

## **MODELIZATION OF STRUCTURAL EQUATION OF BURNOUT BASED ON TIME MANAGEMENT AMONG THE STAFF OF 12th ADMINISTRATIVE DIVISION OF ISLAMIC AZAD UNIVERSITY**

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### **ABSTRACT**

The research purpose is the modelization of structural equation of burnout based on time management amongst the staff of 12th administrative division of Islamic Azad University, therefore our sample comprised 578 individuals drawn from a larger sample of 4385, the research tool included “Maslach questionnaire” and “the researcher-made time management questionnaire”, results which were analyzed using path diagram indicated that amongst the dimensions of time management, task scheduling and task priority had greater effect on burnout; furthermore, proper delegation and planning for accepting the clients had less effect on burnout. It was also concluded that this model shows acceptable fitting.

**Keywords:** *Modelization of Job Burnout, Time Management, Islamic Azad University*

### **INTRODUCTION**

Managers follow a process in performing their duties that deals with aspects such as planning, organizing, monitoring and control, motivating, communication, guidance and decision making. This set of activities forms the management and allows coordination and achievement of goals. Management has been defined in a number of ways, “management is the art of doing a job by others” (Alagheh, 2004). This definition emphasizes the role of others and furthering the aim. However, some of the experts in this field hold that management is the art and science of the coordination of efforts in the members of a community and using the resources in order to achieve some specific goals. Some others would also define management in the field of fulfilling some duties such as planning, organizing, monitoring and control. When the definition of management is discussed in details these experts are bound to place the main emphasis on a series of duties to be met and fulfilled by a manager (Alvani, 2005). Managers are considered obliged to improve the working conditions in which the employees do not experience burnout, one thing to do about it is to work in priority order or prioritize, one either records the tasks in the order of the highest priority or assigns them as a low priority for them (Wilson, 2006), Burnout is a term for the experience of long-term exhaustion and diminished interest, cynicism and inefficacy. How the stress is processed determines how much stress is felt and how close the person is to burnout (Bordbar, 2008) Burnout is largely an organizational issue caused by long hours, little down time and continual peer, customer and superior surveillance. It's only human kind who realizes the time and tries to control it in the world of living beings. Perception of the concept of time is influenced by our culture, this influence stems from considering time as conceptual not material. One of the most fundamental aspects of time management is making optimal use of it; in fact time management means to take time into your hand and not to permit the affairs and events to guide you. Burnout includes dimensions such as emotional exhaustion, depersonalization, and personal failure that have different effects on the individuals' performance and behavior. Burnout can be communicable or transmissible and remain constant and continuous and constant through relating abnormally to the job and can also impose bad consequences and too much cost on the organization. Clients' burnout can lead to the deterioration in the quality of care or service that is provided by the staff. It appears to be a factor in job turnover, absenteeism, and low morale. Furthermore, burnout seems to be correlated with various self-reported indices of personal distress, including physical

### **Research Article**

exhaustion, insomnia, increased use of alcohol and drugs, and marital and family problems. Various stressors in the work environment, such as workload and ambiguity, were related to burnout, and some of these appeared to interact with individual ego level and personality characteristics (Gann, 1979). The generally consistent pattern of findings that emerged from these studies led us to postulate a specific syndrome of burnout and to devise an instrument to assess it. This measure contains three subscales tapping the different aspects of experienced burnout and has been found to be reliable, valid, and easy to administer.

General concept of time management calls attention to the fact that success in doing heavy workload in limited time does not necessarily require to work round the clock and it can be achieved through intelligence. Only a few changes in working habits can save 20 percent of your time.

One of the general concepts which have drawn the attention of industrial-organizational psychologist is burnout which refers to a description of exhaustion, cynicism, inefficacy and diminished interest. Roe concluded that behaviors concerning time management are significantly, positively correlated to controlling the time and job satisfaction and negatively to stress.

The conception of burnout has received an intense amount of attention in the researches of industrial and organizational psychology circles during recent years. Lethargy, inertia, apathy, fatigue, low morale are among the consequences of burnout (Saatchi, 2008).

The results of Batuyi's research (2010) entitled effects of executive management on managerial achievements of Islamic Azad University Damavand branch from the employees' perspectives showed that time management is meaningfully effective in managerial success with regard to creativity, organizing, inter personal relations and evaluation.

Results of Hammati's (Hidrbeck, 1998), survey in Tehran university entitled as relationship between time management and managerial skills of managers in different educational levels of Yasouj indicated that there is significant association between managers' interpersonal, technical and perceptual skills and these factors are positively, significantly correlated to one another. Roe (2007), in his evaluation of the time management literature concluded that behaviors concerning time management is significantly, positively correlated to time management and job satisfaction and negatively correlated to stress. Mark (2006) in his research on the techniques of time management applied in the critical and complicated tasks evaluated the criterion of judgment among the lawyers and managers and its relationship with time management. The survey results indicated that a range of skills, tools and technique used to manage time can help lawyers and judges carry out complicated test and it can even have positive impact on the cost of the procedure. Edwards (2006) emphasized on the need of improvement and the application of formal lesson and stress management in the institutes of higher education.

Lee *et al.*, (2005) in the analysis of research data in South Korea found ambiguity, work load and role conflict as negative factors causing the experience of burnout.

Burglas (2005) believes that wasting time is the sign of problem and not the problem itself and so controlling the time of time waster can't solve the problem.

Kelshinski (2005) emphasizes the need to manage time in his study. Holston's research results (2005) showed that time management is related to practice behavior, change of practice and the theory of planned behavior. In Garkiyaroz research, prediction of time management skills concerning academic progress particularly with regard to long-term planning has been reviewed and results have been discussed on the subject of teaching results.

