Examining the relationship between empowering the staff and job burnout, case study: the office of dealing with medical documents in Tabriz social support organization

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Abstract

The purpose of this article is to examine the relationship between empowering the staff and job burn-out in the staff of the office of dealing with medical documents in social support organization. In this article, to examine the staff’s empowering, Spiritez model and dimensions of competence feeling, feeling of significance, feeling of effectiveness, confidence were used and in order to examine job burn-out, Maslach model and dimensions of affective tiredness, de personalization and lack of personal success were used. The present research is an applied research regarding its purpose and is descriptive study, of correlation one regarding its method of data collection. In order to collect data, questionnaire was used. The statistical population of the present research includes all the staff of the office of dealing with medical documents of Tabriz social support organization that are 150 people. In order to determine the sample size, Morgan table was used and 108 people were selected as sample. The questionnaire reliability was examined and confirmed using test of Cronbach Alpha coefficient and for questionnaire validity, factorial analysis test was used. Data analysis was done using SPSS and LISRE1 soft wares and tests of correlational coefficient and structural equations modeling. The results of the research showed that there is negative significant relationship between staff’s empowering and job burn out among staff of the office of dealing with medical documents of Tabriz social support organization.

Keywords: empowering, job burn out, feeling of competence, feeling of significance, feeling of effectiveness, confidence.
1- Introduction and statement of Problem:
Today world is the world of organizations and human power is considered as the most valuable organization-centered resources of the organization approaches and activities and plays a significant role in exaltation purposes and ideas of the organization. Human resources give meaning to the organization and provide grounds for organization purposes fulfillment. Lester Tarro, the famous economist, in his book "wealth creators" considers intelligence and thoughtful and intellectual knowledge as the main competitive advantage for the organizations in third millennium. He believes that petroleum and natural resources could no longer be wealth creating resources. Rather, it's humans’ intelligence and intellect that could move the community toward improvement. If the human beings want to have a role in this new challenge. Process, they have no choice but to think thoroughly on the role of knowledge and intelligence on their society development (Abili, 2001). Also, Gary Becker, winner of Noble prize on economy says as the factories, machineries and other material capitals are considered as part of nations’ wealth, human resources are also the main part of this wealth.
On the other hand, the purpose of empowering theories is how to deliver the power to them by using the elements of environment, knowledge, perceptions and individual characteristics and change their potential capabilities to de facto abilities (Zimmerman, 1990). Using proper communication among these factors, the process of empowering human resources reach to the intended purposes quickly and the individuals, society and organization gain empowering purposes optimally. In fact, the philosophy of empowering says that the organization could satisfy its people and meanwhile obtain whatever it needs. This relationship could be a win-win game (Scott & Jaffe, 1991).
Job burn out is a kind of professional risk that accompanies with decease of the rate of physical and psychological energy in the staff (Fedai & Demir, 2010). Today, job burn out has been paid much attention by the researchers and organizational leaders that is mainly related with important organizational and individual out comes, like job performance, organizational behavior, job attitudes and negative psychological outcomes (Martinko, 2004, p. 48).
Job burn out has negative effect on the staff, and their family, friends and those surrounding them and in general on the society and it could decrease life quality of the staff both at work and on their life places. Over the time, job burn out could lead to increased difficulties at home and retreatment from family and friends (Lambert et al, 2010). Though job burn out may be occurred in any job, but is considered as a universal prevalent difficulty and epidemic disease in human services professions. The process of job burn out occurs because of chronic Job stress (O'brien, 2010).
Job burn out is a painful experience for the individual and a costly phenomenon for the organizations. Based on the existing information in European Union, annually 20 million Euro is allocated to the expensed resulted from job burn out. In the United States, this amount reaches to 350 million dollars. The expenses of job burn out is also so high for the staff and their families 12% of sick leave in the United states of America is because of cardio-vascular diseases resulted from job burnout.

