

Organizational Variables and their Relationship to Job Burnout

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Abstract

This research drives to identifying the nature of the relationship between organizational variables and job burnout. The researcher has applied it to a selected sample of faculty members' assistants, about (50 items) through a survey list. Then he has analyzed these forms using the (SPSS) program, relying on the descriptive analysis. The research concludes that there is a statistical correlation between the role conflict and job burnout, i.e. the greater the conflict is, the more the role is reflected on the job burnout. He explains that the ambiguity of the role reflects negatively on burnout. It is found that the most influential variables are the independent variables (the role conflict) on job engagement, where the values of "T" are (6.690) & (4.034) respectively, at less than (0.01) significance level.

Keywords: Organizational variables; Job burnout; Role conflict.

Introduction

Job burnout is a term that has multiple meanings and impact on an individual's life in addition to its impact on the beneficiaries of the service. Job burnout is considered a psychological problem accompanied by tension and anxiety of work pressure [1]. The development has become rapid in the work institutions due to the faculty members' work pressures. Those are working in public establishments, as they are no longer limited to higher education only because of the resulted outcome reflected in the faculty members' low level of creativity and the inefficiency of all the used teaching methods, leading to lower educational efficiency.

The Research Problem

The research problem is crystallized in two aspects, the academic aspect and the practical aspect, as follows:

The Academic Aspect

The research problem is represented in work pressures that cause psychological burnout for some employees. This variable is important in the study as one of the main research variables, including (organizational variables - dimensions of job burnout).

The Application Aspect

To determine the research problem and to identify the nature of the work environment at the University of Kirkuk, the researcher has conducted a pilot study which results have revealed some of the most important phenomena as follows:

- The poor relationship between faculty assistants.
- The poor participation of faculty members in making decisions related to their future career.

For the previous, the study problem is crystallized in

The high levels of job burnout among faculty members in the faculties of Kirkuk University.

Accordingly, the current study attempts to answer the following questions

- Is there any significant correlation between the job burndown dimensions, the organizational variables, and job burnout outcomes? What kind of this relationship?
- Do organizational variables affect job burnout dimensions? What kind of effect is this?

Study Objectives

This study seeks to achieve the following objectives

- Exposing the nature of the correlation between the job burnout dimensions, the organizational variables, and the burnout outcomes.
- Identify the direct impact of organizational variables on job burnout outcomes.

Study Hypotheses

- There is no significant correlation between the dimensions of job burnout, the organizational variables and the output of job burnout.
- There is no significant effect of the organizational variables on job burnout outcomes.

The Study Significance

This study derives its significance from the importance of the concept of job burnout and its consequences in general that appears through the scientific and practical significance of the study variables as follows:

The Scientific Significance

- This study's scientific significance stems from the fact that it tackles one of the novel concepts in management literature, namely, job burnout, so this study is useful in shedding light on the different dimensions of this concept.
- This study also derived its scientific significance from tackling the relationship between organizational variables, job burnout dimensions, and job burnout products through study and analysis.

Study Method

Data Sources: for completing this study, the researcher relies on two types of data:

The Secondary Data

For forming the study's theoretical framework, the researcher has depended upon specialized scientific periodicals, magazines, and previous studies that deal with job burnout, the factors leading to it and the consequences, and Arabic and foreign books that deal with the study topic.

The Primary Data

The data obtained from the investigation checklist was designed to identify job burnout levels among the faculty members' assistants understudy and determine the factors and consequences.

Study Variables and Measurement Approaches

The independent variable: represented in the "organizational variables".

Study Sample

The researcher presents it in the following points:

- Sample Type: the study uses the regular random sample for homogeneity among the population's items and a framework for the research items.
- Sample Size: the sample size is determined using the Sample Size Calculator program. The population consists of (50) items, at a confidence level of 95% and limits of error of $\pm 5\%$, and (45) respondents.

Data Collection Tools

The researcher has relied on a questionnaire list for collecting data of the field study from its primary sources. The exploratory study reveals that the list includes a group of questions for measuring the following variables:

- The organizational variables
 - The job burnout dimensions
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- The researcher has used the checklist's Reliability Analysis & validity scale and represented Alpha Cronbach Coefficient to measure the answers' reliability.
 - The researcher has exposed the questionnaire list to a group of arbitrators before collecting data from the application field.
 - The researcher has also asked the respondents to answer the statements using the Seven-Point Likert Scale for measuring job burnout and the Five-Point Scale for measuring the organizational variables and the outcomes of the burnout.
 - The researcher has conducted personal interviews that included some deans of faculties and heads of scientific departments.
 - The field observations and coexistence: the researcher has relied on the data obtained from the previous procedures.

