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THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND JOB BURNOUT OF COACHES OF DISABLED SPORTSMEN

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ABSTRACT

Nowadays, existence of efficient and self-motivated human resource is one of the important issues of great importance in professional environments. The main purpose of this research is surviving the relationship between personality traits and job burnout of coaches who work under supervision of I.R Iran Sports Federation for the Disabled. The population of research was 267 coaches who had at least 4 years experience in their job. Using Morgan table, we selected 155 persons and distributed the questionnaire that designed from Maslach burnout inventory, in this sample. Using Pearson correlation test, we concluded that it is a meaningful relationship between personality dimensions and 3 factors of job burnout.

Keywords: *Personality Traits, Job Burnout, Coaches, Disable*

INTRODUCTION

Organizations as a main base of current communities have an important role in achieving the expectations of societies. Hence, in order to increase productivity and efficiency of organizations, paying attention to employees' needs and increasing their satisfaction are very important. Burnout is a state of getting tired and disappointed which is resulted from the way of living or working or job that doesn't lead to desired consequence. Research findings show that job burnout leads to reducing the efficiency of human resource. Panis and Aronoson (quoted by Maslach *et al.*, 2004) declared that in one hand job burnout is caused by emotional and physical fatigue syndrome. In the other hand, burnout is the result of increasing negative trends of job and decreasing interest to colleagues. Several factors are effective in creating job burnout that includes environmental factors, individual factors and organizational factors. Organizational factors that can lead to job burnout are management style, inflexible rules of job, lack of job security and few opportunities for promotion (World Health Organization, 1998). Researchers also indicate role ambiguity, role conflict and role cumulative as three main internal factors of burnout (Byrne, 1994).

Workers in human services organizations (e.g. police officers, social workers, nurses, and teachers), and those workers who have extensive interaction with demanding subpopulations, are more vulnerable to high degrees of burnout (Weisberg, 1994). There are numerous reasons why burnout research is important and has the potential to contribute to understanding the health and performance consequences of stress at work (Shirom, 2005). Harmful effects of burnout are not limited to the individual's personal life. Burnout may impact the person's physical, emotional, and social life (Vladut and Kallay, 2010). Burnout appears to be quite prevalent in the developed and developing countries and probably represents considerable economic, social and psychological costs to employees and employers in these countries (Shirom, 2005).

Burnout

The dictionary defines "to burn out" as "to cause to fail, wear out, or become exhausted especially from overwork or overuse" (Encyclopedia Britannica eb.com 30th October 2011) The use of burnout term has been present since the 1970s (Maslach *et al.*, 2001). Herbert (1974) brought the concept of burnout to professional and public awareness and generally is considered to be the founding father of the burnout syndrome (Schaufeli and Buunk, 1996). According to Leiter (1991) burnout is a reaction to chronic stress experienced by people who provide services to other people. Studies of burnout found that increased

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burnout is associated with higher levels of demand and lower levels of resources necessary to fulfill this demands. Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity (Maslach *et al.*, 1996).

Employees with higher levels of burnout are more likely to report a range of psychological and physical health problems, including anxiety, depression, sleep disturbance, memory impairment, and neck pain (Peterson *et al.*, 2008). In a study among a nationally representative sample of more than 3000 Finnish workers, Ahola (2007) reported an increased prevalence of depressive and anxiety disorders and of alcohol dependence among burned-out employees. Similarly, in their three-wave, seven-year prospective study of 2000 dentists, Hakanen and Schaufeli (2012) found a positive relationship between burnout on the one hand and depressive symptoms and life dissatisfaction on the other. In what physical health is concerned, Kim *et al.*, (2011) showed that social workers with higher initial levels of burnout reported more physical health complaints over the course of their three-year study, including sleep disturbances, headaches, respiratory infections, and gastrointestinal infections. Higher levels of burnout led to a faster rate of deterioration in physical health. The burnout syndrome has also been found to be an independent risk factor for infections (e.g., common cold; Mohren *et al.*, 2003), and type 2 diabetes (Melamed *et al.*, 2006). More-over, burnout is a risk factor for cardiovascular diseases (Ahola, 2007). A ten-year prospective study by Ahola *et al.*, (2010) concluded, burnout, especially work-related exhaustion, may be a risk for overall survival.

