

## Determination of Factors which Influence Job Burnout in Managers and Employees of Iranian Airports Corporation in 2014

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### ABSTRACT

job burnout is an occupational danger which has received a lot of attention within the past few years. This problem brings many physical and psychological impacts and reduces efficiency and causes human force loss especially in human services. Therefore, it results in malfunction of job resources. The main target of the present research is to investigate "factors which influence job burnout in managers and employees of Iranian Airports Corporation in 2014". With reference to combination of models which produce effective and affected factors, dimensions of job burnout can be classified into two categories: a) personal resources and b) occupational resources. The questionnaire contained 10 sub-dimensions including boredom, stubbornness, criticism, personal sufficiency (personal resources) and occupational demand, occupational discipline, occupational involvements, occupational justice, occupational security and occupational responsibility (occupational resources). These dimensions constituted a model for investigation of factors which affect job burnout. A questionnaire containing 100 questions was implemented on 341 sample members. The final results showed that personal resources dimension ranks first among the effective factors and after that, occupational resources ranks second.

**KEYWORDS:** job burnout, managers and employees, Iranian Airports Corporation

### INTRODUCTION

In order to have effective and successful organizations, managers must have special features, abilities and potential competencies and long knowledge and socio-communication skills. In order to have an effective management, we should start from targets and managers should rely on their human resources in implementation of projects (Rahnama et al, 2011). Job burnout refers to tiredness resulted from work stress, additional work demands, the nature of work and it has some signals like alienation, isolation in employees. It causes destruction of job performance and health issues. Job burnout imposes many costs on organizations and employees like repetitive change of work and working place (increase in transfers), absenteeism and sick leaves, decrease in work quality and quantity, employees' physical and psychological health problems and reduction in quality of work, delay in specialized and administrative works. Considering the importance of job burnout and its impact on employees' performance and organizational productivity, explanation of job burnout indicates stressors which are resulted from absence of balance between employee's abilities and work demands. Job burnout is a state of absence of energy and happiness in employees. In general, employees who suffer from job burnout feel bored towards job activities. This state is an implication of permanent pressure and reduces energy. It is a kind of psychological burnout which has been accompanied by work stressors or occupational stressors related to personal ability. According to Baker and Demeroti (2014), job burnout is a syndrome which results in employees' job tiredness and is made up of six sub-dimensions: 1. Personal resources, 2. Occupation, 3. Job demands, 4. Job skills, 5. Job involvements and 6. Tiredness which finally results in destruction of occupational performance. Job burnout is an occupational danger which has received a lot of attention within the past few years. This problem brings many physical and psychological impacts and reduces efficiency and causes human force loss especially in human services. Therefore, it results in malfunction of job resources. Job burnout is accompanied by pressure, role alienation and weakness in job performance. This occurs mainly in individuals which have work demands more than their occupational needs and those who are involved in their works (Rahnama et al, 2011). Job burnout imposes many costs on organizations and employees like repetitive change of work and working place (increase in transfers), absenteeism and sick leaves, decrease in work quality and quantity, employees' physical and psychological health problems and reduction in quality of work. Leaving job by employees is very costly for organizations. These costs include costs of positions which lack an employee, costs of employment of new employees, training costs and costs of reduction in productivity. Job burnout is not the only issue resulted from weakness or inability of employees but it is related to work environment and absence of coordination between personal features and occupational nature. As this coordination decreases, the potential for job burnout is increased and this reduces the importance of values, weakens morale and spirit. Job burnout not only concerns psychological health of employees but also is related to productivity. Therefore,

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familiarity with effective methods of coping with psychological pressures and suppression of job burnout can help improve psychological health and increase productivity of human force. A review of research needs in Organization of Iranian Documents (during 2009 to 2014) reveals that investigation of job burnout is an organizational research priority. Many studies have focused on systematic study of job burnout and job stress and occupational stressors. In contrast, a large number of studies deal with emotional boredom, depersonalization, and reduction in personal competence. This is not a comprehensive approach and criticisms indicate that there is inadequate research on inter-disciplinary viewpoint (i.e. internal and external factors). Furthermore, variables like gender, age, academic status, income level and so on have been used as demographic variables affecting job burnout but these are secondary variables which are used as mediating variables. On the other hand, there are many ambiguities and contradictions in previous studies with micro-systematic and macro systematic viewpoints. This indicates that it is necessary to use an inter-disciplinary viewpoint. This approach involves internal and external job factors in identification, decision-making and generalization of solutions. In order to contribute to literature, the present research tries to answer this question: whether there are significant relationships among factors which influence job burnout in managers and employees of Iranian Airports Corporation?

