



**The effect of job burnout on the performance of the employees of the Justice Department (Case study: Employees of the Justice Department of Alborz Province).**

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**The effect of job burnout on the performance of the employees of the Justice Department (Case study: Employees of the Justice Department of Alborz Province)**

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**Abstract**

The present study was conducted to investigate the effect of job burnout on the performance of the employees of the Justice Department (Case study: Employees of the Justice Department of Alborz Province).The research method is a descriptive-analytic type that is based on the structural equation model. The community consists of 728 administrative and judicial employees in the province of Alborz, which includes eight groups with different population ratios.For example, 252 of them were selected randomly by stratified random sampling. The measurement tool in this study is a questionnaire. To assess the appropriateness of its validity and reliability, it was measured. The questionnaire had the necessary content validity and also to determine the reliability of the questionnaire, Cronbach's alpha method was used. Cronbach's alpha coefficient for the whole questionnaire was 0.923, therefore, the validity of this instrument was confirmed.The results of the structural equation analysis on the proposed model showed that the model has a good and acceptable fit and showed that job burnout has a positive and significant effect on the performance of the employees of the Justice Department.

**Keywords:** Job burnout, Performance, Employees of the Justice Department



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**Introduction:**

Today, the stress of work and working life is commonplace among the general public, and especially those who are more responsible (Goudarzi et al., 2001, quoted by Kaveh, Mohammad, 2014; 18). One of the increasing problems in organizations is the psychological stress of employees' jobs. One of the other complications of irregular working environment is the job burnout of some employees (Saatchi, 2011; 226). The phenomenon of job burnout is a state of frustration, discouragement, indifference, boredom, fatigue, and a reduction in the effectiveness of work that gives the person. Occupational job burnout is in fact a type of mental exhaustion that has been coupled with stressful stresses associated with work and work environments (Fried & Fisher, 2016; 102) Occupational job burnout is one of the occupational hazards that has been considered in recent decades and used to describe human responses to the psychological pressure experienced (Saatchi, 2014; 228). This stress has caused problems for the person is employed and sometimes creates many psychological and physical complications. The power of job burnout in the workplace has made this issue more relevant and controversial (Kaveh, Mohammad, 2014; 17). The history of job burnout is classified into three groups: organizational, occupational and personal (Swider & Zimmerman, 2010). In early studies on job burnout, it is limited to relief workers. Now, the belief of most scholars is that the various occupations that interpersonal stress relies on Chronic and chronic, can be a cause of job burnout in individuals (Lewin & Sager, 2007). Occupational job burnout means the loss of strength and the time when an individual's ability to decompose is adapted to psychological pressures (Saatchi, 2014; 228). Maslach and Jackson (1981) consider job burnout as a psychological indicator, which is a combination of emotional exhaustion, depersonalization, and loss of a sense of reduced personal accomplishment (Azim, 2010). The job burnout axis is the same dimension of emotional exhaustion, which points to a feeling of overgrowth and the loss of individual excitement and physical resources (Koustelios, 2010; 6). If the employees feel that they are being treated and disrespectful behaviors from the organization, then the organization will lead to the emergence of depersonalization, agitation and burnout in them (Leem & Kortina, 2005). Dealing personality with negative, defamatory or very personal reactions. Refers to other people in the workplace and indicates the interpersonal dimension of burnout (Arefi et al., 2010; 74), and the sense of individual failure refers to dissatisfaction with work, the loss of