Emotional Exhaustion

Emotional exhaustion is regarded as the basic individual energy component of the syndrome, burnout (Maslach *et al.*, 2001). Depersonalization as representing the interpersonal component of burnout and coping style after exhaustion (Moore, 2000); self evaluation component of burnout (Maslach, 1998, as cited in Melamed *et al.*, 2006). According to Cordes and Dougherty (1993) Emotional exhaustion is characterized by a lack of energy and a feeling that one's emotional resources are used up.

Depersonalization

According to Wright and Bonett (1997) depersonalization refers to the employee's negative perception of his or her (COR) theory, depersonalization can be viewed as an attempt to minimize the emotional resources loss that results from the constant need to solve intense client problem situations (Wright and Bonett, 1997). Development of depersonalization (cynicism) represents the interpersonal context dimension of burnout and refers to a negative, callous, or excessively detached response to various aspects of the job (Maslach and Leiter, 2008).

Reduced Personal Accomplishment

A third aspect of the burnout syndrome, reduced personal accomplishment, refers to the tendency to evaluate oneself negatively (Maslach *et al.*, 2009). It represents the self-evaluation dimension of burnout and refers to feeling of incompetence and a lack of achievement and productivity at work (Maslach and Leiter, 2008).

Causes of Burnout

The causes of burnout are generally divided in two categories: situational factors and individual factors (Bakker *et al.*, 2014). Situational factors include job demands and (lack of) job resources. Job demands are aspects of the job that require sustained effort (Demerouti *et al.*, 2001). Therefore, job demands are associated with physiological and psychological costs, such as an increased heart rate and fatigue. Such symptoms may set the ground for the experience of burnout, because job demands lead employees to feel exhausted and to psychologically distance themselves from work (Bakker *et al.*, 2000). Role ambiguity, role conflict, role stress, stressful events, workload, and work pressure are among the most important job demands that cause burnout (Alarcon, 2011). Job resources are the physical, psychological, social, or organizational aspects of the job that facilitate the achievement of work goals, reduce job demands and its costs, or stimulate personal growth through meaningful work (Bakker and Demerouti, 2007). The relationship between job resources and burnout is consistently negative, where lower levels of job resources are associated with higher levels of burnout, especially in what cynicism is concerned.

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Moreover, Job Demands–Resources theory (Bakker and Demerouti, 2014) proposes that job resources play a buffering role in the relationship between job demands and burnout (see Figure 1). Bakker, Demerouti and Euwema (2005) found that when employee's experienced autonomy, received feedback, had social support, or had a high-quality relationship with their supervisor, being subject to work overload, emotional demands, physical demands, and work–home interference did not result in high levels of burnout. Thus, burnout is more likely to develop when high job demands are combined with low job resources. In what individual factors are concerned, both socioeconomic status and personality variables have been analyzed as creating a predisposition to suffer from burnout symptoms.

