Job Insecurity; Leading to Job Stress and Staff's Working Burnout: Case Study of Eastern Golestan Province's Hospitals

Zahra Kakooei[1], Zeinab Alinajafi[2]

[1.] Educational Assistant, Department of Educational Sciences and Psychology, Payame Noor University (PNU), Tehran, Iran
[2.] Assistant professor, Department of management, Payame Noor University (PNU), Tehran, Iran
Z.kakooe@golestan.pnu.ac.ir

Abstract: The lack of job security is an issue which can lead to many negative results for the organization. Regarding the fact that staff are the most important property of any organization and can be a competitive advantage for firms, organizations are bound to provide a fair ground for this to happen. This paper aims to evaluate the connection between job insecurity, job stress, and working burnout at hospitals of eastern Golestan. The method to the research is descriptive and correlational. The statistical population consists of all the staff of eastern Golestan's hospitals. 186 are selected by Cochran's method by simple random sampling as sample to this research. Job insecurity questionnaire of nessi (2002), job stress questionnaire of Spiu (1987), and working burnout questionnaire of Maslach & Jackson (1981) are used. To analyze the assumptions of the research, path analysis as well as LISREL were used. The results showed that there is significant relation between job insecurity, job stress, and aspects of working burnout (emotional fatigue, turn of personality, lack of self-esteem).

1. Introduction

The issue of fatigue in staff or working burnout is now a very common problem in service-offering businesses. According to current statistical findings, from among every seven people at the end of the day one will be fed up by burnout. Since burnout may lead to a reduction in efficiency, a surge in being absent in work, a surge in the cost of health problems, physical and behavioral changes, and a lack of quality in the services granted to clients and consequently a lack of satisfaction of the services, recognition and identification of working burnout has crucial roles in increasing the psychological health and a surge in quality of services (Toubaei, Daghighafkar, & Haghshenas, 2010). In recent years the term working burnout has been associated with professional stress in ample texts and has been the subject of many research from 1974 and since the term working burnout was first coined by Freudenberg (1974). In an evaluation of physical and psychological features of people, two factors of genetics and environment have crucial impacts on people. Staff spend their time doing many things and especially they spend most of their time in adulthood at work. Hence, it is clear that factors in the working environment govern the functioning of people at work and this is because the psychological elements coming from work conditions (Bish et al, 2004). Stress has ample impacts on the wellbeing as well as the functioning of the staff at work. Managers, staff, and clients all get mad via tensions and stressful situations at work. They, at this matter, do things that directly influence the efficiency of the organization. Tensions make physical conditions as well for instance by undermining the health of the staff the organization undergoes damage and cost. Extensive stress makes the human force without morale and hence the goal of the organization is diminished (Alvani, 2009: 11). In the concept of job security such things as change of job, losing job, and not getting a proper job is contained. Hence, the belief of industrial and organizational psychologists is one of the factors contributing to job satisfaction (Shakerinia, 1997). Supplying needs are common between anybody. We intend to take shelter from hardships of lives that are very frequent such as accidents, wars, illness, and job insecurity. Thus, individuals and organizations are interested in providing insurance so that they will be safe from such things (Hersi & Blanchard, 1996). According to the facts that were mentioned, the main question of this paper is whether job insecurity is related to job stress and burnout significantly at the hospitals of eastern Golestan.

Theoretical Base

When it comes to job security, many people get the thought that it means that they should be officially enrolled at the organization or have tenure so that they have security. This though is somehow useful in the case that economic security of the people will be observed. However, we should take into consideration the fact that when people are enrolled and are safe at