## RESEARCH LITERATURE

### Job burnout

Job burnout was introduced about three decades ago and many papers have been authored on this subject. For instance, Perlman and Hartman (2010) found that 1023 papers had been authored on job burnout before 2009. Decovat et al, as quoted from Sa'atchi (2014) believed that job burnout is a response to severe working or organizational stresses. He found that employees in social services centers become afflicted to job burnout easily because they spend time and force on helping others. Therefore, job burnout not only endangers health of millions of employees in social services centers but it puts Customers under stress. In the present societies, job burnout is very common and it has affected all aspects of human life. On one hand, it increases addiction, divorce, job leave and physical and psychological diseases and on the other hand, it has reduced productive work force and it has had adverse impacts on national economy and production. This phenomenon endangers a society from many aspects (Danils, 2009). Job burnout is a word for describing negative changes in attitude, spirit and behavior and confrontation with psychological pressures related to work. Burnout usually occurs in jobs in which employees spend a lot of time on close relationship with people. It can reduce quality of services provided and is a factor for leaving a job, criticizing a work or weak morale. Job burnout syndrome is not a psychological disorder but it expands slowly and can be converted into a psychological inability (Lin et al, 2009).

### Occupational resources

Human capital is very important in today's volatile world. In the new era, competition is mainly focused on resources and capitals. Great industrial countries which are the conquerors of this arena use productivity of resources. They employ educated and specialized employees in order to develop industries and inventions and innovations. Access to these innovations depends on entrepreneurship (Shafiee et al, 2012). Many studies revealed that employees have their best performances in challenging and rich working environments and also environments which are interesting. This means that organizations should provide their employees with enough resources like feedback, social support and opportunity for acquisition of skills. In fact, studies show that management can influence employees' job demands and may influence their performances and interests indirectly (Pikolo and Kolkuit and Nilson, Randal, Yarker and Benener (2008), as quoted from Barker Times, 2009). Although it is important for employees to have enough challenges and resources, Derkes (2008) managers may not be able to provide employees with good feedback and organizations which undergo economic crises have other priorities in their working plans. In such conditions, employees should indicate dynamic behaviors and try to optimize their working environment. In this paper, the authors investigated the role of dynamic personality in prediction of job performance and interest. Employees are expected to be able to change their jobs so that they are more interested in staying in a job and indicate a high level of performance. Employees' attitude towards different organizational subjects especially their jobs can play important roles in increasing their motivations and helps them with doing their tasks. This in part increases organizational effectiveness and efficiency. Occupational eagerness is occupational attitude which is investigated in the present research. Occupational interest is defined as energy level, attachment to job and professional effectiveness, attention to ability of human resource, optimal performance and positive experiences at work. It is characterized by powerfulness and attraction (Jahanbakhsh Ganjeh, 2008).

### Job involvement

Today, employees pay a lot of attention to their employees because experience has it that as material or the very external needs are satisfied, psychological and physiological or the very internal need are also satisfied.

Dissatisfaction of these needs reduces productivity of individuals considerably and alienates employees and reduces their tendencies to work (Khoshpanjeh et al, 2012). Job involvement is an important part of employees' experiences at work and was introduced in 1970. It has been mentioned as a variable which can satisfy employees. It was formed mainly to respond to shortage in workforce and attraction of young employees in production and office works. In 1980s, work life quality received a lot of attention again and individuals tried to understand what working life quality was and how its concepts can be used for improvement of their organizations (Lawler, 1983). One of the subjects which have received a lot of attention in studies is job involvement. Job involvement is an important variable which helps increase organizational effectiveness (as quoted from Brown and Alport, 2009). As occupational involvement of employees in an organization increases, its effectiveness will also increase. We should cast a realistic and comprehensive glance at determinants of job involvement in order to increase it. The most realistic viewpoint about job involvement is that it is considered as a function of organizational space and personality. Regarding job involvement and its relationship with personality traits, many studies have been conducted both nationally and internationally (Mauno, Kinnunen and Ruokolainen, 2007).