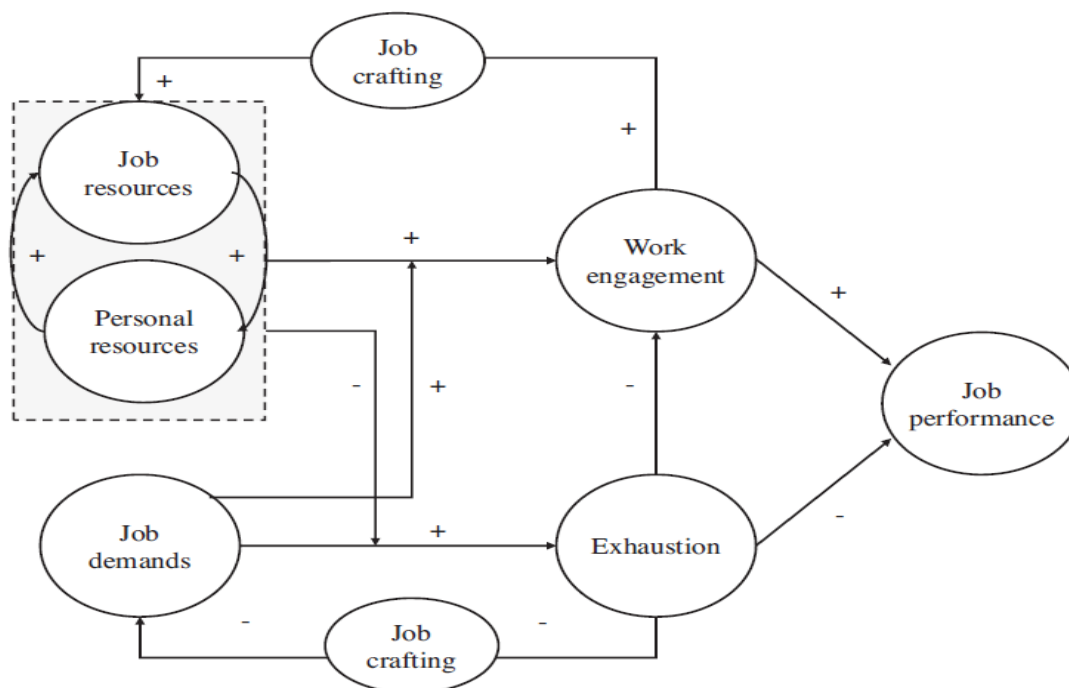


Figure 1: The Job Demands–Resources model (Bakker and Demerouti, 2014).

Hakanen *et al.*, (2011) cohort study among Finnish employees found that socioeconomic status and cognitive ability in adolescence were associated with job burnout 35 years later, through adult education and skill variety. Personality influences the way people perceive their work environment, and therefore how they deal with job demands André sources. Strain may arise, for example, when the work environment is not aligned with individual personality, leading to frustration of individual needs. For example, when an introverted technician becomes a leader, he will need to enact behaviors he is not used to – for example give presentations for larger groups of co-workers. This misfit between personality and job demands may result in serious stress reactions, particularly when employees are often exposed to demands that do not fit with their skills and preferences. Alarcon, Eschleman, and Bowling (2009) found that four of the Big Five factors of personality– emotional stability, extraversion, conscientiousness, and agreeableness – were consistently negatively related to each of the three dimensions of burnout. Further, individuals high in self-efficacy, optimism, and self-esteem were better able to deal with job demands – most likely because they believe they have control over their work environment, and, therefore, are more likely to proactively solve problems and seek resources when facing job demands. It should be noted that these situational and individual factors are relatively stable and likely to persist over extended periods of time. This means that if the work environment is suboptimal, or when employees have a personality that does not fit with the work situation, eventually, chronic job burnout is a possible risk. However, research suggests that levels of well-being and job performance may also fluctuate within shorter time periods,

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namely from week to week, and even from day to day (Xanthopoulou *et al.*, 2012). How do such short-term fluctuations in well-being relate to chronic levels of burnout? Are employees with high levels of chronic burnout tired during every day? What are the possible causes of ups and downs in daily well-being? Can burned-out individuals change their own work situation? We will answer these questions below. However, we will first examine the link between burnout and job performance, because this literature provides important information about the work behavior of employees high in burnout (Bakker and Costa, 2014). In order to assess burnout, Maslach and Jackson (1981) developed the Maslach Burnout Inventory (MBI), which consists of 22 items that load onto the three factor structure mentioned above: emotional exhaustion (EE; nine items), depersonalization (DP; five items), and personal accomplishment (PA; eight items). The results of this inventory consist of three separate scores, one for each factor. A combination of high scores on EE and DP, and a low score on PA, correspond to a high level of burnout. The MBI is the most widely used instrument internationally, as it has been translated into several languages. The most recent version of the instrument is the MBI-Educator's Survey, which has received verification for its psychometric properties and factor structure across a large sample of US teaching professionals (Galanakis, 2009).

