

# Study of Perceived Organizational Support's Relationship with Job Burnout

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## Abstract

The aim of the present study was handling effects of perceived organizational support on job burnout. To achieve this purpose, the Economic Affairs and Finance Organization of Golestan Province staffs have been considered as a statistical population. Morgan table has been used and 108 people were considered as the basis of analysis with the use of simple random sampling method. The research data have been collected with the use of standard and native questionnaire with Cronbach's alpha for perceived organizational support 0.919 and for burnout 0.821. For the purpose of data analysis used descriptive statistics methods for demographic data analysis and to answer the questions Pearson Correlation test and Linear and Stepwise Regression also Path Analysis was performed by using SPSS19 and LISREL software. Results showed that between perceived organizational support and job burnout was a significant negative correlation in rate of 0.527. This means that however increases the perceived organizational support in organization burnout is reduced.

**Keywords:** Perceived organizational support, Burnout, Emotional exhaustion, Organizational Justice, Supervisor Support, Rewards and Career Fields

## Introduction

Today, organizations have realized the importance of human resources as the most important source of competitive, today's organizations to attract and keep staff competing over offering amenities and attention to employees (Riggle et al,2009). Obviously a large part of adult life is spent working; it seems that the work activity is considered important activity for mental health of a person and even for many people is life satisfaction's factor. Employees of an organization often, based on the value that the organization places for them and to promote their welfare, comfort and security, feel Interest and certain belief to the organization. This belief is called perceived organizational support. In fact, perceived organizational support reflects quality of social interactions that occur between worker and employer (Casper et al 2011).developed in secret and indistinguishable are burnout features in patients. In other words, burnout is like a

flame of fire when it is turned off nothing is left but ashes (ksiazek, 2011). These pressures cause tasks that humans do in natural conditions simply, be difficult and don't be able to do it. Burnout is reduction of individual adaptation with stressors and it is composed of physical and emotional fatigue syndrome which leads to creation a negative attitude to the job and lack of the feeling of communication with clients while on duty (Arulmani, 2004). Nowadays, in many organizations exist stressed to varying degrees. Actually, a major part of people's lives is going on work in the waking state and employment and business activities has a profound effect on mental and physical health and the total area of people's lives. Whereas, if human interaction with the job and work environment disturbed for any reason causes Stress and impaired physical, physiological and psychological functioning(Leka and Houdmont, 2010). If this situation continues, burnout will follow (Rabins, 1998). Maslach et al (2001) have announced most studies that have examined the burnout have studied demographic variables, in this respect; organizational variables have been studied less. Since the research that examined the impact of perceived organizational support and employee burnout hasn't been done in Iran, also, such research with these variables have been rarely overseas. So, this study intends into consideration the variables of perceived organizational support and its effect on burnout that in turn, is a novel research. Therefore, in the present study we seek to answer this question that how the Perceived organizational support on burnout and its dimensions affect?

## **Literature Review**

### **Perceived organizational support**

Among the concepts that have a considerable impact on organizational study is Perceived organizational support. Perceived organizational support affects all organizational policies. Creating favorable conditions of work, Supervisor support, appropriate rewards and fairness in the workplace that are human values leads to the enhancement of self-esteem, hope and personal growth of employees. As a result, bring to the organization all theme existence (physical, mental, emotional, and spiritual). Work as a mission, assume more than one job, are attracted to organizations the more emotional and more normative, and behave more just and more respectful. Because they feel are recognized valuable as emotional and rationale's people. Thus, employees feel less pressure and atrophy, more satisfied with their jobs and will have better performance (Barnard et al, 1993). Theory of organizational support is including the forming general beliefs of staff, in connection with the how much an organization is interested in the welfare of employees and values for their contribution. One of the theoretical fields of contemporary sociology is social exchange theory. Social Exchange Theory is considered as an interdisciplinary subject in organizational studies and in the organization territory includes different dimensions and angles (Russell and Marie, 2005). In fact, perceived organizational support is organization's commitment to its employees(Leenu & Lakhwinder,2012). According to Eisenberger's organizational support theory three general forms of perceived favorable treatment received from the organization (i.e., fairness, supervisor support, and organizational rewards and job conditions) should increase perceived organizational support. The origin of the factors mentioned is organization and finally, increased organizational support and in addition to these, can be added demographic variables (Eisenberger et al 2001). Organizations to show their supports to staff can provide good employment conditions for them (Humber, 2003).

