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## Investigating the Relationship of Work-Family Conflict and Job Burnout in Vice-Principals

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### Abstract

*The aim of the present study is to investigate relationship of work-family conflict and job burnout in vice-principals. The research method is applied in terms of objectives and descriptive-survey research was used for collecting data. The population includes all schools in Varamin Township among which 612 participants were selected using the stratified random sampling method. From 300 distributed questionnaires, 250 ones were returned and finally, those 250 questionnaires were approved. The data were analyzed using Pearson correlation coefficient and regression analysis using the SPSS and LISREL software programs. The results indicate that the work-family conflict results in the increase in job burnout of vice-principals. The difference in the degree of the work-family conflict of vice-principals in Varamin Township was direct and significant at the significance level 95%; therefore, it can be said that the higher the work-family conflict based on behavior, pressure, and time is, the higher the degree of individuals' job burnout.*

**Keywords:** *work-family conflict, job burnout, vice-principals.*

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## **Introduction**

With the increasing complicatedness of contemporary societies, the task of organizations in realizing expectations in societies is becoming more sensitive in such a way that it can be declared that the world today is the world of organizations and what nowadays has been changed into an axiom is the basic role of the human force as the main factor administering organizations. In other words, human beings breathe a fresh air into the body of organizations (Akbari Sharif, 2010: 18). Undoubtedly, the efficient and self-motivated human force can have the highest level of efficiency for its own development and access to organizational planned objectives. The prosperity of each organization in reaching its own aims depends on an efficient combination of human and material resources. In this arena, the human force as the most important capital and property of each organization has been paid attention to in recent two decades. The effectiveness of the system of human resource management is in this issue that in the required time and place, it should attract appropriate forces and keep them at physical and psychological health for realizing organizational needs. In other words, working commitment and emotional reactions of individuals to jobs and also enhancing psychological health can raise production and capability of work. Psychological and physical health of individuals is one of the important and effective characteristics in organizational psychology and human relations (Tari, 2006: 321). Therefore, organizations should try to make the staff protect their individuality and as a member of organizations, have the most appropriateness and the least conflict with their own jobs. However, in practice, a lot of components are involved in this issue and cause that the relationship of individuals with their jobs become conflicting and profound mental deterioration emerge in them. This deterioration is called job burnout. In societies of today, management of job and family responsibilities has been faced with a lot of problems and its main factors are dramatic changes in the nature of work and family including women's increasing participation in the workplaces, and the number of households where both working husbands and wives. Although the staff are expected to make compatibility between job and family expectations, participation of both fields causes the occurrence of different issues (Sabokrou et al. 2011). Nowadays, conflicts between demands of job and family are existing. Globalization and the increase in demands and productivity in organizations cause the increase in accountabilities of the personnel and this means the creation of conflicts in family accountabilities. This issue causes engendering psychological pressures in individuals' family lives and endangers their health (Salahian et al. 2010). One of the important results is that stresses as well as job and mental pressures is job burnout (Brummelhuis et al. 2010) which nowadays has been the subject of a lot of research (Panahi, 2011; Alizadeh, 2009; Lambert, Hogan & Altheimer, 2010; Vuorensyrja & Malkia, 2010; and papastylianou C & Dorman, 2010). Studies indicated that the prevalence of burnout is related to the occurrence of psychosomatic diseases such as blood pressure and digestive problems (Brummelhuis, 2011) in such a way that the WHO (2000) declared that 90% of the staff are not satisfied with their jobs. Each job is with some stress, but some jobs are much more stressful due to their sensitivity and the type of their tasks and responsibilities. Job burnout basically is not a psychological disorder, but during time, it gradually develops and may become a disability. The person who suffers for job burnout is emotionally indifference to his job, is unhappy with his behaviors with some of the clients, feels that he too much work, feels emotional boredom and depravity, and mostly experiences physical symptoms (Maslach and Jackson, 1981). Vice-principality is a stressful profession particularly in state schools. Research indicates that job burnout causes the decreases in the psychological health of vice-principals and their work quality in schools and in addition, causes the reduction in clients' satisfaction



