



Investigation the Relationship between Psychological Hardiness and Job Burnout

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Abstract: The purpose of the study is investigation the relationship between psychological hardiness and job burnout of personnel in University of Bandar Abbas. This study was a descriptive survey and the survey instrument was two questionnaires. Statistical society was all of personnel in University of Bandar Abbas. Sample size (103 persons) determination is based on the Krejcie and Morgan table and cluster random sampling method was used. After data gathering, data analysis was carried out using SPSS software. Findings revealed that there are significant correlation between Job burnout and hardiness. Also findings showed that shows that there are significant correlation between Job burnout and Exhaustion ($P < 0.01$), depersonalization, and loss of a sense of personal accomplishment ($P < 0.05$).

Key Words: Psychological Hardiness, Job Burnout, Personnel in University of Bandar Abbas

INTRODUCTION

Workplace stress and burnout affects between 19% and 30% of employees in the general working population. Job stress is the psychological distress or strain that arises from both individual and organizational stressors in the workplace. Long term job stress can lead to burnout in the workplace and is characterized by feelings of exhaustion, cynicism, detachment, ineffectiveness and lack of personal accomplishment. Both job stress and burnout can result in employees with decreased organizational commitment and associated lower productivity ¹.

Based on the definition of Maslach¹, burnout is a condition characterized by emotional exhaustion, depersonalization and loss of a sense of personal accomplishment ². In the emotional exhaustion, the emotional force of the individuals collapses. The previous balance of the individuals with a high level of motivation gradually decreases by burnout and the job gets bored ³. Depersonalization means the extension of the negative attitudes that leads to apathy toward others. Finally, loss of a sense of personal accomplishment occurs when the individuals feel their functions are not successful. Stated another way,

the performance is distorted by the perceived success but not the real performance or success³.

Hardiness is a personal characteristic adjusting the way to cope with the stressful situations. Hardiness is a personal trait adjusting the way the individuals cope with the stressful situations⁴ and helps them to convert the stressful situations into opportunities for improving the performance, leadership, health and mental growth⁵. Individuals high in hardiness tend to take the stressful situations and undesirable experiences as the natural aspects of life. Instead of capturing these positions as the threatening situations, everybody considers them as the opportunities for challenge. These individuals feel more committed to their work and life and believe in their ability to execute control over their life and evaluate the stressful situations as the potential opportunities for change⁶.

Hardiness provides the courage and motivation to use social support and health cares. Confrontation is the attitude by which the people deal with the issues. A wider range of the issues is considered in Transformational coping and the threats are converted into the opportunities through the hopeful assessments of the issues. The individuals strengthen their relationships with their relatives through social support and by the encouragements and advancements received from the relatives; the individuals might feel as if the stressful events are less threatening⁵.

Kobasa believes that hardiness reflects the individuals' response to life events both personally and professionally and considers three factors of commitment, control and challenge⁷.

Commitment: Individuals high in hardiness have better feeling in their jobs and feel they can have more control over their life and believe that they might impact the possible undesirable events and consequences. Additionally, the positive or negative changes in the life are taken as the potential opportunities for growth and learning⁵.

Control: Those who have a strong sense of control over events have a significant and positive impact on their life events. These individuals believe that initiative and resourcefulness might help people to find solutions for the personal or professional problems to convert the stressful situations into an opportunity for learning new lessons⁵. They put more emphasize on their own responsibilities than the failures of the others in solving the problems⁶.

Challenge: The individuals involved in the challenge (the opposite point of danger or fear) believe that the positive or negative events of life are the opportunities for enhancing the spirit and increasing health and this leads to continuous personal and professional growth⁸. In fact, the hardy people believe that change is the natural aspect of life and this is accompanied by the cognitive flexibility and one's response to the life events⁹.

According to the adjusting role of hardiness in the stressful situations and the fact that burnout is created in confrontation with the job stressors, this study

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examines the relationship between psychological hardiness and job burnout of personnel in University of Bandar Abbas.

