Investigating the Effect of Organization Risk Factors by Creating the Phenomenon of Burnout on Staff of Aghajari Oil and Gas Company

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Abstract

This study aimed to investigate the relationship and effect of organization risk factors with creating the phenomenon of burnout on staff of Aghajari Oil and Gas Company. The participants in this study were 100 employees who were chosen among corporate operational and headquarters sections using simple random sampling method. The designed questionnaire included 21 questions that 20 of them related to effective factors on burnout and the last question also related to burnout itself. Measuring tools consisted of Cronbach's alpha reliability tests, Spearman and Pearson and Kendall Tau correlation tests, the test of variables linearity and finally simple regression test for ultimate estimation. Using correlation tests some of variables were eliminated from model because lack of relationship with burnout variable and estimation was done for other variables. The results of final estimation of the research showed that work experience and job expectations had positive and significant effect and education negative and significant effect on burnout among employees.

Keywords: burnout, organization risk factors, Aghajari Oil and Gas Company

Introduction

Work is a very important source for employed people and obtaining social positions. Transformations and changes such as increasing competition, the effect of technology, redesigning the business procedures and developing service sections affect work world (Casio, 1995; Cooper, 1998; Ferris, 2000). The pressure due to working is something natural and in case of managing it can even create some creativity at work either but the thing which is inappropriate is high and negative pressure of workplace that can affects person. Work situations, role ambiguity, the rate of responsibility, the relationships with subordinates and colleaguesand lack of job insecurity are considered as effective factors on creating stress due to working.

Numerous researches have shown that mental pressure caused by working will lead to different mental, physical and behavioral reactions such as burnout, depression, mental diseases and reducing job motivation. (Schaufeli, Maslach and Mark, 1993; Cooper, 1998) the importance of subject as it was discussed is that front line staff is very effective on achieving the organization's goals and meeting the needs of managers and customers. Front line staff of organization is the main common denominator between service providers and customers in most of companies and has an effective vital role in affecting customer's satisfaction and getting along with service inefficiencies. (Malhotra and Mukerji, 2004) one of the most important effects of workplace pressure is burnout that can affect general health of a person. Different studies show that organizational factors play an important role in creating mental problems in workplace. Considering that people spend one third of their time in organization, identifying these factors seem vital so this study is going to investigate organization risk factors that cause creating burnout in staff of Aghajari Oil and Gas Company.

Theoretical principles of the study

Burnout, the relationship that people have with their own job and problems which can be created in case of this phenomenon in this relationshipis known as the important phenomena of this era. Using the word of burnout about the relationship of people and their jobs has been started with

some of studies in 1970s and in the United States of America. (Maslach, 2001) Burnout has been used about people who have been employed in social services. Using this word become popular when a writer named Green used this word in his novel called "Succumbed" (the story was about an architect who leaves his job because of mental problems and frustration and takes refuge in isolation of the forests of Africa)in 1961. (Maslach, 2001) but the main and technical use of burnout refers to Freudenberg the person who wrote the first articles about this concept in 1974. (Soltani, 2000)

Even the initial findings about burnout whether artificial or non-artificial have described this phenomenon similarly. For example their explanations included some phrases such as fatigue and lack of idealism, passion for the job. It is interesting that burnout has been discussed as a social problem and before drawing the attention of researchers have been identified and confirmed either by scholars or social interpreters. Although burnout nowadays is related to the complexities of people's relationship with working and some of its aspects according to people but at first people didn't pay attention to it because they used to consider this phenomenon as a worthless thing. (Maslach, 2001)

Anyway, nowadays there are mental pressures in different degrees in many organizations and one of the immediate consequences of stress and mental pressures is the phenomenon of burnout. This phenomenon has been a subject of psychologists and other behavioral science experts for a long time. In the research of Doku et al (1994) it was identified that till 1990 more than 300 articles have been published about burnout and according to Schulz till 1995 more than 2500 articles have been published about burnout but in spite of this there isn't still a specified definition for this phenomenon and we face weakness in measuring that. (Soltani, 2000)

During recent years also burnout has been investigated in different situations and various job services. Burnout is the common phenomenon of todays' work environments and it is called as existing mental pressure in work environment. In the historical origin of this concept, burnout was first discussed as social problem not as scientific structure therefore initial concept of burnout was formed by realism rather scientific concepts. At this early stage of formation, the concentration was on burnout clinical descriptions, later the other level was formed, and that was empirical level where the emphasis was on systematic researches on burnout and especially evaluating this phenomenon. Through these two stages, developed theories and wide job concept and hypothetical framework integrated (Maslach and Shafli, 1993). The initial stage of first articles about burnout was written in mid-1970 in America. (Freudenberg, 1974; Maslach, 1981)

The main characteristic of these articles was providing primary description about burnout and its name was first mentioned there and it was identified that this abnormal response isn't given only by abnormal people but it is more public response. Freudenberg observed that many volunteers who work with him in a Mental Health Centre experience an emotional analysis and loss of commitment and motivation. This process is generally created during one year and is with different mental and physical symptoms. For discussing this mode especially mental analysis, Freudenberg used "burnout", a word that so-called mentioned the effects of drug abuse.

