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## **STUDYING THE RELATIONSHIP BETWEEN PSYCHOLOGICAL HARDINESS AND JOB BURNOUT WITH EMPLOYEES' MENTAL HEALTH IN MEDICAL COLLEGE OF KERMAN CITY**

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### **ABSTRACT**

This research aims to study the relationship between psychological hardiness and job burnout with employees' mental health in medical college of Kerman City in 2014. Research methodology is descriptive and of correlation ones. Statistical society includes all employees of Kerman medical college (central region) containing 1115 people from which 248 people are selected by Cochran formula as statistical society. Information is gathered using three questionnaires of psychological hardiness, job burnout and mental health for which validity is relatively acceptable in previous researches and reliability is accounted using Cronbach Alpha method 0.854, 0.940 and 0.917 respectively. SPSS software is used to analyze data. Research important data explains that there is a positive relationship between psychological hardiness with its dimensions, control and challenging with mental health and there is a negative relationship between job burnout with dimensions of emotional exhaustion, pessimism, non-influencing and feeling of weakness with mental health. Finally some suggestions are presented for research.

**Keywords:** *Psychological Hardiness, Job Burnout, Mental Health, Astrocytes, Cortex, Neuroprotective Factors*

### **INTRODUCTION**

Hard-facing as a personality characteristics points to one's resistance to stress. Using existentialism theory in personality Kobasa defines hard-facing as a combination of beliefs about self and world (Haqiqi *et al.*, 2005). Brave people are resistant against stressful events and feel enough control on what happens for them. As a result they have less mental problems to others and can easily play an organizing role; they are also less susceptible to disappointment, depression and physical diseases (Clinton & Lambert, 1999). In the way of adaptability with social and job environment employees are forced to bear some limitations and stresses as these stresses present in work place lead to employees' job burnout. Job burnout is defined as exhaustion resulted from pressures present in work place, in addition to symptoms and states of being exhausted, disillusionment and withdrawal in employees (Alavi *et al.*, 2010).

Mental health is today as one of main criteria to evaluate society's health and certainly plays an important role in its efficiency and development. Mental health as directly or indirectly related to correct function of mental components refers to high order of activities and includes what is explained in definition of health by World Health Organization, physical, mental, social and spiritual well-being but not just lack of disease (Sana, 2013). Promoting mental health of work environment is as one of the most important dimension to develop and improve human resources and organizations' attention to physical and mental health forces in recent decades has influenced increasing efficiency level of economic, educational and industrial institutions. Human should adapt internal and environmental changes, meanwhile physiological and non-physiological needs should be met to preserve health in the ever-changing world. Unfavorable social and environmental conditions are of important stressful factors for mental health. Human's health can change because of stress and cause to physical and mental imbalance (Alavi *et al.*, 2010). Job environments and conditions of work environment were recently considered to improve employees' work quality, preserve their physical and mental health and to use work years more and well (Alavi & Jannati,

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2010). Unfavorable social and environmental conditions are of important stressful factors for mental health. Human's health can change because of stress and cause to physical and mental imbalance (Cooper *et al.*, 1990).

Job exhaustion was first used by Green in 1961 and then Berger explained job burnout in 1974 and used it to describe some syndromes including job exhaustion and resignation; he defines it as "states of emotional and physical discharge" resulted in work and presented some theories to treat and prevent job burnout (Alavi *et al.*, 2010).

Job burnout produces chronic pressure resulted from an imbalance and heterogeneity between worker and job. High percent of organizations' employees and employers bear this symptom and is increasingly considered by researchers and organizations' managers because of decreasing their work ability in addition to low efficiency. This symptom makes also some problems for family life out of work environment. Efficiency decreasing, job non-satisfaction, low public health and low resistance and bearing are as consequences of job burnout (Narimani, 2010). Natural disasters are followed by psychological tensions which are related to physical and mental diseases. Psychological hardiness belongs to variables which can modify tensions and their terrible results. Characteristics of psychological hardiness such as high curiosity, desire to have interesting and meaningful experiences, being influenced and energetic and changing life as a natural affair can be useful in one's agreement with life stressful events. Psychological hardiness as an internal resistance resource, decreases negative effects of stress and prevent emerging physical and mental problems (Rahimian & Asgharnejad, 2009).

Mental health is an inseparable and necessary part of health and is a state of well-being in which one (male/female) perceives his/her abilities, can adapt natural stressors of life, works efficiently and can help society. In this positive definition, mental health is a principle of individual well-being and effective function of a society. Weak mental health relates to stressful work conditions, sexual discrimination, social deprivation, unhealthy life style, aggression, physical disease and violating man rights (Hamid, 2012). Also exhaustion syndrome is concentrated on by researches and psychologists. High percent of organizations' employees and employers bear this symptom and is increasingly considered by researchers and organizations' managers because of decreasing their work ability in addition to low efficiency. This symptom makes also some problems for family life out of work environment. Efficiency decreasing, job dissatisfaction, low public health and low resistance and bearing are as consequences of job burnout (Narimani, 2010).

Meanwhile, in a research Sown *et al.*, conclude that hard people, facing stressful motives, ask themselves if it is valuable to face stressful motives continually; if they accept that it is valuable, they'll try to make more positive activities indirectly by applying special strategies. While noting have enough desire to operate, hard people actively try to involve strategies which make more interesting functions (Emadi *et al.*, 2009). Self-acceptance and self-love (Waeit, 2001) and changing to a person who is healthy and happy physically and mentally, balanced socially, conscious politically, productive economically and responsible culturally, all are properties of mental health and belong to cases related to psychological hardiness conceptually.