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the power to recognize and to perceive and to have a permanent sense of abusive and exploitative practices (Talaie et al., 2008; 238). On the other hand, human resource management philosophy says human resources are valuable and are considered to be the factor of competitive advantage (Armstrong, Michael, 2014;34). It has now become clear that their own employees and skills, their capabilities and their collective experience, along with their ability to apply these to the interests of the organization, firstly, have a great contribution to the organization's success, and secondly, an important source for factor of competitive advantage (Ibid; 139). Functional means behavior and also means results. Behaviors are caused by the individual and transform the performance from mental to practical state. Behavior is not only a means to achieve results but is inherently an achievement-that is, a product of mental and physical effort to do things-and can be evaluated apart from the results (Armstrong, 2016; 12). If performance is also defined based on the results, then a more comprehensive view can be reached. This view was well presented by Brambrakh (1988): in fact, the human resources of each organization are the real wealth of that organization and cannot succeed without a powerful human resource. Without a creative and motivating human force, no organization can survive the competition and remain competitive. In fact, the condition for the sustainable development of any organization or any country in a powerful human resource is the motivation of that organization and country (Donyadideh;2010). The high performance of the organization can be the result of the manager's ability to target, support and motivate employees, problem solving skills, and the ability to delegate tasks. Improvement in performance can also result in good relationships between employees and management, professionalism of managers, or actions that they are doing in the direction of monitoring and evaluation (Wang, 2014; 28). Various patterns have been introduced to examine the dimensions of performance in an organization, one of the most famous of which is the Achilles pattern. This model considers seven factors to be effective in manpower, designed to help managers determine the cause of performance problems and develop change strategies to solve these problems (Bozorgnia Hosseini, Enayati, 2015). The 7 practices in the ACHIEVE Model (Hersey& Goldsmith, 2003), along with common remedies for solving the problem, are: (1) Ability (Knowledge and skills),(2) Clarity (Role perception or imagination), (3) Help (Organizational support), (4) Encouragement (Encouragement or Interaction), (5) Assessment (Training and performance



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feedback), (6) Validity (Personnel's valid and legal actions), (7) Environment (Environmental suitability) (Rezaiean;2015).

Statement of Research Issues: The ruling powers in the Islamic Republic of Iran are: the legislative branch, the executive branch and the judiciary. (Article 57 of the Constitution) is the exercise of the judiciary by the courts of justice. (Article 61 of the Constitution), the main task of the judiciary, the settlement of disputes, the Riali dispute resolution, complaints and investigations to discover the truth and make a decision on this matter and issue a fair ruling in accordance with the rules(Zanjani, 2008: 363).The rights of citizens and the establishment of justice depends on the existence of competent courts of law, which, in observance of the principles of the judiciary, have social justice in society. The intensity of Islam's efforts to enforce justice and justice is clear from the precision of this law in the selection of the judge. The religious groups in this regard write to Malik Ashtar: "Among the people, choose the best person to judge. One who does not bother to visit him a lot, and the attitudes of the opposition do not make him angry; they do not insist on their mistakes; it is not difficult for him to return right after consciousness; eradicating greed from the heart; and knowing little research. Do not agree; in all doubts, he acts more carefully than anyone; in order to find the cause, his insistence is greater; in plain sight, plaintiffs will not be tired; in discovering the affairs of all the more thankful, and after the truth is revealed, during the hostility season of all the winner is the one who does not deceive him a lot and does not distract him from the fatty language, and of course these are very little(Partovizadeh,2015; 70). Considering the basic duties of the judiciary and emphasizing that the position of judging is one of the most important and great positions (Karimi, 1986; 17), it is discussed that the working environment of the judicial authorities is determined by the type of work and type of clients, Different from other work environments. One can briefly mention the following: continuous and daily encounters with the client's clients, including the victim, the victim, the scenes of murder and reconstruction of the scenes, the disputes of the parties, the divorce, the refusal of the child by the parents who divorced the inappropriate appearance of some defendants, the handling of heavy cases, including economic damage, important security and social issues, murder, robbery, rape, and so on. Also, the sensitivity of correspondence and the necessity of the necessary knowledge and employees' accuracy, both judicial and administrative, are another important issue that can be added to this subject. On the other hand, the parties to the



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lawsuit or other related persons may try to influence the judicial and administrative personnel in any way, such as screaming, flattery, disrespect and etc. But the problem is that the employees are constantly connected with these categories of people. Therefore, the serious situation and the mission of the judiciary require that additional attention be given to the personnel of the judiciary and, in accordance with the circumstances and the necessity of human resources health, to be investigated. The effect of job burnout on the performance of the judiciary employees.