Treat them fairly (Meyer and Herscovitch,2002). The organizational rewards should be distributed fairly, Provide career opportunities and advancement and promotion for staff, Give them authority in work (Lin, 2013).

### **Burnout**

Madison (1983) observes: The rise and fall of nations have a direct relationship with national productivity. A nation's productivity rises in condition that levels of organizational efficiency be optimal. Burnout as a deterrent can reduce the efficiency of staff that from this point organization will have large losses. So, awareness of staff's mental health and especially their burnout can be considered as an introduction to efforts for emancipation of people with burnout in organizations. Burnout occurs when done task seems unclear for person shortly after. Also can be the result of anxiety, or a variety of tasks related to the person or result of individual factors (Lloyd and Leslie, 2008).A group knows the stress and burnout one, while some express the stress the main reason for burnout. Common aspect of provided definitions is that all experts typically are considered burnout in relation to job stress (Farber, 2003). Another important point regarding of burnout is it's the direct and indirect costs. Burnout causes employee absence from work, reduction or work quality, and interpersonal conflicts with colleagues, physical-mental problems, jobs change and finally desertion (Martino, 2003). Burnout based on the Maslach's model (1976) is consisting of emotional exhaustion, depersonalization and reduced personal performance and when individual abilities are not enough for the demands of work obvious its signs (Pines, 2002).

Bobbio et al (2012) in there research, "Empowering leadership, perceived organizational support, trust, and job burnout for nurses: a study in an Italian general hospital", aimed to test the impact of perceived empowerment leadership style expressed by the nurse supervisor, nurses' perceived organizational support, trust in the leader, and trust in the organization on nurses' job burnout. A group of 273 nurses from an Italian public general hospital took part in a cross-sectional study on a voluntary basis by filling out an anonymous questionnaire. Empowering leadership was an important predictor of trust in the leader. Trust in the organization was influenced by perceived organizational support and by the Informing dimension of the empowering leadership style. Trust in the leader and trust in the organization showed a negative impact on job burnout and also mediated the effects of some empowering leadership dimensions and perceived organizational support on job burnout.

Walters et al (2007) had done a research with name of "Burnout and Perceived Organizational Support among Front-Line Hospitality Employees" that showed significant relationship between perceived organizational support and each of the three dimensions of burnout, emotional exhaustion, depersonalization, individual failure.

Yamazaki et al (2000) in there research "The relation between a tendency of burnout and social support among nurses - A comparative study of constituent members in two different hospitals" in their investigation concluded that with increased organizational support, burnout decreases. Lin (2013) in his research "The Relationships among Perceived Organization Support, Psychological Capital and Employees' Job Burnout in International Tourist Hotels" stated the main purpose of his study was to verify the impacts of perceived organization support on employees' job burnout in international tourist hotels with psychological capital as mediator. Through stratified sampling method, questionnaires were sent to full-time employees with

more than three months of working experience in international tourist hotels in Taiwan. Out of 400 distributed questionnaires, 352 valid responses were returned. The results showed that psychological capital exerts a significantly negative impact on job burnout, simultaneously confirm the significant mediating effect of psychological capital on the relationship between perceived organization support and job burnout. Hamwi et al (2011) had done a research “Explore stressors that influence salespersons, Emotion exhaustion and their on Organizational support” and found conflict between work and family had a significant effect on emotional exhaustion. Also conflict between work and family had impact on the relationship between perceived organizational support and emotional exhaustion. Penhaligone et al (2009) in their research “Emotional anguish at work: mediating role of perceived rejection on workgroup mistreatment and affective outcomes” in their investigation concluded that the increase in self-esteem enhancing organizational support and on the other hand, reduced emotional exhaustion.