### **Fatigue**

Job stress and fatigue are dangerous and we should know how fatigue reduces productivity in important jobs. Today, fatigue may occur for every person at work from senior managers to employees. This disrupts productivity and even everyday lives of employees. Fatigue stages have been classified as: first grade fatigue, it refers to a sense of tiredness and laziness and simple Fatigue. Second-grade fatigue, it involves symptoms of unhappiness and resentment, complaint, pessimism and even ignorance and alienation. Third-grade fatigue is very dangerous for everyone. In this level, the individual feels he or she has lost interest in progress and self-confidence and he or she gradually feels he or she cannot keep on with his or her work. Consequently, life communications of these individuals are at risk. The question is that: whether we can prevent from fatigue? Fortunately, there are some solutions for reducing fatigue and maintenance of jobs stabilities. For first grade fatigue, the person had enough to rest for a while but for the other two kinds of fatigue, he or she requires to refer to a physician (Khaghani Zadeh, 2008).

### **Research hypotheses**

- H1: fatigue has a significant impact on occupational resources.
- H2: stubbornness has a significant impact on occupational resources.
- H3: criticism has a significant impact on occupational resources.
- H4: personal competence has a significant impact on occupational resources.
- H5: occupational demand has a significant impact on occupational resources.
- H6: occupational discipline has a significant impact on occupational resources.
- H7: job involvement has a significant impact on occupational resources.
- H8: occupational justice has a significant impact on occupational resources.
- H9: occupational security has a significant impact on occupational resources.
- H10: occupational responsiveness has a significant impact on occupational resources.

## **RESEARCH METHODOLOGY**

The present research aims to investigate factors which influence job burnout in managers and employees of Iranian Airports Employees in 2014. This research is an applied research in terms of goal. In terms of data collection, it is a descriptive study. Statistical population of the research included 2939 managers and employees of Iranian airports corporation in 2014. 341 people were selected as sample members based on Krejcie and Morgan Table. Sampling process was conducted by means of random sampling method. Therefore, 341 people from among managers and employees were selected as respondents of the questionnaires.

### **Data gathering instrument**

A questionnaire was used for data collection. All research questionnaire questions were based on 5-point Likert scale. The questions investigated the research questions. The questionnaire contained 100 questions which investigated factors which influenced job burnout in managers and employees in Iranian Airports Corporation in 2014. After preparation of the questionnaire, 30 questionnaires were distributed among respondents as a pretest. Cronbach's alpha was used for investigation of reliability. The results showed that all Cronbach's alpha coefficients were above 0.7 (the results of coefficients have been summarized in table 1). Moreover, content validity of the research questionnaire was verified by experts. Therefore, the questionnaire had acceptable validity and reliability levels for being distributed among respondents.

Table 1. Research demographic variables

variable	Dimensions	Frequency percentage
gender	male	35.65
	female	64.35
Marital status	married	42.1
	single	57.9
age	25-30	15.94
	31-36	27.83
	37-42	23.77
	43-48	24.35
	49-54	8.12
education	High school and below	4.6
	Associate's degree	12.17
	Bachelor	52.46
	Master and above	31.31

Table 2. one-sample Kolmogorov-Smearov test (personal resources)

Research variables	fatigue	stubbornness	criticism	Personal competence
sample	341	341	341	341
mean	3.30	3.57	3.93	3.44
statisticK-S	1.034	1.080	2.170	0.855
Sig.	0.236	0.212	0.124	0.457

Table 3. one-sample Kolmogorov-Smearov test (occupational resources)

Research variables	Job demand	Job discipline	Job involvement	Occupational justice	Occupational security	Occupational responsiveness
sample	341	341	341	341	341	341
mean	4.10	3.46	3.47	3.73	3.54	4.06
statisticK-S	0.998	0.822	0.885	0.778	0.760	1.020
significance	0.272	0.510	0.413	0.580	0.610	0.249

Considering tables 2 and 3, all significance coefficients are greater than 0.05. Therefore,  $H_0$  which is the very normal distribution hypothesis is not rejected. All 10 research variables have normal distribution.

