



Research Paper

The relationship between organizational climate with job burnout and job adaptation of military personnel

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Abstract

This research was conducted in order to determine the relationship between organizational climate and job burnout and job adaptation of military personnel. In terms of purpose, this research was applied, and in terms of method and nature, it was descriptive of the correlation type. The statistical population included all employees of the military forces, and samples of 80 people were selected by random sampling. The data collection tools were three standard questionnaires of organizational climate Sussman and Deep (1989), job burnout, Meslech and Jackson (1981), job adaptation questionnaire Davis and Lafqvist (1991). Cronbach's alpha was calculated for each of the letters and the coefficient was higher than 0.7 in all of them and it was considered as one. Regression test was used to analyze the data. It showed that there is a relationship between organizational climate and job burnout and job adaptability in the results of military research, so that organizational climate was 77.4% in predicting job burnout and 69.9% in organizational climate.

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Extended Abstract

Introduction

For many people, a large part of the day (more than a third of their life) is spent at work (work environment). In fact, an average person spends ninety thousand hours in their lifetime at work. Knowing this, it is very important for a person to feel comfortable and at ease at their workplace. Of course, it should be known that it is impossible for everyone to always enjoy their job, but the type of environment in which they work has a great impact on how they feel about their job and their colleagues. It is safe to say that each person's job can have a great impact on the quality of their life. Everyone wants to find a job that suits their values and needs, and if the job does not, they will feel dissatisfied and bored with their job, and the person will be forced to adapt. Job adaptation is the mental state of a person towards the desired job after employment, job adaptation is a combination of a set of psychological and non-psychological factors. Non-psychological factors include all the tools and equipment used by the employee to do their job. However, the psychological factor includes the personal characteristics and learned experiences of the individual in relation to their job, such as mutual communication with others, a positive view of the job, sufficient income, and valuing work that make the individual adapt to their job and continue with it (Shafiabadi, 2012). Among the potential effects of job adaptation, we can mention employee job satisfaction, which will lead to high job performance and a decrease in absenteeism among employees (Liu, 2019). According to Haland's theory, the choice of job and profession depends on the personality type of the individual. In the trait-factor theory in the field of job adaptation, it is stated that job adaptation is two-dimensional. This means that internal and external factors are effective in creating it. Job adaptation is an interaction between individual characteristics and job conditions, and several factors are effective in creating it (Fazelipناه, 2019). The Minnesota Theory of Work Adjustment (TWA) believes that job adjustment is an ultimate and dynamic goal in empowering employees, and that job adjustment is achieved through two processes: satisfaction and satisfaction. In other words, job adjustment is an estimate of the degree of matching of job requirements and personal needs. Satisfaction means matching a person's values and needs with the benefits and rewards of his or her work environment. Satisfaction means matching an individual's abilities with the tasks assigned or the requirements and demands of the work environment (Asadi Gandomani, 2014). Ferlo (1954), while examining needs in choosing a job and their impact on employment, believes that higher needs will not appear until the basic needs are satisfied. In this theory, needs are the drivers of behavior and the satisfaction of needs plays a very effective role in job adjustment (Asadi Gandomani, 2014).

One of the factors related to and influencing employee adaptation and burnout is organizational climate, which has also been mentioned in research studies. For example, Feyz (2020) concluded that there is a relationship between resilience and organizational climate and employee burnout. De Gulan and Aguilin (2022) concluded that there is a significant relationship between organizational climate, job adaptation, and career intention. Lan (2020) concluded that there is a significant relationship between organizational climate, job stress, burnout, and persistence of correlation, and organizational climate has the power to predict burnout. In general, organizational climate refers to the internal conditions of an organization



(Eman, 2023) and reflects employees' perceptions of the work environment. Organizational climate has a positive link with employee satisfaction and motivation and reduces pressure on employees (Lan, 2020). Feelings of trust, belonging, respect, and loyalty are important aspects of organizational climate. Organizational climate is strongly influenced by the behaviors of its members. When employees support each other, a climate of cooperation and connection is created. This is a predictor of employee intent to stay, as individuals are more likely to stay in an organization where they feel supported and their opinions and responses are reflected in the workplace. In organizations with a good organizational climate, employees are likely to be more satisfied with their jobs and more committed to their organization, therefore, they have a stronger intent to stay (Eman, 2023). The military is one of the most important occupational groups in the country, whose employees face great psychological stress due to the hardships they face in their jobs, which increases their job dissatisfaction and the risk of burnout, affecting their efforts to provide quality services. Therefore, it seems that organizational climate can enter this field and to some extent help with job adaptation and prevent and reduce job burnout among military personnel, and be a protective factor against employee burnout. Based on this, the main question raised in this study is: What is the relationship between organizational climate and job burnout and job adaptation among military personnel?

Theoretical framework

Job Compatibility:

Job compatibility is an important factor for the continuation of a person's successful employment, and every person expects that employment will bring him satisfaction, health, and prestige, and meet his basic needs (Shafiqabadi, 2012). However, in organizations, we face a category called job burnout in employees as a serious problem. Job burnout is a psychological symptom and is most often seen in jobs that take up a lot of employees' time (Dehghan-Manshadi, 2013).