### Conceptual model

According to what was discussed in the theoretical study, conceptual model will be presented in the following. In this model, is considered dimensions of perceived organizational support based on Eisenberger et al 2001 and dimensions of burnout according to Maslach model 1976. Conceptual model is observed in below figure:

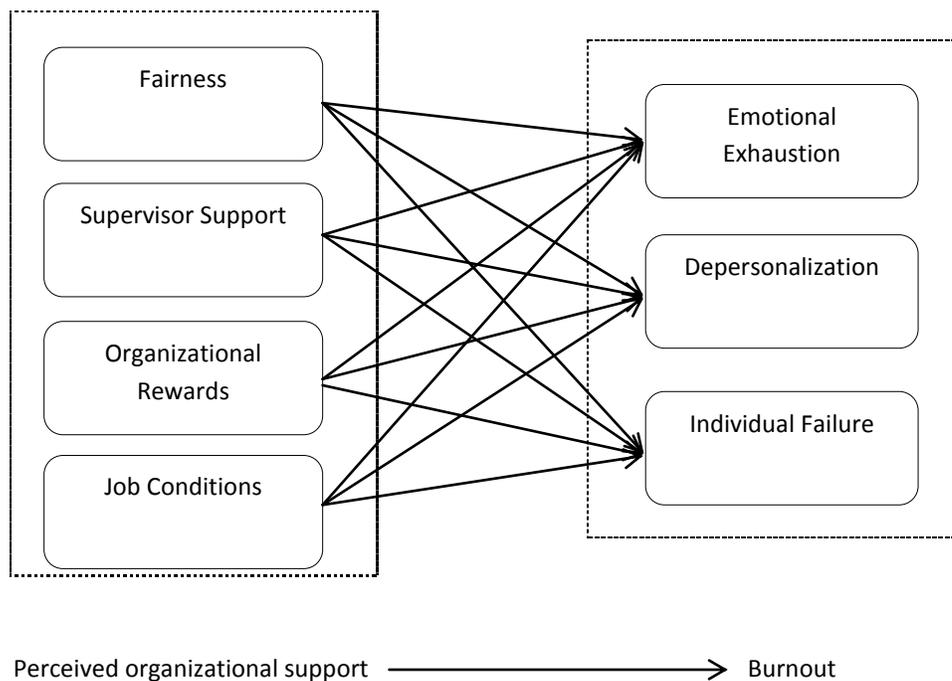


Figure1: Conceptual model

### Research Questions

\* Is there a relationship between burnout and perceived organizational support?

- \*Is there a significant relationship between fairness and dimension of burnout?
- \*Is there a significant relationship between supervisor support and dimension of burnout?
- \*Is there a significant relationship between organizational rewards and dimension of burnout?
- \*Is there a significant relationship between job conditions and dimension of burnout?

**Methodology**

The statistical population of the current research includes staff of the Economic Affairs and Finance Organization of Golestan Province. The total number of staff in this organization is 150 people. Morgan's table for limited population has been used for determining the minimum required sample volume and 108 persons were considered as the basis of analysis with the use of simple random sampling method. The research data have been collected with the use of standard and native questionnaire with Cronbach's alpha for perceived organizational support 0.919 and for burnout 0.821. The collected data have been analyzed with the use of Likert scale. In the present study, data analysis was performed by using SPSS19 and LISREL software; descriptive statistical methods to characterize the demographic characteristics of the sample were used. Inferential statistical techniques such as Pearson Correlation test and Linear and Stepwise Regression also Path Analysis were used.

**Research findings**

**Demographic Analysis**

Table1 summarizes the descriptive statistics of the sample:

Table1: Demographic Analysis

<i>Measure</i>	<i>Items</i>	<i>Percentage(%)</i>
<i>Gender</i>	<i>Male</i>	<i>66.00</i>
	<i>Female</i>	<i>34.00</i>
<i>Age(year)</i>	<i>20-26</i>	<i>9.3</i>
	<i>27-33</i>	<i>43.5</i>
	<i>34-40</i>	<i>43.5</i>
	<i>41-47</i>	<i>2.8</i>
	<i>48-55</i>	<i>0.09</i>
<i>Education</i>	<i>Associate degree</i>	<i>2.8</i>
	<i>Bachelor's degree</i>	<i>61.1</i>
	<i>Master's degree and upper</i>	<i>36.1</i>

## Model Testing

To answer the research questions, Pearson correlation test was used. The results of the test can be seen in the below table:

