

The effect of job insecurity on employee burnout in Tabriz Tractor Manufacturing Company

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ABSTRACT

The present study aimed to explain the mediating role of organizational justice in job insecurity and burnout. The present study was applied in terms of aim and descriptive-correlational in terms of the nature. The statistical population of the study included the employees of Tabriz Tractor Manufacturing Company that 281 people were randomly entered into the study using Morgan table. The data collection tools were standard job insecurity questionnaire and burnout questionnaire. The results showed that job insecurity has a positive and significant effect on employee burnout and among the dimensions of job insecurity; quantitative and qualitative dimensions had the highest effect on burnout in different sectors. According to the results, managers can create job security in the organization by providing better conditions such as timely meritocracy rewards, adequate salaries and benefits, appreciation of qualified and competent employees to increase cooperation and proper interaction among employees.

Keywords: Organizational Justice, Burnout, Tabriz.

Introduction

Having a job as one of the basic human needs has been considered since the birth of man and job security has been one of the concerns of human beings. Job is not only a source of income, but also causes individual dignity and respect. The growth and development of industries and more specialization of jobs and the creation of new machines and organizational reconstruction in industrial societies (or in third world societies and subsequently job shortages and work stoppages) have led to factors such as labor market stagnation, lack of demand or and non-alignment with international standards (Shahsavari, 2019). These factors result in reduced workload and dismissal of workers and job insecurity among workers. Workers

are always concerned about job insecurity or the risk and consequences of losing their jobs for fear of being fired for lack of need and poor labor market conditions (Greenberg, 1990).

Workers who are incapable in the face of these new standards and technologies are more likely to lose their jobs. Sometimes this also occurs in a profitable situation where the lack of legal protections creates many problems for the workers. Nowadays, organizations strive for their survival and development by making the best use of available resources and continuously improving processes globally, profitability, flexibility, rapid growth, efficiency, preparation for the future and having a superior position in their area of activity (Hughes, 2009). Employees' peace of mind is crucial for the excellence of the organization. With observing organizational justice, organizational progress is achieved. Organizational justice is the expression of feelings towards behaviors that occur (Hoy and Tarter 2004). However, the barrier that reduces the excellence of the organization is the job insecurity of employees, which include job loss, survival of the organization, changing job conditions and marginalization, and also includes two dimensions of quantitative job insecurity and qualitative job insecurity (Ahmad Shah, 2020).

Quantitative job insecurity can be considered as concerns about the continuity of employment, which indicates two states of employment or unemployment. The current changing business environment raises other concerns, known as qualitative job insecurity. Most employees are not worried about losing their job and are worried about the benefits and quality of their job. Employees' job insecurity is not the loss of a job, but the fear of losing valuable current job benefits privileges, as well as a decline in the quality of their work, such as poor working conditions in the future, reduction in rate of payment increase, and lack of promotion opportunities (Raitoharju 2007)). Studies have shown that qualitative job insecurity, like quantitative job insecurity, affects one's attitudes and behaviors about the organization and the health of staff. Another factor that prevents organizational excellence is employee burnout. Employee burnout is a problem of emotional and physical exhaustion that causes negative self-confidence in the person and causes a negative view of work and a feeling of alienation to client during their work (Pardakhtchi, 2009).

Job insecurity also causes fear of losing jobs and becoming unemployed among employees or changing the quality of their jobs. Labor laws provide pays worker to reduce the cost of dismissal for compensation to the worker (payment of years, etc.) or provides other supports (unemployment insurance), but these payments cannot be useful significantly to reduce the feeling of job insecurity. This feeling of fear can affect employees' behaviors and cause burnout in employees. Job insecurity as a cause of job stress challenges the dynamics of the workforce in various ways. And by creating burnout, it affects the ultimate fate of an organization. By causing burnout, it affects the ultimate fate of an organization. This issue is crucial in terms of psychological dimensions, organizational importance and its economic consequences (Carter, 2008).

In other words, burnout can be considered a psychological process that occurs under conditions of severe job stress. Employees who experience less burnout are more efficient and effective workforce for their organization (Rahmani, 2018). The current situation in the society and the effects of the Coronavirus epidemic have caused recession in many businesses, so that the economic wheel of the whole society has slowed down and it has become completely stagnant in some sectors. In such a situation, what should the Tractor Manufacturing Company do with its own work structure to overcome this critical situation? By adding organizational justice to job insecurity, we aim to examine the changes in burnout in this coronary situation and determine the role of organizational justice in the relationship between job insecurity and burnout of employees of Tabriz Tractor Manufacturing Company in this critical situation.