their position gradually they would get complacency and they no longer consider promotion of any kind. This, in turn puts their security at stake. Nowadays, job security is somewhat parallel to the fact that organizations should be dependent on staff not people working on the company. This pre-requires that organizations provide the necessary ground for the growth of the staff. Hence, in the today's firms being officially enrolled is not the case but such factors as efficiency, specialization, creativity, innovation, etc. are the contributing ones to job security. For instance, if someone is enrolled at a firm and cannot meet the needs and demands of the boss or clients, will be separated from the chain of staff and finally be fired. On the other hand, if someone is only working for a company as a freelancer but has ability to meet the ever-growing demands of the organization that person is in a way enrolled at the job forever. Job security is more like providing the fair ground for the person's growth on the part of the organization in a way that the firm be dependent on the specialization and skill of the person and outside the company the recruitment will be awaiting that person (Soltani, 2000). Focus on the work shows the constant nature of the job and this focus prevents people having two jobs and forms part of job security. Less moving at work illustrates the security to some extent whose result is specialization and skillfulness. When people learn skills at work their security is formed at least part of it. Choosing a proper job leads to the person being satisfied with the job which has direct relations with job security. Security leads to creative thinking of the staff and they no longer act upon the doctrines of the society and finally we can see that this creative strengthens the job security for the staff. Satisfaction with the economic situation leads to the trust of the person and inculcates the feeling of equality and this in turn plays a role in the increasing of job security. One of the components of job security is a sense of feeling and love and passion that exists between employees and this helps people have healthy psyches and this helps meet the needs of men and women who are attracted to each other and finally when people supplement their soul by these passions the job security related to this fact is met. The feeling of calmness at work relieves the tension and stress and this fact in turn eliminates the factors contributing to job insecurity. When at the second stage people become dependent on the organization the result is organizational commitment. When staff of the company defend the firm against critics both directly and indirectly they give credit to the organization and this in turn strengthens the job security (Soltani, 2000). One of the common phenomena that is seen mostly in the employees that are under stress is work burnout. This phenomenon is reduced adaptation ability of people

against tensions and stress. It is in fact a syndrome which is combined of physical and psychological fatigue leading to negative self-concept, negative concept toward the job and lack of feeling and morale with the visiting clients (Pardakhtchi, Ahmadi, & Arezoomandi, 2009). The most common definition of working burnout is that of Maslach and Jackson (1993). In that definition burnout is a psychological syndrome consisting of three aspects of emotional fatigue, personality dry-out, and reduction of self-esteem (Almasian & Rahimikia, 2012). Maslach proposed a 3 dimensional definition of burnout (Akbari, Ghafar Samar, Kiany, & Eghtesadi, 2011). Emotional fatigue is much like psychological stress variable and is like being under the pressure and give in to the stress. In this situation the individual may become indifferent and no longer has his work stimulated the feeling being alert. Personality dry-out is the negative and rude behavior toward clients and people who visit the office to receive the services. In this matter, the employee assumes the clients to be a creditor who is pushing much too far to get her demands. Now the employee turns to non-verbal or verbal aggressive behavior such as intentional delays and obstructive behaviors in offering services. Reduction of self-esteem is a reduction in the belief that people hold of their value and how they perform their job. Hence, this is a negative evaluation of self in doing tasks. In other words, this feeling is the result a natural cycle or deficit cycle that has been created earlier. Among staff and employees, the term fossilized is used to refer to this phenomenon. The stages to creating burnout are the following: Honey moon period is the stage where we start our work somewhere with energy and passion. If there is no promotion or encouragement the sag of energy starts and the person without knowing will be emptied of energy. Energy diminish is the stage at which the person starts to feel the lack of energy thus begins some activities to relieve the pain such as smoking, sleeping in, drug abuse etc. in fact the person deceives herself. The beginning of chronic signs of depression is the stage where chronic fatigue, headaches, acids coming up stomach, aggression and depression are heavier.

Crisis: this is the stage where deep-rooted pessimism, and the thought of escaping the realism is started. Dead-end stage: that is the stage where the person is much prone to lose her job and fights with staff and co-workers and at home shows signs of aggression toward spouse or children (Rasouli, Shahaei, & Safaei, 2012). Symptoms of work burnout are the following: losing interest in the job, depression, inability to work, the feeling that person needs more recognition, the feeling of separation and strangeness, the feeling of being indifferent, and

hatred. The indexes for approaches: pessimism, the feeling of lack of trust toward organization and workplace, being annoyed. Behavioral indices: being aggressive, isolation from others, the reduction of ability to do tasks, the limitation of social activities, the increase of problems with authorities who by the way are very irresponsible. Psychological indices: fatigue, muscle pain, joint pain, sleep disorders, gastrointestinal disorders, and constant colds. Organizational indices: ignoring clients, the reduction of moral behavior, the increase of illegal activities at work, being absent from work, not issued leaves, being prone to accidents at work (Khorami Nejad, 2014) Burnout is basically the result of job stress (Maleki Avaresin, Khadivi, & Khankeshizadeh, 2013). Generally, we can define stress as "when the person is put in a situation of being under stress and tension, has an annoying condition, feels a condition of not fulfillment or be in a situation of contradiction that person is under the stress" (Soltani & Rouhani, Burnout in Industrial and Productive Companies, 2000). Cases of stress that happen in the daily or work lives of people mostly consists of not fulfillment, anxiety, and internal contradictions each of which show a certain underlying problem (Soltani & Rouhani, Burnout in Industrial and Productive Companies, 2000). The complexity of industrial and trade organizations and consequently the change of lifestyle is itself a source for the ignition of stress. Psychological tension as a general concept and job stress as a specific concept are both cause of many problems and result of many underlying deep-rooted issues. One of its consequences in the working environment is work burnout. This phenomenon causes problems such as physical fatigue, disorders of sleeping, nausea, depression, inability at work, the feeling of pessimism toward others, inferiority concept of self or others (Maslach & Leiter, 2008).