MATERIALS AND METHODS

The purpose of this study is surveying the relationship between dimensions of personality and job burnout of coaches of disabled sportsmen. This study is descriptive research. Data collection involved the use of the latest version of the Maslach Burnout Inventory (MBI) (Maslach *et al.*, 1996). The Persian version of this scale was used as derived from a direct translation of the original. The MBI consists of 22 items distributed across the 3 dimensions of Maslach's (1978, 1981, 1986) theoretical framework discussed above; (a) emotional exhaustion (EE; nine items), (b) depersonalization (DP; five items), and (c) the feeling of personal accomplishment (eight items). The frequency of burnout symptoms is rated on a seven point likert scale ranging from 'never' to 'always'. In application, and whilst measuring a single construct, the MBI produces three separate scores, one for each of the three subscales. For the purposes of diagnosis, burnout is experienced when at least 2 of the 3 dimensions yield high scores. This scale has been primarily used in the assessment of burnout amongst various professions (Kokkinos, 2000, 2006; Schaufeli and Janczur, 1994), across many countries, and has yielded satisfactory convergent validity.

The second part of above mentioned questionnaire measures personality dimensions and consists of 60 questions and named NEO Personality Inventory. The Revised NEO Personality Inventory, or NEO PI-R, is a [psychological] personality inventory; a 240-item measure of the Big Five personality traits: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. Additionally, the test measures six subordinate dimensions (known as facets) of each of the "FFM" personality factors. The test was developed by Paul T. Costa, Jr. and Robert R. McCrae for use with adult (17+) men and women without overt psychopathology. The short version, the NEO Five-Factor Inventory (NEO-FFI), has 60 items (12 items per domain). The NEO PI-R and NEO-FFI were updated in 2010 in a manual called the NEO Inventories for the NEO Personality Inventory-3, NEO Five-Factor Model 3, and NEO Personality Inventory-Revised. While the NEO PI-R is still being published, the NEO-PI-3 and NEO-FFI-3 feature updated normative data and new forms.

The population of this study is coaches of disabled sportsmen who have at least 4 years experience under supervision of I.R Iran Sports Federation for the Disabled. The number of these persons was 267 and sample size was determined from Morgan Table and was 155. In this sample, we distributed questionnaires randomly and using clustering method for classifying the population.

RESULTS AND DISCUSSION

This research includes 5 hypotheses about the personality dimensions and job burnout of coaches. These hypotheses are:

H₁: It is a relationship between personality dimensions and emotional exhaustion of coaches.

H₂: Is a relationship between personality dimensions and feeling of personal accomplishment of coaches.

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H₃: Is a relationship between personality dimensions and depersonalization of coaches

H₄: Is a relationship between personality dimensions and job burnout of coaches.

H₅: Personality dimensions are appropriate predictors for job burnout of coaches.

In the first part of questioner, we used a 7-points semantic differential spectrum to measure the attitudes of respondents. The validity of questioner has been accepted using content validity method and the reliability of survey measured using Cranach's alpha coefficient. This research uses the Kolomogorov-Smirnov test to confirm that the data have normal distribution and then, uses the one sample t-student method to test the hypothesis. About 66.5percents of the respondents were male and 33.5percents were female. Most of the respondents were undergraduates. About 33.5percents of respondents had Diploma degree, 53.5 percent had master degree, 12.3percents had M.A degree and 0.6 percent of them had PH.D degree.

Table 1: Reliability of research variables

| | Items | Cronbach Alpha |
|------------------------|--|-----------------------|
| Personality Dimension | Neuroticism | 0.70 |
| | Extraversion | 0.73 |
| | Openness to Experience | 0.73 |
| | Agreeableness | 0.79 |
| | Conscientiousness | 0.74 |
| Job Burnout Dimensions | Emotional Exhaustion | 0.77 |
| | Depersonalization | 0.70 |
| | The Feeling Of Personal Accomplishment | 0.75 |

From Table 1, Agreeableness, emotional exhaustion and the feeling of personal accomplishment dimensions achieved a high Cranach's alpha coefficient, suggesting a high reliability and internal consistency. The Kolomogorov-Smirnov test is used to inform about the distribution of data in target populations. The hypothesis of this research noted that whether the target populations are homogenous. Our hypothesis in this section is: Do the target populations have normal distribution? The conclusion was that all of target populations do not have normal distribution.

