

# Relationship between Implications of Staff Motivation and Burnout in Malayer University

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## Abstract:-

**Background and Aim:** Burnout is defined as a psychological syndrome of exhaustion, cynicism and inefficacy experienced in response to chronic job stressors. The aim of this this research is to find out the influence of the motivational factors on the decline of Malayer University personnel job exhaustion and burnout.

**Materials & Methods:** The study offers a conceptual framework and an empirical test using data collected from 108 employees of Malayer University that they selected by simple method. Data was collected by "Demographic Data" and the gathering of the data was done by two questionnaires, Herzburg, Job Motivation questionnaire and Sing, Goolsby and Rhoads, job Burnout questionnaires. The amount of lasting in Cronbach's method for the standard questionnaire is 0/902 and the second questionnaire's amount and its justifiability is 0/764 and the general reliability of the questionnaires was 0.89, all of which is more than 0.7 which was approved by content method. The analysis of the data's is done the Pearson correlation coefficient. Data was analyzed using SPSS software.

**Results:** The results determine the relationship between motivation and burnout was confirmed and the correlation was negative, i.e., increase motivation, reduced staff burnout.

**Conclusion:** Burnout affects the efficiency and performance of staffs in the operating room. Therefore, managers must provide programs to reduce the level of burnout for providing quality services and reduce costs.

**Keywords:** Job burnout; motivational factors; Malayer University; Pearson correlation coefficient.

## 1. Introduction

One of the factors affecting decrease in performance and effectiveness of human resources in organizations, is the phenomenon of job burnout. It seems that job burnout be associated with psychological pressures. Psychological pressures occur when there is an imbalance between environmental demands and individual's ability to respond them. Whatever the environmental demands increase and individual's ability to respond them decrease the psychological pressures is created which causes negative experience in individual and job burnout. In fact, job burnout occurs as a result of constant psychological pressure (Farber 1983).

Job burnout syndrome or job exhaustion is a response to the job stress. Exhaustion is not a job stress symptom, but the final result of an unmanaged job stress which appears in the form of emotional lag, personality metamorphosis, and reduction of job individual achievement acquisition (Individual job failure) (Esfandiyari 2001). Feelings of emotional exhaustion, a feeling of being too emotional and retained by a person who works. Depersonalization refers to the spread of a lack of personality, a state of inactivity and indifference to work. Decrease in the achievement of individual career achievements occurs when the feeling of competitiveness and the success of working with individuals is reduced (Eskandari Rad, 2005).

Job burnout has detrimental effects on body, mental and social status of a person and job performance including employee ethics, defective work performance, reduced productivity, absenteeism, inappropriate behavior with clients, negative attitude to work, job satisfaction Fewer, more job change, lower quality of life, and poorer mental health and well-being (Esfandiari, 2001). The term “job burnout”, as it is used nowadays, was introduced, by Herbert Freudenberger in 1974; before his study, for those suffering from this same problem, depression was diagnosed, but in 1980s and the 1990s, this disorder was known to be a separate disorder. The main factor of job burnout is the tolerance of the psychological stress caused by long time of working accompanied by a lot of work.

Work disaffection, inconsistency between the proficiency and the profession, beyond the capacity and talent job, lead the individuals to the job burnout. But these jobs differ in different organizations having various characteristics. Some factors in some organizations worsen the case, while in some others, they cause these problems related to jobs to decrease. Here a sound management system is required to do something to get these job problems away by doing some actions provisionally such as granting rewards, lessening the work hours, providing healthy recreations, choosing substitutes or coworkers in hard jobs, in order to avoid its negative effects. (Garg, Rastogi, 2006).

Keshtkaran, about job burnout, states: Job burnout is something real in life and should be guided properly. He suggests four methods of diagnosis prevention, intercession, and solution so as to reduce job burnout. (Keshtkaran 1996). Taris & Schreurs (2009) came to this consideration that individuals suffering from job burnout have got poor job performance.

People have different motives for their activities and prioritize them is not the same for everyone (Chandra & Frank, 2004). Today, numerous studies in most academic centers, according to the motivation of the employees particularly Factors Influencing job motivation is in progress. (Schiestel, 2007)

The job motivation usually it may not be the same for each employee in the company. Factors affecting job motivation include salary and benefits, Excitement and passion in workplace, job security, job interest and appropriate social relationships in the workplace and the nature of the work and the appreciation and interest of the work.(Kidane (2012), Thiedke (2004).)

Bakker and Costa (2015), in a review of chronic job burnout and daily work performance of employee, noted that fatigue and decreased ability to function during the day are a consequence of increased job burnout and then, reducing interaction with others.

