

The study of the Relationship between the Leadership styles of managers and Job Burnout of Technical-Vocational Education Centers Employees in the North of Iran

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ABSTRACT: Job burnout is a prolonged reaction to the emotional and interpersonal chronic stressors at work. The most important conditions of job burnout are hypofunction, absenteeism, successive delays, various complaints, conflict and contradiction in the workplace, jobs and responsibilities changes, or at last desertion. An important factor may affect employees' job burnout is the leadership style of managers. A successful manager has to have the leadership features to make employers welcome his presence. With regard to the subject, the present research is going to survey the relationship between the leadership styles of managers (relation-oriented and task-oriented) and job burnout of technical-vocational education centers employers. This research has been done due to applied objectives and a descriptive study through correlation method. The population included all employees of technical -vocational education centers in Gilan, Mazandaran and Golestan. From among them 291 subjects based on Krejcie and Morgan's table and by the use of random class sampling procedure were selected as the samples of this study. For collecting the research data, the questionnaires by the use of field and library methods were used. The research findings indicated that there is a significant relationship between the leadership styles and job burnout, the relation-oriented leadership had a negative relationship with job burnout while the task-oriented leadership had a positive and significant relationship with job burnout.

Key Words: job burnout, leadership style, relation-oriented leadership, task-oriented leadership.

INTRODUCTION

Job burnout is a term applying for describing the varieties of negative attitudes, morale and behavior confronting stressful situations at work. Job burnout mostly appears in jobs where employees work for long hours in close contact with other people (Rasouljan, et al, 2004). When a person is exposed to prolonged stress and not able to adjust himself with the situation, may suffer from job burnout. Job burnout is a continuous reaction to chronic emotional and interpersonal stressful stimulus at work (Nariman and Abbasi, 2009). Working and human beings are two main and inseparable components need to be planned according to a suitable program. Lack of adjustment and proportion between the abilities of humans and the kind of job they do, or the responsibility they have, may cause a lot of problems such as physical damages, and job burnout (Koushki, et al, 2009).

A manager's styles, the kind of his behavior and understanding employment and livelihood problems of employees can make his efficiency of management system improve basically. Leadership styles are special behavioral models which appear at work and continuous organizational activities and other people know that person due to them (Bani Hashemiyani et al, 2011). For being successful in the present world, using the skills of both management and leadership is necessary (Mahram and Dashti Rahmatabadi, 2009). Due to the importance of job burnout problem and the effects of leadership style on them, this final project is studying the very problem among the employees of technical-vocational education center in the north of the country. Overview of the research described in this chapter include the research problem, the

importance and necessity of this study, hypotheses, The domain of this research, and the definitions of the key words.

Research Problem

Job burnout is a psychological process which appears under the conditions of employment stress and shows itself as an emotional exhaustion, metamorphosis of personality, reduction of motivation, and weakness of performance (Sabeti, et al. 2011).

The features of job burnout and its effects on an employee and an organization, in recent decades, have taken the attention of a lot of researchers. Job burnout appears in different jobs and in different amounts and it often causes different problems such as hypofunction, absenteeism, successive delays, various complaints, conflict and contradiction in the workplace, jobs and responsibilities changes, and finally desertion (Farahbakhsh, 2011). These days, employees face continuous increasing of tasks in their workplace. They are exposed a lot of expectations from inside and outside of this social system, also under constant pressure of tasks. This pressure may affect them more than before, Their health and welfare put them in danger of exposing to stress, and under this condition, they will lose their balance and basic energies, therefore, their efficiency and effectiveness may be reduced. If they remain in such stressful situations, they will confront failure and exhaustion (Moorhead and Griffin, 2003).

Today, the roles of managers as leaders have a great importance, therefore, in all fields, there are continuous attempts for finding those people who have the necessary abilities of leadership. Lack of leadership is not devoted just for private institutes, it can also be seen in governmental organizations. So, referring to the lack of leadership talent in a society does not mean the lack of persons carrying out administration, but it points to having not enough persons who have the leadership abilities in the society and are able to perform their tasks effectively (Irannejad Parizi, Sasan Gohar, 2001).

