THE RELATIONSHIP BETWEEN BURNOUT AND ORGANIZATIONAL COMMITMENT WITH ROLE OF MODERATOR OF DEMOGRAPHIC VARIABLES (CASE STUDY: SOCIAL SECURITY ORGANIZATION OF WEST DEPARTMENT OF MAZANDARAN PROVINCE)

Somaieh Roshantalab Haghani

Department Of Public Management, Bandar E Anzali Branch, Islamic Azad University, Gilan, Iran
bordbaramn@gmail.com

Morteza Hazraty

Department Of Public Management, Bandar E Anzali Branch, Islamic Azad University, Gilan, Iran

Mohammadreza Moosivand

Department Of Public Management, Bandar E Anzali International Branch, Islamic Azad University, Gilan, Iran
Amir.m1234567@gmail.com

ABSTRACT

The aim of the present study is to reveal the relationships between the burnout levels of the people employed in social security organization of west department of Mazandaran province (as well as relevant subdimensions such as emotional exhaustion, depersonalization, and reduced personal accomplishment) and their levels of organizational commitment (as well as relevant sub-dimensions such as affective commitment, continuance commitment, and normative commitment). The study makes use of the following scales: "Burnout Scale" and "Organizational Commitment Scale". In this context, a brief definition of burnout would be the reaction of the individual against the demands and the stress levels of the workplace, whereas organizational commitment might be defined as the interest and the attachment of the individual towards the organization (as well as a comparative sense of belonging). As a result of the analyses carried out, the Pearson correlation coefficient (a parametric test) has been calculated in order to reveal the relationships between the aforementioned variables. Two sets of relationships between the relevant sub-dimensions have been found to be statistically insignificant: 1) the relationship between the sub-dimensions "reduced personal accomplishment" and "continuance commitment," 2) the relationship between the sub-dimensions "depersonalization" and "normative commitment". Correlation coefficients in all other binary comparisons have been found out to be statistically significant. As a result, it has been demonstrated that there is a significant relationship between burnout and organizational commitment.

Keywords: *Burnout, Organizational Commitment*

THEORETICAL PRINCIPLES BURNOUT

The concept of burnout was suggested by Herbert Freudenberger who was working as a psychoanalyst in a clinic in New York (Shepherd et al, 2011:397). However, the most widely accepted and used definition of burnout was made by Maslach who described it as a multidimensional structure. According to author, burnout is a reaction to stress and job-related demands in the workplace, and involves emotional exhaustion, depersonalisation and personal accomplishment (Raiger, 2005: 72; Halbesleben and

Demerouti, 2005: 208; Lee et al, 2010:405; Salmela-Aro et al, 2009:163; Oliveria et al, 2011:177). While emotional exhaustion refers to the depletion of emotional resources of a person, depersonalisation means maintaining a remote and negative attitude towards one's colleagues and disregarding them. Personal accomplishment feeling means considering oneself negative and inadequate in regard to job performance (Evers et al, 2004:132; Raiger, 2005:72).

ORGANIZATIONAL COMMITMENT

Organizational commitment serves as emotional and mental dependence to organization that on the basis of it high commitment person determines his/her identity in organization, cooperates in organization and enjoys due to organization membership (porter et al., 2004).

Morhead and Griffin know two organizational commitments, identity sense and person dependence to organization. In their view commitment and loyalty affect on important behaviors such as replacing and absence and could commitment and loyalty, have more discipline in their job, stay in organization for a longer time and do more work organizational commitment dimensions from Allen and Meyer model have emotional commitment, continuous commitment and normative commitment. Emotional commitment defines as dependence to an organization and determines identity that considers through organizational values acceptance and by tendency to stay in organization. Second dimension of Allen and Mayer organizational commitment is continuous commitment that is on the basis of Biker investments. This theory is on this base that through the time, individual collects an asset in organization. In more experience, this asset is more and losing it has more cost. Such investments include organization especial skills obtain time that is not transferable.

Third dimension of organizational commitment is normative commitment that indicates one kind of responsibility to continue cooperation. Responsible commitment has realized as a duty to support organization and its activities and refers to stay necessity in organization that individual think that to continue activity and support organization is their responsibility (Allen, Mayer, 2010).

THE PURPOSE AND SIGNIFICANCE OF THE STUDY

The main purpose of this study is to determine whether the levels of burnout of employees are related to their organizational commitments. Another purpose of the

present study is to reveal the relationships between the sub-dimensions of burnout and

the sub-dimensions of organization commitment. This is because; a clear understanding

and thus effective management of the relationships between the said two variables can

be achieved only in this way. The fewness of the number of studies where these two variables have been covered and examined in the literature makes this study more significant. It is noteworthy that no such detailed study has been conducted on this subject in Turkey. This study will guide and be useful for both researchers and implementers in the future works.

HYPOTHESES AND CONCEPTUAL MODEL DEVELOPMENT

This study analyses burnout effect on organizational commitment of employees social security organization of west department of Mazandaran province. Studying model introduces in following beside research hypotheses.

H1: There is a negative relationship between burnout (and the relevant sub-dimensions) and organizational commitment.

H2: The relationships between burnout (and the relevant subdimensions) and the sub-dimensions of organizational commitment vary.

H3: Demographic variables constitute a difference in terms of burnout.

H4: Demographic variables constitute a difference in terms of organizational commitment.

Figure 1- Research conceptual model, OZYER, 2014.

