

A study on relationship of job burnout and emotional intelligence with organizational commitment

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ABSTRACT

This paper presents an empirical investigation on the effects of job burnout and emotional intelligence on organizational commitment in an Iranian Carbon producer. There are 300 full time employees and the study chooses a sample of 169 people. The proposed study adopts three well-known questionnaires for measuring job burnout, emotional intelligence and organizational commitment and Cronbach alphas are 0.766, 0.877 and 0.802, respectively. The study chooses regression analysis and other statistical observation to examine different hypotheses and the results indicate that there were some meaningful relationships among different components of the survey. In other words, when there was an increase on job burnout, we could expect less organizational commitment and while there was an increase on emotional intelligence, we may expect higher level of organizational commitment.

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1. Introduction

Human resource has been considered as precious assets of all business units, they are the people who contribute to firm and create value added products. When there is a strong commitment among employees of an organization, there is a better infrastructure for building a strong firm. During the past few years, there have been tremendous efforts on measuring the effects of various factors on organizational commitment. Arabshahi et al. (2013) examined the effect of organizational intelligence on faculty members' knowledge sharing behaviors and reported that there was a significant relationship between organizational intelligence and faculty members' knowledge sharing behaviors. Eyvazi et al. (2013) investigated the effects of human resource management on empowering employees in banking industry and reported that empowering employees could increase organizational commitment and Darvish et al. (2013) confirmed the same results on other industry.

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Shirvani et al. (2013) presented an empirical investigation to investigate the relationship between job satisfaction and employees' personal characteristics including gender, marital status, etc. by performing a survey among 800 employees who worked for cement industry in Iran. They reported that while there was not any meaningful relationship between gender and job satisfaction there was some meaningful relationship between marital status and job satisfaction. Hemmati and Kia (2013) performed an investigation on relationship between social entrepreneurship and organizational commitment and reported that affective commitment, employee engagement and normative commitment have positively influenced organizational commitment, significantly.

2. The proposed model

This paper presents an empirical investigation on the effects of job burnout and emotional intelligence on organizational commitment in an Iranian Carbon producer. There are 300 full time employees and the study chooses a sample of 169 people. The sample size is calculated as follows,

$$n = \frac{N \times z_{\alpha/2}^2 \times p \times q}{\varepsilon^2 \times (N-1) + z_{\alpha/2}^2 \times p \times q}, \quad (1)$$

where N is the population size, $p=1-q$ represents the yes/no categories, $z_{\alpha/2}$ is CDF of normal distribution and finally ε is the error term. Since we have $p=0.5$, $z_{\alpha/2}=1.96$ and $N=300$, the number of sample size is calculated as $n=169$. In this study, to measure emotional intelligence we have used a questionnaire developed by Freudenthaler et al. (2008), to measure organizational commitment we used a questionnaire developed by Meyer and Allen (1991) and finally to measure job burnout we have adopted a questionnaire by Maslach et al. (2001). Fig. 1 demonstrates the summary of the proposed study of this paper.