Management grids are the external symbol of thoughts, desires, and characteristics of managers whose performance and involvement in an organization tasks are observed and examined as consistent models. An efficient manager who just lay down on his legal duties, is a big obstacle on the way of employees' needs. Bureaucratic management style intensifies severely provision, hierarchy and formal relationship, a kind of self-alienation, apathy and heartlessness for employees and it may cause depression, stress, and fiasco during a long term period (Mir Kamali, 2005).

An important factor may affect employees job burnout is the leadership style of managers. Unquestionably, management and leadership are improvement engine, salvation key, welfare, and independence of nations (Khalili Shourini, 1997). To be successful, managers have to have the features of leadership to make employees welcome their presence. Having the features and abilities of leadership causes their presence in the workplace to be accepted by the co-workers. In fact, having the features and abilities of leadership may reduce coercion and consolidation of management and increase its normality (Mir Kamali, 2005). Regarding to job burnout problem and its effects on leadership style, this research is going to study the leadership styles of managers (relation-oriented and task-oriented) and the employees job burnout of technical-vocational education centers in the North of Iran.

Research Background

In this chapter, the studies about job burnout and the factors affect it inside and outside Iran are mentioned.

Shiroudi (2006) in a study about the relationship between job burnout and type of personality, Locus of control, job satisfaction, effectiveness of training coping skills with stress and its reduction in Iran Khodro employees, showed these results: There is a significant relationship between type A of personality and job burnout with 99% confidence. Type A of personality are those with these features: competition, time immediacy, anger and hostility, impatience, aggression, multiple behavior, trying to achieve their goal without any planning, these lead them to be threatened by job burnout as well as negative attitude towards working, emotional exhaustion, depersonalization, reduction the feeling of being qualified, feeling of being under pressure, negative self-assessment, suspicion, resentment and derangement (Shiroudi, 2006).

(Pardakhtchi, et al 2009) in a research, "studying the relationship between the quality of the career and job burnout of school administrators and teachers in Takistan", studied about the problem of job burnout. The results showed that there was an inverse and significant relationship between the quality of the career and job burnout of school administrators and teachers. From among the qualities of careers after sorting the variables, fair payment, social relevance, overall living space, and individual capabilities, the last two variables has the most effects on job burnout (Pardakhtchi, et al, 2009).

(Ashrafi Ahmadi, et al 2010) researched about "the relationship between the organization commitment and job burnout of junior highschool teachers in Mahabad. After analyzing the data by the use of Pearson's correlation coefficient, it was indicated that between the organization commitment and job burnout there was a significant relationship, also an inverse and significant correlation was found between job burnout and the

variables of emotional commitment, ongoing commitment, and normative commitment (Ashrafi Ahmadi, et al, 2010).

(Khomrniya, et al, 2011) studied about "the effects of dimensions of social capital on job burnout of female nurses in Hashemi Nejad hospital" in 2010. Based on the analysis of the data female nurses regarding to exhaustion, depersonalization had more job burnout but due to their personal performance, they had lower level of job burnout. According to research results, from among five variables of social capital, two variables of trust and the sense of forging in had a significant relationship with job burnout as well as affecting it (Khomrniya, et al, 2011).

(Garrosa, et al 2008), after surveying "the relationship between the variables of demographic, job stressors, and job burnout of nurses" obtained this result: job burnout of the employees with the variables of age, job situations, job stressors incompatible interactions, and ambiguity of their roles had relationship (Garrosa, 2008).

(Brookings, et al 2007) in a study "the relationship between job burnout and predicting job satisfaction" got the result that there was a relationship between variables such as self-esteem, stress, aversion, and locus of control and job burnout (Brookings, et al, 2007).

(Downey, et al 2002) studied "the relationship between personality features and job burnout of the military students" and the result indicated that there was a significant relationship between personality features and job burnout, and it was reported those students who got low scores in the test of self-evaluation (the test for evaluating self-esteem, self-efficiency, locus of control, and emotional stability), had lower level of self-efficiency in job and higher level of suspicion (Downey, et al, 2002).

(Greenglass, et al 1993) obtained the result of a research about "the relationship between social support and job burnout of teachers due to passing time" that showed a job burnout model could be improved in a way that receiving social support and job pressure affected interaction (Greenglass, et al, 1993).

RESEARCH HYPOTHESIS

Regarding the research question and the purpose of this study, the following research hypotheses are mentioned.