2. Theoretical grounds:
The concept of empowering
In Webster dictionary, empowerment is divided into three elements:
EM: in the beginning of the word means putting inside, going inside, starting a work and causes the word to be in verb form

Power: allows the people to persuade the others so that they would change the activities or discussed issues as expected and allows the power holder to inform or prevent the others before being involved in the action outcomes

Ment: a situation or position resulted from a certain action like starting, evolving, developing and empowering.

Also, in Oxford dictionary, the word of empowerment is meant as gaining power, giving certificate, providing services and getting capable. In its certain meaning it is giving power and freedom of action to the people in their won office and in its organizational meaning it means change in culture and dare to create and lead an organizational environment.

Empowerment is a concept that is used to improve the way of using its individuals by the organization. This is an idea that originates from older organizational theories and strategies. Empowerment, as related ideas to the organizational performance and reconstitution, has its most obvious roots in the explanation of Y theory by Douglas MC. Gregor.

Rapiley knows empowerment as a concept, a philosophy, or a series of behavioral demeanor and an organizational program.

As a concept it includes granting authority of decision making to the subordinates, as philosophy and services of behavioral demeanor, it means participating self – directing groups and individual in determination of their own professional fate. Empowerment grants all work force more opportunity to freedom, improvement and use of skills, knowledge and their richest potential on their own right and their organization. Most of the people believe the organizations are able to improve productivity through empowering the staff (Dastray, 2004).

Empowerment is a word that is mostly used in humanitarian, but there is not any agreement on its definitions. Indeed, in theoretical literature, still the word of empowerment is mostly used, but there is not any obvious meaning of it. Its reason could be considered as the following points:

a) Not being grounded in a historic base: empowerment is general considered as a new phenomenon.

b) Not having a proper explanation about its needed conditions: generally there is not any elaborative details about the issues which existence is existential for successful empowerment performing. It is assumed that the staffs are optimistic toward it and knows it advantageous both for themselves and for the organization. There is another incorrect assumption that knows this approach a universal one and proper for all the organizations and in all conditions.

Meanwhile, multiple dimensions of this word make it a difficult concept for definition. In Solivan's belief, before 1990s, empowerment was possible only through cooperative management, quality control, individual improvement, quality program and strategic programming. Since 199s, few articles were used to its description, because this word could be explained both from personal and organizational dimensions. Researchers have looked at empowerment from several perspectives, like controlling personal task, independence in doing task, team work and payment system related to performance (Sullivan, 1994).

As this difference shows some of them have focused on the individuals’ capability and their interests for being empowered. On the other hand, some of the researchers define teams and job enrichment, payment for performance and the staff stock holding as the process of empowerment. These views are not merely personal and individual and rather they are techniques that are used by the managers in order to create an empowering or even
facilitating environment of "empowerment static". An approach on leadership that leads to subordinates empowerment and their becoming the main component of managerial and organizational effectiveness is also called the staff empowerment. The organizational researchers that work on the issue of "self-alliance" could also be considered as pioneers of empowerment idea. Some of the authors also define empowerment based on its "dynamic interactions". Where the person is present, he is being formed (Sullivan, 1994). Lee and Koh also considered empowerment as the staff and headmen inter-minds nature. In their beliefs, empowerment is a combination of subordinates, states that are influenced by headmen's empowering behavior (Wilson, 1995). Other definitions of empowerment include: Empowerment is a term wider than self-central, empowerment refers to a set of motivational techniques that seek to increase the staff's cooperation level in order to improve their performance, the main characteristics of the staff empowerment is to homologize personal and organizational purposes (Uecchoo, 2000, 104).

Empowerment is a method that promotes the staffs to create cooperative spirituality in them through the process of involvement and giving responsibility to them so that they could make decision about their own tasks and have more control possibility on the task (Weiss, 199b, 518). Empowerment refers to a set of maturational techniques that seek to increase the level of staff's cooperation in order to improve their performance (Vecchio, 2000, 104). Empowerment is a term that refers to the organizational arrangements that grant more independence, freedom of action and responsibility of decision making to the stall. In other words, vertical enrichment and other identical methods to increase the staff's freedom of action is called empowerment (Hyczyski & Buchanan, 2000, 202).

