

## The Survey of The Relationship Between The Participation of Employees and Their Job Burnout In The State Offices of Kerman City

Maryam Moradi

M.A. Student in Public Management, Rafsanjan Branch Islamic Azad University, Rafsanjan, Iran

Email: amar.pejohesh@yahoo.com & Dinatranslation@yahoo.com

Hedayat Tirgar \*<sup>1</sup>

Department of Educational Sciences, Faculty of Letters and Humanities  
Shahid Bahonar University of Kerman, Kerman, Iran

### **Abstract**

In this study to examine the relationship between the participation rate of employees with career and its component analysis of niche opportunities. For this purpose, the participation of employees with emotional exhaustion that includes the dimensions of burnout, indifference and professional competence is to be measured, The population of this research includes all State employees to the number of 230 people in the city of Kerman, In this research, sampling was done using Cochran formula that equals the number of sample size 331 employees. Data collection tools included two questionnaires for employee participation and job burnout. The validity and reliability of employee contributions to the 93/0 and 91 /.And the validity and reliability of exhaustion was calculate respectively 80/0 and 94/0. Pearson correlation test was used to test the hypothesis that all the statistical analyzes were carried out by computer software SPSS. Data analysis indicated that: there is a significant negative correlation between the level of employee involvement and with job burnout.

**Keywords:** employee participation, job burnout, apathy, exhaustion and loss of professional competence

---

<sup>1</sup> - Corresponding Author

**Introduction:**

The organization and management thinkers argue that the most valuable asset of any organization is its human capital. And pay attention to this precious capital has a direct impact on the success or failure of organizations.

For the increasing development of the Organization in the aspects of human resource management and increase efficiency and reduce waste, there is a need for proper and successful participation of employees in decisions and affairs of the organization. Hierarchical structure of the organization, despite the many strengths of the control of activities and staff, it has many weaknesses. The main cause of these weaknesses is The insufficient attention to higher needs of mankind such as self-esteem and desire to develop the potential of their own (Islami, 2011: 13). ).The Definition of employee participation that can be provided is the amount of influence and responsibility of employees in the decision-making process through the appropriate agencies at different levels of the organization, increases (Moqadasi, 2007, 25). The intellectual abilities of man according to the span and breadth of topics and information is limit. And he alone is not able to make decisions in all areas. No matter how much knowledge has a director, still cannot provide all of the issues. Belief in limitation of human intellectual will be ready to use the opinions of others. Someone who thinks he knows everything does not see the need to consult with others (Ali Abadi, 1998: 74). On the other hand, usually in response to the major issues of occupational stress and organizational work among employees is the phenomenon of exhaustion (Naseh et al., 2012). Researchers on this emotional fatigue that means the lack of emotional energy and resources That makes separating and cynicism towards partners and reduce the performance Which means a tendency to negative self-evaluation. And its consequences in different forms, such as decreased performance and increased absenteeism and reduced productivity and

morale and reduce displacement and humanitarian organizations have expressed concerns (Zaraii Matin et al., 2012: 87). Research in the field of evaluation of non-participation in the Organization and the probability of less deterioration has taken place. Because government agencies are faced with reduced effectiveness and efficiency of workers in different occupations. Therefore, we are going to find the Causes of job dislocation in the midst of a massive coterie of staff and the impact of the participation of staff in preventing occupational burnout. Also with checking the obstacles to the development, partnership we will understand that Environmental factors outside the Organization as well as internal factors can be a major obstacle to the process of development. This study is the first systematic sample that is trying to examine the barriers to the development of the participation of staff in Government agencies established in Kerman. and review and challenge direct relationship between job burnout and engagement of staff. Therefore, in order to limit the justification and limitation of work and research in order to improve the accuracy, this research has been operational in the state organizations. For the development of organization in aspects of the management, human resources and increasing efficiency and reducing waste, correct and successful participation of staff in decision-making, organization and retention seems essential. Because of the small number of staff submit their suggestions regularly, and other employees may be deprived of a sense of participation in the organization. Incidentally, so that the participation of the staff is the mission of managers , It should be noted that the implementation of the recommendations Without the necessity of providing the grounds for the establishment of the organization, And establishing the proper thought in management and staff, as well as not having enough time when implementation of cooperation, Will bring Failure in reaching the objectives of

cooperation and the creation of chaos in the Organization along with which This would cause a negative attitude to cooperative management system .