Methods

The present study is an applied research in terms of aim and a descriptive-correlational in terms of method. The statistical population of this study includes all the employees of Tabriz Tractor Manufacturing Company. Using the Cochran's formula with an error level of 0.05, the sample size was determined at 281 people. The data collection tool in this study is job insecurity questionnaire. The standard job insecurity

questionnaire was introduced by Francis and Parling (2005), which includes five questions. Its questions are scored on a five-point Likert response scale (very low = 1 to very high = 5). In this questionnaire, the minimum score could be obtained in the whole questionnaire is 5 and the maximum is 25. Increasing the scores in this questionnaire means increasing the level of job security. The used questionnaires are as follows:

Job Insecurity Questionnaire

The required data using the standard questionnaire, which includes the standard job insecurity questionnaire, include the two parts of qualitative job insecurity (from questions 1 to 4) and quantitative job insecurity (question 5). Greenhalgh and Rosenblatt introduced their conceptual framework for job insecurity in 1984. According to their definition, job insecurity can be understood as "perceived inability to maintain optimal continuity in a job position that is under threat" (Greenhalgh and Rosenblatt, 1984, p. 438). Job insecurity is defined as the potential risk of losing a current job (Sverke, Gallagher & Hellgren, 2000, p. 243).

Job insecurity in this study is assessed based on the scores obtained by the participants in the study in the job insecurity questionnaire introduced by Francis and Parling (2005). It includes five questions, scored on a five-point Likert scale (very low = 1 to very high = 5). In this questionnaire, the minimum score could be obtained in the whole questionnaire is 5 and the maximum is 25. Increasing the scores in this questionnaire means increased level of job security. This questionnaire was designed by Francis and Parling (2005) and includes 5 questions. Items are scored on a five-point Likert response scale (very low = 1, low = 2, medium = 3, high = 4, and very high = 5). In this questionnaire, the minimum score can be obtained in the whole questionnaire is 5 and the maximum is 25.

Increasing the scores in this questionnaire means increasing the level of job security. According to the report of Francis and Parling (2005), the job insecurity questionnaire has a high reliability and Cronbach's alpha of 0.81. In the research conducted by Nikandish and Mahdad (2012), this questionnaire was used for the first time in Iran and was translated from English to Persian and then retranslated into English, and its content validity was also approved by professors. Its Cronbach's alpha was obtained at 0.62. Its reliability in the study conducted by Forouhan (2016) was obtained at 0.845 using Cronbach's alpha. A sample of the questionnaire question is as follows: I'm sure my current job has been a good one.

Employee burnout questionnaire

This test was developed by Maslach in 1981 and is based on a new estimate of the phenomenon of stress that is burnout. This questionnaire measures emotional exhaustion, depersonalization phenomena and lack of personal success within the framework of professional activities and is used especially to measure and prevent burnout in professional groups and is scored on a 5-point Likert scale with options of never, low, moderate, high, very high. To assess the validity of this questionnaire, Maslach and Jackson used Cronbach's alpha coefficient and the validity of each of the subscales was reported at an appropriate value (quoted by Saatchi, 2010). Finally, for the initial analysis of the data, descriptive statistics method (for relevant tables and graphs) which includes the mean and standard deviation and Spss software were used. For data analysis, structural equation modeling was performed using PLS software.

Results

Demographic characteristics of sample

Table 1 - Frequency distribution of respondents' gender

Gender	Frequency	percentage	Valid percentage
Man	243	5.86	5.86
Female	38	5.13	5.13
Total	281	0.100	0.100
Level of education	Frequency	percentage	Valid percentage
diploma	75	7.26	7.26
Associate Degree	39	9.13	9.13
bachelor	103	7.36	7.36
master	64	8.22	8.22
Total	281	0.100	0.100

According to Table 1, 26.7% of the participants had a diploma degree, 13.9% had an associate degree, 36.7% has a bachelor degree and 22.8% had a master degree. Also, 86.5% of them were male and 13.5% were female.

Description of research variables

Table 2 shows the descriptive indices of the research variables.