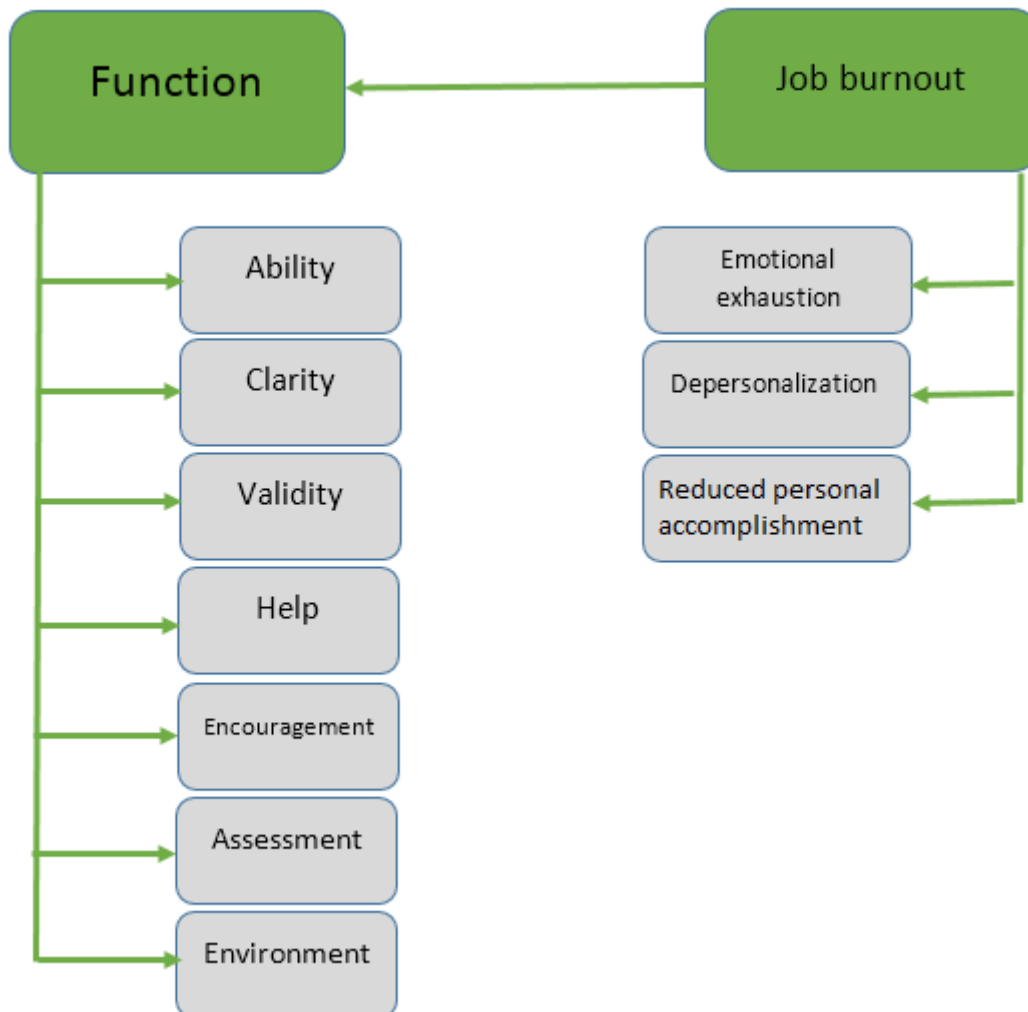
***The importance of the subject:***

The most important factor in improving productivity in any organization and country is human resources. This factor has become an important element in explaining the differences in productivity and growth in different countries. Organizations that have made significant strides and countries that are among the advanced countries have put their emphasis on this issue (Jones DCet al; 2006). Now we know that in the advanced industrialized countries, the percentage of employees in each organization, suffer from job burnout and various and sometimes severe complications, causing significant financial and financial losses to their families and their workplace. Occupational job burnout is one of the concepts that industrial and institutional psychologists in the West and the Far East, especially Japan, have come across in the past decade, and our familiarity with this concept in Iran has less history (Saatchi, 2014, 29). Job burnout causes a deterioration in the quality of service provided by the employees and can be a factor in absenteeism, weakening of morale and lack of accountability. In addition, job burnout correlates with person's concerns such as physical exhaustion, insomnia, increased drug and alcohol consumption, and family problems. (ibid) Considering that in a highly competitive world and a strong increase in productivity, human resource management plays an important role as the most valuable investment in human capital investment, and given the fundamental assumption of human resource management It is that people are the key resource of the organization, and the performance of the organization depends on them more and the use of superior human resources as an effective weapon in improving organizational efficiency is a new dimension in management of organizational behavior (Hersey& Blanchard, 1988, quoted by Rezaiean, 2015, 419). Therefore, in order to overcome job burnout, improve mental health, increase productivity, and ultimately improve human resource performance, work is needed to address this issue.



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*Figure 1. Conceptual model of research*

*Maslach and Jackson's Job Burnout Model (1984) - and Hersey and Goldsmith's Performance Model (2003)*

**Research Methodology:**

The purpose of this study was to investigate the effect of job burnout on the performance of the judiciary employees (Case study: Employees of the Justice Department of Alborz Province). The research method is a descriptive-analytic type that is based on the structural equation model. In terms of purpose, it is in the category of applied research and has been implemented in field form. The statistical population of this study consists of eight groups



