

Research Article

THE IMPACT DIMENSIONS OF EMPOWERMENT ON EMPLOYEES JOB BURNOUT

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ABSTRACT

The purpose of this study was to evaluate the impact of employee empowerment on burnout among nurses and all healthcare workers employed at two hospitals in Haft Tir and Nargis of Doroud city. The method used in this study is in terms of functionality and in terms of the nature and purpose of the survey descriptive method. Statistical population in this study, conclude all nurses and healthcare workers employed at two hospitals in the city of Doroud pistol and Nargis, the number of them is equivalent to 154 people. Statistical population of total is 110 individuals which selected based on Cochran's formula. In order to select statistical sample, simple random sampling method was used. Standardized questionnaire to collect data from empowering employees Asperitzr (1995) and burnout Perskuit *et al.*, (2003) were used. To determine the reliability of the The questionnaire Cronbach's alpha was calculated to 0.808, suggesting that the level of reliability is desired. For data analysis, test Kolmogorov - Smirnov Dourbin-Watson, linear regression, Pearson correlation coefficient and Kruskal-Wallis test was used. The results showed that the four dimensions of empowerment, sense of significance, sense of competence and effectiveness have the opposite effect. But feeling the impact of having a choice on burnout in this study was not confirmed.

Keywords: *The Dimensions Empowerment, Burnout, Nurses, Health Workers*

INTRODUCTION

Job stress of organizational and social phenomena in modern societies, and the new organizations, affected largely on the environment, human relationships and mental health. Although some experts say that stress is not the only destructive factor but most researchers believe that stress is a disruptive factor for mental health. Stress in organizations present a problem for managers, which greatly reduces the efficiency and productivity of the organization and behavioral problems will conflict (Mir, 1998). Since 1974, WHO members pay more attention to the issue of social factors-psychological threats to human health. Given the country's industrial and fore most focused on the environment and people were employed. In some jobs, because of its special features such onerous conditions need to take advantage of the Ability and personality and mental capacity to do the job, and burnout becomes very important. Especially jobs that are related to healthcare and human services, the most important of these characters can be used to work as a social worker, nurse, therapist, teachers, workers in heavy industry and high-level management's (Amir, 2005). In this chapter we explain the necessity and importance of the research were discussed, and the objectives and scope of the research hypotheses are examined. At the end, the conceptual and operational definitions of research will be discussed.

Statement of Problem

Twenty-first century organizations have found a different way of organizing from traditional organizations. In these organizations, in addition to the energy and resource, management, thinking and creativity are needed. Under these conditions the hierarchy of control commands would not be the only appropriate way for them, so employees must show initiative to solve their problems promptly. This new look, need new resources and authority (the Abbasi, 2009). Therefore, in recent years, many organizations, empowerment programs, have been identified as a suitable method for this purpose (Douai *et al.*, 2010). And the need to foster self-management employees who have the ability to cause Employee empowerment is a new paradigm, according to many experts have managed to attract. In fact,

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empowerment is to provide greater freedom of action, freedom of work, responsibility and self-control to decide on doing things for the staff. (Mosheim and Ramadan, 2011). And has two approaches, which include structural and psychological empowerment. A comprehensive process to empower employees in an organization, attention to both dimensions. Creating the necessary conditions enabling the realization of the empowerment of the substrate structure. Sufficient condition for employees is enabling them to create their belief and understanding towards its employees, which will be achieved through the psychological approach. In general, higher levels of empowerment, associated with lower levels of burnout. The findings of Grande *et al.*, (2004) show that the empowerment to reduce job stress, has negative relation with burnout (Doaei *et al.*, 2010).

The concept of burnout was introduced for the first time in by Herbert the early 1970s. The emergence and growth is indebted by Freedenberg in Maslach New York and Paniz in California. Paniz and Rsenon state that burnout syndrome is due to physical and emotional exhaustion. Burnout at work is the product of long-term stress. The ability of the symptoms of this syndrome appears when job demands are insufficient. This syndrome has several effects on the social, physical and psychological person. Esther medical staff due to exposure of the physical, mental, emotional stresses are extremely vulnerable to burnout (Tale *et al.*, 2008) Maslach *et al.*, (2001) state that burnout has three main components and a minor component considered include: (1) emotional exhaustion, (2) depersonalization, (3) lack of personal accomplishment, (4) job involvement. (Subplot). (Pardakhtchi *et al.*, 2009).

