



# Investigating the relationship between organizational commitment and job Burnout among social security organization employees in Gilan province

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**Abstract:** *Since the organizations want to improve their competitive level for their survival, having a healthy workforce is essential for realization of this important issue. Job burnout is a psychological process occurs under severe stress conditions and it is manifested in the form of emotional burnout, depersonalization, and weakened performance. The main objective of this research is to examine the relationship between organizational commitment and job burnout among the employees of social security organization of Gilan province. Population of study included 837 employees of social security organization of Gilan province, which 129 of them were selected as sample through simple random sampling method. Maslach burnout questionnaire and Allen and Meyer organizational commitment questionnaire were used to collect the data. Parametric test (Pearson correlation) by spss software was used to analyze data. The findings of this study indicate a negative relationship between organizational commitment and its dimensions (emotional commitment, normative commitment, and continuous commitment) and job burnout. In other words, one of the most important findings of the study suggests reverse correlation between organizational commitment and job burnout.*

**Key words:** *emotional commitment, normative commitment, continuous commitment, job Burnout*

## INTRODUCTION

Job is considered an important part of each individual life. Today, employees are faced with continuous increase of job tasks in their workplace, and they spend much time for working and this imposes much pressure on them (Jamshid Malek Ara, 2009). This problem has left negative and harmful effects on health of employees. Since the organizations want to improve their competitive level in order to survive, having a healthy workforce is essential for realization of this important issue. Therefore, organizations pass laws and regulations to employ those people who have greater flexibility to changes and those whose mental health is not affected under environmental pressures (Gemlik & Sisman, 2010). In addition, in today's highly competitive space, organizations will need employees with lower level of job burnout and the phenomenon of job burnout has been studied by psychology and behavioral science professionals. Job burnout is a psychological process occurs under severe stress conditions and it is manifested in the form of emotional burnout, depersonalization, and weakened performance (Saber et al., 2008). According to Maslach, job burnout is a psychological response against the working pressure and the probability of its occurrence is very high among people who are dealing with clients (Keshtkaran, 1996).

### Statement of problem

Today, job burnout is a common and serious problem among people who are working especially in human service jobs (Allen & Mellor, 2000). This phenomenon provides the conditions for physical and emotional disorders that can lead to increased absence from work, leaving work, and reduced production (Boles et al,

2000). Employees who suffer from job burnout have low motivation and activity in their job. They become mentally indifferent, depressed, tired and fractious.

This group of people objects to all aspects of their work such as coworkers and show negative response to others' recommendations. The quality of their work, not necessarily quantity of their work, reduces (Azizi, et al., 2007). Generally, job burnout is a kind of disorder created due to exposure of the person under psychological pressure for long time and its symptoms include emotional, physical, and mental exhaustion (Anisi et al, 2010). With regard to definition of job burnout, it should be said that job burnout is a long term response to job stress characterized by three traits of depersonalization, emotional exhaustion and lack of personal success or achievement (Maslach et al, 2001). Emotional exhaustion is a feeling in which the person loses his emotional force and he is unable to establish emotional communication with others. Lack of personal fulfillment or lack of personal success and achievement means that people have negative perception of their professional efforts and they feel that they have no progress in their jobs. Depersonalization refers to negative attitude in response to others. This dimension is associated with unsentimental and aggressive responses to clients and coworkers (Azizi Nejad and Abbaszadeh, 2010). On the other hand, the organizational commitment determines relative identity of the person in a special organization and his participation and involvement with that organization. Social security organization is one of the largest organizations of the country, which has a large number of clients who have different education level, income level, age, and job. This causes behavioral diversity in clients making the conditions complicated for employees.

In addition, high volume of work in the branches of social security organization can contribute to job burnout in employees. In the present study, organizational commitment and its dimensions have been considered as independent variable and job burnout has been considered as dependent variable. The main research question is thus as follows:

### **Research objectives**

The general objective of this study is to investigate the relationship between organizational commitment and job burnout among the employees of Social Security Organization in Gilan province.

### **Research hypothesis**

According to the theoretical framework and conceptual model of study, the hypothesis of the study suggests that there is significant relationship between organizational commitment, emotional commitment, normative commitment, continuance commitment, and job burnout among employees of Social Security Organization.

### **Research concepts and terms**

#### **Job burnout**

Job burnout is a psychological process occurs under severe stress conditions and it is manifested in the form of emotional burnout, depersonalization, and lack of personal achievement.

#### **Organizational Commitment**

Commitment is a psychological state that provides a kind of tendency, need, and requirements for employment in an organization.

On the other hand, job commitment is kind of cognitive state and sense of psychological identity with a job. Job commitment is a person's belief about the job and it depends on the value that one job can satisfy the needs of the person. People who are highly involved in the job consider the job as an important part of their personal identity.