Since the proper attention to the barriers of participation in the organization of the system is necessary, Therefore, Obstacles prevent of the successful implementation of employee participation and involvement in decision-making of the organization, because undesirable results of the implementation of the partnership (Islami, 2011: 13). It must be acknowledged that the meaningful participation in the activities of the organization is the request of more employees in organizations, especially organizations that employees feel they have more professional competence (Mirkamali and Maleki Neyra, 2008: 113). Job burnout is the index of orientation between what people are and what they have to do. Exhaustion Cause deterioration in the value, the spirit and the will of man, and spread quickly because depleted the group of his colleagues with. Hence the immediate recognition of symptoms and prevent the epidemic of signs of deterioration in the organization is important. On the other hand, the positive relationship between organizational commitment and employee behaviors, such as trying diligently staff in performing their duties, maintain and keep employees more efficiently, more presence in the workplace, more willing to offer citizenship behavior in the Organization and more quality services, within the research and the research of scientists has been shown very well.

According to the importance of this matter that was mentioned above, The importance of this research is to be present Which proved that employee participation has been closely associated with the concept of exhaustion. Accordingly, the main objectives are as follows:

- Identify and describe the relationship between employee participation with job burnout in the government agencies in the city of Kerman

- Identify and describe the relationship between employee participation with the amount of indifference of the staff in the government agencies in the city of Kerman

- Identify and describe the relationship between employee participation with the rate of Staff burnout in the government agencies in the city of Kerman.

- Identify and describe the relationship between employee participation with the decrease of professional competence of staff in the government agencies in the city of Kerman.

#### **Theoretical and literature of the research:**

The participation of employees in the management is all of the actions which increases the influence and responsibility of employees in the decision-making process, through appropriate representation at different levels of the organization, And in this way facilitates the realization of industrial democracy (Moghadasi, 2009: 26).

In School of socialism, and based on the writings of Marx and Arkhaym, The issue of participation in the broader context Plan to be as a mechanism and means and struggle of the working class against the employer class. Humanists believe that participation in the decision-making can increase the integrity of the working group, and boost the morale of the staff, and thus they are more committed to organizational goals (Kinluo, translated by Irannejad and Ali Suliman, 2004: 50).

Participation of employees in an organization can be done in two ways, which include: The share of employees in the Organization's interests: and the participation of employees in corporate governance. In General, the practices and programs in order to provide a collaborative decision making of staff that is the subject of the research was undertaken, And it is expected that better management, increase morale, and improve the efficiency of the use of this method is achieved (Keith and Newstern, 1985: 201, quoted in Rezaie, 2009 35).

As participation has achievements, it also has costs. Such as this that administrators rarely agree with the participation of employees. And it's just to know it as threatening their traditional authority. If the managers do not give new responsibility to supervisors that their additional capacity to be used, they will be dissatisfied. Finally, with regard to the scientific management approach leads to the loss of professional people (Luthanz, translated Sarmad, 2005: 63).

Participatory management can be achieved by implementing the individual recommendations, And then another dimensions of it by implementing recommendations made by staff, Establishment of a Committee of quality improvement (quality circle), the proposal of customers (clientele), recommendations of staff, contractors and staff participation in decision-making and participation of employees in the execution of the Organization's activities to execute (Islami, 2011: 13).

A significant mismatch between the nature of the job with nature of employee leads to exhaustion. As a metaphor, exhaustion points to the extinction of the flame of a candle, or smother the fire, if resources are not sufficient to ignite a fire burning will be turned off after a while (Zarei and others, 2012: 74).