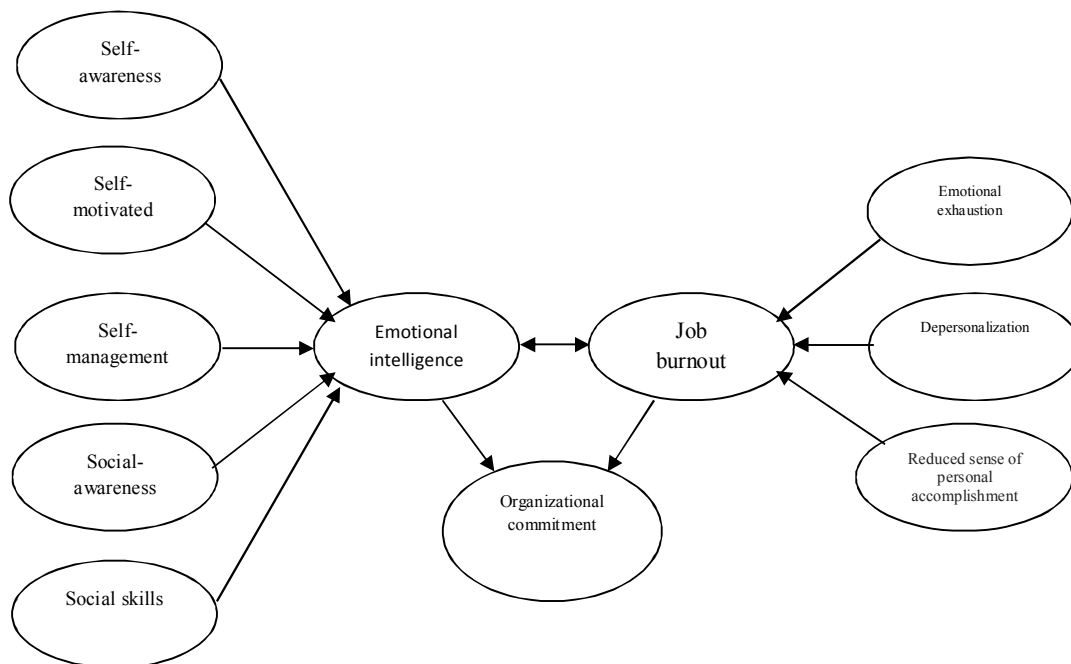


Fig. 1. The proposed study: The relationship between emotional intelligence, job burnout and organizational commitment

There are three hypotheses with the proposed study of this paper as follows,

1. H_1 : There is a relationship between emotional intelligence and job burnout.
2. H_2 : There is a relationship between emotional intelligence and organizational commitment.
3. H_3 : There is a relationship between job burnout and organizational commitment.

To examine the first hypothesis, we investigate the relationship between self-awareness, self-motivated, self-management, social-awareness as well as social skills and job burnout. To answer the second question of the survey, the study investigates the relationship between self-awareness, self-motivated, self-management, social-awareness as well as social skills and emotional intelligence. Finally, to examine the third hypothesis, we study the relationship between reduced sense of personal accomplishment, depersonalization as well as emotional exhaustion and organizational commitment. Fig. 2 shows details of personal characteristics of the participants.

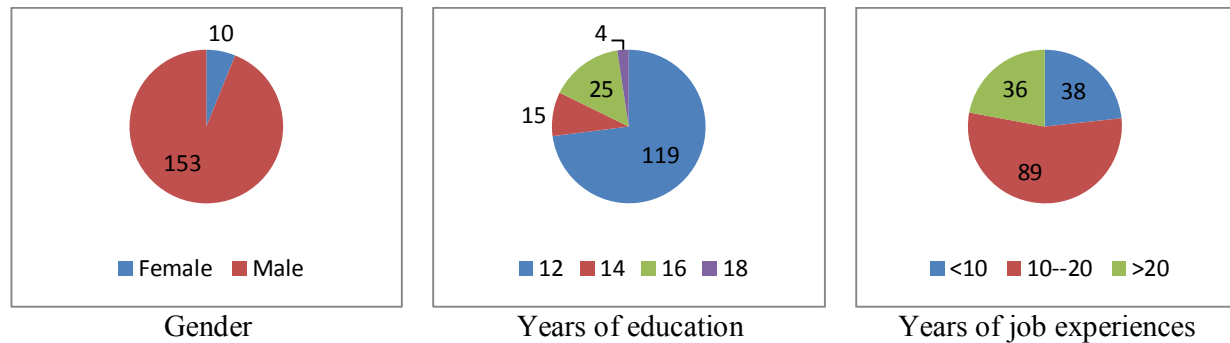


Fig. 2. Personal characteristics of the participants

As we can observe from Fig. 2, most participants had relatively a high level of job experiences and the firm was mostly male-oriented.

3. The results

In this section, we present details of our findings on testing various hypotheses of the survey.

3.1. The first hypothesis: The relationship between emotional intelligence and job burnout

The first hypothesis of this survey investigates the relationship between emotional intelligence and job burnout. The proposed study uses linear regression model to examine this hypothesis and Table 1 shows details of ANOVA test for the regression model.

Table 1

The summary of ANOVA test on relationship between emotional intelligence and job burnout

	Sum of squares	df	Mean of squares	F	R	R ²	Sig.
Regression	29.214	5	5.843	50.281	0.785	0.616	0.000
Residual	18.244	157	0.116				
Total	47.458	162					

The results of Table 1 specify that there is a meaningful relationship between different components of the survey. Table 2 shows details of our findings of the regression model. As we can observe from the results of Table 2, the effects of self-management, self-awareness, social skills and self-motivation on emotional intelligence is statistically meaningful but the study did not find meaningful relationship between social-awareness and emotional intelligence when the level of significance is five percent. In summary, we can confirm the first hypothesis of the survey and conclude that there was a meaningful relationship between emotional intelligence and job burnout.