Empowerment includes improving the individuals, beliefs and creating self-confidence in them toward themselves and trying for the organizational activities effectiveness (Gordan, 1993).

The importance of empowering human resources:
Rapid changes of the environment threaten the live of most of the organizations. Global economy go for word by regional economy stresses, new media and information technologies, global cultures of consumers, emergence of global standards and the possibility of participation in costs are influencing changes of the environment that exist in nowadays organization (Godarzi, Gaminian, 2002). Survival of the most of organizations is threatened by adaptation with the environmental changes. Theory of environmental evolvement indicates that insecure and changing environments want several organizations that have high inflexibility simultaneously with environmental changes (Gartwright, Roger, 2002, 102). These theories indicate that the organizations ability to accommodate with the environmental changes is effective for their survival. Based on these considerations, it could be indicated that in a world full of obvious and hidden competitions, the organizations should have four main organizational characteristics to continue their lives that means the organizations should.

- Have efficiency regarding change and cost.
- To be client-centered.
- Be rapid and inflexible.
- Be continuously improving.

Therefore, in order to reach to these features the main instrument is competition of human resources that should be empowered (Blanchard, 2003).
As Scott and Jaff (1991) say that today the main origin of competitive advantage is not hidden in technology, rather it originates in dedication, quality of commitment and ability of human force as main resources of an organization, it could mention to the results obtained from movement and creativity of the staff and empowerment of the new stimulus of this work place is growing.

Mohammadi (2002) indicates that there are several environmental stimuli that promote the organizations to empower their staff. In this regard, their most important ones include:

1) Effects of technology on work environment: rapid growth of technology has influenced aspects of organizations in some way. Rapid change of technology leads to change in tasks nature and computers, robots and completely automatic machines replaced routine jobs. This instrument makes sever changes on the kind of skills needed by the individuals and members of the organizations (Rabinz, 1995). It is obvious that in order to confront with such challenge, the staff should be empowered, i.e. they should improve in all aspects.

2) Increased customers' expectations: today, the customers are able to buy their needed stocks directly and with best competitive price through internet. Increased customers' expectations lead to increased organizations expectations from their staff, under this condition, not only obligatory- control hierarchy. Would not be proper, but reversely the staff should learn to have innovation, and be creative. Within self- controlled teams that have become empowered to perform traditional managerial tasks (including: funding, premium, quality control, etc.) they have played role well and accepted more responsibilities for their tasks (Maccoby, 1999; Quinn & Spritzer, 1997).

3) Necessity of inflexibility of the organizations:

4) Traditionally, the organizations have hierarchy and concentrated power on top of their main changes pyramid. In most of superior managers’ be life, in an environment in which the severity of global competition and novel technologies are considered as its features, giving up concentrated control leads to increased inflexibility of the organizations.

Meanwhile, the staff's empowerment is the best philosophy of de-concentration. (Plum Kett & Attner, 1997).

Finally, the research show that the organizations gain advantages from doing the process of empowerment, which include: increased job satisfaction of the members, life quality of the job, improved quality of products and services, increased organizational productivity and competition readiness (Bowen & Lawler, 1995).

**Characteristics of empowered organizations:**

The empowered organizations are those in which groups of human beings work together and cooperate with each other in doing their works. This organization is different from a competitive organization where each employee competes with others in doing works. In empowered organizations, there give certain importance one group work and the people cooperate with each other in solving complicated problems besides helping each other. They are kind to the coworkers and prefer group advantages to their personal ones. In an empowered organization, the staffs perform their best innovations and good thoughts with feeling emotion, ownership and honorable (Shahraknis, 2002). Indeed, in an empowered organization, there is an environment in which the staff is considered it is main moving force.

