Study of Relationship Among Personal Characteristics with Job Burnout and Personnel's Deviant Behaviors

Mehdi Roghani

Department of Industrial Management,

Omidiyeh Branch, Islamic Azad University,

Omidiyeh, Iran

Abstract. Abstract The purpose of this research is the study of relationship among personal characteristics with job burnout and deviant behaviors of personnel's of National Iranian Gas Company's (NIGC) first region in which statistical populationincludes 100 personnel's of this company that is done in the year 1392. 80 personnel are considered as research sample according to Cochran Sampling Selection Table in order to run questionnaire. Research instruments include job burnout questionnaire (Measles and Jackson, 1981), Neo personal characteristics questionnaire (McCrea and Costa, 1985), a 60-question form and an 8-question deviant behaviors questionnaire (Bent and Robinson, 2000) which has adequate validity and stability. Data gathered from questionnaires are studied through Prison's Correlation Coefficient Test and regression analysis, simultaneously. Results show that there is a significant relation among mental suffering with depersonalization, emotional exhaustion, individual failure and deviant behaviors ($P < 0.01$). In addition, there exist another significant relation between emotional exhaustion and deviant behaviors ($P < 0.01$). In addition, the results of regression analysis shows that mental suffering is the best factor for predicting deviant behavior and job burnout ($P < 0.01$).

Keywords: Personal characteristics; Job burnout; deviant behaviors.

1. Introduction

In recent years, managers are interested to study and research about phenomena named job burnout and several researches are done in this

context. In fact, job burnout is kind of emotional exhaustion, which has been accompanied with stresses those related to job and work environment. This disturbance is seen in variety kinds of helpful jobs like: teachers, psychologists, social workers, police, nurses, etc. and also is related to some motivations as: having too many referred in a period of time, having no enough time and no adequate support or appreciation. The main factor causing job burnout is suffering emotional stresses caused by work for a long time with high workload. Doing uninterested jobs, mismatch between expertise and the job collected to do, doing work out of personal capacity and aptitude and reasons like these, all propels people to be infected with job burnout. But these jobs are different in various kind of organizations or various organizational indexes, different factors in some organizations would provoked to this phenomena and in some will reduce the effects due to work.

Here a correct management system should be act to simplification or removing risks due to job stresses by using sectional plans, e.g. rewards, reducing working time, recreation and using substituents in high load work. Suppose a person feels that has no personal development in his life, means that he owns some factors that has direct relation with job burnout. In one hand, he has just few chances to upgrade and develop; and in the other hand, inflexible and rigid rules makes the person to feel that he is working in an unfair system; and all these reasons cause him to have a negative view to his job. Imagine a management or leadership has no attention to personnel's welfare and has a weak relationship with personnel. In such organization, significant number of personnel would be infected by job burnout.

Here psychology of work environment requires that compatibility of personnel with job and work environment and also change in views of managers to organization should be supplied by creating positive view using practical and scientific method, in order to prevent development of this phenomenon which if not prevented finally would cause inefficiency of personnel and organization. Of course, the personal capacity of personnel in order to tolerate the stresses always should be considered.

Also the way in which the personnel choose (adequate to personal characteristics) to attack these problems should be considered. It is ob-

vious that, it would be effective and useful to remove or minimize job stresses by supposing the condition of weakest personnel. The objective off this research is to study the attitude ofpersonnel of National Iranian Gas Company's The first region, by considering different personal characteristics and their effects on deviant behaviors and also personnel's job burnout and their interaction, and their influence on effectiveness and function of company.

Research and theory evidences show that job burnout is created through continuous and longsome stresses and reduces effectiveness and efficiency of personnel and in this way makes several problems for organizations. Job stresses would be increased in critical conditions. Therefore, the importance of this study would be clear when we know that organization, society and personnel, all would be influenced by results of this study.