Table.2 indicates the outputs of Kolomogorov-Smirnov test.

Table 2: Asymp. Sig. (2-tailed) in Kolomogorov-Smirnov test (using SPSS software)

| Items | Mean | Z-Score | Asymp. Sig. |
|------------------------|-------------|----------------|--------------------|
| Neuroticism | 17.71 | 1.03 | .24 |
| Extraversion | 33.8 | 0.75 | .61 |
| Openness to Experience | 25.18 | 1.31 | .07 |
| Agreeableness | 31.59 | 1.08 | .20 |
| Conscientiousness | 38.06 | 1.11 | 0.17 |
| Job Burnout | 50.57 | 1.96 | 0.00 |

H₁: It is a relationship between personality dimensions and emotional exhaustion of coaches.

In order to testing of hypotheses, we used Pearson correlation test. Coefficient of correlation (R) is a number between 0 and 1. If this number will be upper than 0.7, we conclude that it is a significant

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relationship between to variables. The level of α is supposed 0.05. If significance coefficient (p) would be less than 0.05, H_0 will be refused and H_1 will be accepted. In any correlation test, we could define our hypotheses at below form:

H_0 : Correlation coefficient is 0 (It is not significant relationship).

H_1 : Correlation coefficient is not 0 (It is a significant relationship).

Table 3: Correlation Coefficient between personality dimensions and emotional exhaustion

| Variables | | | | 1 | 2 | 3 | 4 | 5 | 6 |
|-----------|------------------------|---------------------|--------------|--------|--------|------|--------|-------|---|
| 1. | Neuroticism | Pearson coefficient | correlation | 1 | | | | | |
| | | Significance (p) | coefficients | | | | | | |
| 2. | Extraversion | Pearson coefficient | correlation | -0.39* | 1 | | | | |
| | | Significance | coefficients | 0.00 | | | | | |
| 3. | Openness to Experience | Pearson coefficient | correlation | -0.08 | 0.22* | 1 | | | |
| | | Significance | coefficients | 0.35 | 0.01 | | | | |
| 4. | Agreeableness | Pearson coefficient | correlation | -0.30* | 0.38* | 0.02 | 1 | | |
| | | Significance | coefficients | 0.00 | 0.00 | 0.82 | | | |
| 5. | Conscientiousness | Pearson coefficient | correlation | -0.43* | 0.51* | 0.06 | 0.28* | 1 | |
| | | Significance | coefficients | 0.00 | 0.00 | 0.45 | 0.00 | | |
| 6. | emotional exhaustion | Pearson coefficient | correlation | 0.27* | -0.26* | 0.10 | -0.30* | -0.15 | 1 |
| | | Significance | coefficients | 0.00 | 0.00 | 0.20 | 0.00 | 0.06 | |

**. $P < 0.01$

*, $P < 0.05$

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Above mentioned table shows that it is a significant relationship between personality dimensions and emotional exhaustion. Emotional exhaustion has positive relation with "Neuroticism" and negative relationship with "Agreeableness" and "Extraversion". As such, emotional exhaustion has not significant relationship with "Conscientiousness" and "Openness to Experience" variables.

H₂: Is a relationship between personality dimensions and feeling of personal accomplishment of coaches.

