



Job Burnout Role on the Occupational Performance of Experts in Jihad Agriculture Organization of Mazandaran Province, Iran

Samaneh Soleimani ^a and Mehdi Charmchian Langerodi ^{a,*}

Received: 24 January 2020,

Accepted: 31 August 2021

Abstract

Occupational performance serves as one of the most influential components in organizations incorporating an important part of organizational studies. One of the factors that is expected to lead performance in contravention of the organization's goals is the problem of job burnout. Therefore, the aim of this research was to investigate the job burnout role on occupational performance of experts in Jihad Agriculture Organization of Mazandaran, Iran. The statistical population comprised 255 experts; 155 experts were selected for the study using stratified random sampling. Data were collected using a researcher-made questionnaire composed of two sections of job burnout section encompassing issues on emotional fatigue, personal accomplishment failure, depersonalization and conflict, and occupational performance section covering areas like ability, role clarity, support, encouragement, assessment, credibility and environment. The content validity of the questionnaire was confirmed by experts' opinions. Also, based on the average variance extracted ($0.554 > AVE < 0.741$) and composite reliability ($0.846 > CR < 0.944$), the questionnaire had a convergent validity and appropriate reliability. SPSS16 and Smart PLS2 software were used to analyze the data. The achieved results of the research showed that job burnout had a significant negative impact on occupational performance of experts in Jihad Agriculture Organization. According to the achieved results of the research, it is recommended to create incentives such as giving responsibility to experts and encouraging and respecting them.

Keywords:

Burnout, emotional fatigue, performance, structural equation modeling

^a Department of Agricultural Extension and Education, Sari Branch, Islamic Azad University, Sari, Iran

* Corresponding author's email: mcharmchian2004@yahoo.com

INTRODUCTION

The existential philosophy of the organization relies on human. Human beings are the bodies of the organizations who move and run the organizations. Organizations without a human being will not have any idea, and their administration will not be possible (Mahdizadeh Ashrafi & Ilka, 2009). One of the concepts that has attracted the attention of organizational-industrial psychologists in recent years is getting fatigue, exhausted, loose and weakened on job operator's part which is referred to as job burnout (Maslach et al., 2001). From the perspective of various researchers, job burnout is the reduction of the individual's ability to adapt to stressful conditions and the outbreak of physical and emotional fatigue syndrome (Maslach & Jackson, 1981). High job burnout may result in negative organizational consequences such as job dissatisfaction, low organizational commitment, and low occupational performance (Chen & Kao, 2011). Occupational performance refers to individuals' performance in accordance with statutory duties and refers to human resources activities in relation to the assignment of tasks assigned to them, and the extent to which an employee is likely to be successful in the performance of his or her job and behavioral duties (Babu et al., 2002).

The determination and strength to improve and efficiently use resources (human resources), capital, materials, energy and information are the goals of all managers of economic organizations, manufacturing and industrial units, and service providers. The appropriate organizational structure, operating procedures, the required equipment and tools of doing work, a balanced work space and, most importantly, a qualified and competent manpower are considered as essential elements to be taken into account by managers in order to increase the performance of an organization. Improving the performance of the organization's staff in a disorderly and chaotic environment coupled with insecurity is impossible (Khamaki & Mostaghimi, 2013). Regarding the effective factors such as stress and

job burnout on occupational performance seems to be essential. The results of the researches show that stress and job burnout have a significant relationship with occupational performance (Hsieh et al., 2004). In fact, the occupational performance level depends on the amount of work and the difficulty of doing it, and it is argued that the relationship between performance, stress and job burnout is an inverted U function, which is referred to as the Yerkes-Dodson law. According to this law, there is a desirable arousal task for performing a good task; simple tasks with higher arousal are performed; complicated tasks with lower arousal are better implemented and performed (Mohd Nor, 2011).

Occupational performance

Employees in organizations, with their attempt and desirable performance, help the organization achieve its goals and keep it in competition. Likewise, organizations always endeavor to identify the factors that increase these positive features which consequently lead to an increase in the organization's efficiency (Barati Ahmadabadi et al., 2010). Occupational performance is what the person is doing and includes those activities that are related to the goals of the organization (Agha Yousefi & Saleh Mirhasani, 2011). Vakili et al. (2009) considered the performance to be the behavioral patterns that directly relate to the production of goods, services or activities that indirectly provide the necessary support for the organization's technical processes. Yamani (1995) perceived occupational performance as a term that also involves the concept of activity for both work and outcome. Hejazi & Shams (2005) find common ground for all definitions of occupational performance, that is, the manner and extent of performing assigned duties and responsibilities. The function of an individual in an organization depends on his personality and the role of the organization, as well as on the success and organizational conditions. These conditions have been studied and considered as environment, culture, feelings, communication skills

and empowerment (Ezheie et al., 2009).