Till 1980 burnout used to be studied only in America. Gradually the attention of other countries especially English-speaking countries like Canada and the UK was drawn to this phenomenon then articles and books were translated to other languages and in second half of 1980 research tools (especially Maslach questionnaire) were translated to French, German, Dutch, Italian, Swedish, Spanish and Arabic and intercultural studies started (Maslach and Schaufeli, 1994). Empirical researches on burnout concentrate on job factors. The variables such as job satisfaction, (workload, role conflict, role ambiguity) retiring from work (transfer, absence) job communications, communication with colleagues and authorities (job social support), communication with clients, excessive visiting, the type of sector and time of work, organizational policiesand similar ones have

drawn the attention of researchers up to now. Individual factors were often demographic variables (age, gender, marital status) moreover some of studies have noticed personality variables such as (control source, hardiness) individual health, connecting with friends, family (non-occupational social support) and personal values and commitment. Considering empirical studies, burnout is more correlated with weak job conditions in different types and general result is that job situations have caused people to get burnout. But it may be also because people who experience burnout see everything negatively and report work conditions weak and inappropriate. Anyway in interpreting empirical information, we have to be cautious. (Maslach and Schaufeli, 1994)

Burnout is an important subject that not only affects person's performance but organizations' performance either and eventually can lead to absence, leaving job and disability at work. (Cooper, 1998; Parker and Wall, 1998). Maslach believes that burnout can be the cause of compromising the quality of group services, a factor for leaving job, absence or low morale and have relationship with some disorders such as physical fatigue, insomnia, family and marital problems. Burnout syndrome isn't a mental disorder but it expands gradually and over time and it may convert to a mental disability. (Schaufeli, Maslach and Mark, 1994)

Since most of staff in each organization spend one third of their time in workplace, working pressures can be one of the most important reasons of burnout in these people and a person with burnout will obviously suffer in decision making and planning, communicating with others, executive method, work effectiveness and finally efficiency and productivity. As result the costs caused by job mental pressure are too high. (Johnson and Hooker, 2000; Schaufeliand Inzeman, 1998) obtained results from done researches in past decade show that burnout has two separated structure mentally which have relationship with each other: emotional exhaustion and depersonalization (Baker et al, 2007; Schaufeliand Liter, 2004 and 2002). Although some of researchers have mentioned this subject that reduction in the rate of individual achievements is the third symptom of burnout but this sign has received the least empirical support and many researchers believe that reduction in the rate of individual achievements is one of the burnout results not its symptom. (Cordes et al, 1997)

Based on what Maslach (1982) has said emotional exhaustion is one of the initial symptoms of breakdown and refers to lack of emotional resources. In this case employees work without any feeling toward it and don't have enough energy for going on. Anyway emotional exhaustion doesn't include main aspects of existing relationships among people and their jobs. Emotional exhaustion causes creating mental and emotional distance between individual and his job. (Schaufeliand Baker, 2004). Depersonalization (which is called breaking relationship or isolation in burnout literature) is caused by emotional exhaustion. In this case employees distance from their job, don't pay attention to customers and treat them like things. Although there isn't general agreement on the order of burnout factors but the evidences show that emotional exhaustion has been the first symptom which is followed by depersonalization and feeling reduction in individual achievements. (Tapnin, Tenner et al, 2002) as Cordes (1997) said, we have to say that reduction in the rate of individual achievements is the result of burnout and according to Baker (2004) it shouldn't be added to mental framework.