Literature review

Ibrahimi et al (2014) studied working burnout and factors thereof in a research in staff of medical emergency and showed that working burnout in many staff regarding frequency (78.53 percent) and extensiveness (82.43 percent) was in medium levels. Between burnout and age, working hours, and seniority there was significant correlation but there was no significant correlation between marital status and educational background. Imani, Karamporian, & Hamidi (2014) in a paper titled the relation between quality of working life and job stress of employees of Martyrs Organization of Hamedan showed that the quality was somewhere medium and between quality of work life and education (p= -0.031) and between quality of life and seniority (p=0.024) there was significant correlation. Moreover, according to Pearson correlation test a significant relation between

the mean of quality of life and mean of stress in people was found (p=0.004). Moshiri et al (2014) in a paper entitled "the Relation between Organizational Justice and Working Burnout in Employees of PE and Youth Ministry of Tehran" showed that there is negative and significant relation between organizational justice and its scales and working burnout. Moreover, the results coming from regression analysis showed that distribution justice is a great prediction to working burnout. Rashedi, Foroughan, & Hosseini (2012) in their study titled an evaluation of likns between organizational culture and staff working burnout in Behzisti Organization of Tehran found that there is significant relation between components of organizational culture and working burnout so that organizational culture (individualism/ morale and risk taking ability) holds positive and significant relations with working burnout (psyche inability). The increase in teamwork and reduction in risk taking activities is prone to increase not qualified behaviors of people. Hajlo (2012) in a research titled the relation between job stress, burnout and working quality of life with a feeling of satisfaction from the working environment of Mohaghegh Ardebili University showed that between job stress, quality of life, satisfaction, and burnout there exists negative relation and between satisfaction of environment, life quality, job stress, and burnout there exists positive significant relations. Lee (2014) in a paper entitled creating emotional commitment to the organization among China's university lecturers stated that organizational justice role and working burnout showed that justice is a predicting factor to emotional commitment and specifically justice is a strong prediction to emotional commitment and distribution justice has great influence on the commitment. Moreover, the two sub scales of burnout including emotional fatigue and personal functioning of important intermediaries regard associative justice and emotional one to be important. Sujlin Son et al (2014) in a paper entitled the nature of relation between perceived interpersonal justice and burnout thus job quit: the role of leader association stated that the role of leader/ member is to some extent the intermediary to perceived interpersonal justice and work burnout. The trust which is based on understanding in leaders itself adjusts the relations between leader/member connection and burnout as well as mitigating it. Campbell et al (2013) in a paper entitled the impacts of justice and support on burnout showed that burnout and its sub scales (emotional fatigue, personality shift, ability reduction) is under the influence of organizational justice (distribution, associative and connection), as well as the two sources of support (from organization and superintendents). Griffin et al (2010) in a paper entitled job commitment, job stress,