Table 4: Correlation Coefficient between personality dimensions and feeling of personal accomplishment

| Variables | | | 1 | 2 | 3 | 4 | 5 | 6 |
|-----------|------------------------------------|---------------------------|--------------|--------|-------|--------|-------|-------|
| 1. | Neuroticism | Pearson coefficient | correlation | 1 | | | | |
| | | Significance (p) | coefficients | | | | | |
| 2. | Extraversion | Pearson coefficient | correlation | -0.39* | 1 | | | |
| | | Significance coefficients | | 0.00 | | | | |
| 3. | Openness to Experience | Pearson coefficient | correlation | -0.08 | 0.22* | 1 | | |
| | | Significance coefficients | | 0.35 | 0.01 | | | |
| 4. | Agreeableness | Pearson coefficient | correlation | -0.30* | 0.38* | 0.02 | 1 | |
| | | Significance coefficients | | 0.00 | 0.00 | 0.82 | | |
| 5. | Conscientiousness | Pearson coefficient | correlation | -0.43* | 0.51* | 0.06 | 0.28* | 1 |
| | | Significance coefficients | | 0.00 | 0.00 | 0.45 | 0.00 | |
| 6. | feeling of personal accomplishment | Pearson coefficient | correlation | -0.32* | 0.30* | -0.19* | 0.16* | 0.33* |
| | | Significance coefficients | | 0.00 | 0.00 | 0.02 | 0.04 | 0.00 |

**, $P < 0.01$

*, $P < 0.05$

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Above mentioned table shows that it is a significant relationship between personality dimensions and feeling of personal accomplishment. Feeling of personal accomplishment has positive relation with "Extraversion", "Agreeableness" and "Conscientiousness". It has negative relationship with "Neuroticism" and "Openness to Experience".

H₃: Is a relationship between personality dimensions and depersonalization of coaches

Table 5: Correlation Coefficient between personality dimensions and depersonalization

| Variables | | | | 1 | 2 | 3 | 4 | 5 | 6 |
|-----------|------------------------|---------------------|--------------|--------|-------|-------|--------|--------|---|
| 1. | Neuroticism | Pearson coefficient | correlation | 1 | | | | | |
| | | Significance (p) | coefficients | | | | | | |
| 2. | Extraversion | Pearson coefficient | correlation | -0.39* | 1 | | | | |
| | | Significance | coefficients | 0.00 | | | | | |
| 3. | Openness to Experience | Pearson coefficient | correlation | -0.08 | 0.22* | 1 | | | |
| | | Significance | coefficients | 0.35 | 0.01 | | | | |
| 4. | Agreeableness | Pearson coefficient | correlation | -0.30* | 0.38* | 0.020 | 1 | | |
| | | Significance | coefficients | 0.00 | 0.00 | 0.82 | | | |
| 5. | Conscientiousness | Pearson coefficient | correlation | -0.43* | 0.51* | 0.06 | 0.28* | 1 | |
| | | Significance | coefficients | 0.00 | 0.00 | 0.45 | 0.00 | | |
| 6. | depersonalization | Pearson coefficient | correlation | 0.23* | -0.12 | 0.11 | -0.24* | -0.26* | 1 |
| | | Significance | coefficients | 0.00 | 0.15 | 0.17 | 0.00 | 0.00 | |

**. $P < 0.01$

*, $P < 0.05$

Above mentioned table shows that it is a significant relationship between personality dimensions and depersonalization. Depersonalization has positive relation with "Neuroticism" and negative relationship with "Agreeableness" and "Conscientiousness". As such, emotional exhaustion has not significant relationship with "Extraversion" and "Openness to Experience" variables.

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H₄: Is a relationship between personality dimensions and job burnout of coaches.

Table 6: Correlation Coefficient between personality dimensions and job burnout

| Variables | | | | 1 | 2 | 3 | 4 | 5 | 6 |
|-----------|------------------------|---------------------|--------------|--------|-------|-------|-------|-------|---|
| 1. | Neuroticism | Pearson coefficient | correlation | 1 | | | | | |
| | | Significance (p) | coefficients | | | | | | |
| 2. | Extraversion | Pearson coefficient | correlation | -0.39* | 1 | | | | |
| | | Significance | coefficients | 0.00 | | | | | |
| 3. | Openness to Experience | Pearson coefficient | correlation | -0.08 | 0.22* | 1 | | | |
| | | Significance | coefficients | 0.35 | 0.01 | | | | |
| 4. | Agreeableness | Pearson coefficient | correlation | -0.30* | 0.38* | 0.02 | 1 | | |
| | | Significance | coefficients | 0.00 | 0.00 | 0.82 | | | |
| 5. | Conscientiousness | Pearson coefficient | correlation | -0.43* | 0.51* | 0.06 | 0.28* | 1 | |
| | | Significance | coefficients | 0.00 | 0.00 | 0.45 | 0.00 | | |
| 6. | job burnout | Pearson coefficient | correlation | -0.14 | 0.16* | -0.11 | -0.02 | 0.20* | 1 |
| | | Significance | coefficients | 0.08 | 0.04 | 0.16 | 0.76 | 0.01 | |