Job burnout

Job burnout is one of the occupational hazards that can lead to poor service quality (Abazari & Khajehali Jahantighi, 2017). Job burnout is a product of long-term stress in the workplace and is one of the main factors in reducing the efficiency and loss of staffs (Safi et al., 2016). Job burnout shows extreme emotional fatigue following years of conflict and commitment to work and people (Sarason & Sarason, 1992). In other words, such syndrome is a condition in which the power and ability of people, with low levels of relief and willingness to do work and activity, decrease. (Fouladband, 2006). Job burnout is a reflection of emotional fatigue, lack of energy, physical fatigue, mental illness, increased alcohol and drug use, pessimism, indignant anger, depression and the loss of individual success (Shukla & Trivedi, 2008). Job burnout, on the one hand, has led to an increase in addiction, divorce, job loss, and physical and mental illness, and, on the other hand, has led to a reduction in labor productivity and a blow to the economy and production of the country (Jeldkar, 2000).

Job burnout and occupational performance

A large body of research has been conducted on job burnout and occupational performance, and their results have been presented by various researchers. Gharehbiglo (2018) found that the components of emotional fatigue, depersonalization and the sense of adequacy (from the components of job burnout) can significantly explain the changes in the individual performance of the staff. Zakerian et al. (2018) showed that the level of education and the amount of working hours per week had a positive and negative effect on occupational performance, respectively. But age, sex, marital status, employment status, number of years of work and work shift did not affect occupational performance. Bakhshi et al. (2017) found that there was a significant relationship between

occupational performance and gender and education level. However, there was no significant relationship between occupational performance with work experience and age. Ulimwengu et al. (2016) found that number of agents is not a sufficient indication of performance, but an effective system needs to focus on the enabling environment for agents to be motivated to work as mandated. Barabadi et al. (2015) showed that only job burnout is a predictor of task performance. The results of this study showed that job burnout was a factor in weakening the level of task performance. Sheikhepour et al. (2014) concluded that there was a negative relationship between Islamic work ethic, precise work, autonomy and social efficacy with job burnout, but there was no significant relationship between humanitarian work and job burnout. Jia-Chern et al. (2016) concluded that employees' health had a positive impact on the reduction of job burnout, which means that employees' health is inversely related to job burnout and job burnout has an inverse relationship with occupational performance. Natasha et al. (2015) found that job burnout had a negative impact on job satisfaction, general health of nurses, productivity and occupational performance, and also on the caring quality of patients. Laiba et al. (2011) found that there was a negative relationship between jobs related stresses and occupational performance. It is also recommended that organizations prevent excessive work through the adoption of occupational restoration techniques and reduce the ambiguity of roles and stress, and increase activities such as counseling workshops to reduce job stressors.

Job burnout is related not only to the mental health of a person, but also to his productivity. Therefore, getting acquainted with coping strategies with psychological stress and overcoming burnout can help improve mental health and increase the effectiveness and performance of the organization (Amiri et al., 2011). The innovation and new aspect of the research was in extracting the struc-

tural equation model using Smart PLS software. First, the questions of burnout and job performance were identified by reviewing the sources, and the PLS software confirmed them. Then, the final model of job performance was extracted with emphasis on job burnout. As far as the subject of the present research is concerned, no research has been done on the job burnout role on the occupational performance of experts in Jihad Agricultural Organization of Mazandaran Province and model design at the university level. Therefore, the aim of this research was to investigate the job burnout role on occupational performance of experts in Jihad Agriculture Organization of Mazandaran Province, Iran.

METHODOLOGY

The methodology of this study will be discussed in terms of the population, sampling and data collection, data analysis, and validity and reliability of the measurement. Regarding the literature in this field, the theoretical research model is presented in Figure 1. As it is evident, job burnout with four dimensions of emotional fatigue, personal accomplishment failure, depersonalization and conflict has impacts on occupational performance with seven dimensions of ability, role clarity, support, encouragement, assessment, credibility, and environment.

bility, and environment.

Population, sampling and data collection

The statistical population of this research consisted of 255 experts from the Jihad Agriculture Organization of Mazandaran province. Using the Cochran formula, the final sample size was estimated to be 155 subjects. Regarding the heterogeneous distribution of experts in different parts of the organization, stratified random sampling was used to obtain the samples.

The data gathering tool in this research was a researcher-made questionnaire that was used to extract variables and formulate them from various sources. In addition to individual characteristics, the questionnaire was divided into two main parts: first the job burnout with 25 questions divided among four main components of emotional fatigue (9 questions), personal accomplishment failure (8 questions), depersonalization (5 questions) and conflict (3 questions), as well as occupational performance with 42 questions in terms of seven components of ability (4 questions), role clarity (7 questions), support (5 questions), encouragement (6 questions), assessment (9 questions), credibility (6 questions) and environment (5 questions). The Likert scale was: very low (1), low (2), moderate (3), high (4), and very high (5).