Definition of burnout

The researchers have discussed many attitudes about the definition of burnout. As Paynes and Eronson (1981) writes, burnout can be clarified byphysical and psychological corrosion through the feeling of helpless and hopeless and by emotional corrosion as well as developing negative self-image and negative attitudes toward work, life and other people and this situation is in fact the feeling of composed of distress and dissatisfaction and failure to achieve the aspirations and ideals. Freudenberg and Richelson (1980) consider burnout as a state of suffering and deprivation which

caused by lifestyle or relationships which succeed to achieve expected values of person. Edelwich and Brodsky (1980) have described this phenomenon as progressive lack of spirituality, energy, personal goals and as a result of job harsh conditions. (Farber, 1985) Burnout states are followed by consequences and complications that related to this Robinson et al (1991) have mentioned some consequences such as absence, delay, ambiguous physical complaints, and constant conflict with the environmentand finally leaving job. (Robinson et al, 1991) There is a general agreement among researchers about burnout syndrome that includes physical, emotional and attitudinal species. As Maslach in 1981 has stated burnout employees are ones who lose all interests, feelings and emotions about the people with whom they connect and perhaps they treat them in a way that it is indicative of a lack of their interest. They may blame their clients because of existing problems or insult them while they speak to them. People who suffer burnout are more absent or delayed, they are usually significantly lacks certain ideals, they show tenacity, they cannot perform tasks successfully and they may step in leaving their job. Moreover in case of accompanied with feeling of deprivation, burnout leads the person to emotional stress (which is usually manifested as anxiety, irritability, sadness, low self-esteem), various psychosomatic disorders (insomnia, peptic ulcers, headaches, soreness, high blood pressure) and increasing marital and family conflicts. According to Constabel (1986) burnout is emotional analysis syndrome which occurs with incuriosity and then the feeling of non-effectiveness and lack of success. The researches have shown that burnout has a close relationship with occupational stress. Unfavorable working situation in various professions causes burnout. Generally it can be said that burnout phenomenon is created as the performance caused by stress by individual factors and job factors. Perceiving individual factors which cause burnout include investigating personality variables of person, intermediate processes such as cognitive re-evaluation of stressful events and determining stress and supportive resources. For example about people prone to burnout are believed to be susceptible, sensitive, idealistic,compassionate and popular but on the other hand anxious, obsessive and very sensitive to others' praise. It is generally noticeable that how to deal with burnout depends on experienced stress and their personality type. The general belief is that personal perception and person's reaction about stress depend on their initial evaluation which determines the degree of the stressful event and their secondary evaluation which is used in order to reduce or limit obtained stress. Oehler (1991) argues that burnout is a stage of fatigue and disappointment and happens when the people cannot achieve their goals whether in terms of life or job. Burnout includes physical, spiritual and mental fatigue as well as negativism toward works and life which are other mental symptoms of burnout. Physical symptoms include reducing energy, chronic fatigue, weakness and helplessness. The symptoms of spiritual fatigue include depression, feeling a lack of support, despair and lack of escape routes as well as negativism toward works and life.

Other point of view

An alternative view holds that burnout is a result of process based on that when people make a lot of effort over a long time and when they find out what they have been given for their working is very low, they lose their motivation and will be led to burnout. Based on this view also when there is lot of work to do people have to try a lot to handle it and this effort causes exhaustion and when the person sees himself not able enough for doing this amount of work and gets into skepticism about his ability for handling and staying at work therefore will experience work pressure. In such a case employed person may try a lot to handle his job requirements and demands without assuring if his efforts will lead to success. In fact if it is determined that his efforts won't succeed, people will lose their motivation and suffer burnout. Burnout can be considered as the result of doing job efforts constantly without achieving the ideal result. Emotional component of burnout mentions the lack of reward that means there is no payment for the things which have been done. There are several

statuses in career life that can have such this effect. For example a long time might be spent for helping one of clients and finally no result can be seen or doing overtime with anyone noticing. These examples show that there is a component of disappointment in burnout as well but it should be considered that occasional frustrations aren't usually as results of burnout (Soltani, 2000).

Generally there are many definitions about the concept of burnout but there isn't any standard and acceptable for every one about this phenomenon. There is also a wide variety of views about what this concept is or what we have to do against that. Different people use this word in different definitions so that there hasn't been any base for structured relationship between burnout and recommended solutions but about main aspects of burnout there has been practically a general agreement and later researches about this subject have caused formation of a multidimensional theory about burnout. (Maslach, 2001)

Dimensions of burnout

According to Maslach (2001) burnout has three main dimensions: a: severe burnout, b: sense of suspicion, cynicism and disgust towards work and c: sense of inefficiency and lack of progress. The component of burnout represents individual and main stress of burnout. This component refers to sense of being constantly under pressure and lack of emotional and physical resources of person. Pessimism component (depersonalization) represents interpersonal texture aspect of burnout. This component refers to pessimism, apathy or completely faulted responses of a person to different aspects of the job. Inefficient or lack of progress component represents self-evaluation of burnout. This component refers to incompetence feelings and lack of progress and production in the field of job. Generally most of researchers agree that burnout aspects include some sub-scales that Maslch burnout questionnaire measure them. It means that emotional burnout, depersonalization or personality metamorphosis and personal progress. Emotional burnout is such a status during that employed person thinks he doesn't have any feelings toward clients and as result treat them formally and non-personally, personal progress is also defined as a status during that employed person feels successful in his job (Soltani, 2000). Alkin (1997) has also stated that emotional burnout (Sense of lethargy and numbness in the workplace), the disintegration of personality (apathetic and non-personal reactions to clients and colleagues) and lack of personal performance (authorities' dissatisfaction with person's behavior) are some aspects of burnout. The feeling of exhaustion is considered as the main characteristic of burnout. Creating distance between person and the thing which is related to work is direct and immediate response to burnout.