**, $P < 0.01$

*, $P < 0.05$

Above mentioned table shows that it is a significant relationship between personality dimensions and job burnout. Job burnout has positive relation with "Conscientiousness" and "Extraversion". As such, job burnout has not significant relationship with other dimensions of personality.

H₅: Personality dimensions are appropriate predictors for job burnout of coaches.

Table 7: Summary of regression model

| Model | R | R ² | Adjusted R ² | s.d of Estimation |
|--------------|------|----------------|-------------------------|-------------------|
| Simultaneous | 0.20 | 0.04 | 0.03 | 9.77 |

Table 7 shows that multiple coefficient correlation is 0.20 and R² is 0.04. It means that personality dimensions define only 4 percent of variations in job burnout.

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Table 8: Results of ANNOVA of regression model

| Model | | Sum squares | of d.f | Mean squares | of F | Significance coefficient |
|------------------------|------------|----------------|-----------|-----------------|---------|-----------------------------|
| Stepwise regression | Regression | 614.27 | 1 | 614.27 | 6.43 | 0.01 |
| | Residue | 14621.77 | 153 | 95.57 | | |
| | Sum | 15236.04 | 154 | | | |

a: independent variable: personality dimensions

b: dependent variable: job burnout

Table 8 shows that F score is 6.43 (with degree of freedom of 1 and 153). If we do a comparison between α above mentioned table (0.01) and 0.05, we will conclude that H_0 hypothesis which implies on "personality dimensions have no significant effect on job burnout" is not accepted.

Table 9: Coefficients of regression

| Model | Standard Coefficients | | | | Significance coefficient |
|-------------------|-----------------------|-------------------|---------------|------|-----------------------------|
| | B | s.d Estimation | of β | t | |
| Fixed | 37.38 | 5.26 | | 7.11 | 0.00 |
| Conscientiousness | 0.35 | 0.14 | 0.2 | 2.53 | 0.01 |

Independent variable: personality dimensions

In accordance with standard regression coefficients (path analysis), we conclude that only "Conscientious" is meaningful ($\beta=0.2$) and equation of regression line is in below form:

Job Burnout = 37.38 + 0.35 (Conscientiousness)

Conclusion

Burnout can be defined as a state of physical, emotional and mental exhaustion that results from long-term involvement in work situations that are emotionally demanding (Schaufeli and Greenglass, 2001). The incidence of burnout was originally believed to be restricted to the helping professions, but is now recognized as a phenomenon found in a variety of occupational groups (Cordes and Dougherty, 1993). Burnout research has indicated that burnout has negative outcomes for both the individual and the organization.

The purpose of this study was to investigate the relationship between personality dimensions and job burnout of coaches who work under supervision of I.R Iran Sports Federation for the Disabled. These personality dimensions which we studied were Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. Results showed that it is a significant relationship between personality dimensions and job burnout. This finding means that the in studying the issue of burnout, we should pay special attention to personality of employees.

The approach followed in the study described in this article can offer good general insights to managers, marketing managers, managers of nonprofit organizations, heads of sport federations and coaches in Iran despite the fact that it has concentrated specifically what is the relationship between personality and emergence of job burnout.

The approach can obviously be extended to other countries. One of the best application of this research, in particular the used methodology of this survey, is that the conclusions of this research are applicable for designing appropriate human resource management plans for this persons and then, efficiently implementing of these plans. The applicability of this scale to the Iranian situation was not checked because it required an exploratory study to identify the relationship between personality and emergence of job burnout in the Iranian situation.

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