### Hypotheses test

Table 4. Acceptable levels for model fit indices

Index name	Allowable limit	Calculated value
$\chi^2/df$	Lower than 3	2.18
GFI <sup>1</sup>	Above 0.9	0.98
RMSEA <sup>2</sup>	Lower than 0.08	0.039
CFI <sup>3</sup>	Above 0.9	1.00
AGFI <sup>4</sup>	Above 0.9	0.97
NFI <sup>5</sup>	Above 0.9	0.99
NNFI <sup>6</sup>	Above 0.9	1.00

### Investigation of the structural part of the model

We deal with latent internal and external variables (latent independent and dependent variables) in structural model. In this model, we try to validate theoretical relationships among research variables which were presented in conceptual model. Three important points should be regarded in this case:

1. Signs (positive or negative) of parameters of relationship paths between variables show that whether the calculated parameters are verified for investigation of the hypothesized relations or not.
2. Values of the estimated parameters show the strength of relationships. The estimated parameters should be significant in here (i.e. absolute value of  $t$  must be greater than 1.96).
3. Multiple correlation square ( $R^2$ ) for structural equations shows variance of each internal latent variable which is explained by independent latent variables (external). As  $R^2$  is greater, it has a higher variance prediction power (Kalantari, 2009).

<sup>1</sup> - Goodness of Fit Index (GFI)

<sup>2</sup> - Root Mean Square Error of Approximation (RMSEA)

<sup>3</sup> - Comparative Fit Index (CFI)

<sup>4</sup> - Adjusted Goodness of Fit Index (AGFI)

<sup>5</sup> - Normed Fit Index (NFI)

<sup>6</sup> - Non- Normed Fit Index (NNFI)

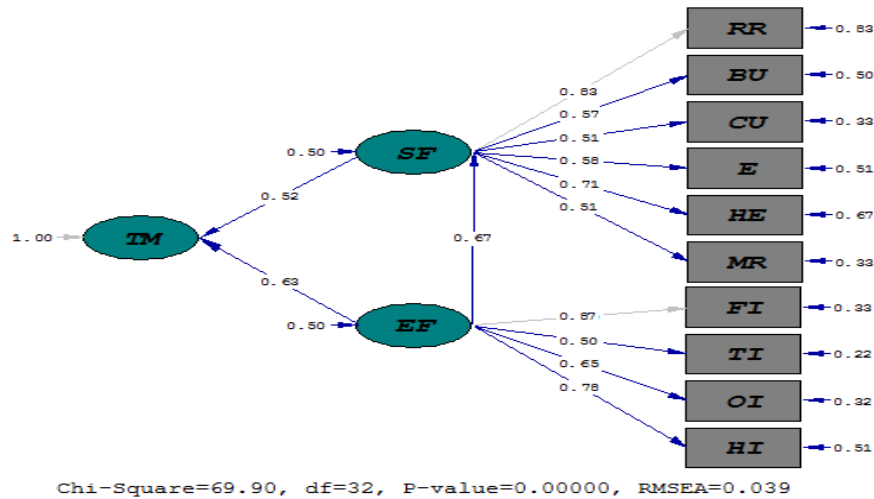


Figure 1: conceptual model (standard)

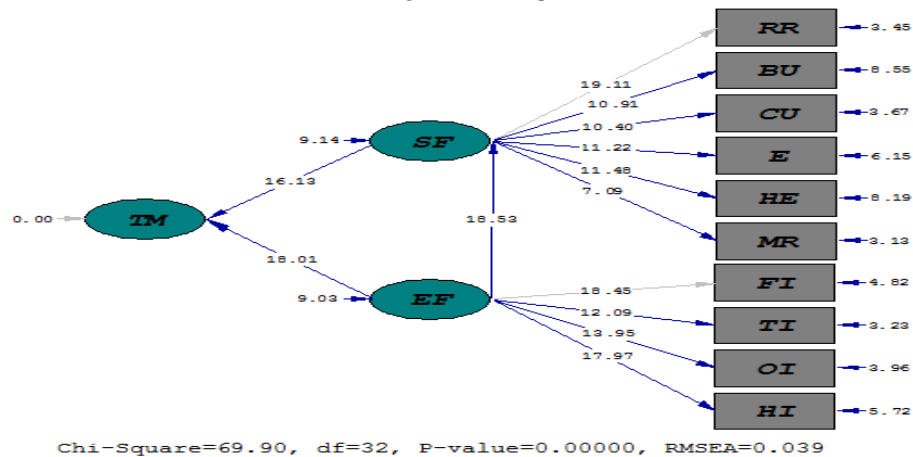


Figure 2. Structural conceptual model (significance state)