Clipa & Bogheana, (2015) stated that stress and work stress cause job burnout, which eventually with increasing number of eligible employees and increasing salary, this stress factor and burnout decreases.

Turabik & Baskan, (2015) mentioned that naturally, every organization needs to effectively review and analyze its goals, and achieving organizational training goals can be a factor in increasing employee motivation.

Wei and et al, (2016), Concerning the relationship between burnout with job satisfaction of Chinese teachers, it was concluded that there is a significant inverse relationship between job burnout and job satisfaction of teachers and job satisfaction is related to the level of salaries, promotion and supervision and studies have shown that managers in order to prevent burnout need to use methods of increasing job satisfaction and performance.

Koustelios A (2005) investigated the relationship between job satisfaction and job burnout in Greek teachers of physical education. Analysis of the results revealed a negative relationship between these two structures. Job satisfaction is affected by the job itself, and monitor working conditions are influenced by emotional exhaustion and job burnout while reducing the efficiency of operations. It seems that the internal aspects of job satisfaction than external aspects of its relationship with burnout is stronger.

Considering University conditions, and its monotonous and similar services related to the clients (students, professors, and others), there is the possibility of the job burnout outbreak, therefore, the University managers can utilize the emotional components besides other methods (like job modification) to overcome the job burnout, while confronting its symptoms. Therefore, performing a research on this same problem reveals this fact that it is

a practical one, since those in charge of the universities, from the managers to the programmers, can use one or a combination of several job motivational components in order to restrict the job burnout effects.

In organizations, the personnel job burnout may occur in the forms of psychosis, fatigue, and depression. Rare researches have been performed about emotional and health factors, and also about their relationships with the job burnout, and this same problem, has turned to be one of the reasons of doing this research. From this viewpoint, the researcher was made to provide an answer to this question if there was a relationship between the motivational factors and the job burnout among Malayer University personnel, using the concepts of the motivational factors and their influences on the reduction of the personnel job burnout and exhaustion effects.

## 2. Literature Review

### 2.1. The job burnout

Over the past two decades, there has been increased interest in the phenomenon of burnout. Indeed, the term burnout has become very common and is a popular explanation for a whole range of personal and occupational problems. As such, it has had a major impact on assumptions and expectations regarding certain types of work. However, research into burnout is still in its infancy; the characteristics of burnout and the number and kinds of people afflicted by burnout have yet to be clearly delineated. None the less, to the extent that burnout has become legitimized and even expected of certain types of workers, particularly those in the health service professions, it may already have had a broad effect on the motivation of many in these professions to continue to work hard at their jobs. Indeed, it has been argued by some that burnout is simply an excuse for failing to do an adequate job (Farber, 1983).

One of the major issues of job that often reacts to job and organizational pressures are seen among employees' leads to burnout. This factor is decrease of compatibility of person with pressure factors which it produces negative view respect to work. (Hus et al 2015) (Maslach & Leiter 2001)

The job burnout is a type of occupational hazards which is accompanied by the reduction of the personnel spiritual and physical energy, which result in the personnel spiritual, emotional and physical fatigue, and in its continuation, increasing the job negative tendencies, and ruining the individual's feeling and interest occur. Work motivation reduction, job dissatisfaction, psychological resignation, and emotional fatigue are among the job burnout symptoms (Maslash & leiter, 1997)

Burnout is a reaction to chronic work stress or organization and it is observed that the care workers suffering burnout easily. (Wu et al 2007)

They spend their time and energy to help others, thus, burnout not only jeopardizes the health of millions of people in the service sectors, but also make responsible suffer from anxiety and stress. In today's society, there are number of burnout aspects in all of public life. On the one hand, increased drug abuse, divorce, job and physical and psychosomatic illnesses, and on the other hand, it reduced productive work and influenced on the economy and industry of the country. This phenomenon in all aspects put the society at risk. (Jeldkar 2000)

Madigan and Kim (2021) suggested three elements of burnout: exhaustion, depersonalisation and reduced accomplishment, similar to the Maslach Burnout Inventory for the general survey (Maslach et al., 2001). In general, burnout is interpreted as an individual's physical and emotional exhaustion or fatigue due to work-related stress.

May be a satisfactory job, over time, becomes a source of dissatisfaction and burnout. In advanced industrialized countries, the percentage of employees in each organization involved and have different side effects of severe burnout, in this regard, financial and human considerable damage to their families and their local organizations are observed. The magnitude and speed of scientific developments and techniques by which, provides the social and economic changes certainly. So in these circumstances, profound changes in people's lives and their employment come into existence. Today's, innovative organizations to achieve their goals and seek solutions to their employees in good agreement with such great changes. Considering human as a complex being, his compatibility with complex relationships, facilities, changes directions, and generally workplaces in an

organization different from the past and in this time, in the process of social adaptation and career would have constraints and pressures to be endured. So a satisfactory job may be changes in to dissatisfaction source and this leads people toward burnout. (Rod & Ashill 2009)

The study by Mohamed et al (2021) shows the highest score of personal burnout on employees higher than work and client domain.