Traditional management model in which the manger controls and the staff are under control are longer efficient. In order to crate an empowered job environment, the role of mangers in the organization should turn from mental framework of headquarter and control to a
supportive environment based on the feeling of responsibility in which all the staff have opportunity to cooperate with each other well (Koberage, Christine et al, 1999). In an empowered environment, the culture of empowering improves, information and perspective communication take place easily: purposes are definite and obvious; limits of decision making are clear; task division is done; competence grows in the frame forgetting experience and training; enough resources for performing a task (like money, materials, equipment, human force) are provided for the staff; needed support is offered by superior manages of the organization for empowerment culture, the staff are promoted and encouraged to take risks. Empowerment creates an environment in which the staff could work with more authority and have role in the process of change and improvement, their need to direct headman decreases and they cooperate in fulfilling the organization purposes (Agayari, 2003).

Characteristics of the staff in an empowered organization Empowerment provides this possibility to the managers by nurturing motivated and capable staff that operate rapidly and properly against competitive environment dynamics and provide competitive advantages of their organization (Mohammadi, 2002). In an organization in which the staff are empowered, the staff do not feel enabled to play a role and fulfill the organizational purposes, they prefer great tasks to their routine work and dare to be careful and freedom of action, they state their own views freely without any fear, they work confidently and by their inner belief and enthusiastically, not based on stress imposed from outside. They take their own actions responsibility and are responsible for their own performance (Dargahi, 2002).

Davar (1999) shows behavioral characteristics of empowered staff in comparison to non-empowered staff in the following table:
Table 1: behavioral Characteristics of empowered staff in comparison to non-empowered staff

<table>
<thead>
<tr>
<th>Empowered staff</th>
<th>Non-empowered staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. They are innovative in ambiguous positions and define the problems in a way that enables than to better analyze and reach more decisions</td>
<td>1. They expect that their headmen make decision that who has authority to deal with the problem and is responsible against it. In words, they usually expect to get permission</td>
</tr>
<tr>
<td>2. They are able to identify the opportunities in ambiguous positions like when the customers complains and competitive threats are increased</td>
<td>2. They are able to confront the problems in efficiently but could not identify possible opportunity.</td>
</tr>
<tr>
<td>3. They are able to use main thinking skills like identification and test of hypothesis and appraisal of offered reasons. Also, they are able to suggest good reasons on their tasks and decisions parallel to their common purposes</td>
<td>3. Others' information, reasons and conclusions especially influential people are accepted rapidly and without having needed examinations. They discuss on information that have but are not able to use this information in parallel to their common purpose.</td>
</tr>
<tr>
<td>4. They are able to have agreement an decisions and tasks both in task. Groups and multiple task groups</td>
<td>4. They expect there be attempts to reach to an agreement but if they fail in this regard, they resort to hierarchical authorities.</td>
</tr>
<tr>
<td>5. They work on opportunities and identify them so that they make the activities, documents, communicational and informational systems systematic, they identify and remove systematic problems and finally reform those systems that could not add anything on the customer's value or give it up.</td>
<td>5. They focus an personal improvement or team efficiency but are not able to recognize the problems above the group, they are able to suggest disposable alternatives but have difficulty in making them systematic. They severely rely on the existing systems, even if they have lost their own efficiency.</td>
</tr>
<tr>
<td>6. They try to optimize the resources costs and finding opportunities for investment in new fields (like improvement process and developed technology)</td>
<td>6. They only pay their attention on the resource issue that are responsible to do them by authorized people</td>
</tr>
<tr>
<td>7. They have self confidence and feel that they are talented, creative and confident.</td>
<td>7. They don’t have self- confidence and feel they don’t have needed talents and creativities and the others do not trust them.</td>
</tr>
<tr>
<td>8. They feel that they themselves are able to make decisions on time and how to perform their tasks, well.</td>
<td>8. They feel that they are not able to make decision on how to perform their own tasks.</td>
</tr>
</tbody>
</table>
Spritzer's empowerment model
Spritzer sought to develop a regulated empowerment network in work environment by focusing on cognitive approach. In spritzer's empowerment model not as an outcome of a process but as a factor that on one hand is being considered under the influence of environmental and organizational personal factors and on the other hand it could operate as an effective factor on the organizational efficiency. From this view, empowerment has organizational efficiency. From this view, empowerment has organizational function that under the influence of community culture has the organizational efficiency. Spritzer tested the relationship among four dimensions of psychological empowerment (feelings of significance, competence, self-determination, being effective) with empowerment based on Thomas and Walt hos model and then he dealt with the examination of the relationship among organizational and social factors on cognitive empowerment.