Variables of burnout

Keselvatiz (1989) believes in this case that personal factors such as having unreal expectations and low self-esteem, sense of overpowered by others, interpersonal crisis, lack of systematic supports and requiring controlling others and environmental factors such as overworking, taking care of patients with chronic diseases. Lack of necessary ability for accepting responsibilities, contrast in doing tasks, financial problems, lack of upper management support and the lack of control over the hours and conditions of employment generally create some negative factors which affect people deeply. In his idea burnout has three main variables: the status of emotional erosion that is sense of emotional fatigue which is created by constant connection with clients, sense of self-alienation that is non-humane attitudes and apathy that people show while they are giving services to their clients and lack of personal accomplishment that is feeling a lack of competence and successful achievement to professional goals related to work with clients. Life changes may also act as an ideal factor for person vulnerability against burnout. Generally about relationship with the role of staff in job environment, some variables such as role ambiguity, role conflict and role heaviness affect creating burnout significantly.

Factors causing burnout

Kyle (1988) writes: factors causing burnout are divided into two categories: 1) structural factors that include lack of power, position, feedback, irregular work plan, high pressure and workplace crowdedness 2) personal factors which include high expectations, non-realistic ideas and the need to belong. Based on Maslach's theory burnout is caused by three categories 1- organizational factors including role ambiguity, role conflict and role picks. Role conflict is when contradictory demands are applied or person is given some statements that are outside the realm of individual profession or when person's moral values are in conflict with his managers and supervisors. Role ambiguity is related to lack of transparency about limitations and goals and accuracy and responsibility and other factors such as task complexity, technology and organization constant fast change. Role pick has either qualitative or quantitative components. Qualitative ones include job complexity and workload factors and quantitative ones include too much requests in low time. 2- Interpersonal factors: social support is identified as a helping source in people for coping with job stress that has various types and has trilogy effect on burnout: a) direct effect through reducing levels related to the job b) through improving physical and mental health c) a mediating and indirect effect on exhaustion-job stress, it is assumed that social support is a main source that reduces the results of stress and facilitate health. 3- Intrapersonal factors: lack of preparedness for job is as a determining intrapersonal variable in burnout process. People who aren't trained appropriately and demographic variables such as gender, educational degree, workplace, and marital status have also relationship with burnout.

Without considering organizational effectiveness and efficiency, there are some factors in organization that can have negative effect on mental health of staff. These factors are:

1. Demands related to tasks and roles: expectations, demands and requests related to job and roles are some sources which are known in reports as the factors of mental health problems. Many studies show that there is a close relationship among extra workload and the problems of staff mental health problems as well as physical problems such as cardiovascular disease and hypercholesterolemia.

2. Quantitative overload, qualitative overload and mental effort: when staff see themselves coping with overload that they have to do them in a possible shortest time, their mental health will be in danger and they will be discouraged. For handling overload, employees have to make extra effort. While working, respond telephones, investigate e-mails and administrative and friendly chats with colleagues can stop working. In such these conditions doing tasks requires extra mental effort that can affect employees' mental health negatively because they have to try a lot. Sometimes lack of necessary skills causes employees to think they are facing overload which handling them is impossible for them. Karasek et al studies show that overload damage employees' health less under the condition that they can control their work therefore if increasing expectations and demands are accompanied with increasing employees' freedom and control, it will be unlikely to endanger the mental health.

3. Hidden unemployment(insufficient work): same as overload that can endanger employees' mental health, insufficient work can also have similar effects. Repetitive and monotonous tasks usually require low mental and physical effort because they don't need high skill or knowledge and as result cause lack of motivation, increasing frustration and job dissatisfaction and rate of employees' absence will increase in workplace.