Since all fit indices of the conceptual model are greater than minimum allowable limit ( $X^2/df=2.18$ ,  $GFI=0.98$ ,  $AGFI=0.97$ ,  $CFI=1.00$ ,  $NFI=0.99$ ,  $RMSEA=0.039$ ), the conceptual model has a good fit. In other words, the data collected can explain relationships between conceptual models. Table 5 indicates summary of the results of structural equations modeling. Considering the results, all factor loadings (path coefficients) are significant in 0.99 certainty level.

Table 5: path coefficients and t statistic

Research hypotheses	Dependent variable Independent variable	Path coefficient ( $\beta$ )	T statistic	Hypothesis result
Hypothesis 1	fatiguejob resources	0.78	17.97**	supported
Hypothesis 2	stubbornnessjob resources	0.87	18.45**	supported
Hypothesis 3	Criticism job resources	0.50	12.09**	supported
Hypothesis 4	Personal competencejob resources	0.65	13.95**	supported
Hypothesis 5	Occupational demandjob resources	0.83	19.11**	supported
Hypothesis 6	Occupational disciplinejob resources	0.57	10.91**	supported
Hypothesis 7	job resourcesoccupational involvement	0.51	10.40**	supported
Hypothesis 8	Occupational justicejob resources	0.58	11.22**	supported
Hypothesis 9	Occupational security job resources	0.71	11.48**	supported
Hypothesis 10	Occupational responsivenessjob resources	0.51	7.09**	supported
Final hypothesis	Personal resources job resources	0.67	18.53**	supported

#### Research hypotheses test

Hypothesis 1: fatigue has a significant influence on occupational resources.

The results of table 5 indicate the influence of fatigue on occupational resources. Considering the factor loading and t statistic, it can be said that fatigue has a positive and significant influence in (0.99) certainty level ( $T_{value} = 17.97, \beta = 0.78$ ). Therefore, the first hypothesis is significant and supported. The factor loading value 0.78 indicates a strong positive and significant influence of fatigue on occupational resources.

Hypothesis 2: stubbornness has a significant impact on occupational resources.

The results of table 5 indicate the influence of stubbornness on occupational resources. Considering the factor loading and t statistic, it can be said that stubbornness has a positive and significant influence in (0.99) certainty level ( $T_{value} = 18.45, \beta = 0.87$ ). Therefore, the second hypothesis is significant and supported. The factor loading value 0.87 indicates a strong positive and significant influence of stubbornness on occupational resources.

Hypothesis 3: criticism has a significant impact on occupational resources.

The results of table 5 indicate the influence of criticism on occupational resources. Considering the factor loading and t statistic, it can be said that criticism has a positive and significant influence in (0.99) certainty level ( $T_{value} = 12.09, \beta = 0.50$ ). Therefore, the third hypothesis is significant and supported. The factor loading value 0.50 indicates an average positive and significant influence of criticism on occupational resources.

Hypothesis 4: personal competence has a significant impact on occupational resources.

The results of table 5 indicate the influence of personal competence on occupational resources. Considering the factor loading and t statistic, it can be said that personal competence has a positive and significant influence in (0.99) certainty level ( $T_{value} = 13.95, \beta = 0.65$ ). Therefore, the fourth hypothesis is significant and supported. The factor loading value 0.65 indicates a relatively strong positive and significant influence of personal competence on occupational resources.

Hypothesis 5: occupational demand has a significant impact on occupational resources.

