



# Evaluating the effectiveness of Shafi Abadi's multi-axial pattern on reducing occupational burnout of primary school teachers in District One of Tehran

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**Abstract:** *The present research aims to study effectiveness of Shafi Abadi's multi-axial pattern on reducing occupational burnout of primary school teachers in District One of Tehran. Research's statistical population includes 100 number of teachers at primary stage in District One of Tehran from which 30 number were selected as sample volume following performing relevant tests. This was a semi-experimental study with pre-test and post-test design with control group. This research's statistical population consisted of 100 number of primary school teachers in District One of Tehran from which 30 teachers were selected by simple random sampling method. Selected teachers were randomly replaced at research's different condition (experiment group= 15 persons and control group=15 persons). Experiment group participated in Shafi Abadi's multi-axial training pattern plan following performing pre-test for both groups, but no training plan was applied for control group and post-test for both groups was applied at last session. So, findings required for evaluating research issue were collected and they were analyzed by software SPSS and Covariance test. Covariance analysis showed that teaching Shafi Abadi's multi-axial pattern influences all the occupational burnout's components and teachers' occupational burnout can be reduced through this pattern.*

**Keywords:** *Shafi Abadi's Multi-Axial Pattern, Psychological Empowerment Program, Occupational burnout*

## INTRODUCTION

Occupational burnout is one of the main and vital categories in today modern organizations, because it has negative impacts on person's function including a decrease in income and effectiveness at workplace, absence from workplace, reducing customers' satisfaction, leaving the job, family and marital problems, alcohol and drug use, depression and even suicide (Rahimi, 2010).

The term fatigue is always used to describe fatigue syndrome in assistance profession (Allen Mellor, 2009). This phenomenon provides the field for physical and emotional diseases leading to increase in absence from workplace, giving up the job and decrease in production (Boles Dean & Ricks, 2011). Occupational burnout influences not only personnel's professional life, but also in their social and personal life. Occupational burnout will cause sense of Frustration, helplessness, mistrust, resentment and failure (backer & Demerouti, 2016).

Today, occupational burnout issue is one of the most common problems in work environments. Unfortunately, this condition is very common in business world and modern life and occupational burnout as construct is product of several factors that understanding these factors plays an effective role in its control (Karatepe, 2013). If managers have some information about level and manner of effective factors involved in personnel's occupational burnout and own required insight in this field, they will be able to acquire required measures for reducing fatigue factors. In the other word, reforming management methods leading to appropriate changes at workplace can in turn reduce the sense of occupational burnout in personnel and also problems arising from it such as delay, consecutive absence, resign and leaving

workplace (Corpanzano et al., 2003). Occupational burnout is considered as a serious issue in present world because of dramatic influence which it has on quality of personal, family and professional life. If personnel suffer from occupational burnout, they will be less motivated and less active, criticize all the aspects of their workplace and show negative reaction to others' suggestions (Reb et al., 2014).

Another reason for the importance of occupational burnout evaluation is this issue that manpower is the rarest and the most expensive capital of each organization and each organization's prosperity and health depends on its manpower's efforts. The other reason is this fact that lack of accurate and enough consideration to occupational burnout and job satisfaction will result in wasting a lot of money and time in country (Lees & Kearns, 2007).

Job satisfaction is one of the life quality indicators in human resources. Surely, the people who are satisfied with their job, at the end of the day, they will feel as they have achieved success. If the compatibility between personnel is more, their motivation, performance and job satisfaction will be increased (Poor Safar, 2010). The research which was done regarding job satisfaction and its relationship with performance of personnel. has specified that there is positive significant relationship between job satisfaction and its relationship with performance of personnel. Job satisfaction is one of the main factors in job situation which leads to increase in efficiency and personal satisfaction. Job satisfaction is a complicated and multidimensional concept related to physical, mental and social factors (Vahidian Reza Zadeh, 2010).

Different approaches, plans and patterns have been offered in organizations for dealing with occupational burnout and reducing its impacts (Grandee, 2003). Shafi Abadi's multi-axial pattern is one of these patterns proposed in the field of job selection. Fundamental concepts in personal psychology have been applied in this pattern for job satisfaction. Shafi Abadi's multi-axial pattern is a native pattern which has a developmental attitude toward job selection. According to this pattern, guidance and counselling theories generally and job guidance and counselling theories, especially, are affected by society's cultural basis and beliefs. Job selection based on this pattern is a dynamic and targeted activity which occurs depending on type of self-concept and the level of satisfying needs and power of decision-making inside the person's lifestyle (Shafi Abadi, 2012).