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(Khodabakhs and Mansouri, 2010: 21). Job burnout has three components of depersonalization, decreased personal accomplishment, and emotional exhaustion. Diverse factors can cause the establishment of job burnout. Previous literature considers factors such as negative characteristics of workplaces and satisfaction with marital issues (Worchel, 2005), having personality type A (Kokinos, 2009), personality hardiness (De Silva & Devini, 2009), factors of workplaces (Stopper, 2011), and conflicting roles and workload (Lambert et al. 2008). Recent studies indicate that in addition to the mentioned cases, work-family conflicts are among the most important factors affecting job burnout (Vandalen, 2006). Work-family conflict means the intervention of roles of each of the two working and non-working lives in each other. This conflict can be investigated in the form of six types of conflicts as Time-based work-family conflict, time-based family-work conflict, behavior-based work-family conflict, behavior-based family-work conflict, strain-based work-family conflict, and behavior-based family-work conflict. Paying attention to fields of family and work is among important issues for the staff. Physical and psychological health of human beings depends on the coordination and compatibility of these two aspects. Paying attention to consequences of job burnout caused that the researchers pay attention to this issue that the phenomenon of job burnout have damaging effects for vice-principals, their relatives, and the process of students' education. This is while that Department of Education of Varamin Township as one of the townships of Tehran Province, has modelled the national class for becoming an educational organization and in this line, realizing this important issue, having efficient administrative staff is among the most important presumptions in the declaration of this organization. Therefore, paying attention to psychological health of the staff and principals and vice-principals is the synopsis and circle of the relation between teachers, principals, students, and parents, and have outstanding significance in plans of this department. By considering these presumptions, close identification is one of the important factors affecting job burnout of vice-principals in this township and is considered as an important step for reducing work-family conflict and consequently, the reduction in job burnout of principals. Now, this question is raised that which kind of work-family conflict has the most effect on individuals' job burnout?

### **Methodology**

The method employed in the present study is applied in terms of objectives, and descriptive-correlational in terms of the method. The population includes 612 male and female vice-principals of different educational sections of Varamin Township. In addition, for sampling the stratified random sampling method was used.



Table 1: the number of participants in terms of the section

Section	Number of vice-principals	The number of members of the sample size
Primary school	312	204
Frist high school	154	100
Second high school	146	96
<b>Total</b>		<b>612</b>

Measurement instrument: questions related to demographic characteristics include those questions describing statistical cases. The Maslach Burnout Inventory (MBI) is based on a new assessment for phenomenon of stress, i.e. burnout. It includes 22 items measuring depersonalization, reduction of personal accomplishment and emotional exhaustion in the context of career activities. It is particularly used for assessing and preventing burnout in professional groups such as nurses, teachers, and etc. the method of scoring its items is based on seven-point Likert scale. 9 questions are related to the subscale of emotional exhaustion, 5 questions are related to depersonalization, and 8 questions are related to the reduction of personal accomplishment. Maslach and Jackson (1981) have reported the internal reliability for emotional exhaustion as 0.9, for depersonalization as 0.79, and for personal accomplishment as 0.71. Validity and reliability of the questionnaire was confirmed by Filian (1992) for the first time, and its reliability coefficient was estimated as 0.78 by Cronbach's alpha coefficient. In addition, Behnia (2000) calculated its reliability from 0.55 to 0.87 using Cronbach's alpha and Badri Garguri (1995) from 0.75 to 0.84. The values of Cronbach's alpha in the population of the present study for the work-family conflict questionnaire is 89% and for job burnout questionnaire is 80%.

Methods of data analysis are as follows: Cronbach's alpha for reliability test, the Kolmogorov - Smirnov test to determine normal and non-normal data, and Pearson correlation test.

### Research findings

The results of statistical analysis indicate that subjects of the present study regarding the work-family conflict questionnaire and job burnout questionnaire are as follows. The mean scores of the variable work-family conflict in participants is 49.58 with SD 6.97 and for job burnout is 51.52 and SD 8.1478.

### Investigating the normality of data



Table 2: the Kolmogorov - Smirnov test to determine normal and non-normal data

Test index	Variables	
	Work-family conflict	Job burnout
Z score	0.756	0.634
Sig.	0.617	0.816

According to the obtained results, and regarding the fact the value of the test is not significant at the significance level 0.05; therefore, it can be concluded that the investigated data are not normally distributed and conditions are provided for testing by parametric tests.

The research question is that is there any correlation between work-family conflict and job burnout in vice-principals of Varamin Township? For answering this question, Pearson correlation coefficient was used.

Table 3: results of Pearson correlation between work-family conflict and job burnout in vice-principals of Varamin Township

	1	2
Work-family conflict	1	
Job burnout	0.779 **	1

Regarding the data in the above table, because the value of the relationship between work-family conflict and job burnout is 0.779 is significant at sig. 0.01; therefore, the correlation between variables is confirmed. In other words, there is a direct and significant correlation between work-family conflict and job burnout. The more the work-family conflict, the more the job burnout among individuals and vice versa.

After investigating the simple relationship between the two variables, to determining the most predicting factor of work-family conflict on job burnout, simultaneous multiple regressions was concocted.

Table 4: the results of simultaneous multiple regressions work-family conflict on job burnout



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Model	index	Sum of squares	df	Mean of squares	F	Sig.
	Variation resources					
1	Regression	11389.494	6	1898.249	76.410	.000 <sup>a</sup>
	Remainder	5788.402	233	24.843		
	Total	17177.896	239			

The results of regression analysis in the above table indicate that the regression of job burnout by work-family conflict is statistically significant and these components explain some part of the variance of job burnout. In other words, there is a significant correlation between these two variables.