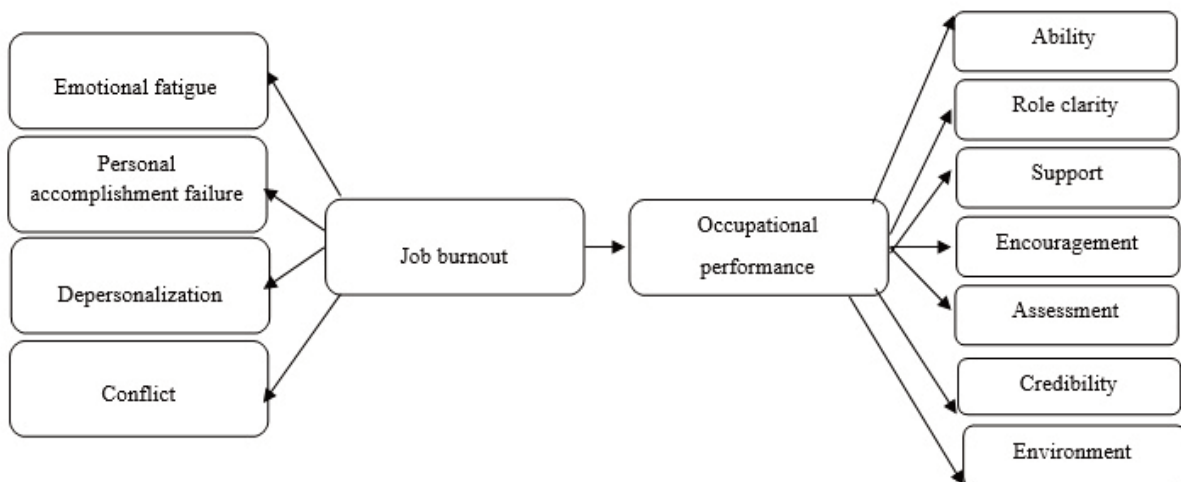


Figure 1. Theoretical Research Model

Data analysis

This is an applied study. The methods of analysis used in this study involved a combination of descriptive and quantitative research. Descriptive statistics and structural equation modeling (SEM) were used for data analysis.

After collecting and categorizing the data, the descriptive and inferential statistics were used and SPSS₁₆ software and also Smart PLS₂ software were used to extract structural equation model. In addition, PLS is a very suitable method when researchers want to measure causal relationships (Henseler et al., 2009). The PLS, unlike Lisrel can provide an appropriate approach for researchers due to less dependency of sample size, variables level, normal distribution (Chin, 1998). So, for the mentioned reasons in this study, Smart PLS₂ software was used to analyze the data.

Validity and reliability of measurement

The content validity of the questionnaire was confirmed by experts' opinions. Also, based on the average variance extracted (0.554 >AVE< 0.741) and composite reliability (0.846 >CR < 0.944), the questionnaire had a convergent validity and appropriate reliability.

RESULTS

Descriptive analysis of the data revealed that the average age of respondents was 39.20 years, the youngest and the oldest were 23 and 55, respectively. The sample consisted of 67.1 percent male and 32.9 percent female. Results also showed that 71.6 percent of the respondents with the most frequency were in

a family of 3 to 5 people, the highest household size was 7 people and the lowermost was one person. The findings also showed that 46.5 percent of respondents with the highest frequency had 10 to 20 years of work experience and 24.5 percent with the lowest frequency had less than 10 years of work experience and 67.7 percent of respondents did not have any other job.

Based on the results of the relationship between occupational performance of experts and the individual characteristics, there was no significant relationship between occupational performance and age and work experience (Table 1).

In order to investigate the linear relationship between the observed and latent variables, and examine the convergent validity and reliability of the research instrument, the factor load of each statement was obtained (Table 2). Two indicators of Cronbach's alpha and composite reliability were used to test the reliability of internal consistency and one-dimensionality. The optimal level of Cronbach's alpha should be higher than 0.7 to evaluate target block as homogeneous and one-dimensional (Nunnally, 1967) and is acceptable for a composite reliability of 0.8 and more than 0.7 (Nunnally & Bernstein, 1994). Therefore, according to the obtained values in Table 2, all reflecting factors of the structural model of this study had a satisfactory internal consistency. Meanwhile, the obtained values from the AVE showed the convergent validity of the components, so that the minimum value of the AVE, or the average variance extracted in the convergent validity, should be 0.5 (Lee, 2017).