According to this point that the personnel are one of the important resources of every organization, attention to their health would causepersonnel to become creative, causecompliance with job, develop relationship among personnel and increase self-respect of personnel. Vice versa, no attention to effects of stresses due to job would cause repetitive job change by personnel, feeling insecurity, wrath and aversion from job. In another word, as the personnel do have negative view to job, the same they would be unpleased and lack of morale and finally emotional and physical effects would be seen which naturally would cause economic and social cost for both personnel and organization. In the other side, anti-production behaviors would decrease organization effectiveness through their direct effect on organization function and equipment. Personnel who do work in these kind of organizations should have specific personal characteristics by which they should be able to tolerate stressful conditions and also their emotions should not be stimulated in terrible and abnormal conditions.

In this research,we are to do affirmation and transparent the expense of science borders related to the relationship among variables of this study. Therefore, this research and study is important and necessary for all organization because in this research we have tried to show the priority of planning and activities in order to avoid resources wast-

ing through job burnout by attention to personal characteristics and identifying them in personnel selection process.

2.   Literature Review

Each person is kindly unique. Nevertheless, there exist significant similarities among many people, so that we can assume some common points among human body. Although psychologists believe in similarities among people, but they are interested mostly on differences. A brief review of several definitions are done to define the word "Character" shows that the whole complete definition for character could not be found in just one theory. Even in fact, definition of character mostly depends on theory of each scientist.

For example, "Warn" defines character as a complex of cognitive, emotional, Voluntary, Psychological and Morphological specialties. "Alport" says that character is a dynamic organization of "emotional-physical" aspects, which is determinant of behavior and thinking. "Sheldon" defines character as dynamic organization of Emotional, Voluntary, Physiological and Morphological aspects. "Ketel" knows character as an organization, which helps us to predict human behavior in different situations. "Watson", defines character as an organized complex of habits which seems to be fixed and unchangeable.

In most jobs, personnel and labors would experience phenomena named "Job Burnout". Todays for the sake of all changes occurred in environment, there is low similarity between present environment and past time environment. The atmosphere is damaged and these problems have political, economic, and technological and management methods root. Today, either the way people do work is changed; most people work in factories and organizations in which their salary is much lower than the time they spent for that work. Western countries also moved their industry out of their country and developed their factory at foreign countries in order to employ low-cost labors who work a lot and get low money.

Technology has done more effective role on causing job burnout. Technology development has totally changed job condition and the changes

occurred in working environment has threaten job safety. However, negative results and complications of emotional stresses are seen as an important factor influencing personnel's functionality on their job (Saatchi, 1387). Job burnout is kind of response which the person does against interpersonal stress-increasing factors made due to many relations and contacts between the person doing job and his coworkers, managers, subordinates, referrers that cause changes in the attitude and behaviors of the person against them. Job burnout significantly reduces the quality of services done by personnel and could cause absence, demoralization and lack of responsibility.

Moreover, job burnout has solidarity with some personal problems as physical fatigue, insomnia, increase in using drug and alcohol and family problems (Saatchi, 1387). Bent and Robinson (2000) had identified two groups of deviant behaviors seen in job environment:

1. Inter personal deviant behaviors, which overwhelmed other personnel. These behaviors include all kind of inappropriate behaviors, which are not proper to organization regulations and would overwhelm other personnel when done by one on the personnel. Examples of these behaviors are: misuse of coworker, impertinence, violence, discourtesy and physical fight.

2. Organizational deviant behavior, which is pointed the organization and job environment in whole aspects of physical, emotional and social. These behaviors seen different from interpersonal deviant behaviors, and is pointed to behaviors as incuriosityto regulations, instructions, goals, disobeying organization rules and violation of organization polices (like: presence time, presence type, Leave of absence without coordination, sudden or intentional absence or lying about the reasons of absence) (Bent and Robinson, 2000).

3.   Research Questions

Main question:

-Does there exist any significant multiple relationship among personal characteristics with job burnout and deviant behaviors of person-

nel of National Iranian Gas Company's first region?

Subsidiary questions:

-Does there exist any significant multiple relationship between personal characteristics and depersonalization of personnel of National Iranian Gas Company's first region?