The Theoretical Framework

Job Burnout: The researcher presents it in the following points:

- The Historical vision
- The concept of job burnout
- The job burnout models

The Organizational Variables

- Role conflict
- Ambiguity of the role

Job Burnout

Historical vision

The importance of job burnout is embodied in its ability to reflect what individuals suffer at work, which has increased the concern in studying the concept of job burnout over the previous years. Job burnout revolves around problems and complications that occur in the relationship between the individual and work. Unlike the rest of the other organizational variables that have been adopted and relied on scientific and academic research in defining it and determining its various dimensions, the beginning of the emergence of job burnout has been non-academic, as it appeared as a social problem that social analysts have noticed before being studied by researchers and academics scientifically and systematically which has been a disadvantage more than being an advantage [2].

The term job burnout is one of the terms that have appeared recently in the organizational psychology field. The concept was first mentioned by Bradelly in 1969, as he expressed the psychological state that overwhelms the workers in the service field. Although Bradelley was the first to use this term, it was attributed to Freudenberger credited with introducing this term in [3].

The Concept of Job Burnout

There is no single definition of job burnout because it denotes more than one meaning [4]. Some definitions can be presented as follows:

The definition of Freudenberger is one of the first definitions to describe job burnout as the feeling of fatigue and frustration a person feels when he becomes incapable of achieving what he expected. He defines it also as "the feeling of failure, drainage and stress that occurs due to the excessive use of energy, strength, and available resources. [2].

Freudenberger used this term to describe a group of workers who suffer psychologically for going through a negative experience that would be negativity resulting from work conditions. Freudenberger noticed that the employee was initially idealistic, devoting his efforts and time to work and committed to fulfilling clients' needs. Still, after a short time, this employee experienced emotional fatigue levels, some signs of depression and interest, and less interested in satisfying customers' needs. These symptoms increase over time and become more evident [1].

Occupational Burnout Models

Many models have tackled the concept of job burnout by studying and analysis as follows:

The First Model: The Multidimensional Model

Maslach & Jackson [7].have designed this model, as it assumes the possibility of shifting work pressure into job burnout if the individual continues to be subjected to intense and prolonged stress. According to this model, occupational burnout is a sequential series of emotional stress, personality and emotion decline, and lower personal achievement [4].

The Second Model: The Stage Model

Edelwisch & Brodsky have designed the Stage Model of functional burnout, which explains that job burnout consists of five successive stages: enthusiasm, then stagnation, frustration, and then indifference and ultimately the intervention and the objection. According to this model, a person feels enthusiasm, motivation and desire towards work and have noticed that job burnout appears clearly in the first stage when the individual has high and unrealistic expectations towards his work and job capabilities [2].

Role Conflict

Role conflict is a broad and comprehensive concept that researchers have used to describe many situations and concepts related to work and has used this term to describe an individual's condition when working in more than one role, and each role has requirements that contradict those of other roles. The concept of role conflict is one of the most widespread concepts in the role theory literature. The role conflict is defined as the emergence of non-convenient and contradicted expectations at the same time towards the individual's behaviour, leading to concepts and attitudes' confusion and obscurity [9] citing to Perlow, [11].

Role conflict is also defined as the inconsistency between one source's role requirements or multiple sources [10]. A role conflict occurs when the roles contradict one another, which increases the difficulty of achieving all these expectations simultaneously [12]. It arises due to a mismatch between the individual's value system and his ethical behaviour with that system of values dominant in the organization or involved with bosses and colleagues. It occurs when the individual is asked to carry out assignments outside of their speciality [5].

The study of [6] indicates that role conflict is positively related to job burnout. The more, the increased the individual's sense of role conflict, and the more increased is the level of job burnout an individual suffers.

The study of [10] agreed with the study of [5] that the higher the individual sense of role conflict, the more increased job burnout.

The Role Ambiguity

In contrast to the role conflict, which occurs due to contradictory expectations about the individual's role, role ambiguity occurs due to a lack of available information related to the individual's role and have described the role ambiguity as a condition that occurs because of the difference between the information available to the individual and those required and necessary to make the individual capable of performing his role well [13].

Rizzo et al.[5] define role ambiguity as the degree of ability to predict the outcome of an individual's behaviours and the existence of basic guidelines that refer to the suitability of the individual's behaviour in the work environment. Breugh & Colihan [7] argue that role ambiguity matches job ambiguity and has three fundamental components: work methods, work schedule (timetable), and work rules. Clarity of job requirements reduces ambiguity and confusion concerning the individual's role and helps increase the individual's productivity. The study of [8] indicates a direct relationship between role ambiguity and job burnout; as the higher the level of role ambiguity will be, the higher the job burnout level. Thus, this is consistent with the study of [9].and the study.

The Study Results

Statistical Approaches

The researcher has tested the validity of the study data for statistical analysis by conducting a reliability and validity test to find out the extent to which the obtained results can be generalized to the study population;

Table 1. Relative Significance and Arithmetic Averages of Organizational Dimensions

Element	Weighted average	Standard deviation	Coefficient of variation	Order of relative significance %	
Role conflict	4.63	1.618	34.96	92.56	1
Role ambiguity	3.50	1.450	41.44	70	2
Overall average of total organizational variables dimensions	3.69	1.477	40.03	73.772	-

Table 1 clarifies that the overall average of "organization trust" dimensions reached (3.69) with a variance coefficient (40.03%). This means that the study sample's attitudes towards dimensions of "organizational variables" are positive, i.e. the level of organizational variables in the understudy sector is "good".

