The Relation between Cultural Intelligence and Burnout among Staff

Ali Dolatshah[1] & Masood Ghorban Hosseini[2]

[1] Azad University, Saveh Faculty, Iran

[2] Islamic Azad University, Saveh Branch, Iran

Correspondence: Masood Ghorban Hosseini, Islamic Azad University, Saveh Branch, Iran. Tel: 98-912-555-0529

Abstract

This research intended to study the relation in between cultural intelligence and burnout among the staff of Arman financial institute in Tehran. From all the staff in Arman financial institute by the use of available sampling 234 were selected as the sample of the research. The subjects responded to the cultural intelligence questionnaire (Ank et al., 2004) and burnout (Maselch, 1985). The statistical method implemented in this research for data analysis revealed multiple regression and Pearson correlation. The research findings showed that there is a negative and significant relation between cultural intelligence and burnout.

Keywords: cultural intelligence, burnout

1. Introduction

Herbert Freudeberger (Note 1) (1975) considers burnout as a state of weariness and exhaustion that because of the individual's self-sacrifice the way of life in a relation which does not reach the intended goal Happens(Payami Bosari, 1995, quoted by Maleki, 2012).

Pinz and Ernson (Note 2) (1981) consider as a syndrome of physical and emotional weariness which as a result of the negative tendency development and loss of interest in the job is created (Pinz and Eronson quoted from Maleki, 1981).

Meslesh (Note 3) considers burnout as the result of reduction of personal adaptability with that of pressure generating factors and it's a syndrome combined by emotional and physical weariness which leads to negative imagination of the person from himself and a negative view towards the job and the workmates and lack of communication with them as well as with the customer at the time of doing his responsibilities. This syndrome may lead the sufferer to physical and emotional maladies. Burnout consists of three aspects which are as follows: emotional analysis, self-difference, indifference, and lack of personal success in job. (Meslesh and Jackson, 1981,quoted from Maleki, 2012). Lankster, (1988) defines burnout as deficient adaptation of stress (quoted from Maleki, 2013)

Therefore, it can be concluded that the burnout event as a performance affected by pressure is generated by the personal or occupational factor.

2. Burnout Models and Theories

2.1 Maslach Three-Factor Burnout Model

Maslash presented this theory in 1981burnout develops over time the creation of any of the burnout foundations leads to the generation of the other. Emotional weariness is a response which the person shows thanks to physical and emotional weariness under mental pressures a person with emotional exhaustion feels physically and emotionally depleted and pessimism is the second reaction generated by mental pressure caused by the work. A person who believes that the workplace is cold he starts to get negative feelings about workmates and get hopelessness and weariness and ultimately a person who feels that he is impractical in his job he feels unimportant and the life get difficult and unbearable for him. Therefore, this model follows a stage format model. In this model emotional burnout is considered as the most significant type of burnout emotional burnout directly related higher levels of employment demand for example, job congestion is a determining factor in emotional burnout. Those who don't have sufficient time for their job in order to succeed in their job may make use of their emotional energy and with this insufficient time try to present their work at a considerable level and therefore

these people move towards emotional weariness. Maslach et al showed that job congestion and improper occupational interactions have significant relation with that of emotional burnout and after that is the personality metamorphosis or pessimism are on the way. Emotional burnout and improper punishment and lack of proper rewards have significant and positive relation with the feeling of success and improper expectations and feeling of success have negative relation with each other (Maslach, 1981)

2.2 Job Person Fit model

In 1990 decade the theoretical framework of burnout developed again and on the basis of the emphasis by Maslach et al., Job Person Fit[14] is a suitable frame work for occupational burnout in this model the rate of the adaptability between the person and the six areas of wok place are emphasized. The more the distance in between the person and the job domains there is a higher chance of occupational burnout. In contrast to the earlier views that the person and the job domains are

considered separately (Maslach et al., 2001). Six job domains are as follows:

1- Work overload[16]

2- Lack of job control[17]

3- Unfairness

4- Lack of social communication[18]

5- Lack of flexibility[19]

6-Conflict of values [20]

3. Research Methodology

The research plan is descriptive and correlation in type and based on predictive researches. Predictive researches lie in between simple correlation and causality researches and this research is of this type.

4. Research Population

The research population of the present investigation consists of all the staff in Arman financial institute in Tehran.

5. Sample, Sampling Method, And The Mass Of The Sample

By the use of available sampling and on the basis of the Morgan table for a population mass of 600 people 234 were selected as the research sample.

6. Data Collection Method

By referring to Arman financial institute the staffs were requested to take part in the research. Since the implemented questionnaire in the research estimates the internal characteristics therefore, the secrecy of the data was promised to the participants of the research.