Signs of deterioration may lead to personal and organizational problems. Saatchi knows the personal factors as the most important and most obvious factor of job burnout because he believes that these are persons who with their for non-performance effective, causing its deterioration (Naseh et al, 20112: 88).

To better understand the concept of exhaustion and its components can describe any of the scenarios. Concerns with work can be outlined against the job burnout that the absence of which may lead to breakdown. Energy, utility (effectiveness) and engaging with it respectively as the exhaustion, depersonalization, and reduced personal performance outlined. In terms of

deterioration, energy becomes labor conflicts with cynicism and inefficacy usefulness (vanity) (Zareei and others, 2012: 75).

Maslach & Leiter (2005) have identified two groups of factors that before the conflict, the breakdown will prevail. The first group consists of six individual's status as predictors. Volume and density (time) work, control, remuneration, social communication, being fair, and the values and the second group includes factors such as individual factors age, gender, marital status and experience (Maslach & Leiter (2005).

Preliminary research suggests that the consequences of exhaustion can be in various forms such as reduced commitment, increased turnover and absenteeism, reduced productivity, lower morale and reduce the incidence of human considerations. It is also worth noting that Maslach at al describe Deterioration in the two dimensions of job performance and health consequences. (Maslach et al., 2001).

The variables that increase or decrease job burnout that play a role include: changing the Organization's decision-making style modification, query management, effective control, increased social support, participation in Affairs and increase morale of employees in various ways, such as providing cultural services, create library, and holding tourism and pilgrimage camps and play music (Verdinejad and Hassanzadeh, 2008: 136).

-Tabersi and Associates (2011) in her research, called the study of the relationship between organizational structure and job burnout among the staff of Shahid beheshti University expressed that the organizational structure and Job burnout of occupational are two important categories and nowadays in the field of organizational behavior management theory are of special relevance. These two topics have many common points that affect interactions. The results showed that there is a significant positive correlation between all of the organizational structure and job burnout.

- Farahani et al (2011) in their study of the relationship between motivation and job burnout among PE teachers in Tabriz based on motivational ERG, demonstrated that there is a direct relationship between motivational factors Adlfer and job burnout. Only two factors of relational needs and psychological needs of teachers were predictors of job burnout.

- ZAREI Matin et al (2011) in their study of determine the effect of job burnout on job outcomes concluded that among job burnout and its dimensions such as emotional exhaustion, depersonalization, and reduced performance, personal, a positive correlation is established. The specific results of the model showed that job burnout ,respectively, on the Organization's commitment and job satisfaction has a negative effect , and on the tendency to leave service, has a positive effect.

- Ghanbari et al (2011) in their study entitled the identify factors and barriers to women's participation demonstrated that women's participation as half of labor available in developing countries and development, cannot be ignored, and one of the most important obstacles to women's participation are marital status, Presentment of men and lack of specialized training.

-Hassani kakhaki (2011) in their research entitled a model for defining the role of cooperation in improving public sector productivity staff indicated that the development of Participation in the organization, will lead to the formation of a group of winners as the winner of substance and procedure and driving the improvement of productivity of labor will bring, and will be indicator for the improvement of human resources.

-Rustamneya and Associates (2011) in their research study of the nurses ' participation in management decision making concluded that the nurses ' participation in decision making is Slightly higher than the average score . And due to the fact that the majority of nurses who care for cooperation amounted in the managerial decision their

Participation in management decisions can be helpful.

-Tolouei and Associates (2013) in their research study as the study of the effect of the establishment of the system of human resource staff participation on productivity for gas company of East Azarbaijan province concluded that there is a relationship between partnership system and the efficiency of human resources, And with the establishment of the system of employee participation, increase the efficiency of human resources. There is a relationship between involvement and commitment with job satisfaction and employee accountability.

### **Research methodology:**

The present research is descriptive. The study sample consisted of all government employees of Kerman city equals to the number of 2730. Cochran formula using a sample size of 331 is selected by stratified random sampling.