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with different population ratios (According to an inquiry from the Justice Department of the entire province of Alborz, the number of each group is available separately). In this research we have used stratified random sampling method for sampling. The sample size was 252 according to the Cochran formula. In this research, a questionnaire was used to collect information. Two standard questionnaires, including the *Maslach* and Jackson Burnout Inventory (1984), which included three dimensions of personal sufficiency reduction, depersonalization and emotional exhaustion and the organizational performance questionnaire of Hersey and Goldsmith (2003), which seven dimensions of ability, performance, clarity, help, encourages evaluation, evaluates credit. The questions were evaluated according to the Likert scale of five values and I totally disagree. Content validity of the questionnaire was provided to 20 experts and experts in the field and its content validity was confirmed. And its reliability was calculated by Cronbach's alpha. Cronbach's alpha coefficient was calculated using SPSS software for each variable in general and it was found that it is larger than 0.7; hence the variables have the necessary reliability. Also, the calculated Cronbach Alpha for the entire questionnaire is 0.923, which is also larger than 0.7, so the questionnaire is stable and statistical operations can be done on it. The table below shows the final results of Cronbach's alpha in the research variables.

**Table 1.** Cronbach's alpha value of research variables

Measured variable	Cronbach's alpha value
Emotional exhaustion	0.9
Depersonalization	0.845
Reduced personal accomplishment	0.768
Performance	0.897

In the present study, we first examined the normal variables through the Kolmogorov-Smirnov test, the result of this test is shown in Table 2. It was observed that the significance level for all variables is greater than 0.05, which means acceptance of the hypothesis is zero. As a result, the assumption of the normalization of observations was accepted.



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**Table 2.** Test results of normality of components distribution

Component	Significance level	Kolmogorov-Smirnov statistics	Result
Emotional exhaustion	0.069	1.297	Normal
Depersonalization	0.089	1.237	Normal
Reduced personal accomplishment	0.077	1.275	Normal
Performance	0.252	1.018	Normal

Then, the factor load is measured between each of its variables and its markers, and after ensuring that the model is fit, the results of the confirmatory factor analysis are presented separately in the table and diagram below. This analysis was performed by using structural equation modeling software using Amos software version 22, and since all of them are larger than 0.5, they have the accuracy to measure their variables.

