The Relationship between Job Burnout with Organizational Trust and Organizational Health (Case Studies: Education Organization of Sistan & Baluchestan)

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ABSTRACT: Lecture show that burnout, organizational trust and organizational health affect on the various organizations thus this study attempts to examine the relationship between burnout, organizational trust and organizational health. The methodology is made based on descriptive-analysis with correlation approach. Population is all staff of education system of the Sistan and Baluchestan province in 2014 that are 290 persons. Sample is 165 staff that selected based on Morgan table and this study used simple ransom sampling for collecting data. Frequency tables, Kolmogorov-Smirnov test, regression and Pearson correlation coefficient are applied for analyzing data. Findings investigated that there is a significant relationship between burnout and organizational health. In other word when organizational health increases then burnout increases. But there is not a significant relationship between burnout and organizational trust. It means that when organizational trust increases then burnout decreases.

Keywords: Burnout, Organizational Trust, Organizational Health

Statement of the Problem
One of the components that organizations may gradually be suffering from is job burnout. Burnout is one of the concepts that industrial-organizational psychologists have focused on it in recent years, lethargy, weakness is true about job. Burnout seems to be an individual's response to stressful interpersonal factors at work, which in case of exceeding someone's capacity; it causes changes in attitudes and behavior towards them. However, burnout is with stress, confusion and weakness and cause of it is introduced in individual and organizational aspects. Most longitudinal studies recently conducted on burnout have used very complex analysis to determine how changes in the workplace stressors can predict changes in burnout. General opinion is that the best and ideal people are confronting with burnout (Sheikh Sari and Ismaili, 1389: 45), therefore the components of idealism, is a characteristic of burnout. An organization where employees do not trust each other enterprise doomed to failure. Management theorists have found that these organizations have low confidence in a void in respect toward their employees and their higher levels. Thus, the presence of trust investigation in organizations also considered for this study. In general, trust in workplace is an important source of competitive advantage. Recently, some who strongly believe the public interest is met. Due to that success in today's organizations rely heavily on organizational needs, it is expected that management by using good management practices develop in the organization.

On the other hand organizational trust, increases participation in decision-making and creates productive work environment. In terms of Robbins view, confident is positive expectation that others do whether with words, in actions and decisions do not act opportunistically (Mirzaee, 1387: 40).

It is noteworthy that one of the most important indicators of healthy organization is mental health in the workplace, and based on this a healthy workplace environment is one that besides of physical health, psychological health (health organization) be also provided. Based on this healthy workplace is one which necessary conditions must be created to provide psychological health. Organizations that have high health are which growth, development and accelerating is easy reaching to goals is accelerated. In healthy organizations employees are committed and loyal to the organization and therefore have high morale and performance. In such organizations with open communications networks, people feel joy and a sense of pride in their work. If healthy organization be viewed as a system, in such a case, organizational health must be searched not only in...
the physical and mental health individually and group, but also on the survival of organization itself (Mahdad, 1391: 92).

Iran and region of under the study also as an organizational system is not far is affected by this component. And whether burnout ability can influence an organization's organizational trust or organizational health is the subject of this study.

**Importance of this Study**

Burnout is a major cause of work-related stress tolerance for a long time with a lot of work. Lack of interest, lack of homogeneity between professional expertise and the job that he is busy doing of, out of capacity and business in jobs and etc. and all people will lead to burnout (Sheikh Sari and Ismaili, 1389: 46). According to the sensitive role of stafts and being on the danger of these people to job burnout and personal unpleasant, organizational and country, it seems that evaluating the degree of teachers job burnout is necessary, to both verify its dispersion and effective causes of it scientifically, and before creating physical, spiritual and psychological despair for reducing or preventing of it necessary measures be taken (Saberi, 1387).

Moreover, lack of trust in the organization makes employees accuse each other for any wrong and defensive mechanisms and avoid responding, feeling suspicious and jealousy, gossip, trying to get away from work and lack of clarity in the objectives of their organization be created. Also a significant reduction in organizational commitment and professional satisfaction and dissatisfaction caused by atmosphere is unpleasant to have. Complaints are reasons for punishment and dismissal of staff. In other words, employees feel that they are stuck (Nadi and moshfeghi, 1388: 158) and these causes danger overall health of the organization's risk.