Table 2 - Table of descriptive indices of burnout

Variables	n	SD	skewness	kurtosis	min	max
Job burnout	281	73.0	65.-0	32.-0	89.1	00.5
job insecurity	281	51.3	77.0	34.-0 79.-0	60.1	00.5
Qualitative dimension of job insecurity	281	47.3	78.0	09.0 52.-0	50.1	00.5
Quantitative dimension of job insecurity	281	53.3	90.0	44.-0 98.-0	33.1	00.5

Inferential results

Examining the normality of the distribution of variables

Kolmogorov-Smirnov test was used to evaluate the normality of the distribution of variables. The null hypothesis in this test is that the distribution of variable is normal. If the significance level of the test is greater than 0.05, the null hypothesis is confirmed and it is concluded that the distribution of the desired variable is normal. According to the obtained significance levels, it is concluded that all variables have a normal distribution (significance levels greater than 0.05) (Table 3).

Table 3 - Results of Kolmogorov-Smirnov test to examine the normality of the distribution of variables

variables	n	Kolmogorov-Smirnov z statistic	sig
Job burnout	281	297.1	077.0
job insecurity	281	275.1	081.0
Qualitative dimension of job insecurity	281	318.1	068.0
Quantitative dimension of job insecurity	281	308.1	071.0

Comparison of burnout based on activity part

One-way analysis of variance was used to compare burnout based on activity part. The null hypothesis in analysis of variance is that the mean of the dependent variable is equal at all levels of the independent variable. If the significance level of the test is less than 0.05, the null hypothesis will be rejected. The significance level of analysis of variance is 0.001. Since the significance level of analysis of variance is smaller than 0.05, the null hypothesis is rejected. As a result, the level of burnout of employees varies significantly depending on their activity part. The results of LSD post hoc test show that the level of burnout of employees in the part cutting workshop is higher than the assembly and calibration workshop and the headquarter part and it is more in the assembly and calibration workshop than the headquarter part (Tables 4 and 5).

Table 4 - Results of analysis of variance to compare burnout based on activity part

Variable	Activity part	n	mean	SD	F value	sig
Job burnout	Part cutting workshop	94	13.4	65.0	31.37	001.0
	Assembly and calibration workshop	94	80.3	51.0		
	headquarter	93	32.3	77.0		

Table 5 - Results of LSD post hoc test for pairwise comparisons of burnout based on activity part

Variable	(I) activity part	(J) activity part	Mean difference (I-J)	Difference standard error	sig
Job burnout	Part cutting workshop	Assembly and calibration workshop	33.0	09.0	001.0
		headquarter	82.0	10.0	001.0
	Assembly and calibration workshop	Part cutting workshop	33.-0	09.0	001.0
		headquarter	49.0	10.0	001.0
	headquarter	Part cutting workshop	82.-0	10.0	001.0
		Assembly and calibration workshop	49.-0	10.0	001.0

Comparison of job insecurity based on activity part

One-way analysis of variance was used to compare job insecurity based on activity part. The null hypothesis in analysis of variance is that the mean of the dependent variable is equal at all levels of the independent variable. If the significance level of the test is less than 0.05, the null hypothesis will be rejected. The significance level of analysis of variance is 0.023. Since the significance level of analysis of variance is smaller than 0.05, the null hypothesis is rejected. As a result, the level of job insecurity of employees varies significantly according to their activity part. Also, there is a significant difference between the qualitative dimension of job insecurity and the quantitative dimension of job insecurity of employees based on their activity part. The results of LSD post hoc test show that the level of job insecurity of employees in the part cutting workshop is higher than the headquarter part. The qualitative dimension of job insecurity in the part cutting workshop is higher compared to assembly, calibration workshop and headquarters parts. The quantitative dimension of job insecurity of employees in the part cutting workshop is more than the headquarters part (Tables 6 and 7).

Table 6- Results of analysis of variance to compare job insecurity based on activity part

Variable	Activity part	n	mean	SD	F value	sig
Job insecurity	Part cutting workshop	94	65.3	72.0	83.3	023.0
	Assembly and calibration workshop	94	52.3	71.0		
	Headquarters	93	34.3	85.0		
Qualitative dimension of job insecurity	Part cutting workshop	94	65.3	74.0	125.4	017.0
	Assembly and calibration workshop	94	41.3	76.0		
	Headquarters	93	34.3	82.0		
Quantitative dimension of job insecurity	Part cutting workshop	94	65.3	84.0	046.3	049.0
	Assembly and calibration workshop	94	59.3	83.0		
	Headquarters	93	34.3	00.1		

Table 7. Results of LSD post hoc test for pairwise comparisons of job insecurity based on activity part