**Table 3.** The results of the confirmatory factor analysis of the emotional exhaustion variable

Structure	Markers	Factor load
Emotional exhaustion	Question 1	0.82
	Question 2	0.76
	Question 3	0.69
	Question 4	0.68
	Question 5	0.83
	Question 6	0.78
	Question 7	0.81
	Question 8	0.58
	Question 9	0.88



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**Table 4.** Results of the confirmatory factor analysis of the depersonalization variable

Structure	Markers	Factor load
Depersonalization	Question 10	0.51
	Question 11	0.71
	Question 12	0.84
	Question 13	0.65
	Question 14	0.53

**Table 5.** The Results of verifiable factor analysis of the reduced personal accomplishment

Structure	Markers	Factor load
Reduced personal accomplishment	Question 15	0.67
	Question 16	0.53
	Question 17	0.63
	Question 18	0.68
	Question 19	0.84
	Question 20	0.66
	Question 21	0.73
	Question 22	0.71

**Table 6.** Results of the factor analysis confirmation of the performance variable

Structure	Markers	Factor load
	Question 23	0.63



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Performance	Question 24	0.73
	Question 25	0.69
	Question 26	0.85
	Question 27	0.67
	Question 28	0.63
	Question 29	0.62
	Question 30	0.67
	Question 31	0.55
	Question 32	0.59
	Question 33	0.63
	Question 34	0.51
	Question 35	0.52
	Question 36	0.71
	Question 37	0.77
	Question 38	0.58
	Question 39	0.59
	Question 40	0.64
	Question 41	0.58
	Question 42	0.65
Question 43	0.87	



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	Question 44	0.91
	Question 45	0.76
	Question 46	0.68
	Question 47	0.59
	Question 48	0.84
	Question 49	0.86
	Question 50	0.60
	Question 51	0.72
	Question 52	0.75
	Question 53	0.64
	Question 54	0.80
	Question 55	0.62
	Question 56	0.64
	Question 57	0.59
	Question 58	0.74
	Question 59	0.82
	Question 60	0.84
	Question 61	0.91
	Question 62	0.66
	Question 63	0.78