Table 2. Relative Significance and Arithmetic Averages of the First Dimension: The Role Conflict

Element	Weighted average	Standard deviation	Coefficient of variation	Order of relative significance %	Order of significance
I am asked to perform actions in opposing ways	3.98	1.597	40.13	79.6	5
I am assigned tasks without having the necessary authority to carry out these tasks	4.22	1.597	37.85	84.4	3
I see the works I do as unimportant	4.06	1.597	39.34	81.2	4
Sometimes I do things that do not agree with my values	4.88	1.597	32.73	97.6	1
I carry out tasks that are acceptable to some and rejected by others	4.33	1.597	36.88	86.6	2
Role Conflict	4.63	1.618	34.96	92.56	-

The previous table 2 explains that the overall average of "role conflict" dimension reached (4.64) with a standard deviation (1.618), meaning that the attitudes of the sample items towards "the role conflict" are positive, their views come as follows:

- Sometimes I carry out actions that do not agree with my values, with an arithmetic average (4.88).
- Next, I carry out acceptable tasks to some and rejected by others, with an arithmetic average (4.33).
- Next, I am assigned tasks without obtaining the necessary authority to carry out these tasks, with an arithmetic average (4.22).
- Next, I look at the work that I perform as unimportant, with an arithmetic average (4.06).
- Finally, I am asked to carry out business in opposing ways, with an arithmetic average (3.98).

Table 3. Relative Significance and Arithmetic Averages of "Role Ambiguity"

Element	Weighted average	Standard deviation	Covariance coefficient	Order of relative significance	Order of significance
There are no clear, definite objectives for the job I work in	4.86	1.597	32.86	97.2	1

There are no clear, definite explanations for what needs to be done through doing my business.	3.22	1.597	49.60	64.4	2
I feel uncomfortable with the amount of power given to me	3.04	1.597	52.53	60.8	4
I don't know exactly the responsibilities assigned to me	3.22	1.447	44.93	64.4	2
I don't fulfil my work through definite orientations and clear orders	3.16	1.476	46.70	63.2	3
Role Ambiguity	3.50	1.450	41.44	70	-

Table 3 indicates that the general average of the "role ambiguity" dimension has reached (3.50) with a standard deviation (1.450), indicating that the sample items' attitudes towards the role ambiguity are positive. The most influential element in the degree of positiveness is "There are no clear and specific objectives for the job I work for, I don't know exactly the responsibilities assigned to me", "There are no clear explanations for what to do during my work, I don't feel comfortable with the amount of authority I have, and I don't fulfil my work through definite orientations and clear orders" and finally, I feel uncomfortable with the amount of power given to me", with arithmetic averages (4.86), (3.22), (3.16) and (3.04), respectively.

Table 4. Relative Significance and Arithmetic Averages of the "Job Burnout"

Element	Weighted average	Standard deviation	Covariance coefficient	Order of relative significance	Order of significance
The intention to leave work.	3.25	1.385	42.62	65	2
The exerted effort at work.	3.44	1.339	38.96	68.72	1
Job satisfaction.	3.18	1.359	42.78	63.52	3
Job burnout.	3.29	1.355	41.22	65.74	-

The previous table 4 shows that the total general average of the "job burnout" dimension reached (3.29), and the variance coefficient (41.22%), indicating that the sample items' attitudes towards the job burnout dimensions are positive, i.e. the job burnout level is high in the understudy sector.

The Simple Regression Analysis Method for Defining the Impact of The Role Conflict on the Job Burnout

Research Results

- By using the t. test, it is found that the independent variables (role conflict) have been the most effective on the (job burnout), as the t. test values have reached (6.690) & (4.034), respectively, at less than (0.01) significance level.

- For testing the significance of quality fit of the model as a whole, and (F-test) is used since the F. test value is (1779.82), which is significant at less than (0.01), indicating the quality effect of the regression model.
- It is found that the independent variable (the role conflict) explains (98.1%) of the total change of the dependent variable (job burnout). Simultaneously, the remaining ratio refers to the random error in the equation or probably because of the non-inclusion of other independent variables that should be included in the model.
- There is a statistically significant correlation between role conflict and job burnout, denoting that the more increased the role conflict, the more it reflects burnout.
- The research shows that the role of ambiguity reflects negatively on job burnout.

Recommendations

- Defining the work assigned to the assistants of the teaching staff.
- Providing the necessary information needed by faculty members' assistants.
- Establish a clear and specific job description for faculty members.
- Activating the system of rewards and incentives, both the material and moral.
- Providing an appropriate environment that assists in reducing stress and psychological pressure at work.

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