Kobasa defines hard-facing as a combination of beliefs about self and world structured by three components of commitment, control and challenge (Shirbeem *et al.*, 2010).

Results of the research are important because mental health is base of well-being and effective function of a person in society and also organization and increases one's ability to make balanced and coordinated communication, ability to change and improve surrounded social environment and using proper and logical solutions to solve personal conflicts and desires. Also, job burnout that many employees and workers bear in organization causes to decrease their work ability and as a result low efficiency. In contrast people's psychological hardiness that includes a set of personal characteristics, acts as armor against life stressful events to make people resistant against changes and tensions.

### **Research Main Objectives**

1-Recognizing and describing relationship between employees' psychological hardiness and mental health in Kerman medical college

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#### 2- Recognizing and describing relationship between employees' job burnout and mental health in Kerman medical college

Human faces several ups and downs of life, as every day new events are observed. Some of these problems and events are negligible and insignificant and don't cause any problem; naturally it isn't necessary to adapt them. In contrast some problems and matters make some changes in life and confuse one's routine life where it is necessary to readapt those (Hasanzadeh *et al.*, 2012). In a century with high volume of mental stress and pressure where all people are involved, all knows what stress is and what does mental pressure do with people. It is all felt and perceived in the same way. But it is questionable that how much everyone can bear stress. Personal characteristics forming hardiness include: commitment, control and challenge (Rahimian & ASgharnejad, 2009).

Job burnout is a word to describe transformation of attitude, spirit and behavior to negative side and facing mental pressures related to work. This exhaustion emerges more in jobs for which people consume much time to communicate others. Muslech *et al.*, (2001) describe job burnout as a point where challengeable, meaningful and important work changes to unpleasant, insignificant and unsatisfying work. In other words, energy is replaced by exhaustion, affection by suspicion and effectiveness by ineffectiveness. Job burnout is in fact a kind of mental exhaustion that is accompanied by mental pressures or stresses related to job and work environment (Hamid *et al.*, 2012). Ghobari *et al.*, in a research study four components effective on producing job burnout that include emotional exhaustion, pessimistic, lack of effecting and feeling of weakness (Ghobari, 2005).

Man environment includes physical, social and mental factors affecting human healthy. One of these factors is work place because people consume much time to do their job daily. In fact everyone's work quality relates to his/her spirits. Sometimes extra mental pressures make people impatient as it is perceived that they're not suitable for their job. In this state, a negative attitude is created to self and job and public health is negatively influenced (Hosseini, 2012). Main purpose of mental health is helping all people to get more complete, happier, more coordinated life and recognizing moral, emotional and behavioral problems in addition to preventing them. Governments and people in society are mainly responsible for preventing mental disease to make a health society and demanding people's well-being and happiness needs to grow compatible and coordinated people (Milanifar, 2009). Regarding public questionnaire of mental health approved by psychologists, components of mental health can be divided to four subscales including: physical signs, anxiety, disorder in social function and depression.

#### **Research History**

Studying relationship between hardiness and stress Kobasa (1994) found that male managers having high degree of hardiness in spite of facing stressful events through life are less affected by disease and are more health. Findings show that people having low hard-facing are more influenced by negative effects of stress. It is shown that psychological hardiness can predict mental health (Ouellette, 1992).

Mathis & Lecci (1999), also conclude that hardiness is a better predictor variable for mental health rather than physical health and there is a negative meaningful correlation between hardiness and referring to health centers too (Shirbeem, 2010). Florian *et al.*, (1995) in a research conclude that hardiness relates to physical and mental health positively and as an internal resistance resource decreases negative effects of stress and prevents physical and mental disorders. Shirbeem *et al.*, (2010) in a research study relationship between students' mental health and psychological hardiness. Results of their data analysis show that there is a positive and meaningful relationship between students' mental health and psychological hardiness and there is a negative meaningful relationship between components of mental health (physical signs, anxiety, disorder in social function and depression) with students' psychological hardiness.

Alavi *et al.*, (2010) also studied and compared mental health and job burnout among employees and workers and found reverse relationship between two variables; in addition they showed that employees' mental health and job burnout are in better conditions than workers. Hamid *et al.*, (2012) in a research showed that physicians have higher emotional exhaustion and metempsychosis of personality and probably less mental health; in addition they are more sensible to personal results and have better and more optimistic views to themselves.

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Westman *et al.*, (2001) in a research studied the relationship between job burnout and mental pressure and found that job burnout affects mental pressure resulted from long-time and heavy work.

Bouyer *et al.*, (2009) in their research showed that high mental health of Swiss physicians is accompanied by low emotional exhaustion and high feelings related to personal results. Takoda *et al.*, (2009) in a research studied the relationship between job exhaustion and mental health. Results show that job burnout relates to mental health negatively and to job dissatisfaction positively.

### Research Main Hypotheses

1-There is a relationship between psychological hardiness and employees' mental health in Kerman medical college.

2- There is a relationship between employees' job burnout and their mental health in Kerman medical college.

### Research Methodology

Regarding subject, purpose, hypotheses and related information this research relates to descriptive researches and of correlation method and also to application researches from purpose's point of view performed by field researches method. Statistical society of the research includes all employees employed in Kerman medical college containing 1115 people. In this research random sampling is used.