Generally efficient manpower, is the main advantage of an organization in front of other organizations, so that the only sustainable competitive advantage is the result of each organization (including clinics) people and their role in the success of the organization. This is made possible by empowering employees. (Abele and Nasti, 2009). On the other hand, among the factors that can affect the performance of staffs in an organization for preventing competitive advantage is burnout, which leads to an increase in cases of absence, reduced energy and efficiency of the workforce. As a result, managers and decision makers in the field of human resources should have systematic efforts to minimize the adverse effects of operations. (Rouhi and colleagues, 2008). Therefore, in this study, then we focus on two human factors in the workplace, which are the empowerment and job burnout.

In other words, the main objective of this study is to realize the impact of empowerment on the job burnout.

The Necessity and Importance of Research

Mental pressures that called stress in life are frequently seen among us. The machine has produced a lot of troubles. Physical and mental illnesses and weaknesses, from a more responsibilities in life and work failure, from a sensitive, understanding the issues, deaths of relatives, divorce and separation from spouse and children, problems with parents, children or spouse, loss of salary and benefits, problems with subordinate or co-existence of conflicts in the workplace, annoying and unnecessary controls and lack of job security. All factors creating stress in people's expectations and needs events could create various degrees of mental pressure. A situation stresses can cause traumatic fate for one person but may be of benefit for another. For monitoring and supervising the phenomenon of stress, cognition and accurate diagnosis of the system and organization structure is essential. It is necessary for two reasons. First, a brief survey of organizational stress in dealing with the stress on the human resources of an organization can bring a lot of large final and negative economic consequences such as loss of efficiency associated. Second, if we correctly identify the organizational stress and circumspect and prudent guidance and supervision then we can be effective in improving the organization and increase employee satisfaction (Bazar and Soraydaryan, 1997). Today, organizations are increasingly turbulent environment, and facing a complex and variable environment .Complexity and change is an integral part of organizational life. On the one hand, organizations are responding to the changes that occur in the environment to empower employees more than they need. Everyone's job is much more than work and certain activities such as typing, driving, reporting, etc. And to his colleagues, superiors and clients and interact. And rules and regulations respecting the organization, even in circumstances or environment in which a person may not work too well; So the mental health of people in all walks of life including working life is important

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(Amiri *et al.*, 2010). Research has shown that a number of factors are predictors of burnout. Which can influence on burnout; to cope with burnout factors that affect the frequency and severity of fatigue. These features must be carefully identified, including staff empowerment (Begay, 2008). Maintaining physical and mental health workers, professional environment to enhance performance, skills and creativity that enhance work efficiency and improve the quality of social services workers will also be created.

Research Hypothesis

The Main Hypothesis

Impact of empowerment on job burnout.

Alternative Hypothesis

Feel significant impact on job burnout among staff.

Competency affected on job burnout of employees.

Choice of job burnout has impact on the feeling of staffs.

The feeling of being in a position to influence has impact on the employee burnout.

Background of Research

Hu Chuchualder (2008) in an article entitled "A review of the relationship between empowerment and burnout among nurses" conclude that higher levels of empowerment, associated with lower levels of burnout. Ben Zour and Yagyl in an article entitled "The relationship between empowerment, customer aggressive behavior, coping, and burnout" (2005), published in the *European Journal of Work and Organizational Psychology* concluded that their empowerment Burnout predicts staff burnout. Aschrmaly *et al.*, (2011) find that the effect of psychological empowerment on job satisfaction and burnout , empower the Director, SEM inverse relationship with emotional exhaustion and job satisfaction through empowerment discovered a direct relationship between emotional exhaustion and statistical significance which does not have the dimensions of empowerment, skills and intentions, which was the strongest indicator. Positively related to emotional exhaustion and days missed from work. Farbar (1992) showed that job satisfaction can bring some security against corrosion even under high levels of stress that most teachers work.