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	Question 64	0.79
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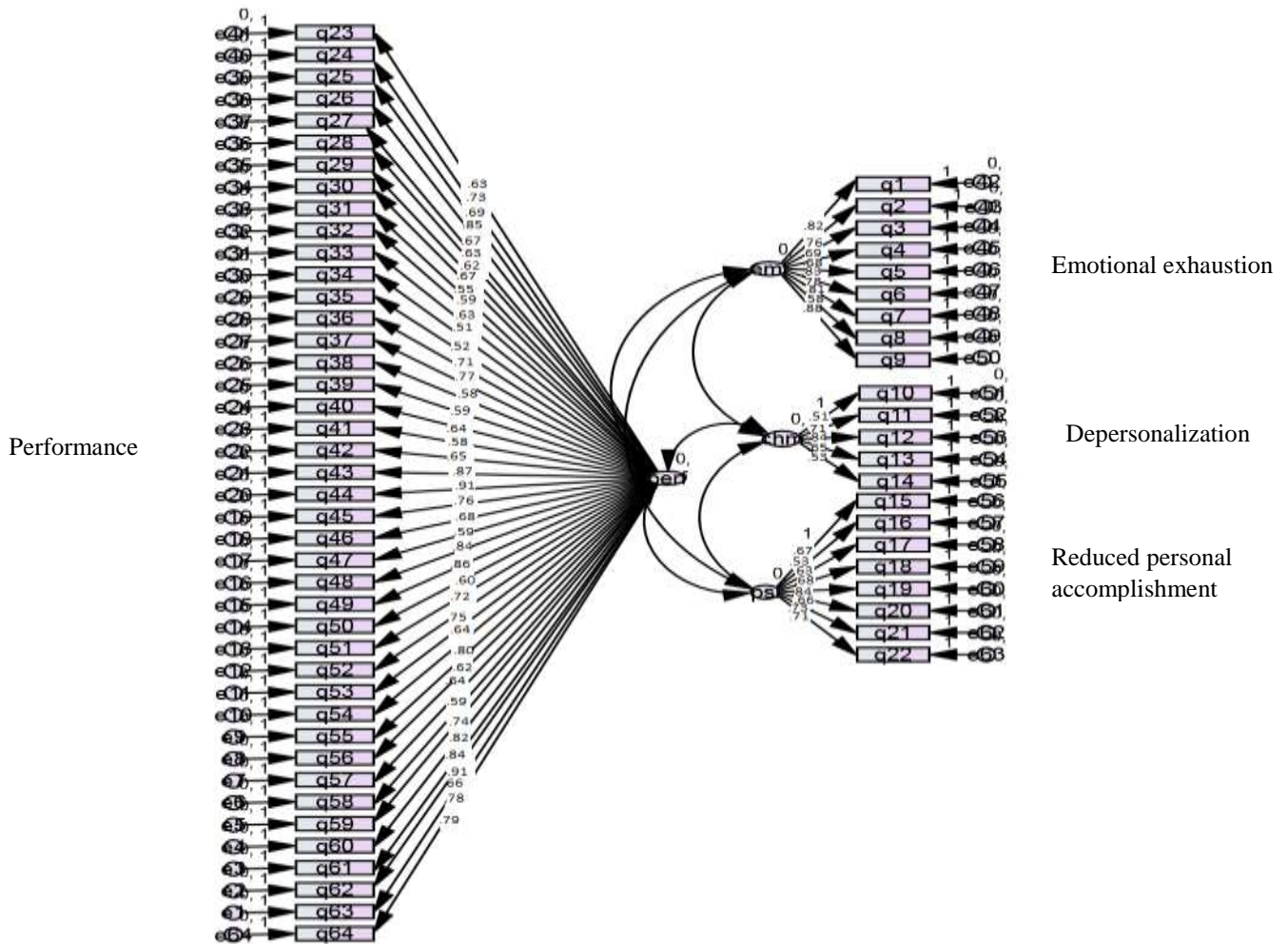


Figure 2- Confirmatory Factor Model (Measurement Model)

In each model, before examining the research hypotheses, it is necessary to ensure the appropriateness and fitting of the model of measurement. In this study, in order to assess the



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fit of the model from the AGFI<sup>1</sup>, the GFI<sup>2</sup>, the CFI<sup>3</sup>, the adaptive fitness indices, and the IFI<sup>4</sup>, the very important second-order root estimate of the RMSEA<sup>5</sup> approximation error variance and the chi-square index were used.

**Table 7 - Model fitting indicators before making corrections**

Indicators	Calculated value
AGFI	0.73
GFI	0.84
CFI	0.87
IFI	0.81
RMSEA	0.0831
CMIN / DF	3.001

Table 8 presents a summary of the most important fitting model indicators. Therefore, as the characteristics of the table's virtuosity, the data of this research is appropriate to the structure of the research and the theoretical basis of the research, and this suggests that the questions are consistent with the theoretical constructs.