The Main Hypothesis

There is a relationship between managers leadership style and job burnout of the technical-vocational education centers employees.

Sub Hypothesis

- 1) There is a relationship between task-oriented leadership style and job burnout of employees.
- 2) There is a relationship between relation-oriented leadership style and job burnout of employees.
- 3) There is a relationship between age and job burnout of employees.
- 4) There is a relationship between years of work and job burnout of employees.
- 5) There is a difference between males and females job burnout.

RESEARCH METHODOLOGY

The present research has an applicable research purpose, because the results may be applied by the technical-vocational education centers in the north of the country, also by those who are interested in this issue. As in this study, library research method, analysing texts, field methods such as using questionnaire were used for collecting research data, studying managers and employees' opinions of the technical-vocational education centers about leadership styles and job burnout, it could be stated that this research was descriptive and scaling. The population consists of all managers and employees of the technical-vocational education centers in the north of the country in 2012. Sampling method for managers by the use of census method and for employees were through random class sampling method that the samples were split among the technical-vocational centers. Since collecting data related to managers had been performed by the use of census method, the number of the technical-vocational education centers are 55, then the number of managers tested were 55 too. Regarding the number of the technical-vocational education centers employees in Gilan, Mazandaran, and Golestan were 1153, the number of samples due to Morgan's table was determined as 291. The number of samples in terms of the number of the technical-vocational centers employees in the north provinces was determined by the use of classification.

For collecting the data of this research, library method (internet, books, articles, Final projects of students and reports) and field method (questionnaire for evaluating the leadership styles and job burnout of the employees) were used. After determining the hypotheses regarding the research variables, to measure the variables according to the population, leadership questionnaires of Lotanz (1985) and job burnout questionnaire

of Maslach and Jackson(1985)were used. In this research, task-oriented and relation-oriented leadership styles were studied as predictable variables. The criterion variable in this study was the employees' job burnout. Also moderator variables studied were age, sex, and working years of the employees. In the present study, the descriptive statistics method (Frequency table, mean, standard deviation, variance and percentage)and the inferential statistics method(Spearman correlation coefficient, T-test for two independent samples, ANOVA, Tukey test, Friedman test),for summerizing and analyzing the research data were used. The statistics software used in this study was SPSS.

RESEARCH FINDINGS

A-The Finding of Samples' General Characteristics

Sex: Frequency distribution of men and women among respondents showed that the number of men was four times more than the number of women in statistics samples,77% of subjects were men and 23% were women.

Age: According to the research findings, the age group of 35-45 with 150 Frequency and 51.5 Frequency percentage had more Frequency than other groups. Those with the ages less than 25-35, 45-55 and more than 55 were 2.1%,25.8%,19.9% and 0.7% from the total percentage of the statistics samples of this research.

The Respondents' years of work :The respondents Frequency distribution based on their years of work in the technical-vocational education centers in the north of the country indicated that the most Frequency percentage relates to the years of work of more than 20 years, 124 Frequency, 42.6% Frequency percentage But the Frequency percentage of the groups with the years of work of less than 5 years ,5-10,10-15,and 15-20 were 5.2%,7.2 %, 9.3%, and 35.7% Frequency.

B-Analyzing the Research Hypotheses

Hypothesis 1

There is a relationship between the employees' leadership styles and their job burnout of the technical-vocational education centers in the north of the country.

For analysing the above mentioned hypothesis, first, the leaders were determined according to the relation-oriented and the task-oriented leadership styles (From among 55 managers, 31 managers were relation-oriented and 24 managers were task-oriented), then the employees' opinions were asked about the centers controlled by task-oriented managers(N=124) and the mean score was compared with the mean score of those with relation-oriented managers (N=167) through independent T-test.

Statistics hypotheses are shown as following by the use of Spearman correlation coefficient:

$$H_0 : \mu_1 = \mu_2$$

$$H_1 : \mu_1 \neq \mu_2$$

H₁ shows that there is a difference between the job burnout of the employees' with task-oriented managers and those with relation-oriented managers after comparing their mean scores. While H₀ indicates no difference between two mean scores.