### Sample Size

In order to determine needed sample size, Cochran formulation with following assumptions is used:

$Z=1.96$ , 0.975% in standard normal distribution

$P=0.5$ ,  $q=1-p$ , units ration with related property

$\alpha=0.05$  error or probable commitment to first-order error

$d=0.0565$  regarded most estimation error

$N=1115$ , society size

Formulation 1:

$$n = \frac{\frac{z_{1-\alpha/2,p,q}^2}{d^2}}{1 + \left[ \frac{1}{N \left( \frac{z_{1-\alpha/2,p,q}^2}{d^2} - 1 \right)} \right]}$$

$$n = \frac{\frac{1^2 \cdot 0 \cdot 0}{96 \cdot 5 \cdot 5}}{0.0565} = 248$$

$$n = \frac{1}{1115 \left( \frac{1^2 \cdot 0 \cdot 0}{96 \cdot 5 \cdot 5} - 1 \right)}$$

### Data Gathering Instruments

In this research, questionnaires are instruments to gather data. Questionnaire is a structured technique to gather data in which respondents are asked by the same questions (Ro.S, Persian translation, 87:2008). Three questionnaires are used to gather needed data.

Following methods are used to gather information:

1-Library studies, studying related books and researches and internet exploring; in order to gather integrated information this method is used mainly to study subject literatures and research history.

2-Questionnaire: three questionnaires are used in this research to get information from statistical society and test hypotheses, including:

1-Mental health questionnaire: a standard questionnaire containing four components of physical signs, anxiety, disorder in social function and depression. Answering every question is measured in a five-option

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spectrum. Questions are designed as a five-point form (completely disagreed, disagreed, almost agreed, agreed, and completely agreed).

The questionnaire's reliability is accounted 0.917 by Cronbache Alpha and its validity is accepted based on previous researches.

2-Psychological hardiness questionnaire: a standard questionnaire: a standard questionnaire containing three components of commitment, control and challenge. Answering every question is measured in a five-option spectrum. Questions are designed as a five-point form (completely disagreed, disagreed, almost agreed, agreed, and completely agreed). The questionnaire's reliability is accounted 0.854 by Cronbache Alpha and its validity is accepted based on previous researches.

3-Job burnout questionnaire: a standard questionnaire: a standard questionnaire containing four components of emotional exhaustion, pessimistic, lack of effecting and feeling of weakness. Answering every question is measured in a five-option spectrum. Questions are designed as a five-point form (completely disagreed, disagreed, almost agreed, agreed, and completely agreed). The questionnaire's reliability is accounted 0.940 by Cronbache Alpha and its validity is accepted based on previous researches.

**Research Findings**

1-There is a relationship between psychological hardiness with employees' mental health in Kerman medical college.

H0: There is no relationship between psychological hardiness with employees' mental health in Kerman medical college.

H1: There is a relationship between psychological hardiness with employees' mental health in Kerman medical college.

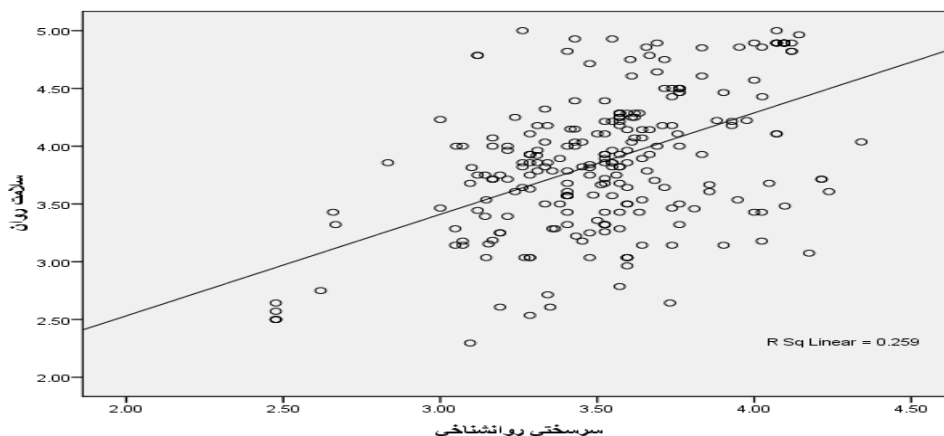
Data analysis shows that correlation coefficients of Pearson & Spearman test between two variables of psychological hardiness and employees' mental health in Kerman medical college are equal to 0.509 and 0.445 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between psychological hardiness with employees' mental health in Kerman medical college. This is approved regarding dots dispersion state and fitted line in chart (1). Meanwhile positivity of correlation coefficients and slope of fitted line shows a direct relationship between two variables. Also determinant coefficient between two variables is equal to 0.259 ( $R^2=0.259$ ) and in other words 25.9 percent of changes between two variables are common (25.5 percent of mental health changes are explained by psychological hardiness) (table 1 and chart 1).

**Table 1: statistics of Pearson & Spearman correlation test related to relationship between psychological hardiness and employees' mental health in Kerman medical college**

Psychological hardiness			Spearman		Pearson			Variable Test	
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Correlation coefficient	Numbers	Significance	Correlation coefficient	Mental health
0.259	Direct	Yes	248	0.000	0.445	248	0.000	0.509	

Note: regarding dispersion of dots in chart 1, as observed, raising psychological hardiness degrees increases mental health showing a direct relationship between two variables.

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**Chart 1: Dispersion chart between psychological hardiness and employees' mental health in Kerman medical college**

1-1- There is a relationship between employees' commitment and mental health in Kerman medical college.

H0: There is no relationship between employees' commitment and mental health in Kerman medical college.

H1: There is a relationship between employees' commitment and mental health in Kerman medical college.