**Table 8. Improvement model's fitness indices**

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<sup>1</sup>Adjusted goodness-of-fit index

<sup>2</sup>Goodness-of-fit index

<sup>3</sup>Comparative fit index

<sup>4</sup>Incremental fit index

<sup>5</sup>Root mean square error of approximation



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Indicators	Acceptable interval	Calculated value	Result
AGFI	Larger than 0.8	0.83	Appropriate fitness
GFI	Larger than 0.9	0.91	Appropriate fitness
CFI	Larger than 0.9	0.92	Appropriate fitness
IFI	Larger than 0.9	0.91	Appropriate fitness
RMSEA	Smaller than 0.08 fine	0.0695	Appropriate fitness
CMIN / DF	Smaller than 0.05 Ideal	1.891	Appropriate fitness

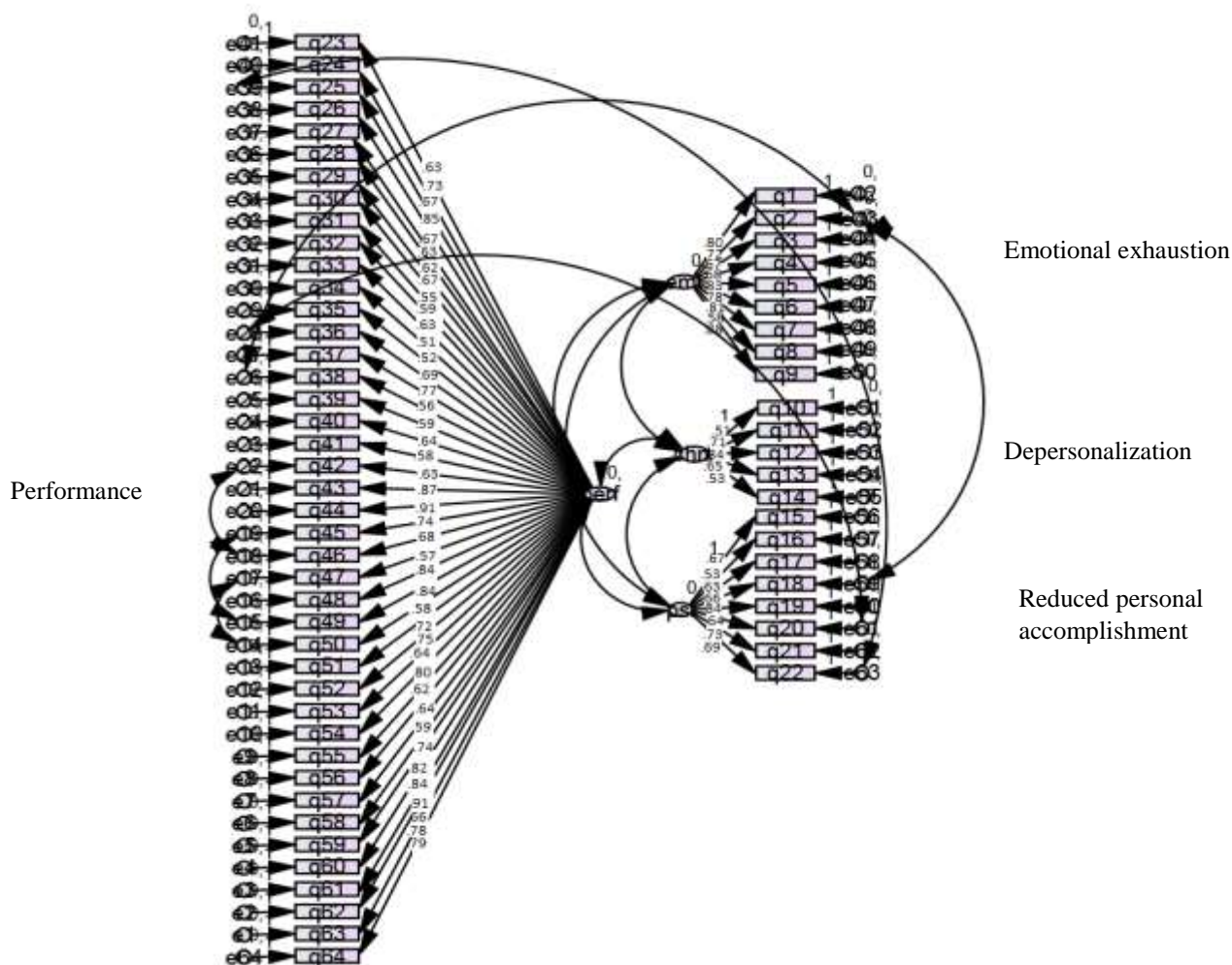
After making the modifications we found the fitted model below.