7. Data Collection Instrument

7.1 Cultural Intelligence Questionnaire

Cultural intelligence scale is a self reporting tool which was created by Ang et al., 2004. This questionnaire consists of 20 questions and four micro scale meta-cognitive, cognitive, motivational and behavioral. The minimum point is 20 and the maximum point is 100. Cronbach's alpha for meta-cognitive factor (0/76), cognitive (0/84), motivational (0/76), behavioral(0/82) is calculated (Ank et al, 2004). In Iran Kazemi, (2008) has reported this in reliability research of this questionnaire by the use of Cronbach's alpha as 0/86. Ghadam poor, Mehrdad, Jafari (2011) have reported the calculated reliability by the use of cronbach's alpha as 0.85.

7.2 Job Burnout Questionnaire

This questionnaire was created in 1985 by Maslach which was a new reconstruction of stress event that is burnout event. It consists of 22 items which estimates the emotional burnout, depersonalization and lack of personal success under the frame work of professional activities and especially applicable for job groups such as nurses and teachers etc. the method of pointing the items of this questionnaire is based on the 7 degree lykryt scale. The items of this test are arranged with never, very little, little, medium, medium plus, much, very much and while reading this scale by the subject the person expresses the corresponding feeling optionally according to the item at hand.

Questions (20, 16, 14, 13, 8, 6, 3, 2, 1) are about the micro scale emotional burnout and questions (22, 15, 11, 10, 5) are about micro scale of personality metamorphosis and questions (21, 19, 18, 17, 12, 9, 7, 4) are about the

micro scale personal deficiency.

Ratings in this test are thus, never gets 0 point, very little 1, little2, medium3, medium plus4, much5, very much gets 6 points. And also questions (22, 20, 16, 15, 14, 13, 11, 10, 8, 6, 5, 3, 2, 1) of this questionnaire are implemented for reverse rating and questions (21, 19, 18, 17, 12, 9, 7, 4) are calculated directly. Persons on the basis of obtained points are classified in three groups of slight (less than 54), medium (55-105) and severe (105plus).

Maslach and Jackson reported reliability of internal for emotional burnout 0/9, personality metamorphosis 0/79 and personal deficiency 0/71. The reliability and validity of this questionnaire was first approved in Iran by Filian (1993). Reliability factor is calculated by the use of Cronbach's alpha at 0/78 and similarly Behnia(2001) has calculated the reliability coefficient by the use of Cronbach's alpha between 0/55- 0/87 and Badr Gariguri (1995) between 0/75- 0/84 has reported. And also the reliability and validity of every three domain is reported by Beirami et al(2011) 0/71- 0/90.

Maslach and Jackson in order to determine the reliability of the questionnaire make use of three methods which are as follows: 1- Calculation of the points of the present questionnaire a point given by a person fully acquainted with other person. 2- Calculation of the correlation test between occupational experience and job burnout. 3- Calculation of the points of the persons in the questionnaire and the various consequences which are presumed to be in relation with burnout.

8. Data Analysis

Data analysis and study was carried out by the use of SPSS software. In order to analyze the data descriptive and deductive statistics will be implemented. In descriptive statistics central tendencies such as medium and digression tendency indexes such as variance and standard deviation will be implemented and in deductive statistics in order to analyze the data Pearson correlation coefficient will be applied.

9. Data Analysis

9.1 Demographic Data Description

In this part of the statistical data analysis the distribution of statistical samples will be performed on the basis of the following variables e.g. sex, age, level of education

9.1.1 Sex

Table 1. Frequency distribution about sex of the subjects

Frequency percentage	Frequency	Sex
64/95	152	man
35/05	82	woman
100	234	Total

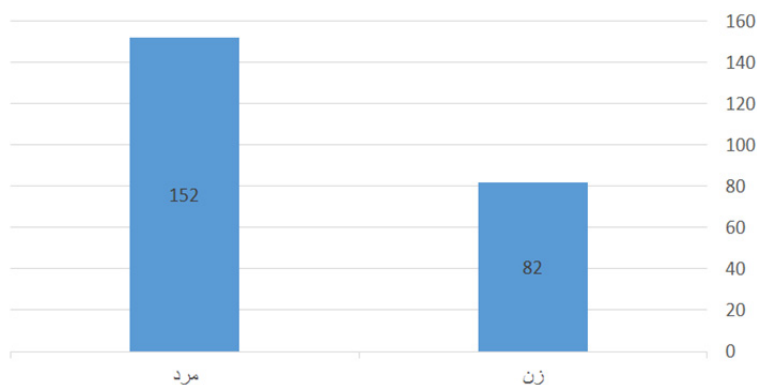As can be observed in the above table 64/95 percent of the subjects are men and 35/05 percent are women.