The results of table 5 indicate the influence of occupational demand on occupational resources. Considering the factor loading and t statistic, it can be said that occupational demand has a positive and significant influence in (0.99) certainty level ( $T_{value} = 19.11, \beta = 0.83$ ). Therefore, the fifth hypothesis is significant and supported. The factor loading value 0.83 indicates a strong positive and significant influence of occupational demand on occupational resources.

Hypothesis 6: occupational discipline has a significant impact on occupational resources.

The results of table 5 indicate the influence of occupational discipline on occupational resources. Considering the factor loading and t statistic, it can be said that occupational discipline has a positive and significant influence in (0.99) certainty level ( $T_{value} = 10.91, \beta = 0.57$ ). Therefore, the sixth hypothesis is significant and supported. The factor loading value 0.57 indicates an average positive and significant influence of occupational discipline on occupational resources.

Hypothesis 7: occupational involvement has a significant impact on occupational resources.

The results of table 5 indicate the influence of occupational involvement on occupational resources. Considering the factor loading and t statistic, it can be said that occupational involvement has a positive and significant influence in (0.99) certainty level ( $T_{value} = 10.40, \beta = 0.51$ ). Therefore, the seventh hypothesis is significant and supported. The factor loading value 0.51 indicates an average positive and significant influence of occupational involvement on occupational resources.

Hypothesis 8: occupational justice has a significant impact on occupational resources.

The results of table 5 indicate the influence of occupational justice on occupational resources. Considering the factor loading and t statistic, it can be said that occupational justice has a positive and significant influence in (0.99) certainty level ( $T_{value} = 11.22, \beta = 0.58$ ). Therefore, the eighth hypothesis is significant and supported. The factor loading value 0.58 indicates an average positive and significant influence of occupational justice on occupational resources.

Hypothesis 9: occupational security has a significant impact on occupational resources.

The results of table 5 indicate the influence of occupational security on occupational resources. Considering the factor loading and t statistic, it can be said that occupational security has a positive and significant influence in (0.99) certainty level ( $T_{value} = 11.48, \beta = 0.71$ ). Therefore, the ninth hypothesis is significant and supported. The factor loading value 0.71 indicates an strong positive and significant influence of occupational security on occupational resources.

Hypothesis 10: occupational responsiveness has a significant impact on occupational resources.

The results of table 5 indicate the influence of occupational responsiveness on occupational resources. Considering the factor loading and t statistic, it can be said that occupational responsiveness has a positive and significant influence in (0.99) certainty level ( $T_{value} = 7.09, \beta = 0.51$ ). Therefore, the tenth hypothesis is significant and supported. The factor loading value 0.51 indicates an average positive and significant influence of occupational responsiveness on occupational resources.

### **Hypothesis resulted from research results**

Personal resources have significant influences on occupational resources.

The results of table 3 test the influence of personal resources on occupational resources. Considering the factor loading and t statistic, it can be said that "personal resources" has a positive and significant impact on occupational resources in 99% certainty level (). Therefore, the results of the hypothesis are significant and are not rejected. Path coefficient 0.67 indicates a relatively strong significant impact of personal resources on occupational resources.

### **Conclusion**

Considering the research results, all 10 hypotheses are supported and the following conclusions can be drawn:

Considering a high correlation between personal competency and job discipline, it can be concluded that competent managers and employees have job discipline. Correlation between personal competence and job security indicates that competent managers and employees can provide job security. Correlation between personal competence and job involvement indicates that as competence increases, job involvement is also increased. A high correlation between personal competence and occupational justice indicates that competent managers and employees need higher job justice. Moreover, relationship between personal competence and job demand predicts the role of personal competence in increasing job demand. In other words, job demands of managers and employees should be revised. This concept requires considerable change in reducing burnout. In other words, control and elimination of job demands which increase burnout is useful. Furthermore, stubborn employees and managers should be used to be able to challenge occupational resources and get along with them. This will considerably reduce their burnout. That is to say, having more work force (managers and employees) is a potential for personal resources. Iranian Airports Corporation is one of the target communities for applied studies which is an element of stressful jobs and requires scientific studies. Considering the importance of job burnout and its impact on employees' performance and organizational productivity, explanation of job burnout and investigation of factors which affect and are affected by burnout was the main goal of the present research. The present paper results can be used to reduce this syndrome in Iranian Airports Corporation in 2014.

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