Reduce the symptoms of burnout and job satisfaction as «Conditio Sine gua none» farther down the job satisfaction of teachers who are less likely to burn out. Douai *et al.*, (1389) in his paper entitled "Empowering effect on willingness to leave the job" with the aim of discovering the predictability of turnover of employees by empowering them through a trusted intermediary variables superior to the managers, identity organizational involvement and job burnout, a stratified random sampling of the population of the central organization. Concluded that an acceptable correlation between these variables and burnout due to the powerful variable to predict the effect of empowerment on employee turnover intentions. Teymouri *et al.*, (2010) in a study titled "Evaluation of burnout in human resources and organizational factors influencing the National Iranian Drilling Company" The research population is 83,221, which includes all staff, including administrative and operational National Drilling and a sample of 1113 people.

The results of this study indicate that burnout is a phenomenon that the National Iranian Drilling Company is challenging with it. Abdullah (2006) in a book entitled "Empowering employees' commitment to the conclusion that the employees are stronger which are more satisfaction and less burnout, and possibly greater cooperation and partnership working. Motaghian (2013) examined the relationship between burnout and psychological empowerment of workers employed in hospitals affiliated to Tehran Medical Sciences and found that the average rate of 19.34 burnout including emotional exhaustion, depersonalization and lack of success 37.78, is 7.70. Empowerment is the average score of 44.71.

The inverse relationship between the severity of the failure of individual components of burnout and empowerment were observed. Abdullahi and Nave Ebrahim (2005) in his research states that as a design headquarters of the Ministry of Science Research and Technology in the field of psychological empowerment, staff concluded that management strategies as an independent variable directly related to psychological empowerment.

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Conceptual Model

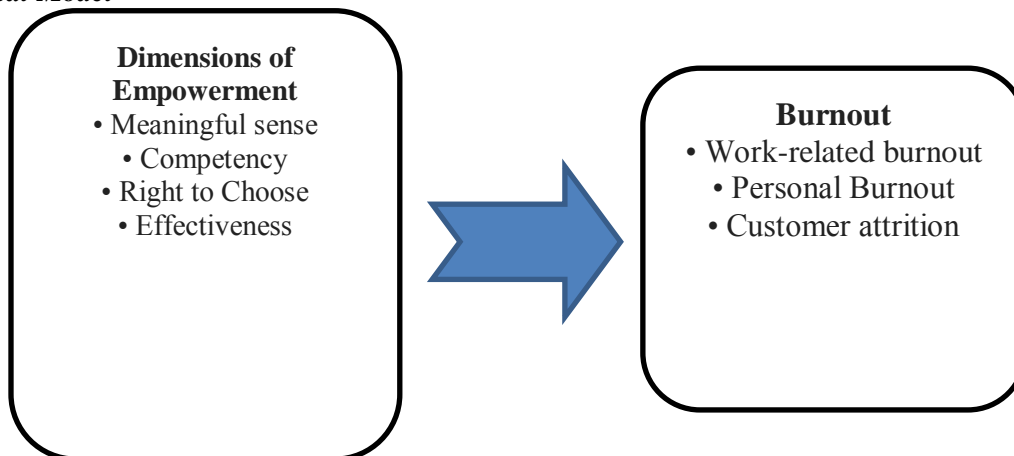


Figure 2-5: Conceptual model Source: Spritzer (1995); Prescott *et al.*, (2003)

MATERIALS AND METHODS

Research Methodology

The method used in this study for the practical purpose, as the effect of empowerment on job burnout is going to examine. Also, it is descriptive in nature and method. In fact, in this study we have tried to explain the phenomena of the real paid surveys.

The Population

The population of this study is all nurses at work in two hospitals in the city Dorud pistol and the number of personnel and human resources, according to Dorud Health Network over 154 people.

Sample and Sampling

Cochran formula was used to obtain the sample size, the statistical community $N=154$ Using $N=110$ in the formula to determine the sample size.

$$n = \frac{NZ^2 pq}{Nd^2 + Z^2 pq} = 110$$

However, to ensure accountability and the risk of sample loss, 120 questionnaires were distributed among employees who collected 110 questionnaires completed after the data was analyzed. The simple random sampling method was used.

