Relationship between atmospheres of organization and job burnout according to Maslach

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Abstract: The main purpose of this study was investigating relationship between atmospheres of organization and job burnout according to Maslach. This study was descriptive-correlation research. Population was all employees of Maroon dam, power plants and irrigation systems Operation Company, includes managers, supervisors, employees in 2013.Sample size has been calculated by Cochran formula. Survey method and library studies have been used to collect data. Results showed that there is a negative and significant relationship between atmospheres of organization and job burnout. Atmospheres of organization should be warm and friendly and manager should have supportive behavior.

Key words: Atmospheres of organization; Job burnout; Maslach

1. Introduction

Differences of organizations are not limited to the physical condition of the structure, quantity and quality of available human and material resources (Ayers, 2005: 55). Every organization has a culture, traditions, values; norms and relatively stable procedures of operation. Its behavior can be predicted based on these properties (Bateman & Organ, 1983: 38).

This culture or feature of an organization that allows us to know organizations different from each other has been called organizational atmosphere. Healthy and supportive organizational atmosphere leads to more confidence of their employees and thus increases efficiency of employees (Momeni et. Al., 2006). Efficiency is an important factor to increase effectiveness of organization. On the other hand, unhealthy atmosphere leads to pressure of job to employees and causes of job dissatisfaction and has negative impact on personal, social and family life (Benzer, 2005). One of effects of unhealthy organizational atmosphere is job burnout. Burnout is a used term to describe human responses to pressures of job. Burnout is a state of exhaustion due to hard work and without interest (Gardner, 2005: 343). Today, because of dramatic effects of job burnout on quality of personal, professional, family life, it is considered as a serious problem. Job burnout is a psychological response to stress (House and Cottington, 1986).

2. Organizational atmosphere

Campbell and et al., (1980) stated that organizational atmosphere shows way of dealing with members. Therefore it can be assumed as character of organization (Katz and Kahn, 1996). MacKenzie (1983) also stated that organizational atmosphere generally can be considered as a resource of efficiency for employees.

Miskel defined organizational atmosphere as follows (Schepman, et. al., 2008):

"Atmosphere of an organization is a broad term that refers to employees perceptions of workspace in organization and is affected by formal or informal organization, individual characteristics and organizational leadership (Kwok Tung & Yin Cheng, 1999: 87). Generally, experts had various definition of atmosphere. But all of them are common in this reality that organizational atmosphere has been measured based on employees understanding of organizational atmosphere (Levey, 2000).

3. Effective factors on determining atmosphere

James and Jones (1979) have suggested 6 dimensions of organizational atmosphere as follows

1- Flexibility: Freedom of employees to innovate and restrictions of regulations.
2- Responsibility: employees' perceptions of organizational responsibility.
3- Standards: Tendency to high performance standards.
4- Reward: Fair rewards based on quality of work.
5- Clarity: Clarity of mission of organization for staff.
6- Commitment: Tendency to accept more responsibility and achieving common goals of organization.

4. Components of organizational atmosphere

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Organizational atmosphere has 8 components. 4 components to measure social interactions of employees (Sheltzer, 1988)

1- Team spirit.
2- Disturbance: Refers to a situation in which employees feel that the organization's governance creates problems for them.

3- Cordiality: warm and friendly relations with other employees.
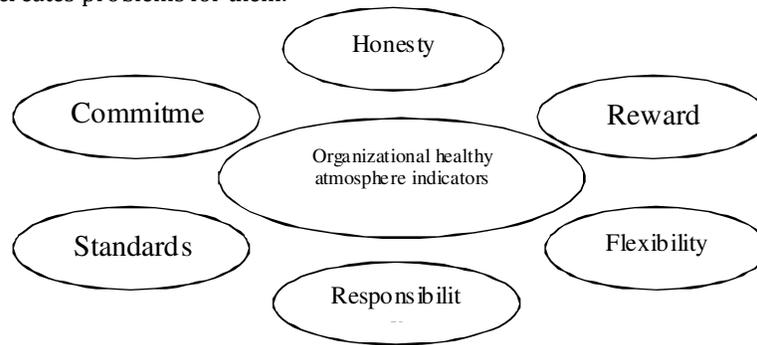4- Apathy: Doing tasks, not because of commitment and personal interest.