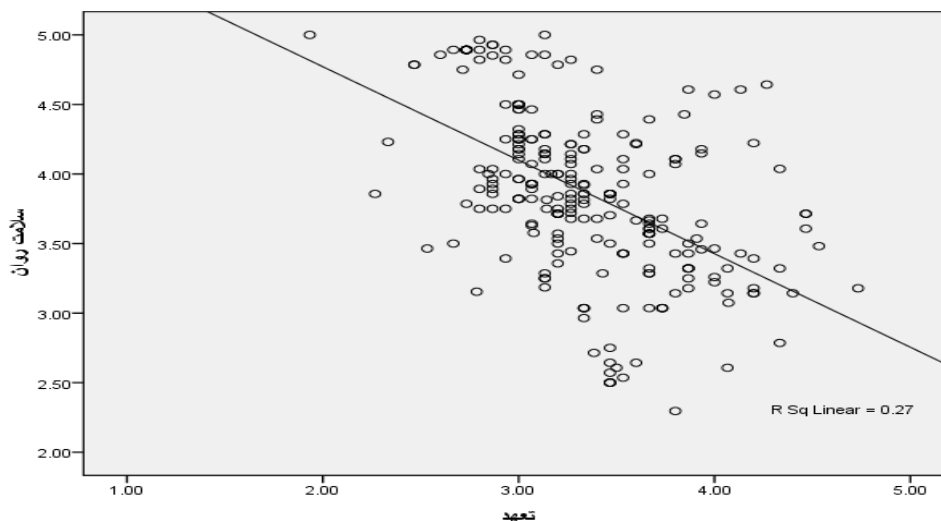
Data analysis shows that correlation coefficients of Pearson & Spearman test between two variables of employees' commitment and mental health in Kerman medical college are equal to -0.520 and -0.570 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between employees' commitment and mental health in Kerman medical college. This is approved regarding dots dispersion state and fitted line in chart (2). Meanwhile negativity of correlation coefficients and slope of fitted line shows a reverse relationship between two variables. Also determinant coefficient between two variables is equal to 0.27 ( $R^2=0.27$ ) and in other words 27.0 percent of changes between two variables are common (27.0 percent of mental health changes are explained by commitment) (table 2, chart 2).

**Table 2: Statistics of Pearson & Spearman correlation test related to relationship between employees' commitment and mental health in Kerman medical college**

Commitment			Spearman		Pearson		Correlation coefficient	Variable Test
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Numbers	Significance		
□ □ 027	Reverse	Yes	248	0.000	248	0.000	-0.520	Mental health

Note: regarding dispersion of dots in chart 2, as observed, raising commitment degrees decreases mental health showing a reverse relationship between two variables.

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**Chart 2: Dispersion chart between employees' commitment and mental health in Kerman medical college**

1-2-There is a relationship between control and employees' mental health in Kerman medical college.

H0: There is no relationship between control and employees' mental health in Kerman medical college.

H1: There is a relationship between control and employees' mental health in Kerman medical college.

Data analysis shows that correlation coefficients of Pearson & Spearman test between two variables of control and employees' mental health in Kerman medical college are equal to 0.723 and 0.650 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between control and employees' mental health in Kerman medical college. This is approved regarding dots dispersion state and fitted line in chart (3).

Meanwhile positivity of correlation coefficients and slope of fitted line shows a direct relationship between two variables.

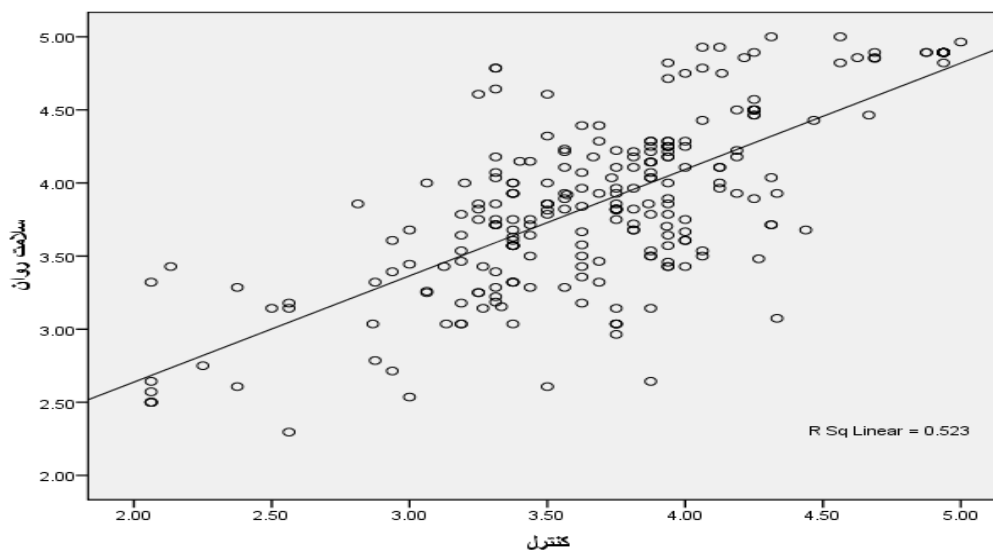
Also determinant coefficient between two variables is equal to 0.523 ( $R^2=0.523$ ) and in other words 52.3 percent of changes between two variables are common (52.3 percent of mental health changes are explained by control) (table 3, chart 3).

**Table 3: statistics of Pearson & Spearman correlation test related to relationship between control and employees' mental health in Kerman medical college**

Control			Spearman			Pearson			Variable
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Correlation coefficient	Numbers	Significance	Correlation coefficient	Test
0.523	Direct	Yes	248	0.000	0.650	248	0.000	0.723	Mental health

Note: regarding dispersion of dots in chart 3, as observed, raising control degrees increases mental health showing a direct relationship between two variables.