Data Gathering

The theoretical foundations and research background to collect information about the library method is used, So by going to the library and reading books and articles related to the impact of empowerment and burnout among staff about the framework and literature were used. And to collect data to analyze the research hypothesis of the study is based on a questionnaire.

Data Collection

In this study, a standardized questionnaire was used for this purpose and a five-point Likert scale.

Analysis of the Data

In the present study, analyzing the data collected from the questionnaire implementation, descriptive statistics and inferential statistics (using Kolmogorov - Smirnov test is used to confirm normal distribution of data and linear regression).

Conclusion

The Main Hypothesis: Since the significantly level is smaller than the error level, we assume the hypothesis H_0 is rejected and H_1 is accepted. Obtained from the standardized beta coefficient (-0.278) can be concluded that the negative impact of empowerment on job burnout has been reversed. Because for a unit change in the independent variable dimensions of empowerment, the amount (-0.278) unit change in the dependent variable is created job burnout. According to the obtained coefficient of

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determination (0.077), we can conclude that if all other factors constant empowerment dimensions of job burnout is a decrease of 7.7 percent. The findings obtained in this study with findings Hayhou chovalder (2008), BenzouroYagyl (2005), Aschrmary *et al.*, (2011), Doaei *et al.*, (2010), A. (2006), virtuous (2013), are consistent.

The Secondary Hypotheses

The First Sub-Hypothesis: Since the significantly level is smaller than the error level, we assume the hypothesis H₀ is rejected and H₁ is accepted. Obtained from the standardized beta coefficient (-0.823) can be concluded that a significant impression on job burnout had significant negative impact. Because for a unit change in the independent variable significant sense, the amount (-0.823) unit change in the dependent variable is created job burnout. The findings obtained in this study with findings Hychvaldr (2008), Ben (2005), Friedman and Farbar (1992), is consistent.

The Third Sub-Hypothesis: Since the significantly level is smaller than the error level, so no reason to reject H₀ hypothesis in this study were found. According to the research findings to influence the feeling of having a choice claim on job burnout in this study will not be approved. The findings obtained in this study with findings Houchvaldr (2008) is inconsistent.

The Fourth Sub-Hypothesis: Since the significantly level is smaller than the error level, we assume the hypothesis H₀ is rejected and H₁ is accepted. Obtained from the standardized beta coefficient (-0.214) can be concluded that the sense of being on the job to job burnout had significant negative impact. Because for a unit change in the independent variable feeling of being in a job, the amount (-0.214) unit change in the dependent variable is created job burnout. According to the obtained coefficient of determination (0.046), we can conclude that all other factors constant feeling of competence in job burnout in employees decreased 4.6 percent. The findings obtained in this study with findings Houchouvalder (2008), are consistent with Teimury Nasab *et al.*, (2010).

Suggestions

1. The employee should be responsible for its mission, purpose and mission of the organization and its business processes, procedures. Therefore, effective communication and information about the employees in the organization is very necessary and important.
2. The job enrichment is one of the effective methods of empowerment of the leaders of the organization that must be studied in order to increase technical staff and their information about job action. In order to satisfy the principle of succession in the organization of work, rotation techniques are used.
- 3 - Managers and planners should plan for the organization in a way that employee's feel that their work are meaningful activities.
- 4 - Delegation and staff participation in decision-making can be a significant increase in staff jobs .The success of the programs to which employees have contributed, for their work is important and significant.
5. The manager must take seriously the nurses and paramedics staff training program to be implemented and systematically surveyed in the skills needed to find sufficient mastery career.
6. Create a sense of confidence and competence among staff through the staff in every respect to the adequacy of the extent to which employees feel they are eligible. Therefore, managers should use every opportunity to demonstrate employees, their competence and good faith.
- 7 - Management in various organizations should give equal importance to all staffs, this can be encouraged by giving monetary rewards such material, promotion, etc. Or through spiritual support staff appreciation events and ceremonies such as nationality, religion, etc., such as day care and honor.
- 8 - Job security and health and safety of employees and psychological issues and problems can enhance the effectiveness of staff feelings which are important for the organizations.

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