In the definition of organizational commitment, it could be stated that organizational commitment is a job attitude and it involves the state in which the person think that organizational objectives represent them and he wishes to be a member of the organization (Robbins, 2006, p. 283)

### **Variables influencing organizational commitment**

After the arrival of an individual to the organization, what factors influence organizational commitment?

- Job Satisfaction
- Appropriate promotion system
- Appreciation of Services
- Social service
- occupations
- Retirement benefits

-Education

-History

Moody et al have divided the factors that lead to greater organizational commitment into three main classes:

1- Personal factors

2- Organizational factors

3- Non-institutional factors

### **Types of commitment**

One of issues attracted the attention of researchers in the field of commitment is dimension of commitment, including:

1- Commitment to customers or clients

2- Commitment to the organization

3- Commitment to own self

4- Commitment to working individuals and groups.

5- Commitment to work

### **Review of literature**

1- A study was conducted by Marmaria et al in 2001 entitled organizational commitment and job Burnout among employees of Malaysia. They examined the influence of organizational commitment (emotional, normative, and continuous) on burnout among the employees of Malaysia. Responses were collected from various parts of Northern Malaysia departments. A sample of 50 employees were selected among various departments of Malaysia was selected departments and finally after the analysis of the results, they concluded that only emotional commitment has impact on job burnout.

This study showed that the results of the study are confirmed and supported by results of previous study conducted by Mathew and Zajak (1990). They showed that people who have a high degree of commitment to their organizations experience high level of stress compared to those who have lower commitment. It was stated that only emotional commitment has negative relationship with job burnout (Marmaya, Zawawi, Hitman & Mohd Jody, 2001).

2- Gemlik, Sisman and Sigri determined the relationship between organizational commitment and burnout among health care sector personnel in Turkey. Data were collected using Maslach burnout questionnaire and scales proposed by Allen and Mayer, and then they were analyzed. After the presentation of the demographic variables such as gender, age, education and employment status, the relationship between the basic research variables (organizational commitment and burnout) was examined using regression analysis and the results of the study confirmed the relationship between organizational commitment and job Burnout. The main research hypothesis that states job burnout can be a predictor for organizational commitment was confirmed (Gemlik, Sisman & Sigri, 2010).

3- Sultan Ahmadi et al conducted a study in 2010 to examine the relationship between organizational commitment and job Burnout among teachers of secondary schools in Mahabad City. The population of study included 300 secondary school teachers that 168 of them were selected as sample of the study using stratified random sampling method and 162 of the questionnaire completed were analyzed. In order to collect the data, Allen and Mayer organizational commitment questionnaire was used, and to obtain data on job burnout, Maslach questionnaire was used. Data analysis by using Pearson correlation coefficient showed that there is a significant relationship between organizational commitment and job burnout ( $P = 0.1 < \alpha = 0.38$ ). In addition, results of the investigations showed that job burnout has significant and reverse correlation with variables of emotional commitment ( $P < 0.01$  &  $r = -0.41$ ), continuous commitment ( $P < 0.01$  &  $r = -0.2$ ) and normative commitment ( $P = 0.01$  &  $r = -0.41$ ).

4- A study was conducted by Zamini et al in 2011 entitled the relationship between organizational culture and job burnout in order to investigate the relationship between organizational culture and job burnout among professors and employees of University of Tabriz. In this study, 209 subjects were randomly selected using random sampling and the tools used to collect data included Hofstede organizational culture questionnaire and Maslach job burnout questionnaire. The results showed that the type of culture dominant in the Tabriz University is a rational culture. The results of T test also showed a significant difference among professors of

the university and its employees in terms of job burnout, and this result was similar for men and women. The results of the study showed a significant relationship between the organizational culture and job burnout among university employees (Zamini, Zamini, and Barzegari, 2011).

### **Methodology**

This study is descriptive-correlational in terms of research design and applied in terms of objective. In the present study, population includes all the Social Security Organization employees of Gilan. In this study, a simple random sampling method was used and to determine the sample size, finite population formula was used.

### **Validity and reliability**

Before using measurement tools in the main stage of data collection, it is essential that researcher to ensure the validity and reliability of the research tool. In fact, reliability and validity are features that any measuring tool such as questionnaire should have them.

### **Statistical analysis**

For describing and testing hypotheses, data were analyzed using SPSS 19 software in two descriptive and inferential statics parts. In the descriptive statistics, they were examined using descriptive statistic tables and in the inferential statistics part, they were analyzed using Pearson correlation coefficient test in the histogram diagram.

### **Conclusion**

Descriptive statistic results

1-The variable of organizational commitment among social security employees who were sample of study had the mean 4.17 and SD 0.590, which it indicates that the value of this variable among the employees is more than the expected value (3).