Table2: results of the Pearson correlation test

<b>Question's Variables</b>	<b>Correlation coefficient(R)</b>	<b>Sig</b>	<b>Result</b>
<b>Perceived Organizational Support and Burnout</b>	-0.527	0.00	confirmed
<b>Fairness and Emotional Exhaustion</b>	-0.567	0.00	confirmed
<b>Fairness and Depersonalization</b>	-0.430	0.00	confirmed
<b>Fairness and Individual Failure</b>	0.051	0.602	Not confirmed
<b>Supervisor Support and Emotional Exhaustion</b>	-0.483	0.00	confirmed
<b>Supervisor Support and Depersonalization</b>	-0.098	0.315	Not confirmed
<b>Supervisor Support and Individual Failure</b>	-0.022	0.819	Not confirmed
<b>Organizational Rewards and Emotional Exhaustion</b>	-0.66	0.00	confirmed
<b>Organizational Rewards and Depersonalization</b>	-0.314	0.001	Not confirmed
<b>Organizational Rewards and Individual Failure</b>	0.162	0.093	Not confirmed
<b>Job Conditions and Emotional Exhaustion</b>	-0.546	0.00	confirmed
<b>Job Conditions and Depersonalization</b>	-0.159	0.101	Not confirmed
<b>Job Conditions and Individual Failure</b>	0.05	0.604	Not confirmed

As can be seen in the above table, given the sig value greater than 0.05, the relationship between variables Fairness and Individual Failure, Supervisor Support and Depersonalization, Supervisor Support and Individual Failure, Organizational Rewards and Depersonalization, Organizational Rewards and Individual Failure, Job Conditions and Depersonalization, Job Conditions and Individual Failure, not confirmed and as can be seen in the above table other relationships between variables have been verified by significant coefficient less than 0.05. Continue to examine the impact of independent variable on the dependent variable Regression test was used. The result of this test can be seen in the table3:

Table3: Result of Line Regression

independent variable	dependent variable	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	β	t	Sig
<i>Perceived Organizational Support</i>	<i>Burnout</i>	0.527	0.278	0.271	-0.527	-6.391	0.00

As can be seen in the above table significant coefficient is less than 0.05, so Independent variable explains changes in the dependent variable well. The R<sup>2</sup> = 0.278 hence perceived organizational support alone explains 8/27% of the variance (adjusted) of burnout.

In order to explain the role of each component of perceived organizational support on burnout used Stepwise Regression. Components of perceived organizational support were considered as a predictor variables and burnout as criterion variable. Variables entering were based on the correlation coefficient. The result of this test is presented in table 4:

Table4: Result of Stepwise Regression

Step	Variables	R	R <sup>2</sup>	F	Sig
1	<i>Supervisor Support</i>	0.384	0.147	18.325	0.00
2	<i>Job Conditions</i>	0.434	0.189	12.205	0.00
3	<i>Organizational Rewards</i>	0.528	0.279	13.398	0.00
	<i>Fairness</i>	0.569	0.323	12.307	0.00

As can be seen in the table 4, in the first step supervisor support variable because of having the highest correlation with the dependent variable entered into the regression equation and has explained 14.7% of the variance of burnout. In the second step job conditions variable because of having the highest correlation with the dependent variable after supervisor support variable entered into the regression equation and bring R<sup>2</sup> to 18.9% and explanatory power increased 4.2 %. In Third step Organizational Rewards variable entered into the regression equation and bring R<sup>2</sup> to 27.9% and explanatory power increased 9 %. And in the last step Fairness variable entered into the regression equation and bring R<sup>2</sup> to 32.3% and explanatory power increased 4.4 %.