With respect to importance of decreasing occupational burnout in organizations' personnel and especially teachers in order to realize the organizational and training objectives and respecting mentioned articles regarding evaluating this variable, the author aims to study and analyze role and effect of this pattern in the field of occupational burnout of Education Department's teachers in District One of Tehran concerning Shafi Abadi's multi-axial pattern which is an important pattern in the field of people's job guidance and counselling toward making people's job efficiency more effective and efficient because of its dimensions and components and also because of clear parameters and explanations and at the same time, simple and fluent for appropriate job selection. The mentioned pattern can have unique role and effect on decreasing teachers' fatigue because of usability in the route of job selection and guidance.

Although occupational burnout is very important but a little researches have been conducted regarding effect and effectiveness of especial factors and pattern in the field of reducing fatigue, so, evaluation of effectiveness of Shafi Abadi's multi-axial pattern is necessary. Up to now, no research has been conducted to study occupational burnout variables from this perspective and this will be the first evaluation of this pattern's efficiency in the country.

Now, given the importance of fatigue and also evaluation of this issue in education system and especially among teachers, the research's main question is discussed as follows: Does Shafi Abadi's multi-axial pattern influence on reducing occupational burnout of teachers in District One of Tehran?

### **Research methodology**

This is a semi-experimental study and pre-test and post-test design was with control group. The teachers suffering from fatigue were identified passing mentioned criterion in control variable in order to form experimental groups and they were placed into two groups including experiment and control through random replacement. This research's statistical population included 100 number of teachers at primary school at District One of Tehran from which 30 number were selected by simple random sampling method.

Selected teachers were randomly replaced at research's different condition including 15 number in experiment group and 15 number in control group. So, experiment group participated in Shafi Abadi's multi-axial training pattern following performing pre-test for both groups, but no training plan was applied for control group and post-test of both groups was performed at final session. Therefore, findings required for evaluating research issue were collected and they were analyzed by using software SPSS and Covariance Test.

### Research's tools

Occupational burnout questionnaire: this questionnaire includes 22 questions in which three dimensions including emotional fatigue, personality metamorphosis (depersonalization) and personal realization defect were used to assess occupational burnout. Questionnaire measuring level is sequential and according to Five-degree Likert Scale (completely agree, agree, no opinion, disagree and completely disagree). Dimensions monitoring assessment of each component of this questionnaire is as follows:

**Table 1- Structure of occupational burnout questionnaire accompanied with components, question separation and Alpha Cronbach**

Component	dimension	Number of questions	Alpha Cronbach
Occupational burnout	Emotional fatigue	1-7	0.88de
	Personality Metamorphosis (depersonalization)	8-15	0.79
	Lack of personal accomplishment (reduced sense of personal sufficiency)	16-22	0.86

Alpha Cronbach has been used in this research in order to determine tool's reliability. In this manner that the mentioned questionnaires were applied among sample and 20 number of people in research's population to make sure about this tool's acceptable validity. Obtained Alpha indicates that formulated questionnaires enjoy acceptable reliability for evaluating occupational burnout.

### Research's findings

30 number of teachers in District One of Tehran participated in two groups in this research. These persons' average age was 37.5 with 3.7 standard deviation. One-factor Covariance analysis statistical test was used in this research to study research's hypotheses. This test was used because this research's authors used pretest as control variable to control effect related to previous readiness and balancing this variable's impact.

Some of this statistical test's main prepositions should be studied before application of Covariance analysis test, because lack of this assumptions observation may leads to research's results accompanied with bias. Prepositions of covariance analysis application include: normality of data dispersion distribution, equality of variance error, regression lines homogeneity. These three assumptions were studied before covariance analysis. Fortunately, all three assumptions of covariance analysis test were confirmed. It means that application of covariance analysis was appropriate for data analysis in this research. Covariance test's results are observed in below tables:

**Table 2- The summary of covariance test in order to compare the post-test's occupational burnout components**

Change resource	Total square	Degree of freedom	Average square	F	Significance level
Emotional fatigue	605.5	1	605.5	14.76	0.001
Depersonalization	529.1	1	529.1	10.42	0.001
Personal realization defect	841.4	1	841.4	21.23	0.001

As analyses' results shows, there is significant difference between experiment and control group in "occupational burnout" components monitoring the impact of pretest and computing Alpha (0.05). So, it can be claimed that Shafi Abadi's multi-axial training pattern has a significant positive effect on decreasing components including emotional fatigue, depersonalization and personal realization defect.