Figure 1. Relative distribution of the subjects' sex

9.1.2 Level of Education

Table 2. Frequency distribution about level of education of the subjects

Percent	Frequency	Education level
39/75	**93**	Bachelor
60/25	**141**	M.A.
100	**234**	TOTAL

On the basis of the above mentioned data most of the staffs have M.A. level of education (i.e. 60/25 percent) while 39/75 percent of the staffs have B.A. degree. The following histogram shows the same results:
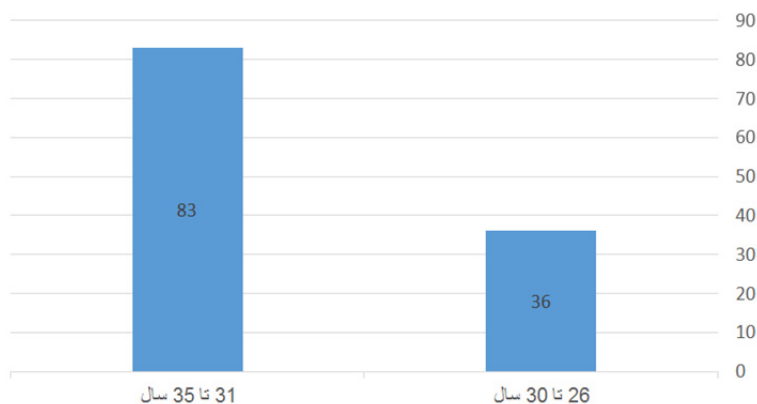

Figure 2. Relative distribution of subjects' level of education

9.1.3 Age

Table 3. Frequency distribution about level of education of the subjects

Frequency percentage	Frequency	Age
15/39	**36**	**26- 30** year
35/47	**83**	**31- 35** year
31/19	**73**	**36- 40** year
17/95	**42**	**41- 60** year
100	**234**	Total

As can be observed in the table and histogram about the age of the staffs the majority of the subjects (35/47 percent) are in the age group of 31-35. After that the highest frequency belongs to (31/19 percent) staffs that are in age group of 36-40. 17/95 percent of the staff are in the age group of 41-60 and 15/39 percent of them are in the age group of 26-30.
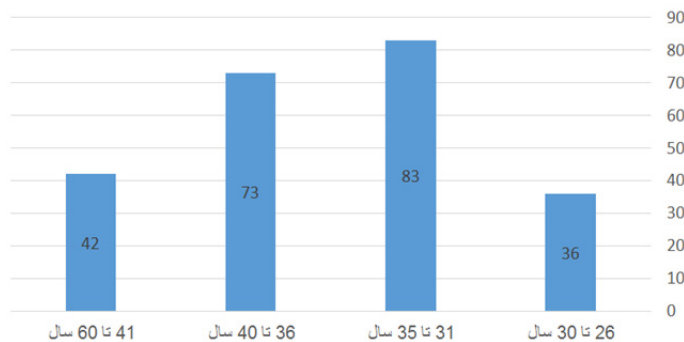
Figure 3. frequency distribution percentage of the age of the subjects

9.2 Research Variables Description

In this part by the use of frequency tables, diagrams, central tendency indexes and scattering variables are described.

9.2.1 Job Burnout

Maximum	Minimum	Standard deviation	Medium	Variable
106	**19**	**27/25**	**69/24**	Job burnout

As can be observed in the above table the minimum and maximum point of the subjects in the questionnaire "job burnout" respectively equals with 19 and 106. Distribution has the medium of 68/88 and standard deviation is 27/09
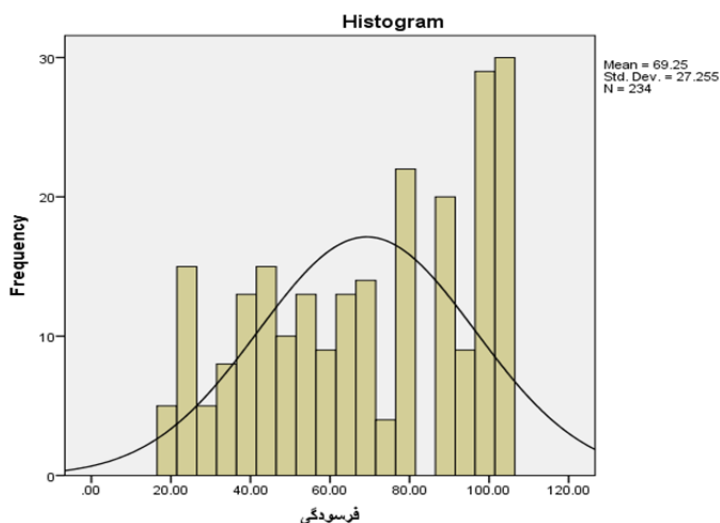