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*Figure 3- Fit model after making structural modifications*

At this stage, based on the confirmation of the model, the structural model of the research was estimated and through the hypothesis testing, the effect of variables was investigated. To determine the significance of the effect of each independent variable on the dependent variable, the research is used to estimate their significant level. If the estimated significance level is smaller than 0.05 or the statistic is larger than the table number, which is 1.96, then the assumption zero of this test is based on the ineffectiveness of the independent variable on the dependent variable, and the assumption is based on a significant effect we will accept the variables to be considered on the dependent variable. Summary of the results of the hypotheses the research is included in the table below.

**Table 9 - Summary of test results of hypotheses**



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Hypotheses	Structural effect	To the structure	Statistics value	Table number	Significant level	Impact factor	Conclusion
Hypothesis 1	Emotional exhaustion	Employees performance	4.115	1.96	0.039	0.327	Confirmed
Hypothesis 2	Depersonalization	Employees performance	0.432	1.96	0.666	—	Rejected
Hypothesis 3	reduced personal accomplishment	Employees performance	3.508	1.96	0.012	0.480	Confirmed
The main hypothesis	Job burnout	Employees performance	5.982	1.96	0.002	0.455	Confirmed

**Discussion and Conclusion:**

The present study was conducted to investigate the effect of burnout on the performance of the employees of the Justice Department (Case study: Employees of the Justice Department of Alborz Province). The results of the normal test for the distribution of components by the Kolmogorov-Smirnov test, according to Table 2, showed the hypothesis that the observations were normal. The results of confirmatory factor analysis and coefficients of each of the markers were larger according to Tables 3, 4, 5, 6, 5, respectively. Therefore, they had the accuracy to measure their variables. In the following, the results of fitness indicators according to Table 8 indicate that the data of this research is appropriate to the structure of the factor and the theoretical basis of the research fit, which indicates that the questions are consistent with the theoretical structures. Finally, according to Table 9, there was a person who had a positive and significant effect on job burnout on the performance of the staff of the judiciary with the results of the findings of Demerouti et al. (2014) and Ashtari et al. (2009). An overview of the results of this study is based on the main hypothesis of the following suggestions. According to the main hypothesis of the research, burnout has a positive and



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significant effect on performance. Therefore, it is suggested that the entire justice center of Alborz province use methods to reduce burnout in order to improve the performance of employees. Parsons (2000) believed that paying attention to humans and their motivations and needs would lead to the creation of an atmosphere of humanity in the organization, as well as a high level of employees' performance and satisfaction (Gholami Heidarabadi, 2011, quoted by Kaveh, 2014; 163). On the other hand, new scientific evidence and evidence suggest that there is a possibility for improvement and return of health to the person and by providing the appropriate help one can get rid of physical and mental burnout (Saatchi, 2014; 54). Therefore, the most important application of this research enables the authorities of the judiciary to provide appropriate programs to reduce the burnout and increase the productivity of their employees by knowing the components of job burnout. Obviously, with the knowledge that two variables are emotional exhaustion and personal accomplishment, there is a positive and significant impact on the performance of the judiciary employees. Appropriate programs can be developed to improve this important capability in the employees. While the lack of attention to these components and their impact the workforce can weaken the justice of the entire Alborz province and remove them from its goals. In addition, it is suggested that future researchers take this research into provinces and other countries. Also, considering that in this research in the burnout section, the model of burnout was Maslakh and in the performance part of the Achio model. It is suggested that future researchers use the other models.

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