-Does there exist any significant multiple relationship between personal characteristics and emotional exhaustion of personnel of National Iranian Gas Company's first region?

-Does there exist any significant multiple relationship between personal characteristics and personal failure of personnel of National Iranian Gas Company's first region?

-Does there exist any significant multiple relationship between personal characteristics and deviant behaviors of personnel of National Iranian Gas Company's first region?

-Does there exist any significant multiple relationship between job burnout and deviant behaviors of personnel of National Iranian Gas Company's first region?

4.   Methodology

This study of the nature and purpose is of applicable researches, of the way in which required data are gathered is of descriptive researches, and is of correlation researches. Because after statistical test, result and discussion are done, we could result that: Is there any relation among effective factors on personal characteristics of personnel and job burnout and deviant behavior, or not. Else, attention to these personal factors and elimination of their deviant would increase personnel commitment, job safety and satisfaction in their organization. Also it should be said that researcher had no interference in identifying variables and effects of independent variable on dependent variable and only tried to measure and consider the present (existing) condition.

Therefore, in this research in order to measuring questions Pierson's correlation coefficient method, mono-variable and multi-variable regression analysis and statistical assumption test are used which in each of

them the questions are analyzed and finally the diagram for every question is plotted. Hence, a combined questionnaire, which is complex of Meslech's job burnout questionnaire, Neo's character questionnaire, and deviant behaviors questionnaire are prepared for all of personnel of National Iranian Gas Company's first region. In addition, in order to increase research data and experience, interviews are done surplus to questionnaires. In this research the relation among personal characteristics with job burnout and deviant behaviors are studied.

In this research, statistical population includes experienced employees of National Iranian Gas Company's First Region, which are still working in the year 1392. In addition, the content of this statistical population is 100 personnel who are collected from all units of this company and one of the reasons of collecting such statistical population is high knowledge and information of managers and experts of this company aboutpersonal factors, which influence on job burnout and consequently deviant behaviors. According to the Michel and July's sampling table, 80 persons considered in order to implement questionnaires. Since this was likely that not all the questionnaires are returned so in order to control response rate, 100 questionnaires are distributed and finally 80 questionnaire are completed. Based with coordination made with industrial medicine sampling was conducted based on the periodically reference of employees. 80 persons from managers and employeesof company are considered as research sample. Because of extensiveness of company and lack of ubiquitous presence of employees, so sampling is done from 100 employees. This group contents are 80 persons who form the gathered sample.

$$n = \frac{N \times z^2 \frac{a}{2} \times p \times q}{\varepsilon^2 \times (N-1) + z^2 \frac{a}{2} \times p \times q} = \frac{100 \times (1.96)^2 \times 0.5 \times 0.5}{(0.05)^2 \times 99 + (1.96)^2 \times 0.5 \times 0.5} \approx 80$$

Collected sampling content is calculated based on Cochran formula. In this research, the standpoints and suggestions of project coworkers, advisors, managers and experts are used to correct and validity of questionnaire. Equipment (questionnaire) stability means getting similar results from a questionnaire in different times. Reliability of a questionnaire could be tested through correlation between answers are given to odd

or even questions. As the considered number is closer to "one" the same the questionnaire is reliable. (Eshaghian, 1382). The following formula is Krunbach's Alpha formula, in which N is stated for number of questions andr for internal correlation coefficient average of answers.

$$\alpha = \frac{N.r}{(1 + (N - 1).r)}$$

Validity of questionnaire used in this research is calculated by Meslech and Jackdon and through Krunbach's Alpha, and reported (0.9) after emotional exhaustion, (0.79) for depersonalization and (0.71) for personal failure. Khaledi (1375) has creported the reliability of this questionnaire, totally (0.91). Also Meslech and Jackson said this questionnaire has high order validity (Quoted from: Ahmadi and Khalifeh Soltani, 1381). In this research, also, Krunbach's Alpha is calculated and reported (0.786) after emotional exhaustion, (0.832) for depersonalization and (0.787) for personal failure and totally (0.877).