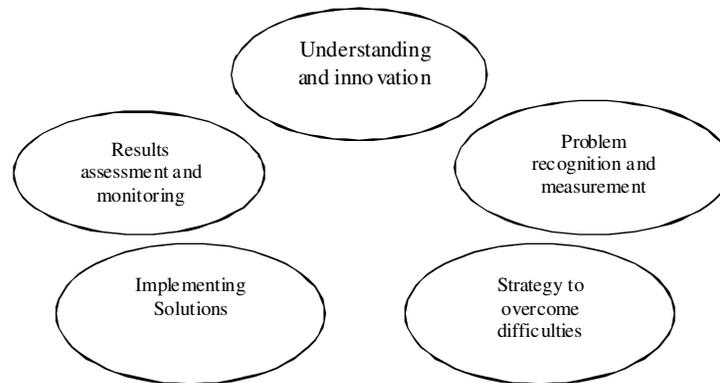**Fig. 1:** Organizational atmosphere Index (Lewin, 1952)

Fig. 2: improvement of organizational atmosphere (Majnooni, 2002: 48)

And for components to measure social interactions of managers:

5- Getting away: it notes impersonal behavior of manager. He is normative.
6- Consideration or respect: friendly and warm behavior of manager. He try to help others.
7- Influence and dynamics: The dynamic and energetic behavior of managers for leadership and motivate individuals. Manager shows himself as a pattern.
8- Emphasis on production: when manager gives order and controls employees directly.

5. Job Burnout

Farber (1983), in definition of job burnout wrote: Job burnout is a state of physical, emotional and psychological exhaustion and is a result of long-term and direct exposure of individual with people and emotionally exhausting situations. He has concluded that job burnout is related to life in developed world and especially in work environment (Mitchell, 1978: 38). All experts believe that job burnout is related to stress (Smart & Hamm, 1993). Chernis (1990) stated that signs of job burnout are reducing motivation in

work, responding to intense conflict, dissatisfaction, psychological and emotional exhaustion (Malekzadeh, 2007).

According to Jackson and Maslach job burnout is a sign of physical and emotional exhaustion and reduced compatibility due to stressors. These signs may lead to negative self-concept, negative attitude toward work and lack of communication. These symptoms can lead to a variety of mental and physical diseases (Stevew, et al, 2002). The concept of Job Burnout has been introduced for first time by freudenberger in early 1970s·Farber (1983) stated that freudenberger is the first person in 1975 that used term of job burnout with today's content and considered it as a state of emotional exhaustion and physical that is a result of conditions in workplace. However, expert researchers in the field of job burnout have introduced several definitions. Freudenberger knew job burnout as a state of fatigue or frustration that is a result of devotion and lifestyle or failed connections to attain desired results. According to Pines and Aronson (1981), physical and emotional signs of fatigue can be known as job burnout and is a result of developing negative attitudes toward employment and loss of feeling and

interest in individual work. Another definition of job burnout is a type of psychological or behavioral phenomenon when quality of job performance has been decreased. Generally, burnout is a disorder due to long-term stress, and have sings of emotional, physical and mental exhaustion.

6. Stages of Job Burnout

The five stages of Job Burnout are as follows
1-**Honeymoon phase**: There is a sense of happiness due to deal with new job. These feelings are excitement, enthusiasm, pride and challenge. After some time, saved force to deal with demands of a challenging environment, gradually will be ended. At this stage, in order to cope with stress, some behavioral habits have been formed that are not useful to deal with future challenges.
2-**Stage of fuel shortage**: At this stage, people experience a vague sense of deterioration, fatigue and dizziness. Signs at this stage include job dissatisfaction, lack of efficiency, sleep disturbances and fatigue.
3-**Stage of chronic sign**: Physiological and pathological signs in this stage are more apparent and person is in need of attention and help. Common Signs of this stage include: chronic fatigue, physical illness, anger and depression.
4- **Stage of crisis:** If signs if third stage are continued, person will enter to critical stage. Pessimism and self-doubt will be increased. At this Stage, person may suffer from stomach ulcers, headaches, chronic back pain, high blood pressure and insomnia.
5- **Collisions with wall stage:** This stage is a result of stress due to job burnout and ending of energy to adapt with workplace. At this stage, it is possible that person loses his job. These signs lead to physiological changes that will not be improved simply.