## **MATERIALS AND METHODS**

### **Purpose**

The research is application and research with regard to the purpose and method, respectively.

### **Participants**

The statistical population included all the employees (4385 individuals) of the 12th administrative divisions of Islamic Azad University in 2009, out of which a sample of 578 individuals was selected through cluster and multi-stage random sampling.

**Method, Tools, Sample**

This inventory which is a 44-item, 5-factor questionnaire, includes three sections; the first section is on the ground of individual traits such as, gender, age, educational and career background, and organizational rank, the items for the Maslach Burnout Inventory (MBI) were designed to measure hypothesized aspects of the burnout syndrome following the lead of the hassles scale.

This tool includes three sections, in the first section, the frequency scale is labeled at each point and ranges from I ('a few times a year or less') to 6 ('every day'). A value of zero is given if the respondent indicates (by checking a separate box) that he or she never experiences the feeling or attitude described. The intensity scale ranges from 1 ('very mild, barely noticeable') to 7 ('major, very-strong'). It is not completed (and thus given a zero value) if the respondent checks 'never' on the frequency.

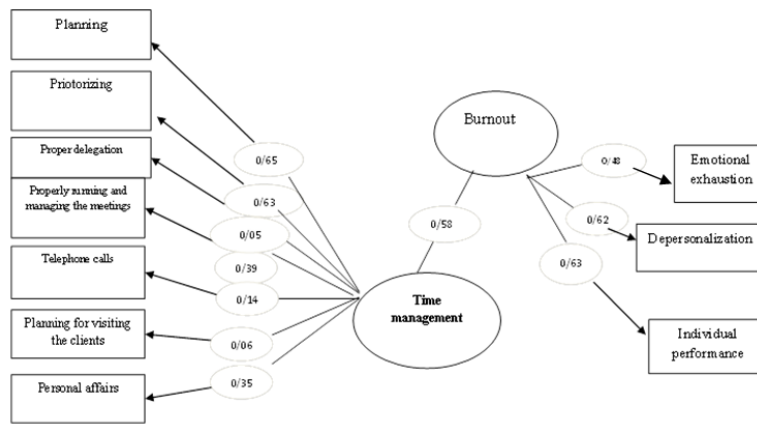
**RESULTS AND DISCUSSION**

**The Research Questions**

What can be considered as a model of decreasing burnout based on time management? Path diagram was used to answer this question.

Chart 1: Modelization of structural equation

Relationship between time management and the aspects of job burnout



Results of structural equation modeling have confirmed that validity and fitness of the model. As results in Table A shows, the value of chi-square is 5 degrees lower compared to degree of freedom, value of root mean square error of approximation equals 0.05 and value of adjusted goodness of fit index is above 90 percent, and the value of non-normed fit index was equal to 0.87. Therefore, good conformity has been formed between visualized or structural model with experimental data and appropriate model for the structure can be stated as the model of decreasing job burnout.

Index	rate	Commentary
X2(likelihood ratio)	83/07	X2 (less than 5 degrees of freedom)
Acceptable fit(index nearly one)	0/87	NNFI(Non-Normed Fit Index)
CFI(Comparative Fit Index)	0/94	Acceptable fit
GFI(Goodness of Fit Index)	0/97	Acceptable fit (index over 90%)
AGFI(Adjusted Goodness of Fit Index)	0/93	Acceptable fit (index over 90%)
REMSEA (Root Mean Square Error of Approximation)	0/05	Acceptable fit ( index less than or equal to %5

In the model presented here, job burnout has been abbreviated to BUR, emotional tiredness to TI. EM, metamorphosis of personality to P.ME, individual functioning to IN.F, time management to T. MA, plans for timing the work to P.T.W, prioritizing the work to PR. W., allegation proper charge to A.P.C, formation and controlling the meetings to F.C.C.M, planning for telephone calls to P. C. PH, planning for client reception to P.R.C and personal work to P.W.

Based on the figure presented her, correlation coefficient for factors of time management equals planning for timing the work and prioritizing the work, 0/63, allegation proper charge equals 0/63, planning for telephone calls equals to 0/38, planning for telephone calls equals to 0/14, planning for client reception equals to -0/06, personal work equals to 0/35, metamorphosis of personality equals to 0/83 and individual functioning equals to 0/63.

Moreover, results of correlation indicate the direct impact of time management factors on burnout, among which P.T.W and P.R.W have more significant effect on burnout, however, A.P.C and P.R.C have less substantial effect on decreasing burnout.

### **Discussion and Conclusion**

Path analysis indicated the direct impact of time management factors on burnout, among which P.T.W and P.R.W have more significant effect on burnout, however, A.P.C and P.R.C have less substantial effect on decreasing burnout. It can be mentioned that results are in harmony with (Batuyi, 2010; Hasanzadeh, 2009; Hematiyan, 2008; Abdi, 2007; Keshavarz, 2009; Apple, 2006; Burglus, 2005; Tojaya, 2005; Lee, 2005; Clawson, 2004). A university exposes students to a rich cultural and social environment; universities will continue to emphasize their critical role in the innovation system and general economic and social development, whether it is through the successful commercialization of university research or research-based university teaching. Therefore, the slightest disturbance in the organization can be irreparable blow to the community. Additionally nowadays, the results with regard to the universities show that these centers have undergone problems such as working less, employees' absenteeism, delays, difficulties, and mental and physical illnesses; these shortcomings are related to employees' job dissatisfaction and lack of proper implementation of time management.

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