satisfaction of work, organizational commitment, and working burnout in the staff of prisons showed that work satisfaction has inverse relation with emotional fatigue, personality shift, and feeling of not reaching success. This is while job stress has positive significant relation with personality shift and emotional fatigue. Career related thoughts proved positive relation with emotional fatigue while organizational commitment had no relations with each of three dimensions of working burnout. Kastelos (2010) in his paper entitled an evaluation of understanding of work burnout among Greek Coaches of football reached the following results: football coaches experience low levels of burnout and the more they go through stress the more the psychological health of them is undermined as well as their burnout. There were positive significant relations with all the three aspects of burnout in different age ranges. The result was that with the increasing of age the amount of burnout was decreased. The skills with the increasing of age has become higher. Ogresta, Rusac, & Zorec (2008)in their paper entitled the relation between work burnout syndrome and job satisfaction of psychological health centers showed that the satisfaction from paying hourly, the situation at work, the environment to progress, and the signs of physical and psychological matters, all are predictive factors to personal functioning. Devereux et al (2009) evaluated the intermediary impacts of fighting against social support in the relation between job demand and burnout for the staff of intellectual disability centers and showed that the relation between job demand and emotional burnout with the advent of an intermediary factor decreased. Martinussen, Richardsen, & Burke (2007) in a study on policemen of Norway found out that such factors as needs and job resources, family pressure with burnout and its components have relations. Moreover, in this study it was shown that physical problems, life satisfaction, job satisfaction, commitment and work burnout are predicted by the first variable mentioned. Al-Mohannadi & Capel (2007) found out that stress does not experience a surge due to personal or environmental factors but is caused by the connection and association that the person holds toward other things. They know the stress factors related to the work to be unsuitable environment, a lack of respect towards teachers, managerial style and methods, connection with co-workers, not supporting co-workers, contradiction and ambiguity in role etc. Langbesh (2006) attempted to evaluate the relations between organizational and citizen behavior, pressure and burnout and concluded that there is positive and significant relation between organizational behavior and sensitivity to justice and negative significant relation between organizational behavior and work burnout.

Conceptual Model towards the Study

After reviewing the relevant literature, the conceptual model of the research is as follows:
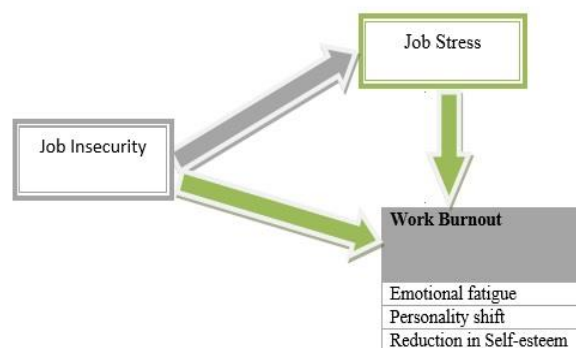
Figure 1. Study's Conceptual Model

Research Assumptions

1. There is significant relation between job insecurity and emotional fatigue

2. There is significant relation between job insecurity and personality shift

3. There is significant relation between job insecurity and a reduction in self-esteem

4. There is statistically significant relation between job stress and emotional fatigue.

5. There is statistically significant relation between Job stress and personality shift

6. There is statistically significant relation between job stress and a sag of self-esteem.

7. There is statistically significant relation between job insecurity and job stress

Methodology

The aim of the present study is applied and in terms of solidarity survey. The study population comprised all the employees of East hospitals in Golestan province that were 360 people. The sample size according to Cochran formula was 186 individuals. Sampling was done randomly. Given that some of the questioner may not return or be filled wrong sample was distributed with about 10 percent increase. A questionnaire was used to collect data. The first part of the questionnaire consisted of demographic questions. In the second part of questionnaire 30 items from Nissy (2002) scale, 60 items from Speo job stress questionnaire and 22 items from Maslach work burnout questionnaire have been used which are 5-item in the spectrum of Likret. The reliability of questionnaire is explored by Cronbach's Alpha test which proved its sufficiency. The values thereof are as follows: job insecurity= 0.93 Job stress= 0.86 Emotional fatigue= 0.80 Personality shift= 0.84 A reduction in self-esteem= 0.88

To examine validity, Inventory to see a number of experts; this was approved after necessary amendments. Then the number of respondents was distributed primarily to meet the unknown and obscure their views were used. The next step was to survey. Afterward, they were distributed among the respondents and their opinions were used to solve the ambiguous matters. The next step was to analyze the data so it was done by using path analysis through LISREL software this study was done with moral considerations, as well as explaining the purpose of the research study units, data confidentiality by not writing the name in the questionnaire, would like to participate and the right choice for subjects.

Findings

In order to analyze the results path analysis was used. After ensuring the normality of variables, linearity and homogeneity of variance and path analysis was done. It should be noted that the model is approved, T standard values and coefficients must be meaningful and second to study the significance of its indices had a good fit. For values of T we use. That amount is significantly higher than the second. According to the analysis, all the relationships in the model of this study were significant.