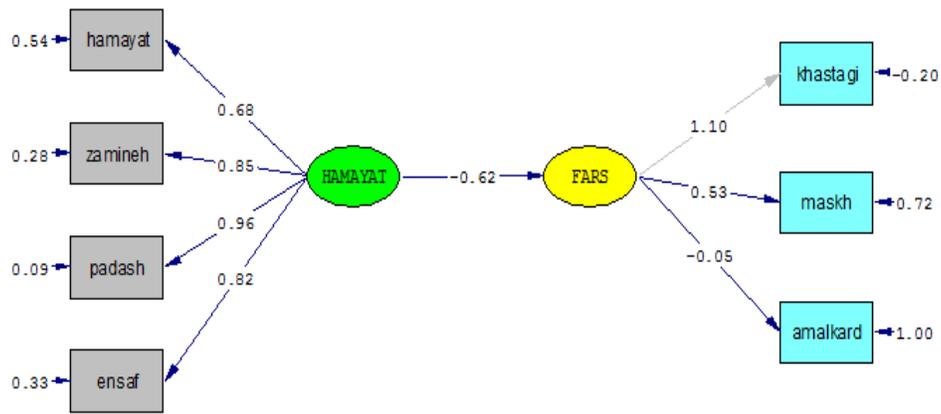
### Path Analysis

Path analysis was used to test the research model. If the value relative to the degrees of freedom (df) is smaller than 3, RMSEA<sup>1</sup> Less than 0.1, also GFI<sup>2</sup> and AGFI<sup>3</sup> are greater than 90%, it is concluded that the model is implemented in a proper fit. The relationship's standardized coefficient if the value of t be greater than 1.96 or smaller than -1.96, would be significant at the 99% confidence level. Path analysis results in both standard and t-value can be seen in the following figures:

<sup>1</sup> Root Mean Square Error of Approximation

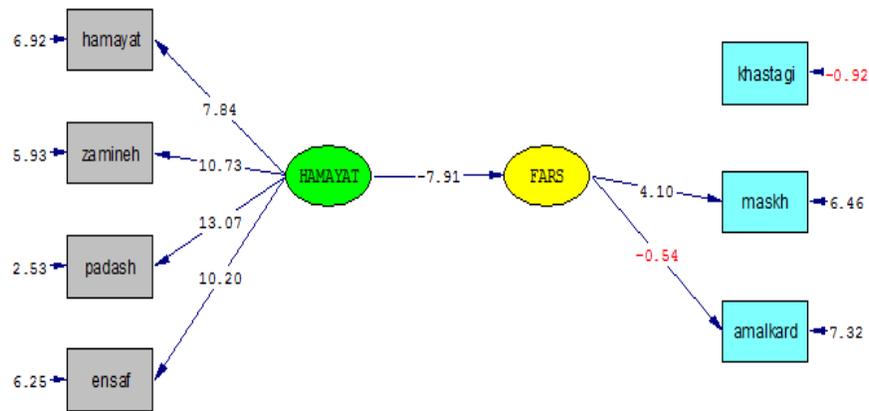
<sup>2</sup> Goodness of Fit Index

<sup>3</sup> Adjusted Goodness of Fit Index



Chi-Square=29.82, df=13, P-value=0.00000, RMSEA=0.062

Figure2: Path analysis in a standard mode



Chi-Square=29.82, df=13, P-value=0.00000, RMSEA=0.062

Figure3: Path analysis in t-value mode

As can be seen, and due to the significant t value, the chi-square fit, the RMSEA and calculated values higher than 90% for GFI and AGFI, model's valid and appropriate fitness is confirmed. And according to what is seen in the above figure the main hypothesis of this research has been approved.

### Conclusion

Present study were sought to examine the impact of dimensions of perceived organizational support on burnout and its dimensions. Results showed that between perceived organizational support and job burnout was a significant negative correlation in rate of 0.527. This means that however increases the perceived organizational support in organization burnout is reduced. Variable of fairness had a significant negative correlation in rate of 0.567 with emotional

exhaustion variable. Also with depersonalization variable had a significant negative correlation in rate of 0.43. The results also pointed that Supervisor Support variable with Emotional Exhaustion variable had a significant negative correlation in rate of 0.483. Also Organizational Rewards variable with Emotional Exhaustion variable and depersonalization variable respectively, had significant and negative correlation in rate of 0.660 and 0.314. Job Conditions variable with Emotional Exhaustion variable had significant and negative correlation in rate of 0.546. To explore the impact of perceived organizational support on burnout was used linear and stepwise regression. The coefficient of determination value was 0.278. This means that perceived organizational support variable explains about 29% of the burnout variable. The results of this study was aligned with Bobbio et al (2012), Walters et al (2007), Yamazaki et al (2000), Hamwi et al (2011), Penhaligone et al (2009), Lin (2013) and Hamwi et al (2011) researches.

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