Cherniss defined the job burnout syndrome as; Motivation reduction of work, a severe involvement response, job dissatisfaction, psychological resignation, and emotional fatigue. (Cherniss 1995)

The concept of job burnout was introduced, for the first time, by Fraudenberger (1974). Now, the appearance and development of this same concept is known to be indebted to Fraudenberger's endeavors in New York, and the efforts of Maslach (1976) and Pines et al (1981) in California. Fraudenberger believes that the job burnout seems to be a state of being fatigue or frustration which occurs because of the individual's devotion, and also his way of living or the relationships which fail to obtain the desirable results. From Panis's and Aronson's points of view (1981), the job burnout is known to be the same syndrome of emotional and physical fatigue which is resulted in the expansion of the job negative tendencies and loss of feeling and interest in the kind of the work. Maslach and Jackson (1981) believe that the job burnout is a psychological syndrome which is a combination of the affective exhaustion, the personality metamorphosis, and the individual success deficiency.

There are feelings of emotional exhaustion include where the person loses his excitement and was able to establish relationships with others. Depersonalization that the answers unsentimental and aggressive towards colleagues and subordinates and lack of personal success is when people are working in the profession negative perceptions and feel in his job progress and are working their profession no positive results (Nazari, 1997).

In Zahang and et al, (2018) research; about the effect of burnout on the reduced quality of life for employee suffering from cardiovascular diseases in female nurses showed both physical function and mental function declined as a result of burnout

Elshaer et al. (2018) investigated occupational stress and burnout syndrome among critical health care workers. The results showed that there was a negative association between burnout syndrome and lack of skills, workload diversity, and intergroup conflicts. While job satisfaction and responsibility for people's lives were positively related to the extent of burnout syndrome personal success.

Young and et al (2017) by cross-sectional analysis try to investigate Job burnout of construction project managers in China. The results showed that Direct and indirect mitigating effects on construction projects managers' job burnout are also obtained from the management system of construction companies. Additionally, job burnout ultimately causes poor health conditions among construction projects managers and increases their turnover intention.

García-Carmona and et al (2019) fuses on Burnout syndrome in secondary school teachers, their study addresses the prevalence among secondary school teachers of burnout syndrome, in its three dimensions, and investigates possible differences in the prevalence determined by different measuring instruments. Results show that secondary school teachers are at high risk of burnout syndrome. Moreover, there are statistically significant differences between the different measuring instruments used. Pedagogical programmes should be developed to reduce/prevent its impact.

## 2.2 The motivational factors

Motivation literally means stimulating, instigation and motivation in the sense that motivate someone to do something, Motivation can be considered the driving force. For motivation, it is necessary to identify and to satisfy their needs to be tried. According to the organization in a common vision and motivation is very important in inter-organizational activities. The challenge of creating a balance between the general and specific objectives of the organization and employees' personal values; so motivation is the result of cooperation and interaction (interaction) with a situation where the person is.

Herzberg & Snyderman (1959) explained that Motivation has two dimensions: a) - hygiene factors: including environmental characteristics of jobs and exteriors such as supervision, salary, interpersonal relations, conditions of work and b) - motivating factor: in fact, related factors jobs, job content and its inner aspect and includes aspects such as the importance of the development, responsibility and growth.

Kinsella, Fry and Zecchin (2018) investigated motivational factors affecting nurses for postgraduate education in hospital. Their results show the importance of motivational factors inherent to the nursing workforce and how it can potentially control behavior and decision making. A better understanding of the motivational factors in the nursing profession can lead to educational strategies Additional Programs to help graduate programs better support lifelong health care delivery.

There are 2 main components that contribute to employee's motivation:

1. Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. External rewards such as food, money, praise, and so on, are not the main reason for a person to engage in activities. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behavior is the one that is determined by an individual's need for feeling competent and self-determining. On the one hand, a person will seek out challenges that allow him/her to behave in ways that provide him/her with a sense of competence and self-determination (Matthew et al 2009).
2. Extrinsic motivation, on the other hand, refers to tangible rewards such as pay, fringe benefits, work environment, work conditions, and job security. Extrinsic motives cannot only be satisfied by the work itself. That means pleasure comes from something the task leads to, such as money. As according to (Kamalian *et al*, 2010) the effects of work, as well as its contributing factors are also of importance for the need satisfaction. As a result, work is seen as a means to pursue other motives.