Job Burnout:

Job burnout, a combination of chronic emotional exhaustion and negative work attitudes, is very common among stressed employees and mainly includes emotional exhaustion, depersonalization (pessimism), and a feeling of decreased personal success (Jialu, 2024). Job burnout has negative consequences for both the employee and the organization (Hegazy, 2023). The results of a meta-analysis have shown that long-term burnout can lead to the activation of a wider range of negative physical and psychological consequences, such as chronic fatigue, headaches, depressive symptoms, etc. (Jialu, 2024).

Organizational climate:

Organizational climate refers to the structure of the organization and the conditions governing the organization, including the selection and appointment of individuals and specialized forces, supervision, planning, organization, reward and benefit systems, interpersonal relationships, rules and regulations governing the organization, the way in which responsibility is delegated and the support of employees in the organization, and includes the characteristics of the work environment and expresses the nature of the environment in which human resources are engaged in activities (Yamin-Firoz, 2019). According to Sussman and Deep (1989), organizational climate describes a set of conditions that stimulate or inhibit



various motivational states. By changing the organizational climate, the manager can influence the motivation of employees and in turn change their performance (Islamiyeh, 2015). Organizational climate is a set of characteristics that describe an organization, distinguish it from other organizations, are stable over time, and affect the behavior of individuals in the organization (Doosti and Farsi-nejad, 2014).

Research Methodology

This research was applied in terms of purpose. In terms of data type, it was quantitative. In terms of method and nature, it was descriptive-correlational. The statistical population of the research consisted of all employees of the 9th District of Tehran Police Force. The number of employees of the 9th District of Tehran Police Force was 80 people. For sampling, the available sampling method was used and all 80 employees of the 9th District of Tehran Police Force participated in the research. The data collection tools were the standard organizational climate questionnaires of Sussman (1989) and Deep, job burnout (1981) of Maslach and Jackson, and job adjustment (1991) of Dawis and Lofquist. Stepwise regression was used by SPSS statistical software to analyze the data.

Research Findings

The multiple correlation between organizational climate and burnout is 0.888, which indicates a high correlation between the variables. The corrected coefficient of determination is also 0.774, which indicates that 77.4 percent of burnout can be explained by organizational climate. The calculated F value in the relationship between organizational climate and burnout is 119.55 with a degree of freedom of 79, which is greater than the critical F value; as a result, it can be said with 95 percent confidence that there is a relationship between organizational climate and employee burnout. The contribution of organizational climate variables in predicting employee burnout is as follows: goal clarity 0.153, role clarity 0.145, satisfaction with reward 0.371, satisfaction and agreement on procedures 0.287, and communication effectiveness 0.203. The multiple correlation between organizational climate and job adjustment is 0.847. The modified coefficient of determination is also equal to 0.699, and this value indicates that 69.9 percent of job adjustment can be explained through organizational climate. The calculated F value in the relationship between organizational climate and job burnout is 37.675 with a degree of freedom of 79, which is greater than the critical F value; As a result, it can be said with 95% confidence that there is a relationship between organizational climate and employees' job satisfaction. The contribution of organizational climate variables in predicting employees' job satisfaction is as follows: clarity of goals 0.391 units, clarity of role 0.279 units, satisfaction with reward 0.190 units, satisfaction and agreement on procedures 0.224 units, and effectiveness of communication 0.384 units.

Conclusion

The results showed that there is a relationship between organizational climate and burnout of military personnel. There is a consistency between the results of the research of Higazi et al. (2023), Len (2020), Applebaum (2019), Abedzadeh Yami and Fayyaz (1401), Dosti and Farsinejad (1400), Eqbali et al. (2010), Kouhi (2010), Ahmadnia and Shamsi Ghoshki (2019),



Ghanei (2016), Bigdali et al. (2015). In explaining the findings, it should be stated that burnout is a long-term response to chronic emotional and interpersonal stress in the workplace and can lead to a lack of energy (emotional burnout), a distant and indifferent attitude towards the job (pessimism), and a feeling of low efficiency (decreased professional efficiency) (Chi, 2024). Organizational climate is one of the variables that affects employee burnout because any organization with its own defined climate can create job satisfaction or dissatisfaction for its human resources. Certainly, an organizational climate that is full of margins and stress and pays little attention to human resources will create burnout in human resources. Because the individual thinks that he is not cared for according to the conditions of the organization and feels inefficient. Therefore, understanding organizational climate and integrating it can be an efficient tool to help military managers to reduce burnout in their human resources and witness the productivity of the system. The results showed that there is a relationship between organizational climate and job adjustment of military employees. There is a consistency between the results of the research of De Golan and Aguilin (2022), Samavati and Pali (1401), Hamidinia et al. (2019). In explaining the findings, it should be stated that in human resource management and also in organizational psychology, the category of job compatibility, which is related to the ability of human resources to adapt and adapt to job needs and tasks, is very important. In human resources, job compatibility indicates the balance and harmony between the capabilities, talents and values of the individual with the job needs and opportunities available in the organization. Therefore, when the human resources of an organization have a mechanism with their job environment, the probability of survival and persistence of such an individual in the organization will increase and the individual's satisfaction with the organization where he serves will increase. Therefore, to increase the level of job compatibility among military personnel, the organizational climate must be managed in every respect and have coherence and proper planning.

Accordingly, it is suggested that the role that each military personnel plays in the organization be clearly defined for them. They should be rewarded and promoted based on their qualifications and performance. Attention should be paid to creating joy and excitement that is appropriate for the military organizational environment so that employees feel energized and happy. The organization's goals should be clearly stated for military personnel. Employees should be given freedom to express their opinions on organizational management decisions and various issues.