![Figure 1: Spirtzer empowerment pattern (source: Spritzer, 1995)](image_url)

Review of the literature on job burnout:
The word job burn- out was pointed out by Freudenberger for the first time in 1970. He defines job burn – out as a kind of tiredness state that results from professional relationships that are not able to create expected premiums. Maslach (1982) defined job burn out as a psychological syndrome, inducing affective tiredness, depersonalization and feeling of decreased personal success; that occurs mostly among the experts who work with others in challenging positions (Poghosy and et al. 2009). Merriam- Websters' Dictionary defines job burn out as a kind of physical or affective abilities burn out that is result of stresses and long- term- frustration (Lambert, 2010). Job burn out accompanies with being pessimistic and implacable toward a task and decrease of staff's mental and physical health (Yan & Tang, 2003). One of stress structures that is mentioned in psychological, sociological and organizational behavior literature is job burn- out (Law, 2010). Stress is considered as non- specific response of the body against any request and is the purpose of...
non-specific responses of creating equilibrium and physiologic adaptation. Research showed that stress resulted from much work could lead to job burn-out.

Job stresses influence on people health, decreases life quality and increases the possibility of injuries resulted from work (Rahimi et al., 2004). Lyan (1989) believes that job burn-out is a direct result of frustration in reaching great personal and professional purposes. In Freudenberger's (1974) personal and professional belief the following people are mostly subjected to job burn out:

a) Job addicted individuals: these people are over-drowned in work and obsessed to their own work.

b) Those individual that are overly commitment to this idea to find another life outside the job that are not satisfied with.

c) Those individuals that are overly under the control; these people are persuaded that no one can perform his task well (Barrett, 2010).

Dimensions of measuring job burn out:

Maslach suggested three dimensions for job burnout measurement that includes: affective tiredness, depersonalization and lack of individual success. Each of these issues is being explained in the following shortly:

Affective tiredness:
Theorists believe that job burnout begins with affective tiredness. Those staffs who suffer from affective tiredness could not do their own job demands, therefore they lost their energy to perform job and proper confrontation with the customers (O'bren, 2010). Affective tiredness shows long-term affective disposal that are experienced in relation to difficult job activities (Moneta, 2010). It also indicates physical and affective tiredness and is accepted as the first stage and basis of job burn out. Affective tiredness is mainly related to job stresses and is mostly observed among the staffs that have more face to face relation. The individual, because of affective tiredness feels that it no longer is efficient and could not be responsible for those whom used to be served before and considers going to work as a kind of torture and for this reason he thinks that he is not able to cover his work more than one day, he feels tension and tiredness (Fedaw & Demir, 2010).

Depersonalization:
In this regard, the employee becomes pessimistic to the relationship between himself and the customer (O'brien, 2010) and loses his belief and interest to work and organization (Moneta, 2010). Depersonalization includes aggressive and negative reactions and behaviors toward people and becoming indifferent in serving them. These behaviors relates to this fact that the staff feel that they have lost their business purposes and also enthusiasm because of getting for from themselves and their jobs (Fedai & Demir, 2010).

Lack of personal success:
This shows perception of the person's inability in performing test as needed for success is a stimulus to perform hard tasks and try to reach eminence in competition with others. While the staff involve in hard tasks, need to while the staff involve in hard tasks, need to success leads to improved positive feelings.
Studies have showed that there is negative relation between need to success and job burn out (Monenta, 2010). It is the fact that the individual begins to see himself as an unsuccessful and improper person while having job burnout. In other words, he wants to appraisal himself negatively. Those people who have this image for themselves, feel failure in their tasks, so in order to perform their jobs and control environmental changes, they don't try hard (Fedai & Demir, 2010).

![Affective tiredness](image1)
![Depersonalization](image2)
![Lack of personal success](image3)

Figure 2: conceptual mode of the research

**Research model:**
Based on this model, the research hypotheses are defined as follows:

**Main hypothesis:**
There is significant between staff's empowerment and job burn out, case study: the office of dealing with medical documents of social support organization.