Generally, it can be said that work demotivation can be caused by personal related burnout, work burnout and also colleague related burnout. (Moulton et al., 2022)

### 3. Materials and Methods

This research is descriptive – correlation. The research method was applied and Survey–Correlation and the statistic population include all the personnel of Malayer University in Iran. The number of sample is 108 people which were selected by simple randomly method. (That 116 samples were used in an access method to obtain the result)

To gather data, the tool of questionnaire was used, which is the commonest gathering tool in the descriptive researches. The research questionnaire contained closed questions while having two parts: The first part contained the demographic specification of those filling out the questionnaire, and the second part contained the questions related to the research hypotheses containing 64 questions. To survey the emotional factors, Herzberg's Job motivational questionnaire was used which contained 40 items, which is prepared on Herzberg's two – factors theory which is based on two inner and outer motivational factors, and for the job burnout section, questionnaires by Singh, Goolsby and Rhoads (1994) was used, in which is made up of 24 items, to measure burnout.

The validity of questionnaires has been calculated by the Cronbach alpha method. The validity has been reported for, Herzberg's Job motivational questionnaire 0/902 and the job burnout questionnaire 0/764; Alpha coefficient is more than 0.7, the questionnaire has got an acceptable validity. Statistical methods like average, deviation and standard deviation and Spearman correlation coefficient test has been used in data analyzing method and SPSS has been used for calculation.

### 4. Results

#### 4.1 Descriptive Statistics Findings

For a better understanding of the gathered data, they were summarized, classified, and put into necessary statistical tables the information of which was calculated.

**Table 1. Descriptive statistics of demographic variables**

| Standard       |                  | n  | %    |
|----------------|------------------|----|------|
| Sex            | Female           | 42 | 36.2 |
|                | Male             | 74 | 63.8 |
| Marital status | Single           | 18 | 15.5 |
|                | Married          | 98 | 84.5 |
| Education      | Diploma          | 8  | 6.9  |
|                | Associate Degree | 10 | 8.6  |
|                | BA-BS            | 38 | 32.8 |
|                | MA-MS            | 60 | 51.7 |

Table 1 shows that 42 respondents (36.2%) are female, while 74 respondents (63.8%) are male. 18 respondents (15.5%) are also single, while 98 of them (84.5%) are married, and 8 respondents (6.a) have diploma, 10 (8.6%) have associate degree, 38 (32.8%) have BA/BS, and 60 (51.7%) have got (MA/MS).

#### 4.2 Inferential findings

Before testing the hypotheses, the variables are, surveyed if they are normal The Kolmogorov-Smirnov normality test examines if variables are normally distributed. The table 2 Kolmogorov-Smirnov test results have been shown.

**Table 2. Kolmogorov-Smirnov Test**

| The variable name  | Sig.  | The freedom degree | Statistic |
|--------------------|-------|--------------------|-----------|
| Job burnout        | 0.668 | 116                | 0.067     |
| Emotional factors  | 0.735 | 116                | 0.064     |
| Job success        | 0.287 | 116                | 0.099     |
| Job development    | 0.543 | 116                | 0.075     |
| Job accomplishment | 0.786 | 116                | 0.101     |
| Job identification | 0.587 | 116                | 0.074     |
| Job nature         | 0.191 | 116                | 0.072     |

The Kolmogorov-Smirnov test results in the table 2 show that the significance level which is obtained for the variables is more than 0.05, and this means that the distribution of these variables is a normal one, and parametric analyses can be used for them. Here, to test the research hypotheses, Pearson correlation test was utilized.

#### Hypothesis Testing

The aim of current research is determining the relations of motivational factors and burnout of the personals in the university. We therefore propose the following hypotheses:

- Hypothesis A: There is relationship between motivational factors and burnout among employees of Malayer University.

Hypothesis 1a: There is relationship between Job success and burnout.

Hypothesis 2a: There is relationship between job development and burnout.

Hypothesis 2a: There is relationship between job nature and burnout.

Hypothesis 3a: There is relationship between job identification and burnout.

Hypothesis 4a: There is relationship between personal growth and job burnout.

Table 3 shows the results of the Pearson correlation coefficient among the main variables.