4. Role conflict and ambiguity: this factor can have negative effects on employees' mental health. Many studies show that there is a close relationship between conflict and ambiguity in role with work absence, weak performance, job dissatisfaction, anxiety and tending to leave organization in staff. Role conflict occurs when employees face contradictory and inconsistent expectations by

managers, heads and colleagues or if these expectations are different with employees' values, beliefs and goals, for example when a hospital manager believes there should be an improvement in giving services to the patients while hospital policy is in reducing costs, there will be conflict. Lack of sources is considered as a factor for creating conflict in role. Role ambiguity happens when employees don't know what expectations managers have or they are not aware of their performance results or organizations' expectations.

5. Participation in decision making: the rate of staff participation in the process of decision making has an important role on their mental health and organization effectiveness. Some of researchers believe that lack of staff participation in decision making can have a close relationship with increasing anxiety, depression, addiction, physical disorders, lowering self-esteem and job dissatisfaction. Participation and being involved in the process of decision making, give employees an opportunity to achieve more information and have enough control on environment and work therefore tension and lack of their job security will decrease. Encouraging staff to conversation and interlocution can improve communications and strength social support in organization.

6. Physical environment and working conditions: inappropriate work environment and hard work situations usually damage staff mental health, if employees think that their work condition is harmful for them or they don't have enough security, they will suffer tension. Workplace pollution factors such as noise, heat, noise pollution, humidity, low light, wrong design of computer systems and computer permanent job are simply recognizable. These factors can have negative effect on performance, job satisfaction and staff motivation.

7. Work schedules: lack of activities schedules can disturb mental health. For example irregular schedule can make problem for sleeping, mental order, the incidence of inflammatory bowel disease, behavioral abnormalities such as Overeating and smoking. In such these conditions increasing the rate of accidents and staff absence can be predicted. Long work hours can be another factor in employees' tension. In fact the employees who spend a lot of time and energy for working may not have successful life and job quality. Many findings in studies show that overload doesn't necessarily lead to increasing efficiency but it can pave the way for decreasing staff efficiency and effectiveness.

8. Career advancement: rebuilding the structure of many organizations has caused main changes in work conditions of employees. For example reducing organizational positions causes lack of job security among employees. The fear of losing job causes increasing mental pressure among employees and can create unhealthy competition space and hurt humane and healthy relationships. Lack of job security causes serious problems in employees' physical and mental, the decline in motivation, productivity and job satisfaction.The difference between credit and current status of employees and their expectations can be an important factor in tension. For examples the employees who want promotion in their job if don't get advantage of this opportunity will suffer anxiety because there isn't the opportunity to encourage or praise them. theemployees expect to be treated fairly because of their efforts and some opportunities are provided for compensating their services, promotion and growth.

9. Appreciation: appreciating staff requires more attention to their work and appreciation can be considered as a dangerous factor in staff mental health. The employees expect to be appreciated because of their efforts through different ways such as verbal encouragements, reward, increasing salary and the opportunities of job promotion. Appreciation sometimes can be done through holding seminar sessions for stating the opinions of staff. If employees feel that their authorities don't appreciate their efforts, they will suffer destructive mental problems and cardiovascular diseases.

10. Independent decision-making: lack of decision-making is an important factor that can affect staff mental health negatively. Decision making power has two aspects.

A: independence / autonomy skills: it includes using person skills and developing new skills.

B: decision-making power: it is related to the ability of choosing the way of person performance related to participation in decision making.

Many studies show that employees have low power of decision making or their abilities and skills aren't used appropriately and have lower participation in decision making process, have lower job satisfaction and the symptoms of anxiety and depression can be seen in them.

11. Interpersonal relationships: the quality of work communications among employees can affect their mental health. A workplace full of trust and support can decrease staff tensions and cause increasing motivation and job satisfaction. Vice versa a space of mistrust and suspicion with role ambiguity can decrease the level of communications, job satisfaction and serious damages to mental health. Interpersonal relationships will be held in three levels which include:

A: relations with co-workers: emotional and organizational support of co-workers severely reduces the possibility of staff mental health problems. In another word this support causes that employees experience more calmness in difficult task time and see themselves as valuable and important. Many studies show that healthy and constructive communication, can strength motivation and job satisfaction.

B: relations with management: the way of relationship with management same as relationship with colleagues can create mental tensions in staff. For example the way of autocratic managementshows lack of management interest in employee participation in decision-making process. Lack of appreciation and feedback to staff are some factors which increase the rate of mental pressure coefficient among organization employees.

C: relations with clients: the way of relation with clients can affect staff mental health. The number of relations with clients and developing skills for meeting the needs of clients and customers are effective factors on staff mental health. People such as teachers, officers, the staff of service sectors because of tolerating high mental pressures, require special support and backing.