**Subsumptions:**
- There is significant relationship between felling competence and job burn out, case study: the office of dealing with medical documents of social support organization.
- There is significant relationship between feeling of effectiveness and job burnout, case study: the office of dealing with medical documents of social support organization.
- There is significant relationship between feeling of significance and job burn out, case study: the office of dealing with medical documents of social support organization.
- There is significant relationship between feeling confident and job burn out, case study: the office of dealing with medical documents of social support organization.

**Methodology of the research:**
The present study is an applied one regarding its purpose and is descriptive research, of correlation one regarding the method of data collection.

**Statistical population and sample:**
The statistical population of the present research includes all the staff of the office of dealing with medical documents of Tabriz social support organization that are 150 people. To
determine sample size, Morgan table is used and the number of 108 people is selected as sample.

Method and instrument of data collection
The method data collection is both forms of library and field studies. The instrument of data collection in this study is questionnaire.

Reliability and validity of the questionnaires:
By reliability, it is meant measurement instrument is handed out to a signal group in a short time interval for several times and the obtained results is close to each other. To measure reliability on index called reliability coefficient is used and it size usually changes between zero and 1. Reliability coefficient of zero indicates lack of reliability and 1 indicates complete reliability. In this research, to determine test reliability Cronbach alpha method is used. This method is applied to calculate internal accommodation of measurement instrument that examines several features.

Table 2: the rate of Cronbach alpha of variables and research dimensions

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach alpha</th>
<th>Dimensions</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment</td>
<td>0.887</td>
<td>Feeling of competence</td>
<td>0.789</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feeling of effectiveness</td>
<td>0.741</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feeling of significance</td>
<td>0.738</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trust</td>
<td>0.721</td>
</tr>
<tr>
<td>Job burn out</td>
<td>0.913</td>
<td>Affective tiredness</td>
<td>0.748</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Depersonalization</td>
<td>0.762</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of personal success</td>
<td>0.789</td>
</tr>
</tbody>
</table>

As the obtained rate of Cronbach alpha for all the research variables is over 0.7, it could be said that the questionnaire has acceptable reliability.

Examining the section of measurement model:
In examining the section of measurement model, the researcher should deal with the examination of the relationship between hidden variables and obvious variables. Here, the purpose is to determine validity or reliability of the intended measurements. In discussing validity, it is indicated that whether the indexes or obvious variables measures the same thing that is intended by the researcher of another thing. In contrast, validity deals with this issue that with what accuracy the used indexes do measure the intended issue (Kalantrai, 2009, 136).

In order to analyze internal structure of the questionnaire and discover factors constituting each structure or hidden variable, confirming factorial analysis instrument is used. Also, in this section, the measured equations related to each structure (hidden Variable) is extracted and explained using confirming factorial analysis (Daneshgar, 2011, 113). Confirming factorial analysis of the research structure is presented as follows:
Figure 3: Confirming factorial analysis model of empowerment indexes (standard estimation)

Figure 4: Confirming factorial analysis model of empowerment indexes (coefficient significant)
Results of factorial analysis indicated in figures 3 and 4 shows that all empowerment indexes have acceptable t-value (more than 1.96) and factorial load (more than 0.4) and are considered as proper indexes to measure empowerment variable.

Figure 5: Confirmation factorial analysis model of job burn out (standard estimation)

Figure 6: Confirmation factorial analysis model of job burn out (Coefficient estimation)

Results of factorial analysis mentioned in figures 3 and 4 shows that all the indexes related to job burn out have acceptable t-value (more than 1.96) and factorial load (more than 0.45) and are considered as proper indexes for job burn out.
Method of data analysis:
Data analysis has been done using SPSS and LISRET software's and correctional coefficient and modeling structural equations tests.