**Table 3. Pearson Correlation Coefficient between the main variables**

| Variables                        | Correlation coefficient | p-value | number |
|----------------------------------|-------------------------|---------|--------|
| Motivational factors-job burnout | -0.337                  | 0.000   | 116    |
| Job success – job burnout        | -0.384                  | 0.000   | 116    |
| job development – job burnout    | -0.264                  | 0.004   | 116    |
| job nature – job burnout         | -0.242                  | 0.001   | 116    |
| job identification – job burnout | -0.293                  | 0.001   | 116    |
| personal growth – job burnout    | -0.297                  | 0.001   | 116    |

Results reveal that there was a Negative correlation between motivational factors and burnout among employees of Malayer University. Results of Pearson Correlation Coefficient shows a significant negative relationship between Job success and job burnout ( $r = -0.384$ ) ( $p < 0.005$ ) and there is a weak negative relationship between job development and job burnout ( $r = -0.264$ ) ( $p < 0.005$ ) and weak negative relationship between job nature and job burnout ( $r = -0.242$ ) ( $p < 0.005$ ) and weak negative relationship between job identification and job burnout ( $r = -0.293$ ) ( $p < 0.005$ ) and weak negative relationship between personal growth and job burnout ( $r = -0.297$ ) ( $p < 0.005$ )

- Hypothesis B: Influence of socio - demographic factors on job burnout among employees of Malayer University.

Some researchers, such as Beheshti Far et al. (2016), have investigated the relationship between demographic characteristics and job burnout. This section examines the relationship between genders, marital status and level of education were discussed with staff burnout. Table 4 shows the influence of demographics components on burnout.

**Table 4. The test of the influential hypothesis of the demographical components on job burnout**

| The variables              | Correlation coefficient | p-value | number |
|----------------------------|-------------------------|---------|--------|
| sex- job burnout           | 0.065                   | 0.485   | 116    |
| marital status-job burnout | 0.017                   | 0.853   | 116    |
| education-job burnout      | -0.122                  | 0.190   | 116    |

As it is seen, the correlation matrix between the variables of sex, marital status, and education and the job burnout has been given. The meaningfulness level (p-value) amounts presented in the table 4 show that there is no relationship between the variables of sex, marital status, and education, and the job burnout.

## 5. Discussion and Conclusion

Pearson correlation test was conducted to determine the relationship between motivational factors and job burnout of Malayer University staff. Based on the results addressing the hypotheses of this study, the following conclusions and suggestions can be made. A total of 116 samples were included in the analysis and their correlation was confirmed by the appropriate test and this type of negative correlation was obtained. Therefore, based on the above results, it can be said that there is a relationship between motivational factors and job burnout of Malayer University staff and the hypothesis is confirmed. The results of this test are in line with the results of Bassami et al. (2015), raouf et al. (2018), Jamali et al. (2015), Melisa Erdilek K, et al. (2014).



Therefore, motivating factors such as job rotation, promotion, position involvement, decision making, direct communication between managers and employees, and other issues can reduce or eliminate the process of job burnout among employees. Bearing in mind that human resources is the engine of the organization and without a well-trained, motivated and succulent workforce, cannot make good use of the company's assets. When we can combine "work" and "joy" together, then, can see the full potential and talent of the workforce in the organization. Employees who are experiencing burnout they repeat every day without thinking of serving the customer and the progress of their work by innovation and productivity. Feelings of hopelessness, laziness, and boredom are important characteristics of these employees.

The results of testing the sub-hypotheses of this study showed that, by supporting and encouraging the success of employees in their job activity, the rate of job burnout was reduced. Career success builds confidence, acquires the skills necessary for the job, and innovates in the workplace, and also lead to progress in their jobs and keep them with information and knowledge. Career success is one factor that can provide a good prospect for employees with the ever-increasing progress of their employees within the framework of law and the health of the administrative system so that an employee will not remain an employee for many years. Managers can prevent employee burnout by creating areas of improvement such as education and job-related training.

Determining the characteristics of the job and selecting the right people will reduce the process of staff burnout. Managers and Planners of the organizations must describe the job, properly. The job description should accurately reflect the duties and responsibilities of the position. They provide the information necessary to classify the position, not the person. With full and accurate information about the nature, characteristics and conditions of job, the employee will familiar with the nature of the activities and responsibilities.

By creating growth conditions for employees in the job and their responsibilities, such as upgrading, raising salaries, and providing the conditions for personal accomplishment, we can have more work motivation and less burnout in the company or organization.

### Practical suggestions

1. Adjust staff responsibilities according to their personality
2. Teaching staff and managers the symptoms and strategies for prevention and treatment of occupational burnout
3. Holding open dialogue meetings and meetings between employees and managers to hear their problems and suggestions
4. Identify and create effective factors to enhance the resilience of employees by managers and officials
5. Pay attention to the level of resilience and resilience of staff in selecting and hiring staff

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