**Table 3- Covariance tests in order to compare total post-test of occupational burnout**

Change resource	Total square	Degree of freedom	Average squares	F	Significance level	Amount
group	3105.8	1	3105.8	42.76	0.001	0.480
pretest	2213.1	1	2213.1	43.42	0.001	0.485
error	1601.4	28				
total	18862.9	30				

As analyses' results shows, there is significant difference between experiment and control group in "occupational burnout" components monitoring the impact of pretest and computing Alpha (0.05). As descriptive statistic shows, scores of "occupational burnout" of teachers in experiment group has been significantly decreased following intervention. So, it can be claimed that Shafi Abadi's multi-axial training pattern has a significant positive effect on occupational burnout. Eta value indicates that about 48.5 of teachers' occupational burnout has been decreased affected by Shafi Abadi's multi-axial pattern.

### Discussion and conclusion

Research's findings indicated that teachers at primary stage in District One of Tehran are placed at approximately desirable regarding occupational burnout condition. The results showed that multi-axial pattern influence occupational burnout decrease. The mentioned pattern has a remarkable effect on occupational burnout decrease. Findings indicates lack of difference and significant relationship between indexes including gender, education degree and job background with teachers' occupational burnout, but findings showed that there is significant relationship between teachers and their occupational burnout level and people's age influences their occupational burnout level. This research evaluation indicates that Shafi Abadi's multi-axial pattern influences decrease in teachers' occupational burnout in District One of Tehran. According to conducted training course of mentioned pattern and obtained results and findings and table number 2 and 3, we can see that Shafi Abadi's multi-axial training pattern plays an effective role in reducing teachers' occupational burnout. Relevant findings following statistical analysis in both two dimensions including pre-test and posttest among people indicate that training multi-axial pattern influence all the occupational burnout's dimensions and components and it has effective role in reducing people's occupational burnout. The results of statistical analysis showed that score of teachers' occupational burnout has been changed before and after Shafi Abadi's multi-axial training pattern and training multi-axial pattern causes a decrease in average teachers' occupational burnout.

These findings are consistent with the results of Baghbanian's research in 2014 regarding the effect of Shafi Abadi's multi-axial training pattern in reducing occupational burnout among teachers of Tehran District 7 in which he concluded that training multi-axial pattern influences on reducing teachers' occupational burnout and this training can be effective in reducing occupational burnout.

In explaining these findings, we can conclude that the those suffering from occupational burnout cause some problem for themselves and also for others and they threat others' mental health and efficiency. The people suffering from occupational burnout experience emotional fatigue and consequently their efficiency in organization will be decreased. Given the effect of multi-axial pattern and its relation with job selection, training it in schools can be an appropriate strategy to prevent from teachers' occupational burnout. Continuing the explanation of the findings and considering the relevant literature, it can be stated that given that today the issue of occupational burnout is one of the most common problems in the workplace, unfortunately, this situation in the business world and modern life is very common and occupational burnout as a construct is the product of several factors that understanding these factors can play an important role in controlling it. Understanding level and manner of factors effective on and involved in personnel's occupational burnout and having enough insight in this field and also giving relevant training in order to decrease occupational burnout including multi-axial pattern which has also had efficiency this research, the managers will be able to obtain all necessary measures in order to decrease occupational burnout's factors. In the other words, reforming managerial methods leading to application of these patterns and providing its fields of education and also planning in order to develop and training such patterns can, in turn, reduce sense of personnel's occupational burnout and complications caused by it such as delay, consecutive absence, resignation and leaving workplace.

Following suggestions are offered respecting research's findings:

- ✓ Given this fact that Shafi Abadi's multi-axial pattern played an important role in increasing job satisfaction and decreasing occupational burnout of teachers, so managers and officials are recommended that they should provide the field for improving teachers' professional performance through creating and strengthening educational centers for training this pattern.
- ✓ With respect to importance of multi-axial pattern in order to improve teaching-learning affair, it is suggested that mechanisms required for training experts for teaching others should be adapted at schools and education departments.
- ✓ This research should be applied in other industrial and even service organizations in order to identify these variables' impacts on other organizations.
- ✓ Evaluation of multi-axial pattern's role on managers' triple management skills is recommended.
- ✓ This research has been done among primary teachers in District One of Tehran, so we suggest that it should be conducted among teachers at others sections and also country's other education departments.

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