Table 1
Relationship between Occupational Performance and Individual Characteristics (Spearman Correlation Coefficient)

Variable 1	Variable 2	r	p-value
Age	Occupational Performance	0.083-	0.302
Work experience	Occupational Performance	-0.070	0.386

Job Burnout Role on the... / Soleimani & Charmchian Langerodi

Table 2
The Summary of the Obtained Results of the Fitting of the Research Measurement Model

Main factor	Latent variable	Observable variable	Symbol	Factor load	
JobBurnout (Burnout)	Emotional fatigue (Burnout1)	Sometimes I feel emotionally tired of my job.	B1	0.785	
		I feel like I'm dead at the end of a working day.	B2	0.820	
		Sometimes I get completely tired of a working day.	B3	0.786	
		Sometimes I feel pressured when working with my employees, colleagues, the manager and the clients.	B4	0.791	
		Most of the time, I feel that this job has stopped me.	B5	0.846	
		Sometimes I feel I am not successful in this job.	B6	0.750	
		Most of the time I feel I'm not working hard at my job.	B7	0.497	
		Sometimes having direct contact with employees, colleagues, the manager and the clients makes me feel stressed.	B8	0.634	
		Sometimes I feel that I have reached my end.	B9	0.726	
	Cronbach Alpha= 0.895 = 0.916 CR AVE= 0.554				
	Personal accomplishment failure (Burnout2)	I often do not understand the feelings of employees, colleagues, managers and clients regarding my work.	B10	0.666	
		Most of the time I feel that I cannot handle it effectively.	B11	0.847	
		Sometimes I do not positively influence the fate of the staff and the organization through my judgment.	B12	0.772	
		Most of the time I do not feel energetic.	B13	0.807	
		I cannot easily create a relaxed environment for employees, colleagues, managers and clients.	B14	0.804	
		After a hearty meeting with the staff, colleagues, the manager and the client, I do not feel happy and rejuvenated.	B15	0.809	
		I feel sometimes I have not been fruitful in my career.	B16	0.782	
		Most often I do not deal with emotional issues with a complete serenity.	B17	0.725	
	Cronbach Alpha= 0.906 = 0.924 CR AVE= 0.606				
	Depersonalization (Burnout3)	Sometimes I treat some employees, colleagues, boss and client as objects.	B18	0.704	
		Sometimes I feel depressed when I go into this profession.	B19	0.898	
		Most of the time I feel worried that this job has hurt me emotionally.	B20	0.825	
		I feel it really does not matter to me what happens to some employees, colleagues, managers and client.	B21	0.811	
		I feel employees, colleagues, managers and client blame me for not paying attention to the working conditions.	B22	0.815	
	Cronbach Alpha= 0.870 = 0.906 CR AVE= 0.661				
Conflict (Burnout4)	I've sometimes come across problems with employees, colleagues, managers and clients.	B23	0.757		
	I feel in some ways like employees, colleagues, managers and clients.	B24	0.872		
	I feel disappointed about the way I met with some employees, colleagues, managers and the clients.	B25	0.781		
Cronbach Alpha= 0.726 = 0.846 CR AVE= 0.648					

Table 2
Continued

Main factor	Latent variable	Observable variable	Symbol	Factor load	
Occupational Performance (Performance)	Ability (Performance1)	To what extent is your field of study relevant to your job?	P1	0.810	
		To what extent is your current job related to your work experience?	P2	0.911	
		How much does your talent and abilities fit with your current job?	P3	0.893	
		How responsible are to deal with your work?	P4	0.690	
	Cronbach Alpha= 0.846 = 0.898 CR AVE= 0.690				
	Role clarity(Performance2)	How important is your job to the organization?	P5	0.744	
		How much do you know about the purpose of your work?	P6	0.803	
		How much do you know about the priority of your work in the organization?	P7	0.793	
		How do you know the best practices for doing your job?	P8	0.738	
		How much work is done in your office based on an administrative hierarchy?	P9	0.824	
		How far does your work provide planning and designing?	P10	0.770	
		To what extent does the organization try to familiarize people with their jobs?	P11	0.586	
	Cronbach Alpha= 0.872 = 0.902 CR AVE= 0.569				
	Support (Performance3)	To what extent are employees being supported by their direct manager in performing complex and diverse tasks?	P12	0.813	
		Are the sections and sub-sections in support of your assigned tasks?	P13	0.715	
		How much cooperation do you have with other parts of the organization?	P14	0.687	
		How much do you have the support of your managers when experiencing personal problems?	P15	0.890	
		How much do you get encouraged about how to do the work?	P16	0.820	
	Cronbach Alpha= 0.910 = 0.934 CR AVE= 0.741				
	Encouragement (Performance4)	What is your willingness and desire to fulfil the assigned tasks?	P17	0.702	
		How much do you contribute to the organization's decisions?	P18	0.745	
		How much do you get spiritual and material rewards when you show your initiative?	P19	0.758	
		To what extent does your current job fit your interests and desire?	P20	0.773	
		To what extent does your job have satisfying content and diversity?	P21	0.829	
		To what extent are your innovations and ideas appreciated?	P22	0.836	
	Cronbach Alpha= 0.866 = 0.900 CR AVE= 0.602				
	Assessment (Performance5)	To what extent is the task you are performing the result of a prominent performance of an organizational unit?	P23	0.762	
		How much do you know about the quality of your work?	P24	0.760	
		To what extent are you familiarized upon the process of improving your performance by your managers?	P25	0.778	
		To what extent are you aware of your positive and negative outcomes?	P26	0.841	
		How much do you know about your performance weaknesses?	P27	0.770	
How much do you know about your strengths?		P28	0.758		
To what extent is the flow of information between employees in in-service training interactive?		P29	0.773		
How much of your work is regularly evaluated?		P30	0.685		
How much do you know about your job expectations?		P31	0.610		
Cronbach Alpha= 0.902 = 0.920 CR AVE= 0.564					