5.   Findings

Results show that correlation coefficient between mental suffering and extroversion ($r = -0.440$), correlation coefficient between mental suffering and flexibility ($r = -0.260$), correlation coefficient between mental suffering and agreeableness ($r = -0.477$), correlation coefficient between mental suffering and responsibility ($r = -0.440$), correlation coefficient between mental suffering and job burnout ($r = -0.277$), correlation coefficient between mental suffering and emotional exhaustion ($r = -0.242$), correlation coefficient between mental suffering and depersonalization ($r = -0.171$), correlation coefficient between mental suffering and personal failure ($r = -0.268$), correlation coefficient between mental suffering and deviant behaviors ($r = -0.207$). Correlation coefficient between extroversion and flexibility ($r = -0.108$), Correlation coefficient between extroversion and agreeableness ($r = -0.429$), Correlation coefficient between extroversion and responsibility ($r = -0.635$), Correlation coefficient between extroversion and job burnout ($r = -0.336$), Correlation coefficient between extroversion and emotional exhaustion

($r = -0.269$), Correlation coefficient between extroversion and depersonalization ($r = -0.251$), Correlation coefficient between extroversion and personal failure ($r = -0.291$), Correlation coefficient between extroversion and deviant behaviors ($r = -0.233$), Correlation coefficient between flexibility and agreeableness ($r = -0.199$), Correlation coefficient between flexibility and responsibility ($r = -0.162$), Correlation coefficient between flexibility and emotional exhaustion ($r = -0.007$), Correlation coefficient between flexibility and depersonalization ($r = -0.062$), Correlation coefficient between flexibility and personal failure ($r = -0.022$), Correlation coefficient between flexibility and deviant behaviors ($r = -0.012$). Correlation coefficient between agreeability and responsibility ($r = -0.537$), Correlation coefficient between agreeability and job burnout ($r = -0.371$), Correlation coefficient between agreeability and emotional exhaustion ($r = -0.246$), Correlation coefficient between agreeability and depersonalization ($r = -0.276$), Correlation coefficient between agreeability and personal failure ($r = -0.384$), Correlation coefficient between agreeability and deviant behaviors ($r = -0.275$). Correlation coefficient between responsibility and job burnout ($r = -0.440$), Correlation coefficient between responsibility and emotional exhaustion ($r = -0.292$), Correlation coefficient between responsibility and depersonalization ($r = -0.368$), Correlation coefficient between responsibility and personal failure ($r = -0.420$), Correlation coefficient between responsibility and deviant behaviors ($r = -0.407$).

Correlation coefficient between job burnout and emotional exhaustion ($r = 0.807$), Correlation coefficient between job burnout and depersonalization ($r = 0.737$), Correlation coefficient between job burnout and personal failure ($r = 0.868$), Correlation coefficient between job burnout and deviant behaviors ($r = 0.506$), Correlation coefficient between emotional exhaustion and depersonalization ($r = 0.310$), Correlation coefficient between emotional exhaustion and personal failure ($r = 0.512$), Correlation coefficient between emotional exhaustion and deviant behaviors ($r = 0.459$).

Q1: Does there exist any significant multiple relationship between personal characteristics and depersonalization of personnel of National

Iranian Gas Company's first region?
The results of this question show in Table 1.

Table 1: multiple correlation coefficient table of personal
characteristics for predicting depersonalization

Statistical index . Variable	Predictor variable	Multiple correlation coefficient	Square of Multiple correlation coefficient	Modified Square of Multiple correlation coefficient	Coefficient F	Significance level
Depersonalization	mental suffering	0.171	0.039	0.035	11.959	0.001

Generally, results from table 1 shows that among studied variables in regression, mental suffering was the best predictor index of depersonalization. According to the results from regression analysis, simultaneously, the relation between depersonalization and mental suffering was meaningful. Based on this, mental suffering coefficient shows 17.1% of depersonalization variance. The coefficient F was seen to be meaningful in the level of $p < 0.01$, therefore regression is extensible to statistical population.