Table 1.Independent T-test of the main hypothesis of the research

| variable | freedom degree | mean of relation-oriented ones | mean of task-oriented ones | independent T | P |
|-------------|----------------|--------------------------------|----------------------------|---------------|------|
| Job burnout | 289 | 3.341 | 3.751 | -4.849 | 0.00 |

According to table 1, T was significant at the level of P≤ 0.05, the statistics hypothesis was rejected, but H₁ was confirmed. So with 95% confidence it could be claimed that the job burnout of employees in the technical-vocational education centers in the north of the country with task-oriented leadership style was more than those with relation-oriented one.

Hypothesis 2

There is a relationship between task-oriented leadership style and job burnout of employees.

To find if there was a positive or negative relationship between task-oriented leadership style and job burnout of employees, Spearman correlation coefficient test was used to determine the correlation between two qualitative variables was applicable in a society. The statistics hypotheses are as following.

$$H_0 : \rho = 0$$

$$H_1 : \rho \neq 0$$

H₁ showed that the mean score of those respondents with task-oriented leadership style and the mean score of those with relation-oriented leadership style were correlated, while H₀ indicated no correlation.

Table 2. correlation coefficient of the first sub hypothesis

| variables | N | mean | Std. deviation | correlation coefficient | P |
|--------------------------------|-----|--------|----------------|-------------------------|-------|
| task-oriented leadership style | 291 | 12.345 | 2.547 | 0.544 | 0.000 |
| job burnout | 291 | 3.648 | 0.574 | 1 | |

As table 2 shows, the mean score of those answers related to task-oriented leadership style and job burnout were positively correlated at the level of $P \leq 0.01$, there fore, H_1 was accepted while H_0 was rejected. So with 99% confidence, it could be said there was a relationship between task-oriented leadership style and job burnout of the employees of the technical-vocational education centers in the north of the country.

Hypothesis 3:

There is a relationship between relation-oriented leadership style and job burnout of employees in the technical-vocational education centers in the north of the country. To survey the relationship, Spearman correlation coefficient test was used, to perform this test, the statistics hypothesis are shown as following:

$$H_0 : \rho = 0$$

$$H_1 : \rho \neq 0$$

According to H_1 explanation, the mean score of the answers related to relation-oriented leadership style was correlated the mean score of those related to job burnout, whil based on H_0 , there was no correlation between two mean scores.

Table 3. The correlation coefficient of the Research Second Sub hypothesis

| variables | N | mean | Std. deviation | correlation coefficient | P |
|------------------------------------|-----|-------|----------------|-------------------------|-------|
| relation-oriented leadership style | 291 | 7.800 | 2.289 | -0.518 | 0.000 |
| Job burnout | 291 | 3.648 | 0.574 | 1 | |

Table 3 showed that the correlation coefficient at the level of $P \leq 0.01$ was significant, then H_0 was rejected, whil H_1 was accepted. So, with 99% confidence, it could be concluded that relation-oriented leadership style and job burnout of the employees in the technical-vocational education centers in the north of the country were negatively correlated.

Hypothesis 4:

There is a relationship between age and job burnout of employees. For studying about this hypothesis, ANOVA which could be applied for more than two groups was used to reveal if there was a difference between the employees' ages and their job burnout .For conducting ANOVA the statistics hypotheses are shown as following.

$$H_0 : \mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$$

$$H_1 : \text{At least one of the means is not equal to others}$$

H_1 showed the mean score of the answers related to 5 age groups (below 25, 25-35, 35-45, 45-55 and above 55 years old) were not equal due to the variable, H_0 showed the mean scores were equal.

Table 4. ANOVA of the employees' opinions due to their ages

| variables | N | degree of freedom | F | P |
|-------------|-----|-------------------|-------|-------|
| job burnout | 291 | 4 | 1.403 | 0.039 |

According to table 4 and observed F, the mean score of job burnout related to the ages of the respondents had a significant difference at the level of $P \leq 0.05$. There fore with 95% confidence, it could be concluded that there was a relationship between age and job burnout of the technical-vocational education centers employees in the north of the country. For finding the difference of the employees' opinions ,Tukey's

post hoc test was used , the results showed that those employees with more than 20 years of working involved more job burnout than other employees.

Hypothesis 5:

There is a relationship between years of work and job burnout of employees.