Table 2
Continued

Main factor	Latent variable	Observable variable	Symbol	Factor load
Occupational Performance (Performance)	Credibility (Performance6)	How fair do you consider the payment you receive for what you do for the organization?	P32	0.868
		How much do you think the payment you receive is fair, considering the type of work and responsibilities you do compared with the same staff?	P33	0.862
		How do you think the decision makers' choice is fair?	P34	0.824
		To what extent are the decisions you make in your area of work applicable?	P35	0.862
		To what extent are the top officials' decisions about the human resources of the organization consistent with the rules of employment?	P36	0.891
		To what extent are the provisions of the law subjected to decision making?	P37	0.843
		Cronbach Alpha= 0.929 = 0.944 CR AVE= 0.737		
	Environment (Performance7)	To what extent do you need to coordinate with other people and units for your assigned tasks?	P38	0.803
		How much budget and credibility do you have for your work?	P39	0.829
		To what extent do the physical conditions of the work environment comply with the health and safety aspects of work?	P40	0.846
		To what extent do you have enough access to equipment and facilities to carry out your duties?	P41	0.782
		To what extent does the lack of facilities prevent you from doing things?	P42	0.763
	Cronbach Alpha= 0.864 = 0.902 CR AVE= 0.648			

Figure 2 shows the final model of the effect of job burnout on occupational performance of experts in Jihad Agriculture Organization. Based on the results, the dimensions of emotional fatigue, personal accomplishment failure, conflict and depersonalization were the most important factors in the rate of job burnout among the experts in the Jihad Agriculture Organization, respectively. Items like B5 in emotional fatigue, B15 from personal accomplishment failure, B24 from conflict and B19 from depersonalization components were the most important items of job burnout. The dimensions of assessment, encouragement, environment, credibility, role clarity, support, ability ranked from the highest to the lowest, respectively, considering the occupational performance of experts in Jihad Agriculture Organization. Also, items like P26 from the assessment, P22 from en-

couragement, P40 from environment, P36 from credibility, P9 from role clarity, P15 from support and P2 from ability dimensions of occupational performance were the most important items among experts from the Jihad Agriculture Organization.

Based on the results obtained in Table 3, job burnout had a significant negative impact on the occupational performance of experts in Jihad Agriculture Organization. As the results showed, emotional fatigue and assessment were the most important components in job burnout and occupational performance of experts in Jihad Agriculture Organization.

As Table 4 shows the results of testing the quality of the measurement model, this index measures the ability of the model to predict observed variables by their respective latent variable values. Based on the results, the value of SSO represents the sum of observed