7. Literature review

Barzegari (2011) in an investigation entitled "Relationship between organizational culture and burnout among teachers and staff at the University of Tabriz "has concluded that there are significant differences between job burnout in teachers and staff. Also, there is a significant relationship between job burnout and organizational culture in teachers and staff.

Girolamo (2007) in an investigation entitled "Relationship between dimensions of organizational atmosphere and burnout in operator call center". Results indicated that data of organizational atmosphere just had enough (but not sufficient) quality. This leads to high levels of burnout and dissatisfaction.

Almoohonadi, et al., (2007) have concluded that stress will not be increased due to personal or environmental factors. It is due to interaction with environment. They introduced workplace stressors as follows: poor organizational atmosphere, lack of respect, management style, communication with staff, lack of support from colleagues, conflict and role ambiguity.

Yunzova (2008), believes that identifying and improving organizational atmosphere is an essential step to enhance quality of organization.

Yamazaki et al. (2005) showed that there is a negative relationship between organizational atmosphere and job burnout among nurses. In other words, job burnout will be reduced by improving organizational atmosphere. Also, it was concluded that number of nurses was not effect factor.

8. Methodology

This study was applied and descriptive-survey research method. Population was all employees of Maroon dam, power plants and irrigation systems Operation Company, includes managers, supervisors, employees in 2013. Sample size has been calculated by Cochran formula. Survey method and library studies have been used to collect data. Halpin and Craft (1963) questionnaire was used to collect data of organizational atmosphere, Posckadof (1990) questionnaire was used for citizenship behavior and Maslach (1981) questionnaire was used for job burnout. Reliability coefficients of questionnaires obtained by Cronbach's alpha and split-half method.

9. Results and discussion

9.1. Descriptive results

According to table-1, %17.4 of respondents had less than 5 years of experience.%36.1 had 5 to 10 years of experience.%22.2 had 11 to 15 years of experience.%17.4 had 16 to 20 years of experience and %6.9 had greater than 21 years of experience.

Table 1: frequency distribution according to experience

Years of experience	frequency	Percentage
Less than 5 years	25	17.4
5-10	52	36.1
11-15	32	22.2
16-20	25	17.4
Greater than 21	10	6.9
Total	144	100.0

According to table-2, %82 of respondents were male and %18 of respondents were female.

Table 2: frequency distribution according to gender

Gender	Frequency	Percentage
male	119	82
female	25	18
total	144	100

9.2. Findings of research hypotheses

The main hypothesis: There is a significant relationship between organizational atmosphere and burnout.

H0: **There is no significant relationship between organizational atmosphere and burnout.**
H1: **There is a significant relationship between organizational atmosphere and burnout.**

Pearson's correlation coefficient method was used to test this hypothesis. Results are showed in table-3. According to table-3, it can be said that there is a significant negative relationship between organizational atmosphere and burnout (r= -0.374 and $p<0.000$). Thus H0 was rejected.

Table 3: Results of Pearson's correlation coefficient method

Statistical indexes variables	r	sig
Organizational atmosphere	-0.374	0.000
Burnout		

The first sub-hypothesis: There is a significant relationship between supportive aspect and burnout.

H0: **There is no significant relationship between supportive aspect and burnout.**
H1: **There is a significant relationship between supportive aspect and burnout.**

Pearson's correlation coefficient method was used to test this hypothesis. Results are showed in table-4. According to table-4, it can be said that there is a significant negative relationship between supportive aspect and burnout (r = -0.188 and $p<0.002$). Thus H0 was rejected.

Table 4: Results of Pearson's correlation coefficient method

Statistical indexes variables	r	sig
supportive aspect	-0.188	0.002
Burnout		

The second sub-hypothesis: There is a significant relationship between ordering aspect and burnout.