12. Information flow: open, transparent and honest information should be encouraged in organization. for example for informing staff from policies, goals and organizational decisions, holding briefings seem necessary to provide the possibility of giving opinions, feelings and complaints by employees and they can talk to their managers about their concerns. These actions can decrease the rate of mental pressure and feeling lack of job security among employees.

Literature review

In Rode and Achill research (2009) named "Symptoms of Burnout and improve service performance (effect of occupational measures)" that its goal was developing previous researches about consequences and burnout events as well as investigating the role of job measures was as a positional, personal feature for improving the rate of burnout. The statistical sample was call center staff in the field of banking in New Zealand. In this research, one hypothesis was confirmed among 84 ones and showed that job measures have significant role on burnout and performance of improving services. In the research of Tanakoudi et al (2009) named "Effects burnout and social support supervisor on the relationship between work-family conflict and intention to leave (study of Australian cancerous workers)" collected information among staff of 884 cancer centers were tested through path analysis and the hypotheses related to mediator of burnout between work-family conflictand intention to leave also based on mediator framework, the role of supervisor social supports was also prominent.

Kohpayezadeh et al (2011) in an article investigated the rate of burnout and effective factors on it in the staff of Iran University of Medical Sciences. In this sectional study, 445 employees in faculties of former University of Medical Sciences that in 2010 had at least 6 months of work

experience in current position were studied. The results of research showed that burnout was generally in low level in the aspect of emotional fatigue and depersonalization and high in the aspect of personal competence. The employees with less work experiences showed higher burnout. It seems that female employees, employees with associate degree as well as the employees of some faculties were more talented for burnout that meanwhile finding the reason they have to be paid attention more. Teymourinasab et al (2011) in anarticle investigated the rate of burnout, human resources and effective intra-organizational factors on that in National Iranian Drilling Company. The statistical population of this research was 13228 including all personnel and operational staff in National Iranian Drilling Company and the statistical sample in this study included 1113 people. The results obtained from the study represent that burnout is a phenomenon which exists in National Iranian Drilling Company. The share and role of intra-organizational in burnout with emphasizing on structural equation modeling are placed in the range of 0.40 to 0.50 and management factors and job grounds and security have the most effects on burnout.

Methodology

According to the subject and aim of the research, current study is functional and in terms of research nature is correlation-descriptive. For collecting data, library method was used for theoretical principles and extracting the factors of indexes and questionnaire was utilized for confirming the factors and indexes of research model, classification of factors and indicators. The questionnaire included 20 questions which are related to risk factors that affect burnout. This questionnaire is completed by the staff of Aghajari Oil and Gas Company. The number of employees in this center (statistical population) is about 135 people that the number of sample was chosen based on Krejcie and Morgan table.

Likert five degree scale has been used for providing questionnaire that it is one of the most common scales of measuring. General shape and scoring of this scale is as follows:

Level 1: very low

Level 2: very high

After developing the preliminary design of questionnaire, it is tried to determine the reliability of that. Reliability is one of the technical features of measuring tool. The mentioned concept shows us that in what extent the measuring tool gives us same results in same conditions. The range of reliability is from zero (lack of relationship) to +1 (absolute relationship). Reliability represents that how measuring tool evaluate stable or variable features feature of participant. Various methods are used for calculating the coefficient of measuring reliability such as Cronbach alpha. Cronbach's alpha has been used in this study in order to determine the reliability of test. This method is used for calculating internal coordination of measuring tool that measures different features. Cronbach's alpha is calculated through below equation:

$$r_a = \left(\frac{k}{k-1}\right)\left(1 - \frac{\sum \sigma_j^2}{\sigma^2}\right)(1)$$

In this equation ra is reliability coefficient of whole test, k is the number of test questions, a2j is the variance of question scores, j and a2 are the variance of the scores of all questions.

Cronbach's alpha in conditions that questions scores not only for two values options of zero and one but also is used for multi value options such as five-degree Likert scale. If alpha coefficient is close to one and bigger than 0.7, it is said that test is appropriately reliable. (Moemeni, Mansour, statistical analyses using SPSS (2007))

Research hypothesis

What are effective factors on burnout in Aghajari Oil and Gas Company Staff?

Data analysis method

After classification and showing variables, now it is correlation test turn. In this article we use three tests of Pearson, Spearman and Kendall Tau.

Pearson correlation coefficient (r) is calculated through below equation.

$$r = \frac{\sum xy - n\overline{xy}}{\sqrt{\sum x^2 - n\overline{x^2}}\sqrt{\sum y^2 - n\overline{y^2}}}(2)$$

Spearman correlation coefficient (rs) is calculated through below equation.

$$r_s = 1 - \frac{6(\sum d_i^2)}{n(n^2-1)}(3)$$

n is the number of data and $\sum d_i^2$ is total square of the difference between two variables ratings.