In this study, the study gathered data from two questionnaires of employee involvement and exhaustion with the validity respectively 93/0 and 80/0 and reliability for 91/0 and 94/0, respectively, were used.

Pearson's test was used to evaluate the hypothesis. Significance level of the test is considered as  $\alpha= 0.05$ .

### **Findings of the research:**

Reviews of the research hypothesis:

1- There is a relationship between the partnerships of employees with job burnout in the Government apparatus of the city of Kerman.

2- There is a relationship between the employees ' participation and the indifference of the State apparatus in the city of Kerman.

3-there is a relationship between the employees ' participation and their deterioration in the state of Kerman city.

4-there is a relationship between the employees ' participation and reducing their

professional competence in the government agencies of Kerman city.

As can be seen in the following table, Correlation coefficient between the participation of employees, with the analysis of niche, indifference and gay employees ' job respectively equal to 398/0-369/0-439/0, and-, and significant Respectively is (0.000, 0.000 and 0.000). It was therefore assumed to be rejected since the significant amounts of them are less than significant level. Therefore, According to the negative correlation there is a significant and reverse relationship between the employees ' participation with their job burnout, Indifference and old gay employees. By

Table 1: the Pearson test statistic related to the relationship between the rate of participation of employees with the deterioration of employees and its components.

variables	Employee participation			
	Pearson's correlation coefficient	Significant	Relationship	Type of Relationship
<b>Job burnout</b>	-0/398	0/000	yes	reverse
<b>Incuriosity</b>	-0/439	0/000	yes	reverse
<b>exhaustion</b>	-0/369	0/000	yes	reverse
<b>Reduction of professional competence</b>	-0/065	0/235	No	-

### Discussion and Conclusion:

Analysis of the results of the questionnaire study was carried out using the Pearson correlation test and Spearman shows that there is a significant relationship between The partnership of employees with the degree of exhaustion. Of course, given the negative coefficients obtained, the connection is reversed. It means that by increasing the contribution of employees, their deterioration is reduced. The results of this research are consistent with The investigation of Jackson (1983) and Luke Jones (1996) and Khaghani zadeh and colleagues (2008). Because they proved

increasing the employees ' contributions; decreases job burnout, indifference and exhausting job.

The fourth hypothesis analysis indicate that The correlation coefficient between the involvement and professional competence reducing equals to -0/065 and significant level equals to (0/235/). And because its significant amount is greater than the significance level. Therefore, assuming the absence of relationship proved. As a there is no significant relationship between Employee participation and reduction of professional competence.

Participation has a negative impact on role conflict and role ambiguity, and participation in decision-making is an important determinant in reducing job stress. Also Luke and Jones showed units that implement the participatory management style, A high level of correlation between the employee and has a low level of deterioration. So this cuts tensioning and increases service quality and increase employee satisfaction. Khaghani Zadeh ET implementation of the recommendations presented as a way to deal with the phenomenon of deterioration. Analysis of the questionnaire survey, which was conducted using Pearson

correlation test shows that there is a significant relationship between the partnership employees with

Two dimensions of job burnout. That, of course, due to the negative correlation coefficient obtained, this relationship shall be in the form of reverse. This means that by increasing employee participation reduced their indifference and burnout. The results of this research are consistent with the investigation of Jackson (1983) and Luke Jones (1996) and Khaghani zadeh and colleagues (2008). Because they proved Participation has a negative impact on role conflict and role ambiguity, and participation in decision-making is an important determinant in reducing job stress. This means that participation cannot be a strong predictor of job burnout. As with the results of Hassanpour and Eskandari (2010) as well as the research of Daft (1998) and Haslyd (1995), who believe that The participation of employees in the various fields of work and Organization Affairs enhances productivity, efficiency, improve quality, reduce conflict and increase understanding between employees and management, reduction of the negative conventions.

#### Resources and references:

Ali Abadi, AS. (2001): "Scale management style", Tehran, Public Administration

Training Center, First Printing.