Results
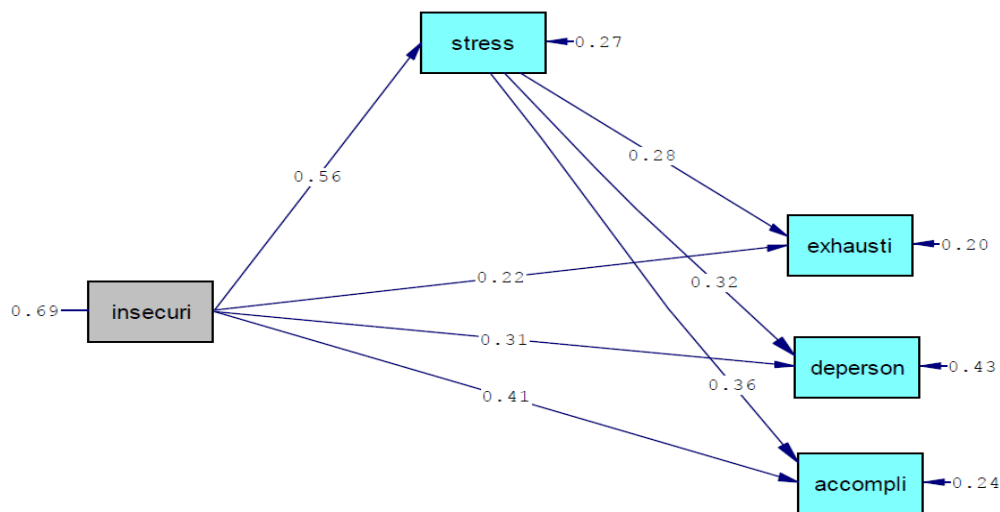
Chi-Square=3.23, df=3, P-value=0.00000, RMSEA=0.020

Figure 2. Finding Values in the Final Model

The values for the final model are seen in Table 1, Table 2 and Table 3

Table 1. The Values for Direct Relations among Variables in the Final Model

The Values for Direct Relations in the Final Path Model					
Relations	Finding Value	Standard Value	Standard Error of Finding	T Value	Significant Levels
Job insecurity and emotional fatigue	0.22	0.25	0.04	4.26	<0.05p
Job insecurity and personality shift	0.31	0.34	0.04	5.18	<0.05p
Job insecurity and self-esteem decrease	0.41	0.44	0.05	3.53	<0.05p
Job stress and emotional fatigue	0.28	0.32	0.06	3.46	<0.05p
Job stress and personality shift	0.32	0.36	0.03	4.29	<0.05p
Job stress and self-esteem reduction	0.36	0.40	0.04	5.72	<0.05p
Job insecurity and job stress	0.56	0.59	0.04	6.23	<0.05p

Table 2. The Values for Indirect Relations among Variables in the Final Model

The Values for Indirect Relation in the Final Path Model					
Relations	Finding Value	Standard Value	Standard Finding Error	T Value	Significant Levels
Job security and exhaustion	0.18	0.21	0.04	8.21	<0.05p
Job security and personality shift	0.24	0.27	0.04	6.14	<0.05p
Job insecurity and self-esteem reduction	0.26	0.29	0.03	5.63	<0.05p

Table 3. The Values for Total Impact among Variables in the Final Model

Total Impact Values (Indirect or Direct) at the Final Path Model					
Relations	Estimation Value	Standard Value	Standard Estimation Error	T Value	Significant Level
Job insecurity and emotional fatigue	0.22	0.25	0.04	4.26	<0.05p
Job insecurity and personality shift	0.31	0.34	0.04	5.18	<0.05p
Job insecurity and self-esteem diminishing	0.41	0.44	0.05	3.53	<0.05p
Job stress and emotional fatigue	0.28	0.32	0.06	3.46	<0.05p
Job stress and personality shift	0.32	0.36	0.03	4.29	<0.05p
Job stress and self-esteem reduction	0.36	0.40	0.04	5.72	<0.05p
Job insecurity and job stress	0.56	0.59	0.04	6.23	<0.05p

Table 4. Fit Signs for the Final Model

Result	Value	Acceptable Range	Signifier
Verification of model	1.07	<3	$\chi 2/df$
Verification of model	0.99	>0.9	GFI
Verification of model	0.02	<0.08	RMSEA
Verification of model	0.011	<0.05	RMR
Verification of model	0.98	>0.90	NFI
Verification of model	1	>0.90	IFI
Verification of model	1	>0.90	CFI