Q2: Does there exist any significant multiple relationship between personal characteristics and emotional exhaustion of personnel of National Iranian Gas Company's first region?
The results of this question show in Table 2.

Table 2: multiple correlation coefficient table of personal
characteristics for predicting emotional exhaustion

Statistical index . Variable	Predictor variable	Multiple correlation coefficient	Square of Multiple correlation coefficient	Modified Square of Multiple correlation coefficient	Coefficient F	Significance level
Emotional Exhaustion	mental suffering	0.242	0.041	0.038	11.92761	0.001

Generally, results from table 2 shows that among studied variables

in regression, mental suffering was the best predictor index of emotional exhaustion. According to the results from regression analysis, simultaneously, the relation between emotional exhaustion and mental suffering was meaningful. Based on this, mental suffering coefficient shows 24.2% of emotional exhaustion variance. The coefficient F was seen to be meaningful in the level of $p < 0.01$, therefore regression is extensible to statistical population.

Q3: Does there exist any significant multiple relationship between personal characteristics and personal failure of personnel of National Iranian Gas Company's first region?

The results of this question show in Table 3.

Table 3: multiple correlation coefficient table of personal characteristics for predicting personal failure

Statistical index . Variable	Predictor variable	Multiple correlation coefficient	Square of Multiple correlation coefficient	Modified Square of Multiple correlation coefficient	Coefficient F	Significance level
Personal failure	mental suffering	0.368	0.074	0.071	23.762	0.001

Generally, results from table 3 shows that among studied variables in regression, mental suffering was the best predictor index of personal failure. According to the results from regression analysis, simultaneously, the relation between personal failure and mental suffering was meaningful. Based on this, mental suffering coefficient shows 26.8% of personal failure variance. The coefficient F was seen to be meaningful in the level of $p < 0.01$, therefore regression is extensible to statistical population.

Q4: Does there exist any significant multiple relationship between personal characteristics and deviant behaviors of personnel of National Iranian Gas Company's first region?

The results of this question show in Table 4.

Table 4: multiple correlation coefficient table of personal characteristics for predicting deviant behaviors

Statistical index . Variable	Predictor variable	Multiple correlation coefficient	Square of Multiple correlation coefficient	Modified Square of Multiple correlation coefficient	Coefficient F	Significance level
Deviant behaviors	mental suffering	0.207	0.043	0.040	13.272	0.001

Generally, results from table 4 shows that among studied variables in regression, mental suffering was the best predictor index of deviant behaviors. According to the results from regression analysis, simultaneously, the relation between deviant behaviors and mental suffering was meaningful. Based on this, mental suffering coefficient shows 20.7% of deviant behaviors variance. The coefficient F was seen to be meaningful in the level of $p < 0.01$, therefore regression is extensible to statistical population.

Q5: Does there exist any significant multiple relationship between job burnout and deviant behaviors of personnel of National Iranian Gas Company's first region?
The results of this question show in Table 5.

Table 5: multiple correlation coefficient table of job burnout for predicting deviant behaviors

Statistical index . Variable	Predictor variable	Multiple correlation coefficient	Square of Multiple correlation coefficient	Modified Square of Multiple correlation coefficient	Coefficient F	Significance level
Deviant behaviors	Emotional exhausion	0.459	0.144	0.141	49.967	0.001

Generally, results from table 5 shows that among studied variables in regression, emotional exhaustion was the best predictor index of deviant behaviors. According to the results from regression analysis, simultaneously, the relation between emotional exhaustion and deviant behaviors was meaningful. Based on this, emotional exhaustion coefficient shows 45.9% of deviant behaviors variance. The coefficient F was seen to be meaningful in the level of $p < 0.01$, therefore regression is extensible to statistical population.

