THE RELATION BETWEEN JOB BURNOUT AND WORK AND FAMILY CONFLICT AMONG EMPLOYEES

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Abstract
The present research is conducted focusing on studying the effect of job burnout and its components on the conflict between work and family among employees of Organization of Industry, Mine and Trade, Sistan and Baluchestan, Iran; in addition, the variables were demographically analyzed. The research methodology was cross-correlation. Most participants reported low frequency and intensity of dimensions. There is seen a significant relation between job burnout and its dimensions’ frequency and intensity with employees’ job and family conflict. The frequency of individual failure and work and family conflict only showed no significant relationship. Finally, of the demographic variables income to cost ratio followed by employment status showed the highest relation with burnout and work and family conflict and all variables’ dimensions.

Key words: Job burnout, Family and work conflict, demographic characteristics, income

Statement of the problem
The conflict between working and life is an inter-role conflict in which family and job pressures are bilaterally, or only in some aspects, inconsistent. Work and life conflict can occur while job responsibilities reduce the individual’s energy and commitment; the capability of playing family roles may decrease; or this may happen as family requests consume these sources in such a way reducing individual’s ability in doing working duties (Grzywacz and Marks, 2000). Job burnout is a kind of mental burnout merged with mental pressures or stresses related to job and working environment; it is also considered as a delayed response to interpersonal and motional chronic stressful factors in jobs domain which is probably seen in relieving and consulting occupations including consultant, teacher, social worker, physician, policeman, nurse and etc, the duties and responsibilities of these kinds of works. Job burnout is one of the major consequences of job stress. The notion of job burnout is recently attracted by organizational psychologists.
Job burnout is a mental syndrome consisting of emotional exhaustion (emotional draining), depersonalization (Negative reaction, devoid of emotion combined with extreme indifference to service receivers) and reduced personal accomplishment (feeling less competent and successful in occupation) emerges among employees (Richard and Peter, 2004). This syndrome may lead to
sharply drop in service quality through negative attitude toward job and lack of relation with clients at service delivering (Payami Bousari, 2002). Job burnout causes negative self-concept, negative attitude to job and indifference in relating with clients. Indeed, job burnout is a syndrome occurring by interacting different interpersonal, intrapersonal, environmental and occupational factors. Increasing competition and developing human resource methods made organizations to maintain capable employees and enable them highly perform. However, organizations are always being afraid of losing its human capital since each organization cost a lot to educate, culture and prepare its staff in achieving optimal productivity and efficiency; the organization undergoes losing skills and experiences attained through years of efforts by losing its valuable and critical manpower.

Today, job quitting inclination in organizations has been announced as one of the critical human resource management’s concerns. Since, organizations understanding effective factors and causes of employees’ leaving will be enabled to employ much effective ways and policies in maintain effective human resource in advance. Hence, such studies are essential regarding the effect of life and work conflict and job burnout phenomenon in job leaving.

**Job burnout models**

There have been proposed several approaches on job burnout of which clinical approach, social-psychological approach, Cherniss interactional approach, Capner model and Meslech Model are the most critical (Brad, 2008).

**A. Clinical approach**

Job burnout symptoms may variously emerge. These symptoms and its intensities are individually different appearing one year followed by beginning work. Engaged and committed employees, those replacing social life with organization, aggressive ones, and finally, managements are highly threatened by job burnout phenomenon (Saatchi, 2002).

**B. Social-psychological approach**

Job burnout in social-psychological approach is a multi-dimensional structure consisting of three interrelated components of emotional exhaustion, depersonalization and lack of individual accomplishment (Saatchi, 2002).

**C. Cherniss interactional approach**

There are several job burnout sources in Cherniss interactional approach. Pressures cause individual mental disorder and defensive dealing is determined through a set of changes in individual’s attitude and behavior (Saatchi, 2002).

**Organizations and job burnout**

In recent years and since the negative, obvious effects of job burnout on employees become clear, the scholars, particularly managements are more interested in this issue. It is believed that job burnout is contagious and the individual with job burnout will soon spread this syndrome to its colleagues. Job burnout, initially disturbs the individual’s existence balance; then, the organizational balance will be disturbed which disorder efficacy and efficiency and finally, effectiveness in organization. Thus, it is required to urgently identify these phenomena, causes and consequences.

Organizations implicitly and explicitly undergo lots of costs due to emergence of job burnout among employees. Job burnout in employees can cause decreasing efficiency, increasing absent, higher sanitary costs and personnel replacement, behavioral and physical changes, less quality service delivering as well as service dissatisfaction. Job burnout costs, indeed, express the effects of employee’s performance at work place.
The conflict between work and family is inherently bilateral meaning that either job influences on the family domain which is called job with family disbalance, or the family may impact on working domain in that case it is referred as family with job disbalance. Therefore, family-job disbalance can be described under the name of mutual inconsistence between job role requests and family role requests. In other words, once individuals are disabled to simultaneously fulfill both family and working duties, family responsibilities may interfere with commitments charged by working duties, or vice versa, such that the challenges and pressures impede the fulfillments, it can be said that they are encountering disbalance between family and working roles (Jessica et al, 2005).