Results of path analysis indicate that more than 95% between Job insecurity and emotional exhaustion are directly related. (P <0.05, T = 4.26 and β = 0.22), given that a significant amount t greater than 2 and is thus the first assumption will be accepted. According to the Results of path analysis with more than 95% between Job insecurity and depersonalization directly there directly related (P <0.05, T = 5.18 and β = 0.31) and significant is because the amount is greater than 2, Thus the second hypothesis accepted flora. The results of the analysis show that more than 95% of Job insecurity and reduced sense of personal accomplishment are directly related (P <0.05, T = 3.53 and β = 0.41) with respect to t value that is significantly higher than the second, third hypothesis is accepted. The results of the analysis show that more than 95% between Job stress and emotional exhaustion directly related. (P <0.05, T = 3.46 and β = 0.28), given that a significant amount t greater than 2 and is thus the fourth premise is accepted. According to the Results of path analysis with more than 95% between Job stress and depersonalization to directly there (P <0.05, T = 4.29 and β = 0.32) because the amount is more than 2 t is significant, so thus the fifth hypothesis is accepted.

The results of the analysis show that more than 95% between Job stress and reduce feelings of personal accomplishment to directly there (P <0.05, T = 5.72 and β = 0.36) with respect to t value that is significantly higher than the second, sixth hypothesis is accepted. According to the Results of path analysis with more than 95% between Job insecurity and job stress are directly related (P <0.05, T = 6.23 and β = 0.56) is significant because the amount is greater than 2, so thus the seventh hypothesis is accepted.

Discussion and Conclusion

This research deals with the relations between job insecurity, job stress, and working burnout in the state-controlled hospitals of eastern Golestan Province. The results illustrated that there are relations between job insecurity, job stress, and working burnout. To elaborate on the findings, we can say that stress related to work happens when the person feels that she is not able to perform her tasks and the resources for satisfaction are few. At this stage, the individual does not feel like going to work and even there will be feelings of panic in performing the tasks. The person may spend too much time doing something but may not get the same results. The

person may even show signs of mental disability. The human work force that is sufficient is a factor that contributed to the survival of organizations. In other words, the importance of the aforementioned factor is much higher than modern technology and good economic situation. The factors that make much difference to firms is being wise or ignorant. When people do not feel that they have security at work it is so natural that she will be going through mush pressure and this tension leads to stress. From among other findings of the research was the fact that job security is interconnected to work burnout. It is possible that the person sees some problems in firms that lead to her insecurity at work such as corruption in connections, a lack of mutual respect, and condescending behavior at work, a lack of attention of managers to workers and staff, not getting the highest efficiency when employees do their job, ambiguity of roles, not being satisfied with the job type, the lack of opportunities to grow, limits of time, being stuck in a situation where the tasks are contradicted to the skills of the staff, a lack of relation between the payment and the amount of work that staff are required to do, deficit system of evaluation when monitoring the tasks of the people, not getting good training and support, not applying scientific and precise methods to recruit people and consequently assigning positions to people who are not qualified. Hence, this constant job insecurity can gradually lead to ample job stress and working burnout in employees.