2-The variable of emotional commitment among social security employees who were sample of study had the mean 4.12 and SD 0.812, which it indicates that the value of this variable among the employees is more than the expected value (3).

3-The variable of continuous commitment among social security employees who were sample of study had the mean 4.20 and SD 0.381, which it indicates that the value of this variable among the employees is more than the expected value (3).

4-The variable of normative commitment among social security employees who were sample of study had the mean 4.20 and SD 0.20, which it indicates that the value of this variable among the employees is more than the expected value (3).

5-The variable of job burnout among social security employees who were sample of study had the mean 1.76 and SD 0.352, which it indicates that the value of this variable among the employees is less than the expected value (3).

6-The variable of emotional job burnout among the employees of social security employees who were sample of study had the mean 1.94 and SD 0.874, which it indicates that the value of this variable among the employees is less than the expected value (3).

7-The variable of depersonalization among social security employees who were sample of study had the mean 1.94 and SD 0.8334, which it indicates that the value of this variable among the employees is less than the expected value (3).

8-The variable of lack of personal achievement among social security employees who were sample of study had the mean 1.72 and SD 0.435, which it indicates that the value of this variable among the employees is less than the expected value (3).

Results of inferential statistics

1- Results of Pearson correlation coefficient showed significant and negative correlation between two variables of organizational commitment and job burnout of social security employees so that the correlation coefficient value is -0.68 that it is significant at the level of 0.05. As a result, it could be concluded that organizational commitment and job burnout of social security employees have significant and reverse relationship. Accordingly, it could be stated that as the organizational commitment of employees reduces, their job burnout increases.

2- Results of Pearson correlation coefficient showed significant and negative correlation between two variables of emotional commitment and job burnout of social security employees so that the correlation coefficient value is -0.591 that it is significant at the level of 0.05. As a result, it could be concluded that emotional commitment and job burnout of social security employees have significant and reverse relationship. Accordingly, it could be stated that as the emotional commitment of employees reduces, their job burnout increases.

3- Results of Pearson correlation coefficient showed significant and negative correlation between two variables of normative commitment and job burnout of social security employees so that the correlation coefficient value is -0.336 that it is significant at the level of 0.05. As a result, it could be concluded that normative commitment and job burnout of social security employees have significant and reverse relationship. Accordingly, it could be stated that as the normative commitment of employees reduces, their job burnout increases.

4- Results of Pearson correlation coefficient showed significant and negative correlation between two variables of continuous commitment and job burnout of social security employees so that the correlation coefficient value is -0.606 that it is significant at the level of 0.05. As a result, it could be concluded that continuous commitment and job burnout of social security employees have significant and reverse relationship. Accordingly, it could be stated that as the continuous commitment of employees reduces, their job burnout increases.

### **Recommendations**

Given that at least one-third of life of people is spent in the workplace and many social relations are shaped on the work hours, workplace or stress resulting from it can leave an impact on the health and happiness of humans and people who are under much stress have low health and happiness. Managers should be aware that job burnout is associated with physical and emotional diseases that can increase absence from work, and reduced individual performance. Job burnout causes harmful results for family, personal and social life. The most important of them are increased absence of employees, frequent delay, conflict in the work environment, job shifting, and finally leaving job. According to the results of the study, it is recommended that:

As in the first study, the reverse correlation between organizational commitment and job burnout was confirmed, it is recommended for managers of the organizations to pay attention to organizational commitment as an important issue to reduce the job burnout. In this regard, paying attention to dimension of organizational commitment especially emotional commitment that had lower mean compared to other two dimensions could be effective.

Then, according to the dimensions of organizational commitment examined in next hypothesis, the following recommendations are offered:

According to the second hypothesis of study that suggested reverse relationship between emotional commitment and job burnout, it is suggested that:

It is recommended that the sense of interest to organization in employees using various incentive methods, including material and non-material, to be strengthened so that employees consider themselves as member of the organization and work there with pride. Organization should try to satisfy its employees constantly and appreciate competent employees in different occasions. According to the third hypothesis suggesting the reverse correlation between normative commitment and job burnout and examining its questions, it is recommended that organizations to provide better services for their employees compared to other organizations to increase the normative commitment of the employees. For example, they are recommended to provide sport facilities for employees and develop recreational trips for their employees or provide dormitories for their employees in some of the large cities. They can also pay much attention to health of the employees and monitor the health of the employees by signing contract with specialized physicians leading to increased sense of loyalty in employees. According to the fourth hypothesis suggests the reverse correlation between continuous commitment and job burnout that it was confirmed and examining its questions, it is recommended that organization to eliminate the sense that employee is forced to in the organization and create challenge in them and increase their attachment to the organization using several methods such as job enrichment by giving more responsibility for employees create

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