Figure 4. Histogram scale of job burnout

9.2.2 Cultural Intelligence

Table 4. Cultural intelligence statistical features

Maximum	Minimum	Standard deviation	Medium	Variable
91	**29**	**13/33**	**75/31**	Cultural intelligence

On the basis of the above table data "cultural intelligence" of the staff equals with 75/31 with standard deviation of 13/33 as calculated
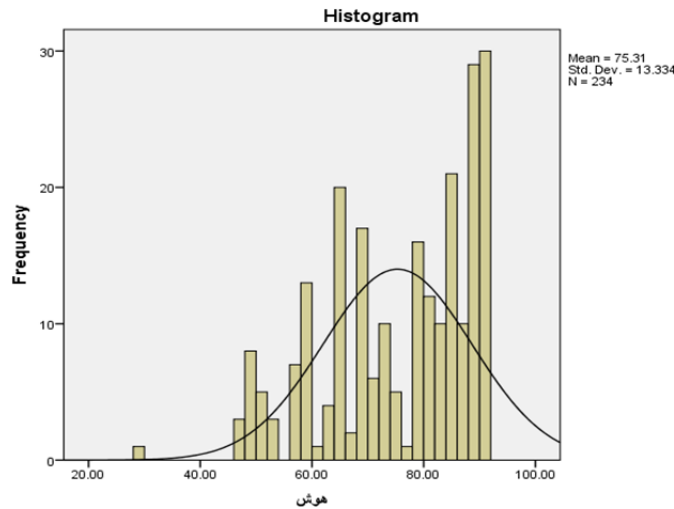

Figure 5. Histogram scale of cultural intelligence

9.3 Normalcy Analysis

In order to check the normalcy of the data Kolmogorov-Sminrov Test was applied whose summary of findings are presented in the following table

Table 5. Summary table of Sminrov test (n=234)

Significance level	Test statistics	Variables
0/78	**0/66**	Job burnout
0/77	**0/66**	Cultural intelligence

9.4 Results Analysis

In this part on the basis of the research variables the hypothesis is tested by the use of the Pearson Correlation coefficient.

Hypothesis: there is a relation between job burnout and cultural intelligence

Table 6. Correlation matrix between job burnout and cultural intelligence (n=234)

2	**1**	Variables
	-	1. job burnout
-	**-0/335**	2. cultural intelligence

The data at the above table show that the relations between two variables are at significance level of 0/01(**0/01**

$p = r =$ **-0/335،**). Therefore, we can reject the zero hypothesis at 0/01 level in favor of the research hypothesis

and conclude with 99% certainty that there is a significant relation between job burnout and cultural intelligence among the Arman financial institute of Tehran city there is a negative and significant relation. That is by the increase of job burnout the cultural intelligence decreases.

10. Discussion of the Results

This research intended to study the relation in between cultural intelligence and burnout among the staff of Arman financial institute in Tehran. In this part the discussion about the findings and the conclusion of the research is presented. First the research findings are presented; then on the basis of the research evidences and related studies the reasons for accepting or rejecting the hypotheses are discussed.

Hypothesis: there is a relation between job burnout and cultural intelligence

The results of the correlation show that there is a negative and significant relation between job burnout and cultural intelligence. Therefore, the more the job burnout the cultural intelligence would decrease. Consequently, the research hypothesis is confirmed. This finding is inline with the findings of Moosavi Birki and Jefri (2014) who showed that there is a significant relation between meg-motivational styles and job burnout and cultural intelligence. Stok (2013 showed that there is a significant relation between job burnout and cultural intelligence and evolutionary leadership. The meta-cognitive domain of the cultural intelligence has the highest influence on evolutionary leadership and the motivational domain of the cultural intelligence had the most influence on job burnout.

10.1 Discussion and Discussion

In various workplaces of the present century it is necessary to manage the stress generated by cultural shock and consequential side effects and disorders created by cultural contradictions in an apposite way. For this purpose efficient adaptation and moderation of the cultures are required. By considering the fact that our country from cultural perspective has a variety of cultures cultural intelligence can be an answer to several concerns in order to improve the work quality in this cultural diversity. Cultural intelligence enables the staff to identify cultural differences by the use of knowledge and awareness and behave properly in different cultures which can lead to the reduction of job burnout and increase of the staff efficiency.

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Notes

Note 1 Herberi.j.Freudenberger

Note 2 Picns & Oreunson

Note 3 Maslach

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