

*Original Article****The relationship between job satisfaction and burnout among rehabilitation personnel of Razi Psychiatric Hospital in Tehran***Mohammahosseini Haghhighizadeh¹ Sara Daryaeepoor.² Roya Ghasemzadeh.³ *Mansour Zahiri.⁴

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Abstract

Background and purpose: The study about effective management dimensions in hospital staff performance is important. This study was done to survey the relationship between job satisfaction and burnout in the rehabilitation personnel of Razi Psychiatric Hospital in Tehran.

Materials & Methods: In this cross-sectional study, 77 subjects including psychometrics, general practitioners, specialists, nurses, social workers, occupational therapists and psychologists were selected randomly among rehabilitation staff in Razi Psychiatric Hospital in 2011. The data were collected using Maslach Burnout Inventory (MBI) and Minnesota Job Satisfaction Questionnaire (MSQ). The data were analyzed using Pearson's correlation method.

Results: Job satisfaction had an inverse relationship with "emotional exhaustion" and "depersonalization" ($p < 0.001$), but there was not a significant relationship between "personal accomplishment" and "job satisfaction". The mean of emotional exhaustion was 68.18, depersonalization 68.4 and personal accomplishment 29.36. In addition, the results of this study showed that 36.6 percent of rehabilitation team employees in Razi Psychiatric Hospital were satisfied with their jobs.

Conclusion: As the results show, it is necessary to perform further research to find the main reasons of intensifying job burnout and then reduce these critical factors leading to personnel dissatisfaction from their jobs and any probable consequence of this dissatisfaction.

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Key words: Job Satisfaction, Burnout, Rehabilitation, Psychiatric Hospital

1. Introduction

In present-day societies in which people allocate a considerable part of their activities to gain income, so job and full-scale assessment of it have become important. Job satisfaction and dissatisfaction involved whole life of a person so we should pay more attention to job issue and its related factors like satisfaction and burnout. Furthermore anybody likes to choose a job that satisfy him both mentally and financially (1). Studies have shown that job satisfaction would result in more tendency and permanence in a job (2). Job satisfaction is an important factor in prediction and perception of organizational manner and any study about that would help managers and administrators to identify latent problems (3). Otherwise, job burnout is a psychological syndrome which is more found in jobs in which people spending lots of time with others in a close contact (4). Job burnout is divided to three types; physical, mental and emotional. Job burnout will result in serious consequences such that staff afflicted with it, not only quit their jobs but also it is possible to quit their professions. Job burnout's consequences are more shown in human services job group (5).

Hospital workers are in a direct and close contact with all stratum of a society. This close contact increases their critical responsibilities against public health. In comparison with physical disorders this condition is more different in health care workers related with neurologic and psychiatric patients resulting from the lack of insight to their disease and medication compliance (6). Many aspects of working with chronic disease patients like psychiatric patients result in job burnout in health works (7). Rehabilitation is a team work and nowadays team works in health care systems are seriously necessary (8). Job burnout is a common problem in all health systems such that statistics say in any job stratum one seventh of staff experience the job burnout in the end of the work day (9). U.S information services reflect that health care jobs have the most job complications like job burnout (10). Razi psychiatric hospital is a part of Iran history and counted as legend and symbol of psychiatry in Iran (11).

This hospital as the greatest psychiatric hospital in the middle-east with one century hoariness and 1375 active beds and a specific ward for children and adolescents. In spite of critical conditions like far distance from the urban area, adjacency with industrial factories like cement factory, poor weather, and working with neurologic and psychiatric patients, it is a symbol of teamwork in inter-disciplinary rehabilitation, so we selected it as our target society. In this study we verified the relationship between job satisfaction and job burnout aspects in the staff of rehabilitation team in Razi hospital in 2011.

2. Materials and Methods

This is a descriptive-analytic study evaluating all staff of rehabilitation team in Razi hospital whose degrees are bachelor of sciences and more. The sample size was calculated by random cluster sampling according to health care groups working in Razi center in 1390 and having at least 4 years job record. These groups are psychiatrics, general physicians, specialist physicians, nurses, psychologists, occupational therapists and caseworkers. Finally 77 cases were selected. We use standard job satisfaction questionnaire of Minesuta and Maslach burnout inventory. We also use personal information questionnaire considering age, gender, marriage status, job records and education level. Minesuta job satisfaction questionnaire uses five graded Likert criteria which scores following characteristics from 1 to 5: complete dissatisfaction, dissatisfaction, not being able to decide, satisfaction and complete satisfaction. Participants mention their level of satisfaction with selecting one of these choices. Maslach burnout inventory consists of 9 questions related to weariness, 5 questions related to depersonalization and 8 questions related to personal adequacy. This questionnaire is designed based on 7 grade Likert criteria and is scored from 0 to 6 (shown in Table1). Participants are classified in 3 levels; mild, moderate and severe according to their scores.

Overall lower scores of personal adequacy and higher scores of weariness and depersonalization reflect more amounts of job burnout. Maslach and Jackson evaluate internal validity of tests as 0.71 to 0.9 with Cronbach’s alpha query and 0.6 to 0.8 with reassessment query (12). Maslach questionnaire is the most common method in evaluating job burnout which is used in several studies in Iran. For data analysis we used Pearson correlation query with meaningful level of $p < 0.05$.