Research findings
Test of research variables normality
Before entering hypotheses test step, it is needed to be informed about the state of data normality, so that the tests could be used based on their being normal or not. In this test, if the obtained significance level from test performing be higher that error value, i.e. \( \alpha = 0.05 \), \( H_1 \) will be confirmed and in the other case \( H_0 \) will be confirmed.

\( H_0 \): Data are not normal (they are not obtained from normal population)
\( H_1 \): Data are normal (They are of normal population)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach alpha</th>
<th>Dimensions</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment</td>
<td>0.357</td>
<td>Feeling of competence 0.150</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feeling of effectiveness 0.203</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feeling of significance 0.565</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trust 0.110</td>
<td></td>
</tr>
<tr>
<td>Job burn out</td>
<td>0.392</td>
<td>Affective tiredness 0.578</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Depersonalization 0.362</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of personal success 0.149</td>
<td></td>
</tr>
</tbody>
</table>

Regarding that the level of significance for the study variables is more than 0.05, so \( H_1 \) is confirmed and it is concluded that the collected data for study variables is normal.

Correlation coefficient among study variables:
Table (4) shows matrix of Pearson correlation coefficient among the variables. Here, it should be mentioned that usually in making conclusion from such tests in which the relationship between two variables is examined, if the correlational coefficient between two variables is obtained less than 0.25, the relationship between two variables is examined as poor one and if the value of this coefficient is between 0.6-0.25, this relationship is average and if it be more than 0.6, it means that there is strong relation between both variables.

Table 4: matrix of correlation among the study variables

<table>
<thead>
<tr>
<th>Research variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job burn out</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowerment</td>
<td>-0.830**</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling of competence</td>
<td>-0.692**</td>
<td>0.807**</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling of effectiveness</td>
<td>-0.467**</td>
<td>0.722**</td>
<td>0.438**</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling of significance</td>
<td>-0.778**</td>
<td>0.799**</td>
<td>0.552**</td>
<td>0.362</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>trust</td>
<td>-0.716**</td>
<td>0.860**</td>
<td>0.572**</td>
<td>0.500**</td>
<td>0.658**</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**P<0.01   *P<0.05
Considering the obtained result from Pearson correlational coefficient among research variable it could be sail that there is significant negative relationship among all the variables in level of confidence of 99 percent.

**Modeling structural equations:**
To examine the casual relationship among variables there has been many attempts collectively during recent decades.

One of these methods to perform confirming factorial analysis is the structural equations or multi-variate analysis with hidden variables. Modeling structural equation is a technique of general and strong multi-variate analysis from multi-variate regression and in accurate words it's developing general linear model that allows the researcher to test a set of regression equations simultaneously.

The model of structural equations is a comprehensive statistical approach to test hypotheses related to the relationship among observed variables and latent variables that is sometimes called covariance structural analysis casual modeling and sometimes it also called Liner structural relationship (LISREL). But the common term in these days, it is structural equation modeling or SEM. (Homan, 2009; 11).

Generally, in working with LISREL program, each one of the obtained indexes for the model is not only the reason of model comeliness, but the indexes should be explained beside each other and all together.

In this section, confirming factorial analysis and rad diagrams (standard weights and coefficient significance) of the research conceptual model is obtained.

**Main hypothesis:**
There is significant relationship between staff empowerment and job burn out, case study the office of dealing with medical documents of social support organization.
Table 5: Road coefficients, t-statistic, and determination coefficient (dependent variable: job burn out)

<table>
<thead>
<tr>
<th>Predicting variable</th>
<th>Road coefficient (β)</th>
<th>t-statistic</th>
<th>General determination coefficient (R²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff's empowerment</td>
<td>-0.54</td>
<td>-6.49**</td>
<td>0.29</td>
</tr>
</tbody>
</table>

**P<0.01  *P<0.05

Considering that road confinement is -0.54 and also t-statistic is -6.49, it could be said that the staff’s empowerment has negative significant relationship with job burn out in the level of confidence of 99%, so the main hypothesis of the research is significant and confirmed. The value of multiple determination coefficient (R²) is 0.29. This coefficient has the ability to examine prediction of dependent variable by independent variable. Based on this, the variable of staff’s empowerment could predict 29% of the changes of job burn out variable.