National studies
Tahori (1999) provided some questions, in his research, related to family conflict with job including 1. What are the effective factors on the conflict between housekeeping with job among employed women? 2. How much the husbands of employed women participate in housework? The research results indicated that most studied women (60%) emphasized on the importance of its traditional role and housekeeping duties and prioritized this role to outside work.

Paki (2001) conducted a research named studying the relation between irrational thinking with job burnout among teachers in Isfahan. Research results showed that there is a significant difference between male and female teachers in term of job burnout; however, there was seen no significant relation between irrational thinking and job burnout.

Hassan Zade (2009), in his M.A. thesis titled “Studying job burnout in public librarians (Case study: librarians of Mazandarn state, Iran), studied librarians’ job burnout. The participants contained 133 public librarians of Mazandaran state. Research methodology was survey-analytical. The tools were Messlech and Jackson job burnout questionnaire (1981).

Nhaus and Beutell (1985) founded out that social protection (support) can adjust the relation between family-work conflict and its negative outcomes on individual mental health and social relations through the effect of support special aspects including emotional, instrumental, and informative on the amount of conflict.

Research methodology
This descriptive research methodology is correlation. In this method, current statuses are analyzed; then, it tries to discover the variables’ relations. The participants were all employees of Organization of Industry, Mine and Trade in Sistan and Baluchistan. The required data were collected through a researcher made questionnaire. Characteristics such as frequency, percentage, mean and standard deviation were applied in descriptive statistics; and, correlation tests were used in inferential statistics.

Research conception model
This section presents two major structures naming job burnout and family and work conflict which are introduced as independent and dependent variables, respectively. This block diagram (chart 2-3) is designed according to literature principally based on Mselch opinions on job burnout and Carlson ideas in family and work conflict which shows the relation of family and work conflict with three elements of emotional exhaustion, depersonalization and lack of individual accomplishment. Research hypotheses are formulated based on this model.
Discussion and results

The conflict between work and life is occurred when the employees realize the interferences between workplace and family roles. All stresses are not negative and harmful; beside, they can be considered as part of work nature. Most employees believe that the conflict between work and life seriously damage workplace and family which can threaten individual’s mental and physical health. However, it does not imply that stress individually can intensify mental diseases. Much stress leads to depression, anxiety or anger disordering brain function; and finally, may lead to weakness in immune system. In other word, high stress can cause immorality, absence and reduced productivity. Work and life sever conflict is combined with high stress tolerance, dysthymia, distress and weak physical health, reduced job satisfaction and organizational engagement, frequently visiting doctors and increased absence at work. Therefore, reducing job burnout factors and increasing family and work balance among staffs through optimizing life and work conditions must be considered by authorities.

Research findings

According to obtained results, 68% and 63% of the studied participants experienced low frequency and low intensity, respectively, in term of emotional aspect. 15% reported intermediate frequency and 15% intermediate intensity; moreover, 7% experienced high frequency and 11% had high intensity.

In depersonalization dimension, 80% low frequency and 72% low intensity, 10 and 19% intermediate frequency and intensity, respectively; and finally, 10% high frequency and 9% high intensity were reported.

Also, in lacking individual accomplishment dimension 82% low frequency and 90% low intensity were experienced. 5% intermediate frequency and 6% intermediate intensity were
reported. Finally, 13% and 4% of individuals experienced high frequency and high intensity, respectively. Furthermore, the present research tested four hypotheses which are summarized in Table 1-5.

A high percent of individuals, in the present research, represented low values in three dimensions of job burnout. Filiyan research (1991) also revealed that 43% of the studied units are in low level in terms of emotional exhaustion. Moreover, 42% of individuals reported low depersonalization level and 52% had high frequency of lacking individual accomplishment. In Khazaei et al (2006) research on the relation of frequency of three dimensions of job burnout, 53% of individuals reported low level of emotional exhaustion, 54% high level of depersonalization and 38% of lacking individual accomplishment. In addition, in Yaghoubi Niya et al (2003) study, individuals reported 53% of intermediate emotional exhaustion, 60% high depersonalization and 75% high level of lacking individual accomplishment.

**Conclusion**

Managements and employees must try to improve organizational mental health acknowledging the stress tolerance level and employing practical approaches in order to increase individual strength and tolerability such that undesired energies wasting on workplace stresses can be applied to improve and enhance the quality and quantity as well as realizing organizational goals. In conclusion, according to research findings, more knowledge and studying of creating job burnout factors as well as adopting prevention, control, treatment strategies, educating correct stress coping ways and removing the effective causes are considered as requirements.

**References**

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