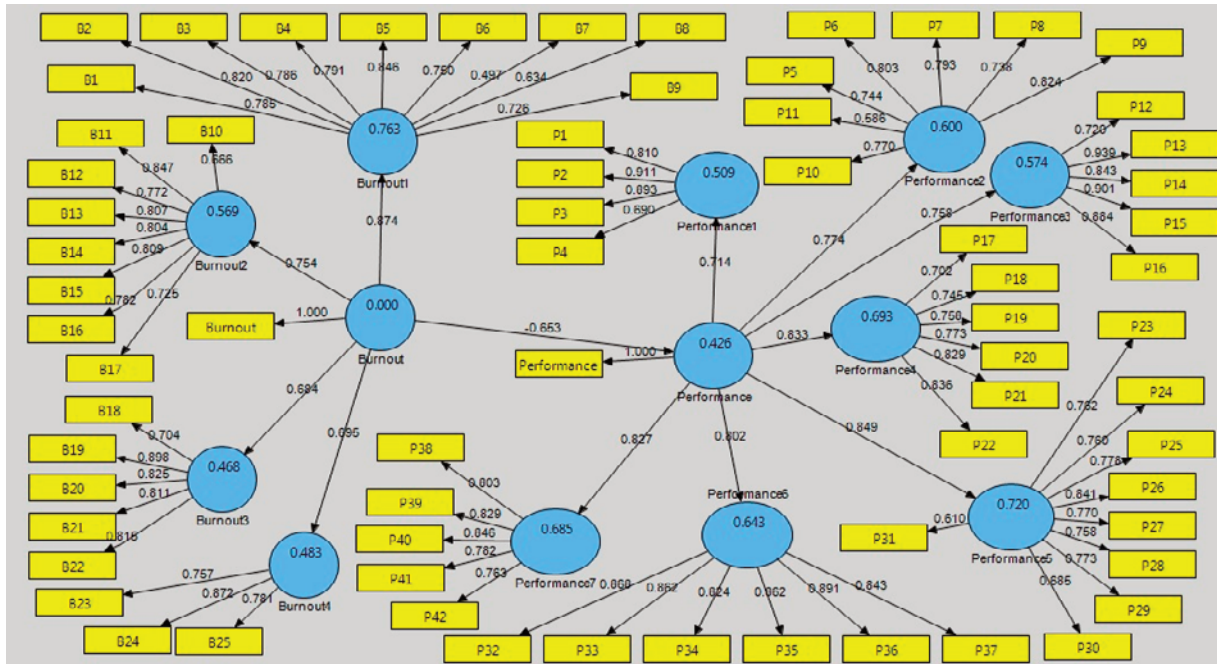


Figure 2. The Final Model of the Job Burnout Impact on Occupational Performance of Experts in Jihad Agriculture Organization

Table 3
The Path Coefficient and t-values of the Research Components

Variable relationships	Path coefficient	t- value
Job burnout - emotional fatigue	0.874	43.602
Job burnout -personal accomplishment failure	0.754	15.471
Job burnout - depersonalization	0.684	17.908
Job burnout - conflict	0.695	13.00
Occupational performance- ability	0.714	13.372
Occupational performance- role clarity	0.774	17.109
Occupational performance - support	0.758	17.388
Occupational performance - encouragement	0.833	23.912
Occupational performance - assessment	0.849	26.479
Occupational performance - credibility	0.802	22.338
Occupational performance - environment	0.827	21.483
Job burnout - occupational performance	-0.653	8.892

squares for each latent block, SSE represents the sum of the predicted error squares for each latent variable block, and the SSE/SSO represents the CV-Communality. If the CV-Communality is positive for the latent variables, the model has a good quality measurement, so the obtained values confirm the quality of the model.

DISCUSSION

Human capital is the highest and most valuable asset and the largest advantage of any organization; and the more the quality of such capital, the greater the likelihood of success, survival and promotion of the organization. With the development of scientific efforts to identify the phenomenon of job burnout, Pearson introduced the concept of

Table 4

The CV-Communality of the Latent Variables of the Structural Research Model

Factor	SSO	SSE	1-SSE/SSO
Emotional fatigue	1395	957.407	0.314
Personal accomplishment failure	1240	882.607	0.288
Depersonalization	775	538.736	0.305
Conflict	465	322.850	0.306
Occupational performance	155	90.225	0.418
Ability	620	455.333	0.266
Role clarity	1080	731.748	0.326
Support	775	517.260	0.333
Encouragement	930	619.140	0.334
Assessment	1395	907.096	0.350
Credibility	930	559.740	0.398
Environment	775	495.654	0.360

periodic burnout syndrome. According to this theory, job burnout was defined as the overall defect in physical, emotional, intellectual, and psychological tolerance (Gharehbiglo, 2018). Job burnout is one of the pitfalls of the organization's health and will reduce the capabilities of human capital and eventually reduce performance. Therefore, it is necessary to address it, and given the organization's presence in a competitive environment, it is inevitable. In this regard, the present study also investigated the effect of job burnout dimensions on occupational performance of experts in Jihad Agriculture Organization of Mazandaran province. In fact, the implementation of this research can be an answer to the question that "to what extent can job burnout affect the level of occupational performance of experts in Jihad Agriculture Organization of Mazandaran?"

The results of correlation coefficient between occupational performance of experts and individual characteristics showed that there was no significant relationship between occupational performance and age and work experience. Bakhshi et al. (2017) and Zakerian et al. (2018) found that there was no significant relationship between occupational performance and work experience and age, which are consistent with the results of the present study.

According to the results obtained from structural equations and the relationships between observable and latent variables, the dimensions of emotional fatigue, personal accomplishment failure, conflict and depersonalization had the highest importance in job burnout rate among Jihad Agriculture organization experts, respectively. Amiri et al. (2011) in their study considered the dimensions of emotional analysis and reduction of individual success more effective than other dimensions of job burnout. But Sina et al. (2014) in their research considered the dimensions of emotional fatigue and depersonalization to be more effective than other dimensions of job burnout. The dimensions of assessment, encouragement, environment, credibility, role clarity, support and ability ranked as the most important in the occupational performance level of experts in Jihad Agriculture organization. Sohrabi et al. (2018) considered their credibility and assessment dimensions more effective than other aspects of occupational performance. Job burnout had a significant negative impact on the occupational performance of experts in Jihad Agriculture Organization. So, Gharehbiglo (2018), Barabadi et al. (2015) and Natasha et al. (2015) have argued that reducing job burnout can have a positive impact on the occupational performance of experts.