Table 2

The summary of regression model

Variables	Non-standard		Standard	t	Sig.	Result
	B	Std. Error	Beta			
Intercept	5.547	0.185		30.052	0.000	Confirmed
Self-management	-0.184	0.041	-0.25	-4.478	0.000	Confirmed
Self-awareness	-0.124	0.048	-0.157	-2.562	0.011	Confirmed
Social-awareness	-0.098	0.053	-0.134	-1.847	0.067	Rejected
Social skills	-0.103	0.042	-0.142	-2.416	0.017	Confirmed
Self-motivation	-0.386	0.055	-0.403	-7.024	0.000	Confirmed

3.2. The second hypothesis: The relationship between emotional intelligence and organizational commitment

The second hypothesis of this survey investigates the relationship between emotional intelligence and organizational commitment. Again, we first look at the results of ANOVA test, summarized in Table 3 as follows,

Table 3

The results of ANOVA test for the relationship between emotional intelligence and organizational commitment

	Sum of squares	df	Mean of squares	F	R	R ²	Sig.
Regression	38.105	5	7.621	111.901	0.884	0.781	0.000
Residual	10.692	157	0.068				
Total	48.797	162					

The results of Table 3 specify that there is a meaningful relationship between emotional intelligence and organizational commitment. Table 4 demonstrates details of our findings of the regression model.

Table 4

The summary of regression model

Variables	Non-standard		Standard	t	Sig.	Result
	B	Std. Error	Beta			
Intercept	0.133	0.141		0.942	0.348	Rejected
Self-management	0.156	0.031	0.209	4.97	0	Confirmed
Self-awareness	0.194	0.037	0.243	5.23	0	Confirmed
Social-awareness	0.243	0.04	0.329	5.999	0	Confirmed
Social skills	0.191	0.033	0.261	5.879	0	Confirmed
Self-motivation	0.167	0.042	0.172	3.974	0	Confirmed

The results of Table 4 show that all five independent variables have meaningful impact on dependent variable when the level of significance is five percent and we can confirm the positive relationship between emotional intelligence and organizational commitment.

3.3. The third hypothesis: The relationship between job burnout and organizational commitment

The third hypothesis of this survey studies the relationship between job burnout and organizational commitment. Again, we first look at the results of ANOVA test, summarized in Table 5 as follows,

Table 5

The results of ANOVA test for the relationship between job burnout and organizational commitment

	Sum of squares	df	Mean of squares	F	R	R ²	Sig.
Regression	28.325	3	9.442	73.327	0.762	0.58	0.000
Residual	20.473	159	0.129				
Total	48.797	162					

The results of Table 5 specify that there is a meaningful relationship between job burnout and organizational commitment. Table 6 shows details of our findings of the regression model.

Table 6

The summary of regression model job burnout and organizational commitment

Variables	Non-standard		Standard	t	Sig.	Result
	B	Std. Error	Beta			
Intercept	5.111	0.147		34.812	0	Rejected
Emotional exhaustion	-0.378	0.058	-0.463	-6.471	0	Confirmed
Depersonalization	-0.16	0.056	-0.186	-2.833	0.005	Confirmed
Reduced sense of personal accomplishment	-0.21	0.068	-0.225	-3.108	0.002	Confirmed

The results of Table 6 show that all three independent variables have meaningful impact on dependent variable when the level of significance is five percent and we can confirm the positive relationship between job burnout and organizational commitment.

4. Conclusion

Human resource has been considered as precious assets of all business units, they are the people who contribute to firm and create value added products. When there is a strong commitment among employees of an organization, there is a better infrastructure for building a strong firm. In this paper, we have presented an empirical investigation to study the effects of job burnout and emotional intelligence on organizational commitment in an Iranian Carbon producer. The survey has concluded that there were positive and meaningful relationships among different components of the survey including organizational commitment, job burnout and emotional intelligence. Our survey indicated that when there was an increase on job burnout, we could expect less organizational commitment and while there was an increase on emotional intelligence, we may expect higher level of organizational commitment.

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