Correlation coefficient of Kendall Tau(τ) is calculated through below equation.

$$\tau = \frac{nc - nd}{\frac{1}{2}n(n-1)}(4)$$

That nc is the number of compatible pairs and ndis the number of incompatible pairs. (Ibid)

In the results of research after investigating the rate of variables equation using correlation test, variables are modeled by regression test.

Results and discussion

The statistical population related to this study was 135 people that using Krejcie and Morgan table 100 people were selected randomly and questionnaires were distributed among them.

Table 1: Personal characteristics of participants in the study

Variables		number (person)	Percentage
marital status	Single	17	17%
	Married	83	83%
Age	Less than 30	20	20%
	31-35	41	41%
	36-40	8	8%
	40-45	11	11%
	More than 45	20	20%
Work experience	Less than 5 years	28	28%
	6-10	25	25%
	11-15	13	13%
	16-20	6	6%
	More than 20	28	28%
Education	Diploma	13	13%
	Associate	15	15%
	Bachelor	43	43%
	Master	27	27%
	Doctoral	2	2%
salary	Less than 2 million	25	25%
	2-3 million	28	28%
	3-4 million	17	17%
	4-5 million	14	14%
	More than 5 million	16	16%

Source: research findings

Table 1 shows the personal information of each person in this study. This table is provided using the questions of 1 to 5 of questionnaire and gives us a brief report of participants in this study. For example 20 percent of participants were young and less than 30 years and 20 percent were more than 45 which is combination of youth and experience.

The questions 1 to 20 of research are related to effective factors on burnout (independent variables) and question 21 is related to burnout (dependent variable). In below table you can see a summary of participants' responses to specified questions.

Table 2: Summary of given responses

Variable	Mean	Standard deviation	Minimum	Maximum
Age	2.7	1.43	1	5
Work experience	2.81	1.59	1	5
Education	2.9	1.01	1	5
marital status	1.83	0.37	1	2
salary	3.68	1.40	1	5
Expectations	3.77	0.89	2	5
Heavy work	4.04	0.77	2	5
Low work	3.57	0.84	2	5
Intellectual differences	3.97	0.78	2	5
Lack of employee participation	3.73	0.76	2	5
Working environment	4.12	0.72	3	5
Worktable	3.76	0.86	2	5
Job insecurity	4.16	0.82	2	5
Lack of attention to comments	4.17	0.71	2	5
Lack of authority	3.8	0.82	2	5
Lack of using skills	3.77	0.72	2	5
Poor quality of communication with colleagues	4	0.81	2	5
Poor quality of communication with manager	3.96	0.80	2	5
Lack of criticism of manager	3.98	0.86	2	5
Job burnout	3.44	1.23	1	5

Source: research findings

As the table 2 shows, item 1 is used very low and item 5 is used a lot in responses. In next level, questionnaire reliability will be investigated which was explained in methodology. In this article, Cronbach's alpha is used for investigating the reliability of questionnaires whose results are shown in below table.

Table 3: Questionnaires' reliability test

Cronbach's alpha	0.8189

Source: research findings

Since the value of Cronbach's alpha is bigger than 0.7 so the test is appropriately reliable. After reliability, we will test the main hypothesis of the study based on valid correlation tests of Pearson, Spearman and Kendall Tau. The results can be seen as below.

Table 4 shows that the variables of age, work experience, education, salary, expectations and lack of job security in error level of 5% and considering that the value of P or the possibility of less than 0.05, null hypothesis is rejected and the other one (research hypothesis) is confirmed. It means that there is a significant correlation between burnout and these variables. But the rest of variables

because of having possible level upper than 0.05 show the confirmation of null hypothesis and lack of correlation.