Therefore investigating whether an organization have high sense of cooperation among stafts or in other words organization is trustful or whether it has got high health and what relationships there are between them seems necessary.

**Research Questions**

**Main Question**

Is there meaningful relationship between organizational trust and organizational healthiness?

**Boundary Question**

Is there meaningful relationship between job burnout and organizational healthiness?

Is there meaningful relationship between job burnout and organizational trust?

**Background**

Research done by Hojjat Khah & et.al (1391) under the title of "Relationship between resiliency and organizational health with burnout of female teachers in elementary schools in Kermanshah" with the purpose of investigating the relationship between resiliency and organizational health with burnout of female teachers in elementary schools in Kermanshah. Sample study included all female teachers in elementary schools in Kermanshah that a sample of 81 were selected by cluster sampling among them. Data analysis was performed using Correlation and Regression analysis. The results showed that the morale, respect, structure, support and organizational health benefits of the burnout have a meaningful negative relationship. The other two dimensions of organizational health was not significantly related to job burnout. Also between resiliency and burnout was a significant negative correlation. Research done by Saeedi et al. (1389) entitled "Relationship between quality of work life and organizational health with job satisfaction" and to investigate the relationship between organizational health and quality of work life and job satisfaction was conducted. The sample included 188 male and female employees of Ahvaz University in 1389 with a simple random sampling. Stepwise regression analysis showed that the overall correlation between quality of work life and organizational health with job satisfaction had a meaningful relationship. Research done by Azizi Moghaddam (1388) entitled "The relationship between organizational health and burnout of teachers (case studies: secondary schools in Mahabad in the academic year of 1386-87)" and to determine the relationship between organizational health and burnout.

165 questionnaires were returned and analyzed. Method of research in this study is correlation. The result of data analysis showed that between organizational health and burnout of teachers there is a significant inverse relationship. The relationship between the two variables was meaningful negative organizational health and burnout. The results showed there is no significant relationship between burnout and manager aspect. But with the dimensions of institutional integrity, respect, structuring, support resources, and a significant inverse correlation of spirit and it has shown scientific emphasis. Saberi et al (1387) in a study entitled "Evaluation of burnout management and factors affecting the industry in Kashan city" and with the purpose of investigating effective managers in the economy and industrial production were performed. From 100 managers from various industries that were examined, 90 people responded to the questions. In this study, age, region, industry, type
of job and salary had no effect on job burnout. Burnout had a reverse relationship with the experience and number of workers and with working hours per week it was direct.

Research by Ehya Konande & et al (1387) as "the relationship between health and burnout in Islamic Azad University of employees" and with the goal of investigating health and burnout in Islamic Azad University of employees. For doing the research 120 of men employees were randomly selected and were tested by health questionnaire (GHQ) and Maslensh burnout (MBI). Results showed a significant negative correlation between health and burnout. Also there is multiple meaningful relationships between components of health and burnout. The results show that among the components of health, physical symptoms and impaired social function are predictors of burnout.

Research by Talayi & et al (1386) under the title "job burnout and its related factors in Mashhad health care employees" was done which their aim was to determine the dimensions of burnout in health care employees were conducted in Mashhad. This descriptive-analytic study by using census, 30 staff of medical centers in Mashhad using demographic data form, Maslach job Burnout Inventory were evaluated. The results showed that among three dimensions of burnout, excitement exhaustion with depersonalization had a significant relationship and personal sufficiency with excitement exhaustion had a significant correlation. The emotional exhaustion and depersonalization were correlated inversely with age employees.

Research by Lee et al. (2014) entitled "Effects of organizational health of schools, elementary school teacher's burnout in health" and to assess organizational health, burnout affecting teachers in elementary schools were affected self-perceived health status. The sample consisted of 34 elementary school of 560 teachers in Taiwan. This study uses Regression analysis after controlling background characteristics of teachers to understand the characteristics of the relationship between organizational health, burnout and self-perceived health of teachers. According to the findings, emphasizing academic aspects of organizational health and burnout of teachers in primary elementary teachers' perception can affect their health.