CONCLUSIONS

In conclusion, this study contributes to the literature on job burnout and experts' occupational performance in Jihad Agriculture Organization of Mazandaran, Iran. Based on the findings of this study, it is concluded that managers can establish a good work relationship with experts in the workplace to avoid stress, which in turn reduces the common stressors of the work environment, including high workloads, ambiguity of tasks, etc. Participation in decision making can also be used to prevent stress in the job.

Experts are encouraged to be aware of the importance of their health in order to prevent job burnout, and coping and treating the job burnout should be established through the availability of a job burnout questionnaire for experts to self-assess themselves. Informing experts on ways to reduce stress continuously and through methods such as counseling workshops should be encouraged. Flexible and varied work planning seems essential to reduce stress and increase performance. The workload should be considered with the time and power of the experts.

Freedom of action and delegation of authority should be considered a priority aiming to increase self-esteem and bring in a feeling of usefulness among experts. The physical conditions of the work environment and the safety and health aspects of the experts must be more optimal. Respecting the fairness and impartiality in the work environment and the proportion of remuneration to workload must be taken into account. In-service training can be effective in terms of tasks and professional skills in order to improve the job performance of the experts.

REFERENCES

- Abazari, Z., & Khajelhali Jahantighi, Z. (2017). Survey of burnout syndrome and its relation with the job satisfaction of the public librarians of Sistan and Baluchestan. *Journal of Knowledge and Information Management*, 3(1), 59-68.
- Agha Yosefi, A., & Saleh Mirhasani, V. (2011). The relationship between personality factors and occupational performance of insurance companies' managers. *Insurance Research Journal*, 26(4), 155-182.
- Amiri, M., Asadi, M., & Delbari Ragheb, F. (2011). Investigating the job burnout status among bank employees and providing solutions for improving it. *Journal of Business Management*, 3(7), 37-56.
- Babu, A.R., Singh, Y.P., & Sachdeva, R.K. (2002). *Managing human resources within extension*. In: Burton E. Swanson, Robert P. Bentz, Andrew J. Sofranko (eds). "Improving Agricultural extension. A reference manual". Food and Agriculture Organization of the United Nations, Rome.
- Bakhshi, A., Kalantari, R., & Salimi, N. (2017). Assessment of job performance and its determinants in healthcare workers in Islamabad-e Gharb City based on ACHIVE Model in 2016. *Journal of Arak University of Medical Sciences*, 20(2), 1-9.
- Barabadi, M. Golparvar, M., & Atashpour, S. (2015). The role of job demands, job resources, and burnout in the prediction of task performance. *Knowledge and Research in Applied Psychology*, 16, 1(59), 13-21.
- Barati Ahmadabadi, H., Oreizi, H. R. & Nouri, A. (2010). Relationship between organization climate and work conscientiousness with job performance. *Journal of Applied Psychology*, 4(1), 65-81.
- Chen, Ch. F., & Kao, Y. (2011). Investigating the antecedents and consequences of burnout and isolation attendants, among flight. *Tourism Management*, 33(4), 868-874.
- Chin, W. (1988). *The partial least squares approach to structural equation modeling*. In G.A. Marcoulides, editor. *Modern methods for business research*. Mahwah, New Jersey: Lawrence Erlbaum Associates. 295-303.
- Ezheie, J., Khodapanahi, M., Fathi Ashtiani, A., & Sabeti, A. (2009). The interaction between personality and extra-motivating