Figure 9: Modelling structural equation of the research conceptual model (standard estimation)
Figure 10: Modeling structural equations of the research conceptual model (coefficient significance)

**Subsumptions:**
There is significant relationship between feeling of competence and job burn-out, case study: the office of dealing with medical documents of social support organization.

There is significant relationship between feeling of effectiveness and job burn-out, case study: the office of dealing with medical documents of social support organization.

There is significant relationship between feeling of significance and job burn-out, case study: the office of dealing with medical documents of social support organization.

There is significant relationship between feeling of trust and job burn-out, case study: the office of dealing with medical documents of social support organization.

<table>
<thead>
<tr>
<th>Predicting variable</th>
<th>Road coefficient (B)</th>
<th>t-statistic</th>
<th>General determination coefficient ($R^2$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling of competence</td>
<td>-0.27</td>
<td>-2.46*</td>
<td>-0.81</td>
</tr>
<tr>
<td>Feeling of effectiveness</td>
<td>-0.52</td>
<td>-6.16**</td>
<td></td>
</tr>
<tr>
<td>Feeling of significance</td>
<td>-0.63</td>
<td>-7.79**</td>
<td></td>
</tr>
<tr>
<td>Trust</td>
<td>-0.41</td>
<td>-4.76**</td>
<td></td>
</tr>
</tbody>
</table>

Conceding that road coefficient is -0.27 and also t-statistic is -2.46, it could be said that feeling of competence has significant negative relationship with job burn out in the level of confidence of 95%. So the first subsumption of the research is significant and confirmed.
Conceding that road coefficient is -0.52 and also t-statistic is -6.16, it could be said that feeling of effectiveness has significant negative relationship with job burn out in the level of confidence of 99%. So the first subsumption of the research is significant and confirmed.

Conceding that road coefficient is -0.63 and also t-statistic is -7.79, it could be said that feeling of significance has significant negative relationship with job burn out in the level of confidence of 99%. So the first subsumption of the research is significant and confirmed.

Conceding that road coefficient is -0.41 and also t-statistic is -4.76, it could be said that feeling of rust has significant negative relationship with job burn out in the level of confidence of 99%. So the first subsumption of the research is significant and confirmed.

The value of multiple determination coefficient ($R^2$) is 0.81 this coefficient has the ability to predict dependent variable by independent one. Based on this, the variables of feeling of competence, feeling of effectiveness, feeling of significance and feeling of trust could generally predict 81% of changes of job burn out variable.

**Discussion and conclusion:**
In explaining the obtained results of the research, it could be said that state of empowerment of the staff of the office dealing with medical documents in Tabriz social support organization was higher than average and regarding four intended indexes for this concept have good state. Also, research results should that the staffs of the office of dealing with medical documents of social support organization are in lower level than average regarding job burn out. In examining the results of hypotheses, it was observed that there is significant negative relationship between empowerment and job burn out in the office of dealing with medical documents of social support organization that is consistent with previous research carried out in this country.

Considering that any organization is finally seeking increased productivity and efficiency and also human force of the organization is the most important factor in any organization to increase and improve productivity, therefore the factors of increasing the staff motivation should be identified and there should be prevented the factors of creating job burn out, in other word, by increasing the staff's empowerment, the rate of their job burn out decreases, so by identifying empowerment indexes and improving them, finally the staff's job burn out could be decreased and it could be helped to improve the organization productivity.

**The research recommendation:**
- It is recommended to give the tasks to the staff that are in their abilities limit in order to increase the staff's empowerment.
- It is recommended to allow the staff to make decision and use personal innovations regarding the way of performing tasks.
- There should attempt to place the staff in sectors in that their job standards is consistent with what are doing in that job.
- It is recommended that the office of dealing with medical documents of Tabriz social support organization take tests of job burn out to be aware of the staff's state and minimize their job burn out by removing its creating factors.
- It is recommended that the authorities of this office identify each empowerment indexes influencing on the staff's job burn out by using the results of this research and finally lead to create high job motivation.
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