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**Chart 3: Dispersion chart between control and employees' mental health in Kerman medical college**

1-3-There is a relationship between challenging and employees' mental health in Kerman medical college.  
 H0: There is no relationship between challenging and employees' mental health in Kerman medical college.

H1: There is a relationship between challenging and employees' mental health in Kerman medical college.  
 Data analysis shows that correlation coefficients of Pearson & Spearman test between two variables of challenging and employees' mental health in Kerman medical college are equal to 0.619 and 0.564 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between challenging and employees' mental health in Kerman medical college.  
 This is approved regarding dots dispersion state and fitted line in chart (4). Meanwhile positivity of correlation coefficients and slope of fitted line shows a direct relationship between two variables.

Also determinant coefficient between two variables is equal to 0.383 ( $R^2=0.383$ ) and in other words 38.3 percent of changes between two variables are common (38.3 percent of mental health changes are explained by challenging) (table 4, chart 4).

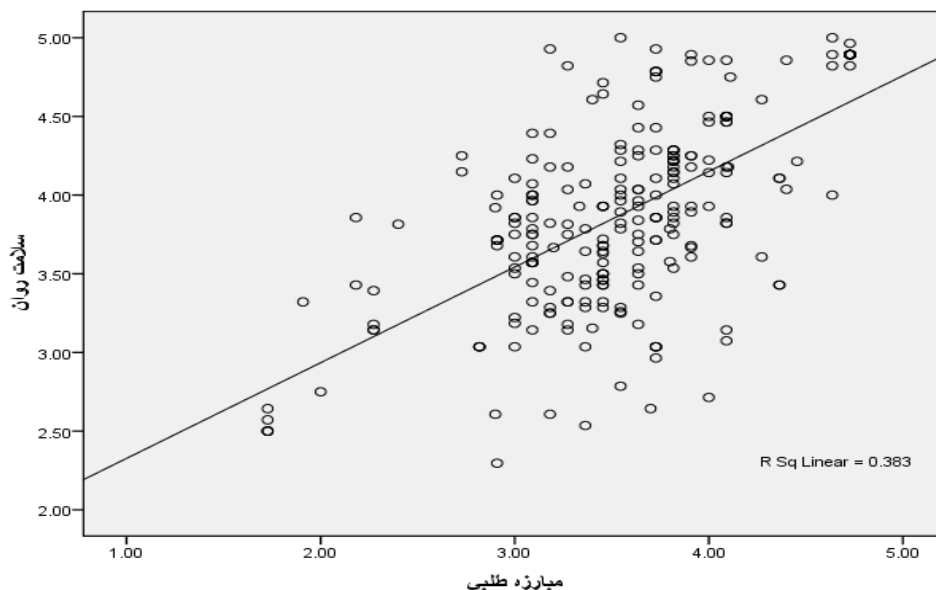
**Table 4: Statistics of Pearson & Spearman correlation test related to relationship between challenging and employees' mental health in Kerman medical college**

Challenging		Spearman		Pearson		Variable
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Correlation coefficient	Test
0.383	Direct	Yes	248	0.000	0.564	Mental health

Note: regarding dispersion of dots in chart 4, as observed, raising challenging degrees increases mental health showing a direct relationship between two variables.



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**Chart 4: Dispersion chart between challenging and employees' mental health in Kerman medical college**

2-There is a relationship between job burnout and employees' mental health in Kerman medical college.  
 H0: There is no relationship between job burnout and employees' mental health in Kerman medical college.

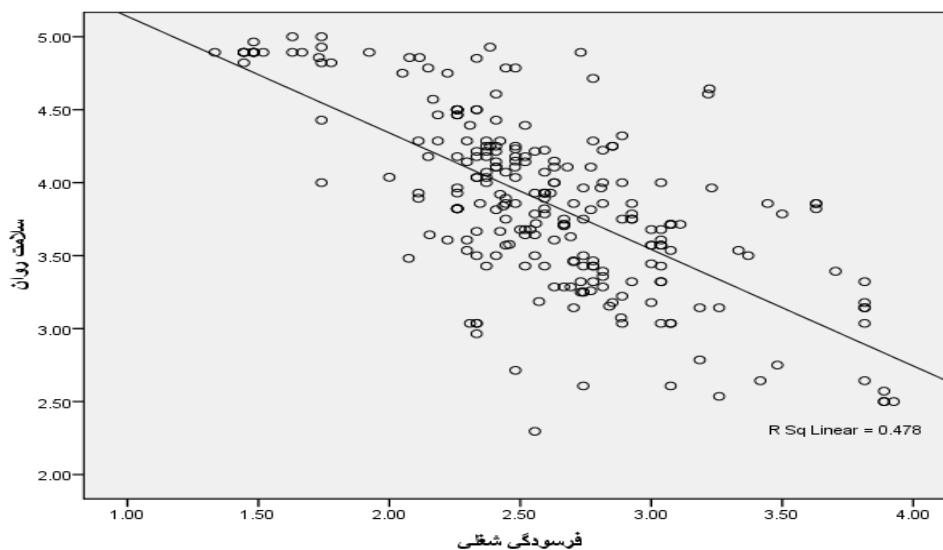
H1: There is a relationship between job burnout and employees' mental health in Kerman medical college.  
 Data analysis shows that correlation coefficients of Kendal & Spearman test between two variables of job burnout and employees' mental health in Kerman medical college are equal to -0.490 and -0.649 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between job burnout and employees' mental health in Kerman medical college. This is approved regarding dots dispersion state and fitted line in chart (5). Meanwhile negativity of correlation coefficients and slope of fitted line shows a reverse relationship between two variables. Also determinant coefficient between two variables is equal to 0.478 ( $R^2=0.478$ ) and in other words 47.8 percent of changes between two variables are common (47.8 percent of mental health changes are explained by job burnout) (table 5, chart 5).