Research by Sabansy (2009) entitled “The impact of job burnout of elementary school teachers on organizational health” and to investigate the relationship between burnout and organizational health teachers in primary schools was Antaliat. Maslach Burnout was used to collect data. The results show there is a significant relationship between burnout and organizational health.

**METHOD OF RESEARCH**

In this research, method is a descriptive approach with the approach of correlation. Place Range of this research is Sistan & Baluchestan province, and territory of topic was all the employees of education on that province.

In this research, descriptive and referential are used for statistical analysis used data, in a way that in descriptive statistics, frequency tables, percentages, graphs, average, fashion and facade as well as dispersion measures such as standard deviation, variance and analytical tests according to the test data such as Pearson correlation coefficient were used.

**Statistical Population**

Statistical population in this study is all the employees in Education in Sistan & Baluchestan province in 1393 which the number was 290.

In order to determine the method of determining the sample size and sample size Kerjeci & Morgan (1976) are used. Due to the size of the population sample size (as Morgan) for this study is 165 people. The method is simple random sampling.

**Instrument for Gathering Data**

In this study, instrument for gathering data is questionnaire. Abovementioned questionnaire is 5 Likert-type on the spectrum which is "very high, high, medium, low and very low". This questionnaire is standard and was translated from English to Persian. The questionnaires include:

- Job burnout questionnaire is an external standard which was gathered by Volfar has been prepared and has been translated into Persian (Moqimi, 1390).

- Organizational Health Questionnaire includes 46 items and its goal is to examine the compatibility with the environment. The reliability of this questionnaire was done by Mirkamaly & Maleki Nia (1387) using Cronbach's alpha using the spss software that is followed like below.

  Considering that the questionnaires are standard, so they are valid and reliable, as well as to determine the validity of the experiences Supervisor has also been used.

To calculate the validity of the sample 30 questionnaires distributed among statistical population by using SPSS statistical analysis, which obtained Cronbach's alpha for job burnout was equal to 0.862, organizational trust 0.809 and organizational health is equal to 0.765. Given that a obtained Alpha is significantly high, so this questionnaire can be run and trusts.
Describing data
Table 1 provides general information about statistical variables, including measures of central tendency; measures of dispersion trends are shown.

Table 1. The statistical indicators related to the variables examined in the study

<table>
<thead>
<tr>
<th>Variable</th>
<th>Central coefficient tendency</th>
<th>Diversion coefficient tendency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mode</td>
<td>Median</td>
</tr>
<tr>
<td>Job burnout</td>
<td>2.57</td>
<td>2.56</td>
</tr>
<tr>
<td>Organizational trust</td>
<td>3.82</td>
<td>3.93</td>
</tr>
<tr>
<td>Organizational health</td>
<td>3.54</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Table 2. Percentage distribution of sample by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>80</td>
<td>51.6</td>
</tr>
<tr>
<td>Female</td>
<td>75</td>
<td>48.4</td>
</tr>
</tbody>
</table>

As seen in Table 2 the frequency of sex is mentioned in percentage. According to the statistics highest (%51.6) of men who have sex frequency %80 and least is for female (%48.4) which have 75 frequency.

Table 3. Frequency distribution and percentage of samples based on the variable income

<table>
<thead>
<tr>
<th>Income</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 1500</td>
<td>104</td>
<td>68.4</td>
</tr>
<tr>
<td>Between 1500 to 2500</td>
<td>48</td>
<td>31.6</td>
</tr>
</tbody>
</table>

As seen in Table 3 the frequency of income is mentioned in percentage. According to the statistics highest (68.4) is related to the income below than 1500 with frequency of %80 and least is for the income between 1500 to 2500 (31.6) which have 48 frequency.