6.   Conclusion

Based on the results given and by attention to this point that specific personal characteristics would make differences in controlling stressful

job environment, also could play role onjob stresses and cause anxiety and reduction in function. For these reasons, almost all time it is emphasized that variety kinds of personal characteristics should be identified and adequate ways to confronting their negative aspects should be learnt practically, through adequate trainings. Since sometimes manager's destructive behaviors cause employees to work silent-angrily, it is recommended that managers create and maintain a moral working condition to prevent the deviant and aggression behaviors, which is detrimental for organization. Identifying mental suffering persons in National Iranian Gas Company's First Region. It is recommended to use mental suffering employees in jobs which: "Having less duty" Having minimum decision making "Have low contact" Are not related to technical and sensitive works, which ends to product. "Have patient and meek coworkers" Advisor support from organization's industrial medicine should be supplied. It is recommended that organization managers and officials have a specific attention to stress-creating factor as: They (managers and officials) should observance justice in rewards payment, functionality evaluation and time schedule of personnel, and by controlling these factors reduce stress, job burnout and deviant behaviors.

References

[1] Abtahi, S. H. (1370), Management and Emotional Stresses, Management Science Magazine, Vol. 12.

[2] Smith, E., Hoxema, N., Rikson, F., and Loftos, B. (1386), Background of Hilgard & Etickson Psychology, Translated by M. Saatchi et al., Second Edition on Month Day, Gap Publication.

[3] Argami, Sh. and Pouya, M. (1385), Fundamentals of Safety in Industry and Services. First Edition. Hamadan: Fanavaran Publication, P: 260.

[4] Basharat, M. (1386), Study of Relationship Between Character Aspects and Excitement Intelligence. Psychological and Educative Studies, Vol. 8, 79-94.

[5] Beheshti, S. (1370), Study of Effective Factors on Job Stresses of Profes-

sors of University of Isfahan, Faculty of Educative Science, University of Isfahan.

[6] Lorence, P., John, E., and Oliver, P. (1381), Character, Theories and Researches, Translated by: M. J. Javadi, P. Kadivar, Aeezh publication, Tehran.

[7] Habaibi, A. and Alizadeh, M. (1383), Practical Safety and Performance Factors in Industry. First Edition. Hamadan: Fanavaran Publication, P: 420.

[8] Khakpour, R. (1376), Study on Amount of Prevalence of Job Burnout Among Psychologists, M. S. Thesis, Faculty of Psychology, Islamic Azad University of Roudehen.

[9] Haghshenasi, H. (1385), Considering Five Factors of Properties of Character, Shiraz, University of Medical Science of Shiraz University Publication.

[10] Khodadadi, F. (1383), Study of Relation Among Character and Job Properties of Personnel with Their Organizational Commitment in Water and Power Organization of Ahwaz.

[11] Rus, R. and Eltmaier, M. E. (1378), Job Stress, Translated by Gh. Khajehpour. Tehran, Organization of Industrial Management.

[12] Rahmani, K. and Derafshi, S. (1384), Safety and Occupational Health Management System, First Edition, Tabriz: Forouzesh Publication, P: 239.

[13] Rahimi, Sh. (1379), Job Burnout of Managers and It's Quality, Tadbir Magazine, 11th Year, Vol. 109.

[14] Saatchi, M. (1370), Psychology in Organization Work and Management, Tehran, State Management Education Center.

[15] Saatchi, M. (1378), Industrial and Organizational Psychology, First Edition, Tehran, Virayesh Publication.

[16] Saatchi, M. (1379), Practical Psychology for Managers, Second Edition, Tehran, Virayesh Publication.

[17] Sa'adart, A. (1375), Effect of Exhaution on Personnel Effectiveness, Management Science Magazine, 33: 19-26.

[18] Salmani, D. and Radmand, M., Study of Organization and Management Role on Indication of Job Deviant Behaviors.

[19] Shermer Horen, A. J. (1381), Management of Organizational Behavior, Translated by Mahdi Irannezhad Parizi. First Edition, Tehran, Modiran Publication, P: 574.