**Table 5: statistics of Kendal & Spearman correlation test related to relationship between job burnout and employees' mental health in Kerman medical college**

Job burnout			Spearman			Kendal			Variable Test
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Correlation coefficient	Numbers	Significance	Correlation coefficient	Mental health
0.478	Reverse	Yes	248	0.000	-0.649	248	0.000	-0.490	

Note: regarding dispersion of dots in chart 5, as observed, raising job burnout degrees decreases mental health showing a reverse relationship between two variables.

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**Chart 5: Dispersion chart between job burnout and employees' mental health in Kerman medical college**

2-1-There is a relationship between emotional exhaustion and employees' mental health in Kerman medical college.

H0: There is no relationship between emotional exhaustion and employees' mental health in Kerman medical college.

H1: There is a relationship between emotional exhaustion and employees' mental health in Kerman medical college.

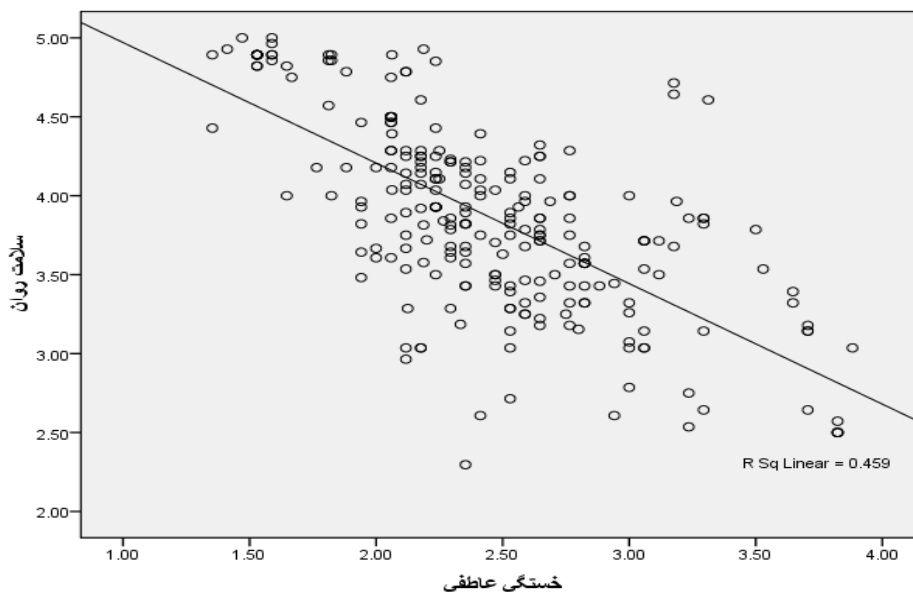
Data analysis shows that correlation coefficients of Kendal & Spearman test between two variables of emotional exhaustion and employees' mental health in Kerman medical college are equal to -0.500 and -0.656 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between emotional exhaustion and employees' mental health in Kerman medical college. This is approved regarding dots dispersion state and fitted line in chart (6). Meanwhile negativity of correlation coefficients and slope of fitted line shows a reverse relationship between two variables. Also determinant coefficient between two variables is equal to 0.459 ( $R^2=0.459$ ) and in other words 47.8 percent of changes between two variables are common (45.9 percent of mental health changes are explained by emotional exhaustion) (table 6, chart 6).

**Table 6: statistics of Kendal & Spearman correlation test related to relationship between emotional exhaustion and employees' mental health in Kerman medical college**

Emotional exhaustion			Spearman		Kendal		Correlation coefficient	Variable Test
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Numbers	Significance		
0.459	Reverse	Yes	248	0.000	248	0.000	-0.500	Mental health

Note: regarding dispersion of dots in chart 6, as observed, raising emotional exhaustion degrees decreases mental health showing a reverse relationship between two variables.

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**Chart 6: Dispersion chart between emotional exhaustion and employees' mental health in Kerman medical college**

2-2-There is a relationship between pessimistic and employees' mental health in Kerman medical college.  
 H0: There is no relationship between pessimistic and employees' mental health in Kerman medical college.