Table 4: Correlation test between dependent and independent variable

Dependent variable	Independent variable	Spearman correlation		Pearson correlation		Kendall tau correlation	
		Coefficient	Possibility	Coefficient	Possibility	Coefficient	Possibility
Burnout	Age	0.47	0.000	0.50	0.000	0.30	0.000
	Work experience	0.52	0.000	0.52	0.000	0.33	0.000
	Education	-0.34	0.0001	-0.34	0.0004	-0.21	0.0005
	marital status	0.13	0.16	0.14	0.16	0.05	0.16
	Salary	0.37	0.0001	0.38	0.0001	0.23	0.0003
	Expectations	0.22	0.023	0.22	0.027	0.14	0.020
	Heavy work	0.09	0.34	0.06	0.51	0.06	0.31
	Low work	-0.19	0.052	-0.16	0.09	-0.11	0.06
	Intellectual differences	-0.14	0.15	-0.13	0.18	-0.08	0.18
	Lack of employee participation	0.14	0.15	0.15	0.11	0.08	0.15
	Working environment	-0.13	0.17	-0.14	0.13	-0.07	0.20
	Worktable	0.13	0.19	0.016	0.09	0.08	0.18
	Job insecurity	-0.25	0.01	-0.22	0.022	-0.14	0.014
	Lack of attention to comments	0.02	0.79	0.05	0.60	0.015	0.79
	Lack of authority	0.09	0.33	0.10	0.29	0.06	0.33
	Lack of using skills	-0.10	0.31	-0.06	0.51	-0.05	0.32
	Poor quality of communication with colleagues	0.08	0.40	0.10	0.32	0.05	0.38
	Poor quality of communication with manager	-0.12	0.22	-0.10	0.30	-0.07	0.23
	Lack of criticism of manager	0.15	0.11	0.19	0.04	0.09	0.12

Source: research findings

Now it is the time to investigate if the variables which have correlation with burnout variable make a linear model or not.

Table 5: Results of variance analysis between burnout and effective factors on that

Model	sum of squares	Degrees of freedom	average of squares	F statistic	P value
regression	86.59	22	3.93	4.73	0.0000
Remaining	64.04	77	0.83		
Total	150.64	99	1.52		

Source: research findings

The results of variance analysis in table 5 show that the value of P has been less than 0.05 and in error level of 5% null hypothesis is rejected and the alternative hypothesis is confirmed. That means linear relationship between burnout and effective factors on it.

After investigating reliability, correlation and linearity tests, now it's the turn of estimate the pattern of study hypothesis.

Table 6: Main estimation of research

Dependent variable	Independent variable	Coefficient	Standard deviation	T statistic	Possibility
Job burnout	y-intercept	2.48	0.88	2.80	0.006
	Age	-0.021	0.20	-0.11	0.91
	Work experience	0.32	0.16	1.92	0.05
	Education	-0.33	0.11	-2.80	0.006
	salary	0.05	0.12	0.48	0.63
	Expectations	0.27	0.11	2.33	0.022
	Job insecurity	-0.02	0.14	-0.18	0.85
	R^2=0.37		Prob F=0.000		

Source: research findings

As the results of estimation show:

• Work experience, education and job expectations variables have the possibility of less than 0.05 as result null hypothesis (The lack of variables significance in the model) is rejected and the alternative hypothesis is confirmed. It means only these three variables are significant in model and affect burnout.

• Work experience has significant and positive effect on burnout. It means that whatever work experience is higher burnout is more.

• Education has significant negative effect on burnout. It means that people with higher education degree will get burnout less but people who have lower degrees experience this phenomenon more.

• Job demands and expectations have positive significant effect on burnout. It means that whatever person's expectations are more, it will cause more burnout in him.

• The value of R^2 in model (0.37) represents the explanatory power of the model. Considering research being an inventory one, it is very appropriate and shows well-fitted model.

• Significance test of total estimation model (0.000) shows that the whole estimation model is significant.

Conclusion and recommendation

Burnout, the relationship that people have with their own job and problems which can be created in case of this phenomenon in this relationship is known as the important phenomena of this era. Using the word of burnout about the relationship of people and their jobs has been started with some of studies in 1970s and in the United States of America. (Maslach, 2001) Burnout has been used about people who have been employed in social services.

In different researches, there are numerous and different factors which are considered as effective ones on burnout. In this research the number of 20 variables are collected from different researches and investigated.

The results of research showed that among these 20 variables, only 3 variables of work experience, education and work expectations are effective on Aghajari Oil and Gas Company staff burnout and this research and questionnaire may have different results in the other organization.

This research also helps to:

• Staff spiritual and working recognition
• Recognizing effective factors on staff burnout

Considering the results of study, organizations are recommended:

In order to prevent staff burnout who are the main capital of production, organizations have to be led in direction to motivate staff who have more work experience to teach their experience to young people instead of burnout and cause more production boom and reducing burnout among employees.

Some actions need to be taken as far as possible to meet the demands and expectations of staff in organization to cause employee think that he or she is suitable for organization. This case either cause less burnout or more motivation in employee.

Various factors affect burnout and considering only one factor such as work experience cannot prevent this phenomenon in organization. Therefore the general broad attention of organization to all factors is effective. Considering that organizations need to keep pace with the rapid changes in the global arena, planning some programs in order to reduce burnout as well as holding conferences and seminars in order to familiarizing managers with this phenomenon can lead organizations toward improving the performance and higher competitiveness.

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