. Farahani, A. Badri Azarin. Mohammadi Aghdam , A. (2012) The relationship between motivation and job burnout of PE teachers in Tabriz based on motivational ERG Journal of Applied Research in Sport Management, No. 1, pp. 29-38.

. Ghanavi, Gh. R. (2005): «management» Kareshmah publications, Tehran, 1st Edition.

. Ghanbari, a, Hajjarian, A., Ansari R, Kiani, F. (2012) identify the barriers to women's participation in agricultural activities, Journal of Rural Planning, No. 2, pp. 71, Fall and Winter.

. Khaghani Zadeh, M.vafadar,Salari, Ebadi, 2008, The effect of the proposal on reducing job burnout, Journal of Psychology, Vol. XII, No. 2, Ss226-212.

. Kinlo, Dennis. (2004): empowering human resources, translation by Mahdi Iran Ali Nejad Parizi, and Masomeh Ali soleiman Tehran, managers publication, first printing.

. Luthans, F. (2005): Organizational Behavior "translated by Sarmad Ali, Tehran, Iran Banking Institute, Third Edition, Volume II.

. Mirkamali, Sydam. Malikinya, A. (2008) investigated the relationship between employee engagement and organizational health of male high school students

in Tehran (2008-2007 school year), the new Journal of Educational Sciences, No. 12, pp. 113.

. Moghaddasi, a. (2009) the mechanism for employee participation in the organization management, Journal of industrial engineers, No. 10, p. 25.

. Naseh, M. Jalilvand, j. UnitaryVojdani, M. (2011), the relationship between personality dimensions and job burnout of nurses ,Journal of new care, No. 34,p. 87.

. Rezaei, M. (2009), the relationship between employee engagement and quality of work life, Master's thesis, Islamic Azad University of Kerman.

. Rostam nia, I. paryad, a. Ghanbari, etc. momeni, m. Khazaei, n. (2012), study of the nurses ' participation in managerial decision making, Journal of nursing and midwifery, No. 79, p. 1.

. Saadat A, (1996) Effects of deterioration on the performance of human resources, knowledge management, No. 34. 33.

. Tabars , A. Yazdani Zeyarat, m. raeisi, h. Taheri, c. (2011) analysis of the relationship between organizational structure and job rftegi among the staff of Shahid beheshti University Journal of occupational and organizational consultation, issue 9, p. 88.

- . tolouei, k. Sarmasti, b., Bohloli , n. (2013), evaluation of the effect of the establishment of the system of human resource staff participation on productivity for gas company of East Azerbaijan province, oil, gas,energy magazine, No. 17, p. 28
- . Verdi Nejad, f. hassan Zadeh, g. (2006), the relationship between organizational factors of occupational staff with the extent of case analysis: the Ports and shipping of Bandar Anzali, Humanities and Social Sciences Research Letter, Vol.VI, No. 23.
- . Zarei Matin . Seyed Kalai, N. Akhavan Anvari . M . (2012) is the relationship between demographic variables analysis of occupational job burnout and consequences of the modification of it? Iranian Journal of Management Studies, Vol. V, No. 1, pp. 47.
- Hassani Kakhki, A. (1391), a model for the role of public sector participation in improving employee productivity, Journal of Public Administration, No. 11, Ss69-90.
- Islami, SA. (2011), the Partnership and its barriers and study of recommendations, the oil industry's staff magazine, No. 544, p. 13.
- Jackson, S. (1983). Participation in decision making as a strategy for reducing job related strain, Journal Applied Psychology 68, (1), 33-19.
- Leveck, M. L.;& Jones, C. B. (1996). The nursing practice environment staff retention and quality of care. Research in Nursing & Health, 19(4), 331- 43.
- Maslach, C., and Leiter, M. P. (2005). Stress and burnout: the critical research. In: Cooper, C.L. (Ed.), *Handbook of Stress Medicine and Health*, CRC Press, Lancaster, pp. 155-72.