Table 5: the results of simultaneous multiple regressions job burnout by work-family conflict

Criterion variable	Predictor	Non-standardized coefficients		Beta Standardized coefficients	t	sig
		B	Coefficients of non-standard error			
<b>Work family conflict</b>	Fixed effect	3.806	2.413		1.577	0.116
	Work-family conflict based on time	0.940	0.220	0.178	4.274	0.000
	Work-family conflict based on time	1.453	0.180	0.340	8.087	0.000
	Work-family conflict based on behavior	0.285	0.176	0.070	1.619	0.107



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	Work-family conflict based on behavior	2.165	0.220	0.251	5.287	0.000
	Work-family conflict based on pressure	1.498	0.196	0.329	7.638	0.000
	Work-family conflict	0.224	0.246	0.40	0.910	0.364
<b>1</b>	R	0.814		R <sup>2</sup>	0.663	

Regarding the value R<sup>2</sup> available in the table, it can be concluded that variables of work-family conflict in the presented model can predict about 66.3% of the variance of job burnout. The Beta value of the presented model indicates the degree of explaining the variance of predicting variables on criterion variable. According to these standard Beta coefficient, the highest role and explanation of job burnout is burdened on the shoulders of work-family conflict based on time in such a way that with each unit variation in the variance of work-family conflict based on time, 0.340 unit variation occurs in the variance of job burnout. The component of work-family conflict based on pressure also has role as 0.329 in explaining the variance of the variable of job burnout as the second factor. Then component of work-family conflict based on behavior have roles as 0.251 and the component of work-family conflict based on time as 0.178 in explaining the variance of job burnout, but then component of work-family conflict based on behavior has no significant role in explaining the variance of job burnout in this model.

### Discussion and conclusion

**There is a significant correlation between work-family conflict and job burnout of vice-principals of schools in Varamin Township.**

Testing the hypothesis using correlation and regression indicates that there is a scientific correlation between work-family conflict and job burnout of principals in private and state schools. The results indicated that job burnout of vice-principals as the dependent variable and the work-family conflict is as the independent variable and the effect of job burnout should be assessed on the work-family conflict. This effect that is indirect is equal as 0.01 which after adding to the direct effect of the relationship, is consistent with work-family conflict. In addition, among all subcomponents of work-family conflicts and work-family conflict with subcomponents of job burnout such as burnout, burnout pressure, and the time,



there is a positive and significant correlation. These results are consistent with other researches such as Martinson et al. (2007), Tanakodi et al. (2009) which indicate that there is a positive and significant correlation work-family conflict based on behavior and job burnout of vice-principals and also all dimensions of job burnout including depersonalization, emotional exhaustion and the reduction in personal performance are effective on the degree of burnout. Studies conducted by Sabokrou et al. (2011), Tanakodi et al. (2009), and Lambert et al. (2009) concluded that the increase in work-conflict based on time has a positive and significant effect on the degree of job burnout of the staff. Consistent with these studies, in the present study the degree of influence of work-family conflict based on time on job burnout of vice-principals was obtained at the moderate to high level. Studies of Porter and Aiman (2010), Sabokrou et al. (2011), and Tanakodi et al. (2009), it was stated that the increase in work-family conflict have positive and significant effect on the increase in job burnout of vice-principals. In the research of Porter and Imen (2010), it was mentioned that the degree of influence of work-family conflict based on time on the degree of job burnout of vice-principals is relatively high.

It seems that the cause for the difference in the degree of work-family conflict among schools is the result of pressures and time at work which vice-principals face. In other words, the lack of vice-principals in schools have caused that they face with more duties, responsibilities, and roles than other educational agents which this issue have provided the ground for disturbance of the two domains of work and family. Finally, the existence of such conductions causes that the increase in the degree of work-family conflict based on behavior and their job burnout in vice-principals. Vice-principals experience a lot of problems due to long working hours, insufficient salary, disordered work programs and etc. The existence of such conditions provides the ground for enhancing vice-principals' job burnout.

Furthermore, the Education Organization spends a lot of human and financial resources for processing, selecting, employing, and training vice-principals; therefore, paying attention to their job burnout in the organization is an important and significant issue.

Accordingly, exerting efforts for identifying main factors and conducting measures for realizing them can save the organization from its consequences and most importantly from job burnout and spends a time for employing and training vice-principal. Regarding the conducted investigations, vice-principals should pay special attention to the balance of working life and family of vice-principals. Secondly, the quality of treatment of vice-principals with clients should be significantly increased. As a result, respecting clients as one of the main strategies of organizations especially in the private sector can be achieved by increasing the quality of services provided by vice-principals.

### **Suggestions for vice-principals of Varamin Township**

1. Principals and managers should consider necessary trainings in different sections about how to help vice-principals in organizing working tasks and family commitments.
2. Due to the fact that vice-principals activities are more than other positions, it is recommended that some course be held for establishing balance between their working life and family life.



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### Suggestions for further research

1. Taking into account the moderating role of organizational support to managers and colleagues supporting role in the relationship between work - family conflict and burnout
2. Examining the role and impact of work in family conflict and family at work on the degree of vice-principals' job burnout or stressful jobs
3. Comparing the role and organizational support of state schools etc. and its influence on reducing job burnout.

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