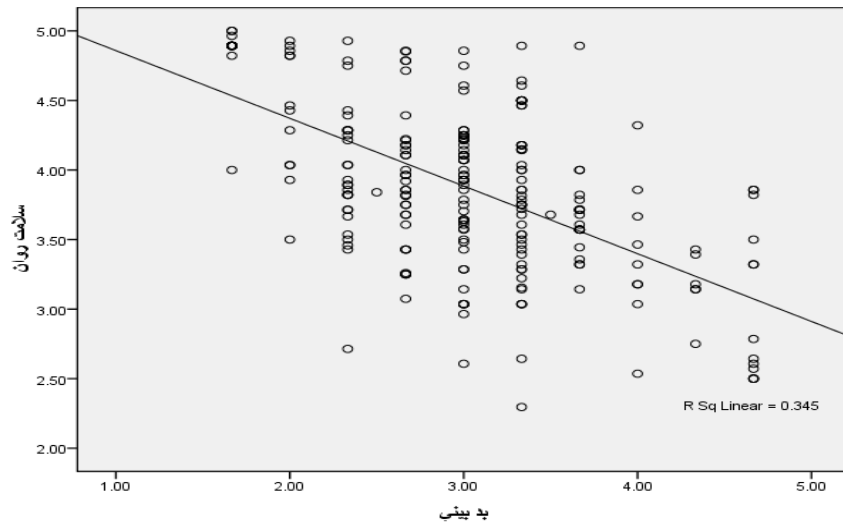
H1: There is a relationship between pessimistic and employees' mental health in Kerman medical college.  
 Data analysis shows that correlation coefficients of Kendal & Spearman test between two variables of pessimistic and employees' mental health in Kerman medical college are equal to -0.392 and -0.516 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between pessimistic and employees' mental health in Kerman medical college. This is approved regarding dots dispersion state and fitted line in chart (7). Meanwhile negativity of correlation coefficients and slope of fitted line shows a reverse relationship between two variables. Also determinant coefficient between two variables is equal to 0.345 ( $R^2=0.345$ ) and in other words 34.5percent of changes between two variables are common (34.5 percent of mental health changes are explained by pessimistic) (table 7, chart 7).

**Table 7: statistics of Kendal & Spearman correlation test related to relationship between pessimistic and employees' mental health in Kerman medical college**

Pessimistic			Spearman			Kendal			Variable Test
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Correlation coefficient	Numbers	Significance	Correlation coefficient	Mental health
0.345	Reverse	Yes	248	0.000	-0.516	248	0.000	-0.392	

Note: regarding dispersion of dots in chart 7, as observed, raising pessimistic degrees decreases mental health showing a reverse relationship between two variables.

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**Chart 7: Dispersion chart between pessimistic and employees' mental health in Kerman medical college**

2-3-There is a relationship between lack of effecting and employees' mental health in Kerman medical college.

H0: There is no relationship between lack of effecting and employees' mental health in Kerman medical college.

H1: There is a relationship between lack of effecting and employees' mental health in Kerman medical college.

Data analysis shows that correlation coefficients of Kendal & Spearman test between two variables of lack of effecting and employees' mental health in Kerman medical college are equal to -0.341 and -0.462 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between lack of effecting and employees' mental health in Kerman medical college.

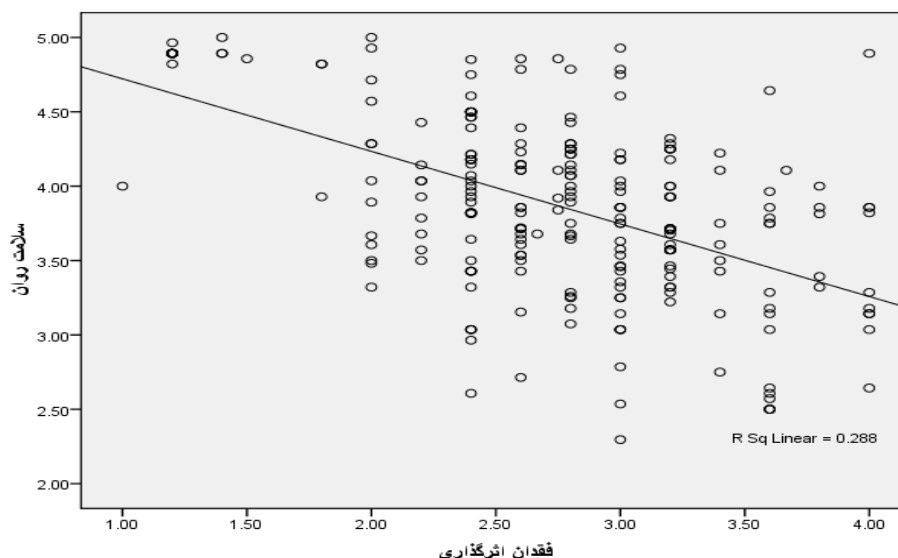
This is approved regarding dots dispersion state and fitted line in chart (8). Meanwhile negativity of correlation coefficients and slope of fitted line shows a reverse relationship between two variables. Also determinant coefficient between two variables is equal to 0.288 ( $R^2=0.288$ ) and in other words 28.8 percent of changes between two variables are common (28.8 percent of mental health changes are explained by lack of effecting) (table 8, chart 8).

**Table 8: statistics of Kendal & Spearman correlation test related to relationship between lack of effecting and employees' mental health in Kerman medical college**

Lack of effecting			Spearman		Kendal		Correlation coefficient	Significance	Correlation coefficient	Variable Test
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Numbers	Significance				
0.288	Reverse	Yes	248	0.000	248	0.000	-0.341			Mental health

Note: regarding dispersion of dots in chart 8, as observed, raising lack of effecting degrees decreases mental health showing a reverse relationship between two variables.

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**Chart 8: Dispersion chart between lack of effecting and employees' mental health in Kerman medical college**

2-4-There is a relationship between feeling of weakness and employees' mental health in Kerman medical college.

H0: There is no relationship between feeling of weakness and employees' mental health in Kerman medical college.

H1: There is a relationship between feeling of weakness and employees' mental health in Kerman medical college.