- styles in occupational performance. *Journal of Behavioral Sciences*, 3(4), 301-310.
- Fouladband, F. (2006). Occupational fatigue, causes, and solutions. *Health Weekly*, 106(3), 8.
- Gharehbiglo, H. (2018). The role of burnout on the individual performance of employees in 13 regional Islamic Azad University. *Journal of New Psychological Research*, 13(50), 137-151.
- Hejazi, S.Y., & Shams, A. (2005). Investigation of factors affecting for job performance of agricultural extension experts. *Knowledge Management*, 68, 31-44.
- Henseler, J., Ringle, C.M., & Sinkovics, R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20, 277-319.
- Hsieh, H.L., Huang, L.C. & Su. K.J. (2004). Work stress and job performance in the hitech industry: A closer view for vocational Education. *World Transactions on Engineering and Technology Education*, 3(1), 17-34.
- Jeldkar, M. (2000). *Comparing the job burnout of nurses in psychiatric and non-psychiatric wards of the medical centers of Noor, Farabi and Modares Rehabilitation center*, Master thesis in Psychology, Khorasgan Azad University (Isfahan)
- Jia-Chern, C., Chin-Hsien, H., & Tu-Kuang, H. (2016). A study into the impact of occupational burnout on the job performance of enterprises' employees. *The Journal of Global Business Management*, 12(2), 173-185.
- Khamaki, A., & Mostaghimi, M. (2013). Investigating the relationship between job burnout and the performance of doctors and nurses in Hakim Jorjani Hospital of Gorgan, Second National Conference on Modern Management Science, Gorgan, Hakim Jorjani Non-Profit Higher Education Institute.
- Laiba, D., Anum, A., Muhammad, A., & Kashif, U. (2011). Impact of stress on employees job performance in business sector of Pakistan. *Global Journal of Management and Business Research*, 11(6), 1-6.
- Lee, U.K. (2017). International tourism advertisements on social media: Impact of argument quality and source. *Sustainability*, 9, 1-18.
- Mahdizadeh Ashrafi, A., & Ilka, H. (2009). Investigating the relationship between Quality of Work Life (QWL) and the performance of employees of the Islamic Azad University of Firoozkooch based on the Walton Model. *Management Quarterly*, 7(20), 1-8.
- Maslach, C., & Jackson, S. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2(2), 99-113.
- Maslach, C., Schaufeli, W.B., & Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Mohd Nor, M. (2011). *Auditor stress: Antecedents and relationships to audit quality*. Theses, Edith Coan University, Retrieved from <http://ro.ecu.edu.au/theses/403>.
- Natasha, K., Brian. B., Karl, P., & Dragan, I. (2015). Work related stress, burnout, job satisfaction and general health of nurses. *International Journal of Environmental Research and Public Health*, 12, 652-666.
- Nunnally, J.C. (1967). *Psychometric theory*, New York, NY: McGraw-Hill.
- Nunnally, J.C. & Bernstein, I.H. (1994). *Psychometric theory (3rd ed)*, New York: McGraw-Hill.
- Safi, M., Mohammadi, F., Amuzadeh, I., & Arshi, Sh. (2015). Investigating the relationship between managers' leadership style with job satisfaction and burnout in the north of Tehran health center. *Community Health*, 2(2), 88-97.
- Sarason, A., & Sarason, B. (1992). *Morbid psychology*, translated by Bahman Najjarian et al., Volume 1, Roshd Publishing (Release Date in English, 1984).
- Sheikhehpour, Z., Ebrahimi, A., Sheikhehpour, M., & Zeinali, Sh. (2015). Investigating the relationship between Islamic work ethic and job burnout among instructors of Islamic Azad and Payam-e-Noor University.

- Journal of Islamic Management*, 23(1), 225-241.
- Shukla, A., & Trivedi, T. (2008). Burnout in Indian teachers. *Asia Pacific Education Review*, 9(3), 320-334.
- Sina, H., Karimzadeh, S., Nazem, F., & Ahmadi, A. (2014). Presenting a structural model for predicting the job burnout dimensions based on quality of working life, organizational commitment and Knowledge management of female managers of Islamic Azad University, regional 1. *Women and Society*, 1, 5(2), 1-18.
- Sohrabi, M., Jobehdar, A., & Kouhestani, R. (2018). Examination the effect of decent selection of managers on their service performance based on Gold Smith Model (Case Study of Gilan Province Police Command in 2016). *Journal of Law Enforcement of Gilan*, 7(25), 108-142.
- Ulimwengu, J., Randriamamonjy, J., & Badibanga, T. (2016). Factors affecting performance of agricultural extension: Evidence from Democratic Republic of Congo. *The Journal of Agricultural Education and Extension*, 22(2), 113-143. <https://doi.org/10.1080/1389224X.2015.1026363>
- Vakili N., GolParvar, M., & Ateshpour, H. (2009). The role of job characteristics, transformational leadership and goal difficulty on the performance of the employees of Ehya Fold Sepahan Company. *Knowledge and Research in Applied Psychology*, 39, 1-22.
- Yemeni, M. (1994). A systemic approach for the study of educational performance, *Adult Education Journal*, 15, 65-81.
- Zakerian, S.A., Mosafarchi, S., Sepidarkesh, M., Mortezapour Sufiani, A., Momenian, S., Nasiri, Z., Zakerian, S., & Yasseri, M. (2018). The role of individual effective factors on nurses' job performance. A Case Study: selected hospitals in Tehran. *Tibbi-i-kar Research Center of Industry Related Diseases*, 10(1), 54-61.

How to cite this article:

Soleimani, S., & Charmchian Langerodi, M. (2021). Job burnout role on the occupational performance of experts in Jihad Agriculture Organization of Mazandaran Province, Iran. *International Journal of Agricultural Management and Development*, 11(3), 429-441.

DOR: 20.1001.1.21595852.2021.11.3.3.9