H0: **There is no significant relationship between ordering aspect and burnout.**
H1: **There is a significant relationship between ordering aspect and burnout.**

Pearson's correlation coefficient method was used to test this hypothesis. Results are showed in Table 5. According to table-5, it can be said that there is an insignificant negative relationship between ordering aspect and burnout (r = -0.386 and $p<0.067$). Thus H0 was rejected.

Table 5: Results of Pearson's correlation coefficient method

Statistical indexes variables	r	sig
ordering aspect	-0.386	0.067
Burnout		

The third sub-hypothesis: There is a significant relationship between restriction aspect and burnout.

H0: **There is no significant relationship between restriction aspect and burnout.**
H1: **There is a significant relationship between restriction aspect and burnout.**

Pearson's correlation coefficient method was used to test this hypothesis. Results are showed in Table 6. According to table-6, it can be said that there is an insignificant positive relationship between restriction aspect and burnout (r =0.105 and $p<0.087$). Thus H0 was rejected.

Table 6: Results of Pearson's correlation coefficient method

Statistical indexes variables	r	sig
restriction aspect	0.105	0.087
Burnout		

The fourth sub-hypothesis: There is a significant relationship between cooperative aspect and burnout.

H0: **There is no significant relationship between cooperative aspect and burnout.**
H1: **There is a significant relationship between cooperative aspect and burnout.**

Pearson's correlation coefficient method was used to test this hypothesis. Results are showed in Table 7. According to table-7, it can be said that there is a significant negative relationship between cooperative aspect and burnout (r = -0.353 and $p<0.000$). Thus H0 was rejected.

The fifth sub-hypothesis: There is a significant relationship between cordiality aspect and burnout.

Table 7: Results of Pearson's correlation coefficient method

Statistical indexes		
variables	r	sig
cooperative aspect	-0.353	0.000
Burnout		

H0: **There is no significant relationship between cordiality aspect and burnout.**
H1: **There is a significant relationship between cordiality aspect and burnout.**

Pearson's correlation coefficient method was used to test this hypothesis. Results are showed in Table 8. According to table-8, it can be said that there is a significant negative relationship between cordiality aspect and burnout (r = -0.416 and p<0.000). Thus H0 was rejected.

Table 8: Results of Pearson's correlation coefficient method

Statistical indexes		
variables	r	sig
cordiality aspect	-0.416	0.000
Burnout		

The sixth sub-hypothesis: There is a significant relationship between pretending to work aspect and burnout.

H0: **There is no significant relationship between pretending to work aspect and burnout.**
H1: **There is a significant relationship between pretending to work aspect and burnout.**

Pearson's correlation coefficient method was used to test this hypothesis. Results are showed in Table 9. According to table-9, it can be said that there is an insignificant positive relationship between pretending to work aspect and burnout (r =0.194 and p<0.077). Thus H0 was rejected.

Table 9: Results of Pearson's correlation coefficient method

Statistical indexes		
variables	r	sig
cordiality aspect	0.194	0.077
Burnout		

The results of research are consistent with Ahqr (2007), mirnaderi and Nourbakhsh (2007), Shojaei (2008), Ramezani nejad (2008) Jamali et al (2009), Salehi (2009), Barzegari (2010), Hajilu (2011), Kelly , Hammer and Dennis (1979), Munikavbroan (2002), altahanih (2003), Miller (2003), Dorkin (2003), Rajertsi (2003), Yamazaki, Ishida (2005), Almuhonadi et al (2007), Yunzova (2008), Chapman and Michael Zarat (2008), Girolamo (2011).

10. Conclusion

1-There is a significant and negative relationship between organizational atmosphere and burnout.
2-There is a significant and negative relationship between supportive aspect and burnout.
3-There is an insignificant and negative relationship between ordering aspect and burnout.
4-There is an insignificant and positive relationship between restriction aspect and burnout.
5-There is a significant and negative relationship between cooperative aspect and burnout.
6-There is a significant and negative relationship between cordiality aspect and burnout.
7-There is an insignificant and positive relationship between pretending to work aspect and burnout.

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