References

1. Akbari, R., Ghafar Samar, R., Kiany, G.-R., & Eghtesadi, A.-R. (2011). Factorial Validity and Psychometric Properties of Maslach Burnout Inventory –The Persian Version. *Journal of Knowledge and Health, 6*(3).
2. Almasian, A., & Rahimikia, A. (2012). Study of the Relationship between the Leadership Style of Managers and Job Burnout among the Staff of Lorestan University of Medical Sciences in 2010. *Yafteh, 14*(1), 69-79. Retrieved from http://yafte.lums.ac.ir/article-1-711-en.html.
3. Al-Mohannadi, A., & Capel, S. (2007). Stress in Physical Education Teachers in Qatar. *Social Psychology of Education, 10*(1), 55-75. doi:10.1007/s11218-006-9004-9.
4. Campbell, N., Perry, S., Maertz Jr, C., Allen, D., & Griffeth, R. (2013). All You Need is … Resources: The Effects of Justice and Support on Burnout and Turnover. *Human Relations, 66*(6), 759-782. doi:10.1177/0018726712462614.
5. Devereux, J., Hastings, R., Noone, S., Firth, A., & Totsika, V. (2009). Social Support and Coping as Mediators or Moderators of the Impact of Work Stressors on Burnout in Intellectual Disability Support Staff. *Res Dev Disabil, 30*(2), 367-377. doi:10.1016/j.ridd.2008.07.002.
6. Griffin, M., Hogan, N., Lambert, E., Tucker-Gail, K., & Baker, D. (2010). Job Involvement, Job Stress, Job Satisfaction, and Organizational Commitment and the Burnout of Correctional Staff. *Criminal Justice and Behavior, 37*(2), 239-255. doi:10.1177/0093854809351682.
7. Hajlo, N. (2012). The Relationship of Staffs' Job Stress, Burnout, and Life Quality to Organizational Climate Satisfaction at Mohaghegh Ardabili University. *Scientific Journal Management System, 3*(11), 169-184. Retrieved from http://jedu.miau.ac.ir/article_1340_154.html.
8. Hersi, P., & Blanchard. (1996). *Organizational Behavior Management (Human Resources Application)* (12 ed.). Tehran: Amir Kabir Publishing Institute.
9. Imani, B., Karamporian, A., & Hamidi, Y. (2014). The Relationship between Quality of Work life and Job Stress in Employees the Foundation of Martyrs and Veterans Affairs of Hamadan. *Journal of Military Medicine, 15*(4), 253-257. Retrieved from http://www.militarymedj.ir/article-1-1069-fa.html.
10. Maleki Avaresin, S., Khadivi, A., & Khankeshizadeh, H. (2013). A Study of the Relationship between the Quality of Life and Burnout among the Guidance and High-School Teachers in Meshkinshahr in 2010-2011. *Scientific Journal Management System, 5*(20), 93-110. Retrieved from http://jinev.iaut.ac.ir/article_521532.html.
11. Martinussen, M., Richardsen, A., & Burke, R. (2007). Job Demands, Job Resources, and Burnout among Police Officers. *Journal of Criminal Justice, 35*(3), 239-249.
12. Maslach, C., & Jackson, S. (1981). The Measurement of Experienced Burnout. *Journal of Organizational Behavior, 2*(2), 99-113. doi:10.1002/job.4030020205.
13. Maslach, C., & Leiter, M. (2008). Early Predictors of Job Burnout and Engagement. *Journal of Applied Psycholog, 93*(3), 498-512. doi:10.1037/0021-9010.93.3.498.
14. Moshiri, K., Aghaei, N., Poursoltani Zarandi, H., & Ghorbani, M. (2014). The Relationship between Perceived Organizational Justice & Job Burnout and Intent to Leave the Profession of the Staff in Tehran Province Directorate of Youth and Sports. *Literature & Humanities,*

4(7), 65-76. Retrieved from http://jrsm.khu.ac.ir/article-1-2203-en.html.

15. Ogresta, J., Rusac, S., & Zorec, L. (2008). Relation between Burnout Syndrome and Job Satisfaction Among Mental Health Workers. *Croat Med J, 49*(3), 364-374. doi:10.3325/cmj.2008.3.364.

16. Pardakhtchi, M., Ahmadi, Q., & Arezoomandi, F. (2009). The Quality of Work Life and Burnout among Teachers and Principals in Takestan Schools. *Quarterly Journal of Educational Leadership & Administration, 3*(3), 25-50.

17. Rashedi, V., Foroughan, M., & Hosseini, M. (2012). Correlation between Organizational Culture and Burnout in the Staff of Tehran Province Welfare Organization. *Journal of Health Promotion Management, 1*(2), 15-22. Retrieved from http://jhpm.ir/browse.php?a_code=A-10-25-12&slc_lang=en&sid=1.

18. Rasouli, R., Shahaei, B., & Safaei, M. (2012). Antecedents of Employee Intention to Leave in Payam-e-Noor University. *Iranian Public Administration, 4*(9), 27-42. Retrieved from https://jipa.ut.ac.ir/article_28722.html.

19. Shakerinia, I. (1997). Security and Job Satisfaction and Mental Health. *Tadbir Journal, 72*, 32.

20. Soltani, I. (2000). The Role of Human Resource Development in Employee Job Security. *Tadbir Journal, 11*.

21. Soltani, I., & Rouhani, A. (2000). Burnout in Industrial and Productive Companies. *Tadbir Journal, 109*, 44-47.

22. Toubaei, S., Daghighafkar, M., & Haghshenas, H. (2010). The Relation of Dentists Job Burnout with their General Health, Demographic and Personality Characteristics. *Journal Of Dentistry, 10*(4), 348-355. Retrieved from http://dentjods.sums.ac.ir/index.php/JDSUMS/article/view/221.

8/5/2016