[20] Sholts, D. and Sholts, S. (1383), Character Theories, Translated by Seyed Mohamadi. Sixth Edition. Tehran: Virayesh Publication.

[21] Fathi Ashtiani, A. and Dastani, M. (1388), Psychological Tests: Character Assessment and Emotional Health, Tehran: Be'sat Publication.

[22] Garousi, F. and Mir, T. (1381), Character Assessment, Application of Factor Analysis in Character Studies. Tabriz, Jame'eh Pazhouh, P: 324.

[23] Golparvar, M. and Khaksar, S., Anti Production Behavior from the Point of View of Supervisors and Managers.

[24] Golparvar, M. and Vaseghi, Z. (1389 B), Organizational Injustice, Perceived Emotional Conflict and Deviant Behaviors: An Introduction to Norms Pathology Center Systems Hypothesis, Second Conference on Iran Industrial and Organizational Psychology, 3 and 4th of Esfand, 1389, Islamic Azad University of Khorasgan.

[25] Liter Meslesh, P. (2001), Relaxation in job, Translated by Zahra Yousefi, Mohamadreza A'bedi (1387), Tehran, Gap Publication.

[26] Mehdad, A. and zadegan, M. (1389), Iran: Contraction on Citizen Organization Behavior and Anti Production Behaviors of Personnel In Car Companies of Iran and Malaysia, New Findings in Psychology Magazine.

[27] Mehdad, A. (1389), Industrial and Organizational Psychology, Tehran, Jangal Publication.

[28] Najafi, M., Solati Dehkordi, S. K., and Forouzbakhsh, F. (1379), Relationship Between Job Burnout with Emotional Health Among Personnel of Research and Production Center of Nuclear Fuel of Isfahan, University of Medical Science of Shahrkord, 2 (2): 31-41.

[29] Mehdad, A. (1389), Conscientiousness as Moderator of the Relation Between Job Stress and Deviant Behavior of Organization. Second Conference on Iran Industrial and Organizational Psychology, 3 and 4th, Esfand, Islamic Azad University of Khorasgan.

[30] Spector, P. E. and Fox, S. (2005), A model of counterproductive work behavior. In: S. Fox and P. E. Spector, Editors, counterproductive workplace behavior: Investigations of actors and targets, APA, Washington. DC, pp: 151-174.

[31] Spector P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., and Kessler, S. (2005), Dimensionality counterproductive, Journal of Vocational Behavior, 68: 446-460.

[32] Barry, A. (1983), Stress & burnout in the human service professions. New York: Pergamum press.

[33] Garden, A. M. (1987), Depersonalization: A valid dimension of burnout. Human relation, Vol. 40.

[34] Mazur, P. J. (1986), The Relationship between the principals leadership style, the organization and the teachers, personality: NORTHEASTERN university.

[35] Jackson, S. E. and Schuler, R. S. (1986), Toward & understanding of the burnout phenomenon. Journal of Applied psychology, Vol. 71, pp: 630-640.

[36] Smith. (1979), Subtle revolution. Demography. Licensed by population association of America. Vol. 22, pp: 185-198.

[37] Brown, S. P. (2007), Job involvement. Encyclopedia of industrial & organizational psychology. SAGE publishing, Vol. 1, pp: 397-399.

[38] Kim, J. H., shin, H. K., and Swanger, N. (2009), Burnout and engagement: A comparative analyses using the Bige five personality dimensions. International journal hospitality Management, 28: 96-104.

[39] Robinson, S. L. (2008), Dysfunctional workplace behavior. In J. Barling., and V. L. Cooper (Eds.), The sage handbook of organization behavior, pp: 141-159. Thousand Oaks, CA: SAGE.

[40] Freudenberger, A. (1975), The stuff burnout syndrome in alternative institutions journal of psychotherapy, 1 (12), 21-27.

[41] Mazur, P. J. (1986), The Relationship between the principals' leadership style, organization and the teachers, personality: New York: John Wiley and sons.