Variable	(I) activity part	(J) activity part	Mean difference (I-J)	Difference standard error	sig
Job insecurity Qualitative dimension of job insecurity	Part cutting workshop	Part cutting workshop	13.0	11.0	235.0
		Assembly and calibration workshop	31.0	11.0	006.0
	Assembly and calibration workshop	Headquarters	13.-0	11.0	235.0
		Part cutting workshop	18.0	11.0	117.0
	Headquarters	Assembly and calibration workshop	31.-0	11.0	006.0
		Headquarters	18.-0	11.0	117.0
Quantitative dimension of job insecurity Job insecurity	Part cutting workshop	Part cutting workshop	24.0	11.0	035.0
		Assembly and calibration workshop	31.0	11.0	007.0
	Assembly and calibration workshop	Headquarters	24.-0	11.0	035.0
		Part cutting workshop	07.0	11.0	0/533
	Headquarters	Assembly and calibration workshop	31.-0	11.0	007.0
		Headquarters	07.-0	11.0	533.0
Qualitative dimension of job insecurity	Part cutting workshop	Part cutting workshop	06.0	13.0	644.0
		Assembly and calibration workshop	30.0	13.0	02.0
	Assembly and calibration workshop	Headquarters	06.-0	13.0	644.0
		Part cutting workshop	24.0	13.0	062.0
	Headquarters	Assembly and calibration workshop	30.-0	13.0	02.0
		Headquarters	24.-0	13.0	062.0

Testing the hypothesis

Job insecurity affects the burnout of employees of Tabriz Tractor Manufacturing Company.

According to the table, it can be seen that job insecurity has a significant positive effect on job burnout of Tabriz Tractor Manufacturing Company employees ($p = 0.001$, $t = 6.045$). The intensity of this effect is equal to 0.65. It means that with one unit of increase in job insecurity, employee burnout increases by 0.65 (Table 8)

Table 8 - Table of estimated coefficients of the structural model of the effect of job insecurity on burnout

independent variable	Dependent variable	estimated coefficients	Standard error of estimation	Critical ratio	sig	Standard estimation coefficient
Job insecurity	Job burnout	25.0	041.0	045.6	001.0	654.0

Conclusion

Based on the research results, it can be concluded that job security is one of the factors affecting the burnout of employees and employees are vulnerable in this regard. Thus, to solve the existing problem, it is necessary for the officials and managers of companies to pay serious attention to this issue. Researchers have proposed various methods to reduce burnout, and social psychologists have also proposed structural changes in the company, such as changing the ratio of staff to workload, reducing work speed, giving more independence to staff to select a work plan and drawing attention of officials to employees' problems. However, most social psychologists believe that primary prevention is the best method to combat burnout (Forghani 2019).

The results of this study are also consistent with those of research conducted by Bloom et al. (2015) entitled "Job insecurity, symptoms of depression and burnout", as they stated that job insecurity has a significant effect on burnout and depression symptoms. They also stated that people who feel injustice experience burnout and there is a significant inverse relationship between perceived organizational justice and burnout. Job security increases the performance of employees, so job security acts as a strong antidote to employee dissatisfaction with their job, and prevents from turnover in the organization and increases tendency of employees to provide high quality performance. Job security is a concept that relates to the personal perception of people, so that feeling job insecurity is considered a crisis. It is better for managers to maximize job security of employees. Also, the organization should create a fair payment system, reward system and individual and group incentives for employees. Performance appraisal increases staff performance (Habibi 2015).

Based on the results of the research hypothesis, it is recommended that the company has appropriate planning to retain talented and conscientious employees in the form of longer-term contracts so that employees can perform their main activities and without mental and emotional exhaustion. Improving employees' skills through applied training makes employees feel less insecure and tired in their areas of expertise, including human resources, marketing and technology, because they can be transferred to other companies in the insurance industry in the event of any incident.

Due to the importance of the issue of organizational justice and its results, it is necessary to have a program to strengthen and raise the level of organizational justice in the company.

It is recommended to distribute tasks, responsibilities and duties fairly.

It is recommended to distribute rewards fairly based on the experiences, responsibilities, work pressure, conscientiousness, and effort that experts make toward the organization's goals.

It is recommended to apply the decisions about experts, work procedures and promotion criteria fairly among experts.

It is recommended to treat staff kindly, fairly, honestly and ethically.

When deciding on employee issues, it is recommended to listen to their opinions, and then present their views and opinions and express their themes.

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