METHODOLOGY

Current research is according to its aim in practical researches type. Regarding to practical research aim that is to receive practical results, resolution finding for real issues and practical knowledge development is in a special area and method to do practical works, and this research knowing analyses burnout effect on organizational commitment of employees social security organization of west department of Mazandaran province. In data collection is descriptive, procedural. This method uses to know individuals views, believes and behavior and determines their correlation, or share and distinction according to obtained data from written or oral question and compares them. Using questionnaire, interview and observation are three methods to collect data in procedural studies (sakaran, 1387). Also in data certainty due to research on the basis of hypothesis and test hypotheses, research is certain. In this research, statistical community is all employees who are active in social security organization of west department of Mazandaran province and are **225** ones. Case mass using koocaran formula (random sampling) is **105** ones. In this research to study data collection has used two methods:

1- library method: subject literature, books, magazines, reports, theses, scientific researches and internet sites studied and necessary information collected in subject and research variables terms.

2- Field method to obtain needed information used questionnaire. This questionnaire descriptive has studied in content and face method and used masters and experts judgement. In this research has used chronbach alpha to determine stability and confirmatory factorial analysis. To calculate chronbach alpha used SPSS. Chronbach alpha was **0.924**for burnout, **0.936** organizational commitment. To analyse obtained results used method analysis technique. (structural equations modeling) using LISREL 8/5

Table 1: Cronbach's alpha value of the research variables

variable	Cronbach Alfa
Burnout of job	0.924
Organizational commitment	0.936

RESEARCH DATA AND FINDINGS ANALYSIS

Table 2 ,3 displays the results of Group Statistics

Table 2: Group Statistics Dimensionsof burnout

Variables	N	Min	Max	Mean	S. D.	Std. Error Mean
emotional exhaustion	124	1.38	4.25	2.4844	0.78418	0.615
Depersonalization	124	1.13	4.5	2.5239	0.78692	0.619
reduced personal accomplishment	124	1	4.2	2.2734	0.76797	0.590

Table 3: Group Statistics variable of organizational commitment

Variables	N	Min	Max	Mean	S. D.	Std. Error Mean
organizational commitment	124	2.51	4.92	4.0921	0.34222	0.117

Prior to the investigation of the relationship between burnout and organizational commitment, whether or not these variables display a normal distribution has been investigated. The results have showed that they display a normal distribution. Therefore, parametric analyses have been preferred. The Pearson correlation coefficient (a parametric test) has been calculated in order to reveal the relationships between the aforementioned variables. Table 4 displays the results of the correlation analyses between burnout and organizational commitment. The results demonstrate that hypotheses 1,2,3,4 are correct.

Table 4: Correlations between burnout and organization commitment

		Burnout	organizational commitment
Burnout	Pearson Correlation	1	-.821**
	Sig. (2-tailed)		.000
	N	124	124
organizational commitment	Pearson Correlation	-.821**	1
	Sig. (2-tailed)	.000	
	N	124	124

Table 5: Correlations between Dimensions of burnoutand organization commitment

	organizational commitment
emotional exhaustion	-.777**
Depersonalization	-.765**
reduced personal accomplishment	-.726**

Table 6: One-Sample Statistics of organizational commitment

	N	Mean	Std. Deviation	Std. Error Mean
organizational commitment	124	4.0921	.34222	.03073

Table 7: One-Sample Test

Test Value = 3						
	t	df	Sig.	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
organizational commitment	35.536	123	.000	1.09210	1.0313	1.1529

Table 8: One-Sample Statistics of burnout

	N	Mean	Std. Deviation	Std. Error Mean
burnout	124	2.4272	.51825	.04654

Table 9: One-Sample Test

	Test Value = 4					
	t	Df	Sig.	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
burnout	-33.793	123	.000	-1.57275	-1.6649	-1.4806

DISCUSSION AND CONCLUSION

The analyses reveal quite interesting and significant results. The first important result is the existence of a negative relationship between burnout and organizational commitment. When their definitions are taken into consideration, this is hardly surprising. The unique contributions of this study lie in the relationships between the subdimensions of organizational commitment and burnout. As a matter of fact, the present study demonstrates the differences observed in the relationships between the subdimensions of organizational commitment and burnout levels. What is most critical here is the relationship between burnout and continuance commitment. Whereas burnout is negatively related to organizational commitment, affective commitment, and normative commitment, it seems to have a positive relationship with continuance commitment. Burnout by definition is a negative variable whereas organizational commitment is again by definition a positive variable. A negative correlation between these two variables is therefore to be expected as normal. However, it seems that as the burnout levels of the employees rise, so do their continuance commitment levels. The truth that emerges out of this finding is that perhaps continuance commitment is a variable to be questioned. Whereas literature usually accepts continuance commitment as a sub-form of organizational commitment, this finding shows to us that the subject should be investigated to a greater depth. It will perhaps be necessary, as a result of future studies, to separate continuance commitment from organizational commitment and define it under a new label.

There seems to be a generally significant relationship between the age of the participants and their levels of burnout and organizational commitment. As can be seen from the tables found in the analysis section, increasing age usually means higher levels of burnout. The same is valid for the subdimensions of burnout. This in itself seems to be a natural conclusion because all participants are engaged in social, interpersonal jobs. As a result, their levels of burnout will rise with age, and it will be more difficult for them to cope with burnout, which is a psychological state. The education levels of the participants have led to certain differences, too. The critical point of this finding is that whereas education level has no impact on levels of organizational commitment, with the exception of continuance commitment, it has created significant differences both in total burnout and in its subdimensions. It is evident that different studies on this subject will be necessary in the future. It is clear that studies which are to focus on the subdimensions of variables will be more beneficent. It is thought that studies to be carried out with more participants and in different sectors will make important contributions to both researchers and practitioners.

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