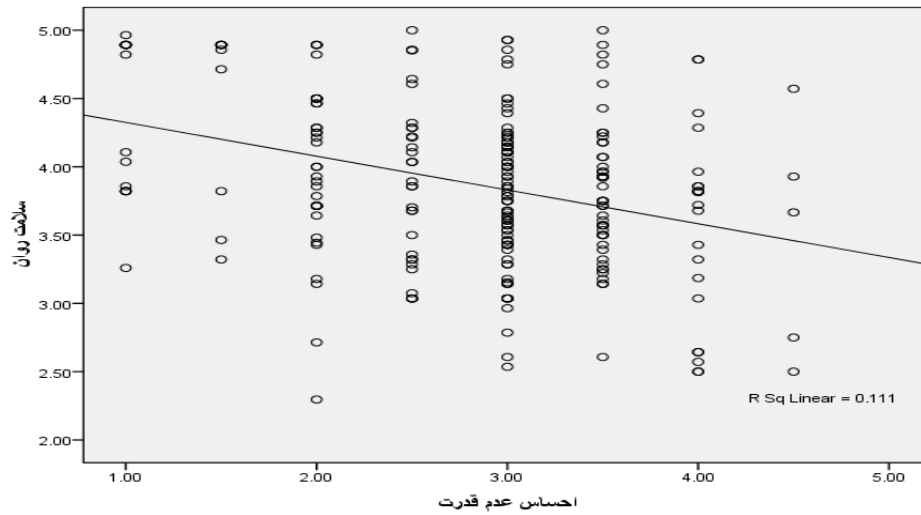
Data analysis shows that correlation coefficients of Kendal & Spearman test between two variables of feeling of weakness and employees' mental health in Kerman medical college are equal to -0.215 and -0.284 respectively and with p-value (significance) equal to 0.000 and 0.000 and less than significance level of  $\alpha=0.05$ , however in this level H0 assumption that is lack of relationship is rejected and as a result there is a meaningful relationship between feeling of weakness and employees' mental health in Kerman medical college. This is approved regarding dots dispersion state and fitted line in chart (9). Meanwhile negativity of correlation coefficients and slope of fitted line shows a reverse relationship between two variables. Also determinant coefficient between two variables is equal to 0.0111 ( $R^2=0.111$ ) and in other words 11.1percent of changes between two variables are common (11.1percent of mental health changes are explained by feeling of weakness) (table 9, chart 9).

**Table 9: statistics of Kendal & Spearman correlation test related to relationship between feeling of weakness and employees' mental health in Kerman medical college**

Feeling of weakness			Spearman		Kendal		Variable Test
Determinant coefficient	Kind of relationship	Relationship	Numbers	Significance	Numbers	Significance	
0.111	Reverse	Yes	248	0.000	248	0.000	Mental health

Note: regarding dispersion of dots in chart 9, as observed, raising feeling of weakness degrees decreases mental health showing a reverse relationship between two variables.

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**Chart 9: Dispersion chart between feeling of weakness and employees' mental health in Kerman medical college**

**CONCLUSION**

**Discussion and Conclusion**

This research aims to study the relationship between psychological hardiness and job burnout with employees' mental health in medical college of Kerman City in 2014. Psychological hardiness with components of commitment, control and challenging; also job burnout with components of emotional exhaustion, pessimistic, lack of effecting and feeling of weakness are as predictor variables. Mental health is also as criterion variable.

In this research mental health includes four dimensions of physical health, anxiety, disorder in social function and depression.

Result of the first hypothesis shows that there is a positive and meaningful relationship between employees' psychological hardiness and mental health. This result relates to results of Kobasa & Meddi's research (1994) who believe patience and its related meanings such as psychological hardiness relate to mental health and Shirbeem *et al.*, (2010) who believe there is a positive and meaningful relationship between students' mental health and psychological hardiness' in addition, Meddi *et al.*, who believe hardiness as a natural factor can increase people's function and mental health in spite of experiencing stressful conditions and behavioral tension; also Ouellette (1992), Mathis and Lecci who believe hardiness can predict mental health and Florian *et al.*, (1995) who believe hardiness relates to physical and mental health positively.

Also research results show that there is a reverse relationship between employees' commitment with their mental health. Based on definition as one person is committed to do a task it means that he/she accepts responsibility and tries to do this task well. As a result of this commitment one may involve mental pressures and stress in addition to mental problems and lose his/her concentration. Finally commitment may cause to decrease people's mental health.

Research results show that there is a negative meaningful relationship between employees' job burnout and their mental health. The results are agreed with Alavi *et al.*, findings (2010) who believe there is a negative relationship between job burnout and mental health, and with Hamid *et al.*, (2012) who believe there is a negative relationship between emotional exhaustion and personality's metempsychosis with mental health; in addition with Westmen *et al.*, (2001) who believe job burnout affects bearing mental pressure resulted from long-time and heavy work and with findings of Takoda *et al.*, (2009) who explain high mental health of Swiss physicians relates low emotional exhaustion negatively. So, it is expected that increasing employees' job burnout decreases their mental health.

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### Suggestions

Results of correlation test shows that there is a relationship between employees' psychological hardiness and mental health in Kerman medical college. Regarding approving research hypotheses following suggestions are presented for employees' mental health:

Educating employees to confront problems and obstacles in the way of solving people and organization's problems recognizing personal characteristics of psychological hardiness such as commitment, control and challenging make employees more resistant against pressures and give them higher mental health using these characteristics.

According to research hypotheses following cases are suggested to decrease employees' job burnout:

Making a safe and calm space for employees to continue their activities in this space with no stress and mental pressures; as a result employees get mental health in these conditions and by decreasing job burnout. Also it is suggested to decrease employees' job mental problems and make a calm workplace in order to feel less exhaustion and have more mental health. In addition, some conditions are created by educating employees and holding educational classes to make employees powered to control themselves in order to increase their mental health.

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