MATERIALS AND METHODS

This study is a descriptive one. Theoretical information of the research was gathered by reputable sites, books and related articles. The information and data for hypothesis testing were gathered by standard questionnaires. In this study, two standard questionnaires of Kobasa hardiness and Maslach Burnout were used for gathering data from statistical sample. Statistical society was all of personnel in University of Bandar Abbas. Sample size was calculated using Kerjeci and Morgan table and selection will be performed by cluster random sampling method. Validity of Kobasa hardiness questionnaire was approved by Dezhkam and Ghorbani reliability of it was calculated 0.85. Validity and reliability of Maslach Burnout Inventory was approved by Philian, so that reliability of it was calculated 0.88. In this study, Validity and reliability of the questionnaire was approved. Validity of the questionnaire was accepted by expert opinion of university and reliability of that was calculated by Cronbach's alpha and the value of that was 0.81 and 0.83 for Kobasa hardiness and Maslach Burnout questionnaires respectively¹⁰.

Before completing the questionnaire by the participants, general description of the study and its aims as well as important details about the questions presented to them. Enough time to complete the questionnaire was provided to participants. Write the name and characteristics of participants for the questionnaire was not compulsory, so they can fully express their opinions. After gathering data from the questionnaires, the information was analyzed and results are discussed with the findings of previous studies. All of data were analyzed by SPSS software.

RESULTS

Table 1 indicated descriptive statistics of participants. As demonstrated by the table, males with 78.7% are the maximum sex of participants. About education, bachelor participants with 60.1% make the most and participants with job experience between 11-20 years are highest in the group of job experience. Also 36-45 years old participants with 59.2% are the maximum range of age.

Table 1. Descriptive statistics of participants

Statistics						
Sex	Female			Male		
		22	21.3%	81	78.7%	
Education	Diploma		Bachelor		Masters or higher	
	12	11.6%	62	60.1%	29	28.3%
Job Experience	Less than 10 years		Between 11-20 years		Higher than 20 years	
	22	21.3%	61	59.2%	20	19.5%
Age	28-35 years		36-45 years		46-55 years	
	13	12.6%	61	59.2%	29	28.2%

Table 2 shows that there are significant correlation between Job burnout and hardiness ($P < 0.01$). As demonstrated in table 2, the correlation is negative and significant. This means that with increase of hardiness in individual, Job burnout is decreased.

Table 2. Correlation test between Job burnout and Hardiness

Job burnout		
Hardiness	-0.445**	Correlation
	0.001	p-value
	103	participants

Table 3 shows that there are significant correlation between Job burnout and Exhaustion ($P < 0.01$), depersonalization, and loss of a sense of personal accomplishment ($P < 0.05$).

Table 3. Correlation test between Job burnout and Hardiness variables

Variables		Exhaustion	depersonalization	loss of a sense of personal accomplishment
Job burnout	Correlation coefficient	0.427**	0.155*	0.274*
	p-value	0.001	0.022	0.018
	participants	103	103	103

To ranking the importance of the variables, Friedman test was used. On the base of Friedman test, exhaustion was the most important variables in job burnout and loss of a sense of personal accomplishment, and depersonalization were on the next in ranking.

Table 3. prioritization of indexes by Friedman test

Variables	Average	Priority
Exhaustion	3.92	First
Loss of a sense of personal accomplishment	3.55	Second
Depersonalization	3.29	Third

DISCUSSION

Results showed that there are significant correlation between Job burnout and hardiness ($P < 0.01$). These results are similar to reports of Moradi et al.¹⁰ that

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investigated the relationship between hardiness and burnout among the teachers of the universities and higher educational institutes and reported that there is significant relationship between hardiness and burnout among the teachers of the universities and higher educational institutes. Also this result is in accordance with findings of Erkutlu ¹¹ that studied impact of psychological hardiness and self-monitoring on teacher burnout and reported significant effect of psychological hardiness on teacher burnout.

Burnout has received extensive attention from researchers over the last 35 years. Additionally, burnout has recently been considered a public health problem (Gil-Monte, 2009). The prevalence of burnout is not only detrimental for the individual worker, but also for the organization, as it reduces productivity and affects the quality of services provided ².

Psychological hardiness is one of the elements which play a basic role in human's life quality and to create a balance among different dimensions of it .People who have low hardiness will hurt more by harmful elements in long term while people with high hardiness apparently have natural or acquirable security against the stressful elements. Hardiness is the ability to understand the external conditions accurately and to make a desirable decision about oneself ¹².

Hardiness is mainly relates to the adjustment and positive agreement encountering problems and difficulties ¹³. Researchers believe that hardiness and vulnerability are two opposite poles of a same continuum ¹⁴. Other researchers studied common features in people with hardiness includes: higher self-ruling, independency, sympathy, job commitment, endeavor, good problem, solving skills and good relationship with colleagues ¹⁵.

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