconvenience in customers. In the present-day competitive world, especially in banks, reduced job performance and its direct influence on customer satisfaction might be very important.

Depersonalization in employees causes employees to treat customers inappropriately. Depersonalized employees may pay no attention to others and easily irritate customers because their personality has been subjected to adverse effects of heavy work burden. These employees believe that their job pressure results in negligence of other people and responsibilities.

Lack of personal success feeling in workplace causes employees not to understand customers' feelings and consequently, they cannot get along nicely with customers. Therefore, clients feel irritated and they try to choose somewhere else for service. The employees who feel they are not successful people will feel fed up physically and mentally and they cannot treat well with customers and cannot make a good relationship with their colleagues. Since these employees cannot feel success in their performance, they face with such disorders as depression.

The results acquired from the present study revealed that emotional exhaustion frequency could have the highest statistical relationship with job performance of employees of Sepah Bank, Gorgan, Iran. The employees who repeatedly feel emotional exhaustion in their workplace will suffer from mental and emotional weaknesses. They feel abused at the end of a working day. Dealing with customers is very difficult for them and they feel useless in their workplace which might lead to depression and anxiety.

Golisnerk (1992) defines job burnout syndrome in four stages: high level of expectations and perfectionism, pessimism and job dissatisfaction, isolation and dissociability, and irreversible withdrawal. Pardakhtchi et al. (2009) believe that emotional exhaustion is the main cause of job burnout. This dimension of job burnout indicates a chief response to stress. They defined depersonalization as harsh responses to customers and colleagues with negative attitudes and negative feelings. They also defined lack of personal success feeling in an employee as the feeling of not being prosperous in their personal career and not having any progress in the business.

Bashir Banaem (2012) believes that management styles, strict and inflexible work rules, job insecurity, and limited opportunities for promotion are the organizational factors leading to job burnout in employees. Jeldkar (2000) considers social consequences of job burnout and claims that it might increase addiction, divorce, unemployment, and mental and physical diseases. Job burnout is a phenomenon which influences on everybody's performance in a system. A person suffering from job burnout feels disable in works and has no interest to continue the responsibilities. It suggested to not only banks but also all organizations and enterprises to take up strategies in order to make their staff more enthusiastic in their job in order to prevent from job burnout. This can be a win-win strategy for top management and employees as both can enjoy the higher job performance and therefore, mental and economic prosperity in their workplace.

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