Table1. Scoring method of burnout aspects according to Maslach and Jackson criteria

Aspects of burnout	level	score
Excitement burnout	mild	17 and less
	moderate	18-26
	severe	27 and more
Depersonalization	mild	6 and less
	moderate	7-12
	severe	13 and more
Personal adequacy	mild	39 and more
	moderate	32-38
	severe	31 and less

3. Results

This study included 77 cases to evaluate the relationship between job satisfaction and job burnout in the staff of Razi hospital in 2011. 32 of case were female (45.5%) and 42 were male (54.5%), and 64 of cases were married (83.1%) and 37 were nurse (48%). 70.1% of cases have bachelor of sciences, 16.9% masters of sciences and 13% M.D (including general and specialist physician). The results showed that excitement burnout in 48.1% of cases is severe and personal adequacy is mild in 48.1% of cases. Study also showed that in 71.4% of cases, depersonalization is severe (Table2).

Table 2. Level of burnout aspects in the staff of Razi hospital of Tehran

Aspects of burnout	Mild	moderate	severe
Excitement burnout	18.2%	33.7%	48.1%
Depersonalization	48.1%	28.5%	23.4%
Personal adequacy	3.2%	24.7%	71.4%

Job satisfaction questionnaire’s results showed that 36.4% of cases were satisfied of their jobs. We considered two choices satisfied and complete satisfied as satisfaction (Table 3).

Table3. Frequency distribution and level of job satisfaction in the staff of Razi hospital of Tehran

level of job satisfaction	percent	frequency
Complete dissatisfaction	3.9	3
dissatisfaction	5.2	4
Not able to decide	54.5	42
dissatisfaction	32.5	25
Complete dissatisfaction	3.9	3
total	100	77

Statistical analysis showed that in our target group, job satisfaction has a reverse meaningful relationship with excitement wearing and depersonalization. It means that more job satisfaction correlates with lower level of excitement wearing and depersonalization ($p \text{ value} < 0.001$). We didn’t realize any meaningful relationship (Table 4).

Table3. Correlation regression between job satisfaction and aspects of job burnout in the staff of Razi hospital of Tehran

		Personal adequacy	depersonalization	Excitement wearing
Job satisfaction	Pearson Correlation	0.161	-0.4	-0.521
	p-value	0.162	<0.001	<0.001

In this study there wasn't a meaningful relationship between demographic characteristics and job satisfaction. The study also mentioned that job burnout is more shown in females. Findings showed that job burnout is more shown in single staff comparing to married ones, and in the aspect of personal adequacy, job burnout is the most in succors and the least in psychologists and occupational therapists.

4. Discussion

The aim in this study is defining the relationship between job satisfaction and burnout in the rehabilitation personnel of Razi Psychiatric Hospital of Tehran in 1390. This study showed a reverse meaningful relationship between job satisfaction and two aspects of job burnout (excitement wearing and depersonalization). These findings are similar to many studies in this field (15, 16, 17).

According to Herzberg theory about stimulus factors and health factors, it seems that lack of attention to stimulus factors results in job satisfaction decreasing, because job satisfaction is directly related to gratification of stimulus factors. Excitement wearing which means emotional distress could effect on job satisfaction. This issue is more highlighted in the field of rehabilitation jobs in which, staff is in contact with mental and physical handicaps. It seems that job dissatisfaction can result in job burnout and in the other hand job burnout effect on job satisfaction. According to findings, job satisfaction in the staff of Razi hospital was low and only one third of staff were satisfied by their jobs which is similar to a study done by Mirzabeigi. This study showed that only 30.34% of nurses pleased with their jobs (18). Minjamed a study evaluated the level of job satisfaction in nurses in all health care centers in Iran and reflects that 78.2% of nurses had a moderate satisfaction (19). This rate is more than our one measured in our study.

In this study, excitement wearing showed a meaningful relationship with gender and it was more detected in females. This could be because of interaction between their difficult job and other

responsibilities like personal life and their role in housekeeping. Findings showed less excitement wearing in married staff which could be because of a supporting agent (consort) such that Sahebzamani showed in a study there is a meaningful relationship between family support and severity of excitement wearing, namely consort support decreases the severity of excitement wearing (20).

According to results, caseworkers with 85.55% mean rate had the most burnout severity in the aspect of individual adequacy and occupational therapists and psychiatrists had the least severity with 39% mean rate. Supportive network theory in social working, obligate social workers to correct current supportive network with a new one. But success in this aim needs both individual efforts and social supportive services. Social workers face with organizational restrictions more than other problems. In Iran, social workers' jobs are limited to decreasing the medications' fairs. According to this study these staff reported a low level of individual adequacy and this means they have a negative attitude to their job and that result in dissatisfaction and low self-confidence. These complications could be because of high amount of affairs, lack specialist agents, and lack of minimal work standards. Against current study results, in Lin study had positive effect on excitement wearing. It means that younger nurses had lee amount of excitement wearing (21). Shahnazdoost in a study showed that job records had effect on excitement wearing (in a logistic model and $Pvalue < 0.056$). 1 year increasing in job records increased the amount of excitement wearing 1.09 times. This result doesn't match with our findings. Our study showed no relationship between job records and none of job burnout aspects (22). In the field of age and job satisfaction relationship, current study results were similar to Ndiwane study but not to Malekzadeh (23).

This is a cross-sectional study and it is one of our restrictions, because specialists in the field of organizational manners believe that longitudinal assessment of job burnout is more accurate. Another restriction was that some of studied job groups were heterogeneous and small sized like general and special physicians. Different and various perceptions of Maslach Burnout Inventory

was also another restriction and the methods of scoring and evaluating were different in internal and external studies. According to this study, the staff of Razi hospital had job burnout in whole three aspects, so it is necessary to perform more studies to identify the reasons especially organizational reasons and decrease job burnout with modifying policies.

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