To test this hypothesis , also ANOVA was used to be applicable for a society with more than two groups to reveal if the employees' opinions related to years of work could be different by considering job burnout . To conduct ANOVA, the statistics hypotheses are shown as :

$$H_0 : \mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$$

H_1 : At least one of the means is not equal to other ones.

For testing this hypothesis, H_1 was explained as the mean score of the answers of the 5 different years of work groups (below 5 , 5-10 , 10-15, 15-20, and above years of work of 20). Were not equal due to the variable , and H_0 was shown as the mean scores are equal.

Table 5. ANOVA of the employees' opinions related to working years

| variables | N | degree of freedom | F | P |
|-------------|-----|-------------------|-------|-------|
| job burnout | 291 | 4 | 1.798 | 0.013 |

According to table 5 and observed F, the mean score of job burnout related to years of work respondents had a significant difference at the level of $P \leq 0.05$. So, with 95% confidence, it could be concluded that there was a relationship between years of work and job burnout of the technical-vocational education centers employees in the north of the country. The results of Tyukey's post hoc test showed that the employees with 15-20 and more than 20 years of work had more job burnout than other groups.

Hypothesis 6:

There is difference between the amount of women and men's job burnout.

To test this hypothesis, independent T-test to find if there was any significant difference between the mean scores of the respondents' opinions based on their sex related to job burnout. Independent T-test is used where there were two independent groups in a research. SPSS software was used to evaluate the consistency of variances (through levene test). The statistics hypotheses due to independent T-test are defined as :

$$H_0 : \mu_1 = \mu_2$$

$$H_1 : \mu_1 \neq \mu_2$$

H_0 was explained as there was no difference between the mean scores of men and women , while H_1 is defined as there was a significant difference between the mean scores of men and woman.

Table 6. Independent T-test for the respondents' opinions related to their sex

| variable | degree of freedom | mean scores of men | mean scores of women | independentT | P |
|-------------|-------------------|--------------------|----------------------|--------------|-------|
| job burnout | 289 | 3.459 | 3.704 | -2.498 | 0.028 |

According to table 6 and observed independent T, there was a significant difference of job burnout between men and women. It meant H_0 was rejected and H_1 was accepted. As the results showed the job burnout score of the female employees was higher than the male employees'.

DISCUSSION AND CONCLUSION

By confirming the main hypothesis and also the first and second hypotheses of this research , it was revealed that there was a significant relationship between task-oriented leadership style and job burnout of the employees of the technical-vocational education center in the north of the country and also there was a difference between task-oriented employees and relation-oriented onse in their mean scores of job burnout. So, it is suggested that it is better in technical- vocational education center , task-oriented leadership styles are not used and those fields related to this kind of leadership style are omitted in such centers and relation-oriented ones are used.

Confirming the second sub hypothesis showed a relationship between relation-oriented leadership style and job burnout , also the obtained correlation coefficient indicated there was a negative relationship between the above mentioned variables . It is recommended that technical-vocational education center to take advantage of relation-oriented leadership style to manage their employees, provide conditions to administer this

model of leadership style. Confirming the third sub hypothesis indicated that there was a relationship between age and job burnout of the employees of the technical-vocational education center in the north of the country . According to this result , personnel policies and planning to reduce job burnout of employees at older ages, it is recommended that by taking advantage of the valuable experiences of older people to avoid their job burnout.

Confirming the fourth sub hypothesis showed that there was a relationship between work experience and job burnout of employees, also the research findings indicated those with more work experience had more job burnout in comparison with other groups. Therefore, it could be concluded that the more work experience, the more burnout. As a suggestion, for avoiding job burnout some appropriate measures should be considered for the employees of technical-vocational education center after working for several years(educational programs, cultural activities, motivational measures, and).

Confirming the fifth sub hypothesis revealed the difference between the amount of the male and female employees job burnout, also the mean scores of the both genders' opinions indicated the score of the females' job burnout was higher than males'.As a suggestion, having more attention to the mental and personality traits of both male and female employees in their activities, especially women's interactions and collisions related to their feelings and emotions should not be ignored. As the research findings showed the opinions of the respondents related to leadership styles, there was no significant differences due to sex, age, years of works of employees. Therefore it is recommended that by considering the first and second sub hypotheses for both male and female groups of employees, relation-oriented leadership style are replaced task-oriented leadership style.

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