Table 4. Shows the frequency and percentage of samples based on variable experience

<table>
<thead>
<tr>
<th>Background</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5 years</td>
<td>43</td>
<td>26.1</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>29</td>
<td>17.6</td>
</tr>
<tr>
<td>10 to 20</td>
<td>49</td>
<td>29.7</td>
</tr>
<tr>
<td>More than 20</td>
<td>44</td>
<td>26.7</td>
</tr>
</tbody>
</table>

As seen in Table 4 the frequency of background is mentioned in percentage. According to the statistics highest (34.7) is related to the background below than 5 years and 5 to 10 years with frequency of 90 and least is for the background more than 10 years which have 79 frequencies.

Analyzing Data
Research question: does job burnout have a meaningful relationship with organizational trust and organizational health?

For answering to the abovementioned correlational coefficient we used Regression's and Pearson's which is as follows:

Table 5. The results of the Pearson correlation coefficient burnout and organizational trust and organizational health

<table>
<thead>
<tr>
<th>Variable</th>
<th>Job satisfaction</th>
<th>Organizational trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job burnout</td>
<td>-0.827</td>
<td>-0.133</td>
</tr>
</tbody>
</table>

Results of above table shows the negative and meaningful correlation between burnout and organizational health ($r = -0.527, P < .001$). But there was no significant correlation between burnout and organizational trust ($r = -0.133, P < .05$).

To predict burnout on organizational health and self-organization, multiple regressions was used, the results shown in the table below:

Table 6. Variables regression results burnout on organizational health and corporate trust

<table>
<thead>
<tr>
<th>Model</th>
<th>$B$</th>
<th>Standard error</th>
<th>Beta</th>
<th>$t$</th>
<th>$R$</th>
<th>$R^2$</th>
<th>Meaningful degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational trust</td>
<td>-0.135</td>
<td>0.085</td>
<td>-0.209</td>
<td>-1.597</td>
<td>-0.133</td>
<td>0.067</td>
<td>0.112</td>
</tr>
<tr>
<td>Organizational health</td>
<td>-0.846</td>
<td>0.092</td>
<td>-1.203</td>
<td>-9.172</td>
<td>0.66</td>
<td>0.263</td>
<td>0.0005</td>
</tr>
</tbody>
</table>

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Results of table 6 shows that organizational health could determine the 53.26 variance for burnout and significant negative correlation with and predictive was negative. But organizational trust could predict burnout and could be considered as a job burnout.

**DISCUSSION**

With regard to the question of "What is the relationship between job burnout and organizational trust and organizational health?" The results show that relationship between burnout and organizational health are meaningful, but there is not significant relationship between burnout and organizational trust. The results of this research with the one done by Hojjat Khah & et.al Entitled "Relationship between resiliency and organizational health with job burnout of female teachers in elementary schools in Kermanshah," which showed the spirit of respect, structure, support and organizational health interests of the Burnout there was a significant negative correlation is corresponded.

In relation to the first sub-question survey that said "which relationship between burnout and organizational health are there?" The results showed that there are significant relationship between the two variables burnout and organizational health. It can be said that the more organizational health more the more is job burnout. Results of this study with Azizi Moghaddam entitled "relationship between organizational health and Teachers (case study: secondary schools of Mahabad city in the academic year 1386-87)" showed that between school organizational health and Teachers there is a meaningful and reverse relationship, is similar.

In relation to the second sub-question survey that said "which relationship between burnout and organizational trust are there?" The results showed that there are not significant relationship between the two variables of burnout and organizational trust. It can be said that the more organizational trust more the more is job burnout. Results of this study with Talayi & et.al entitled "job burnout and related causes to the staffs in health organizations of Mahshad showed that between three factors of job burnout, excitement tiredness had a meaningful and reverse relationship with personality change, and self-competency with tiredness has a meaningful relationship.

**Suggestions**

The main question about the result of research that showed the relationship between burnout and organizational health is meaningful, but no significant relationship between burnout and organizational trust, it is recommended:

Explaining the duties of any of any personnel is defined on the basis of clearly defined instructions.

Data from the reaction of personnel changes is used in various cases in creating changes on organization.

In relation to the first sub question:

An atmosphere test (to test new ideas to change) to be created in the organization.

Appropriate informing to members and staff from organizational goals

In relation to the second sub question:

Putting value on for the use of knowledge to solve problems of organization

Developing a sense of meritocracy in staff to take advantage of their maximum capacity

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