



**THE EFFECT OF USING OF THE SOCIAL AND WELFARE- SPORT SERVICES
DEPARTMENTS OF HEAD QUARTERS OF THE IRANIAN NATIONAL GAS
TRANSMISSION COMPANY ON EMPLOYEES' JOB BURNOUT**

MAJIDIAN L¹ AND MIRZAEI KH²*

1: M.A in Social Research, Roodehen Branch, Islamic Azad University Roodehen, Iran

2: Faculty Member of Sociology, Roodehen Branch, Islamic Azad University Roodehen, Iran

This thesis has been carried out with financial support from the Iranian National Gas Transmission Company.

***Corresponding Author: E Mail: MirzaeiKhalilr@yahoo.com**

ABSTRACT

Job burnout is one of the issues that can be discussed about working conditions and many of today's human resource management planning is about that. Job burnout definition is the stress that the work environment is creating during the time. This study was done to analyze effect of benefits of the social and welfare – sport services department of Headquarters of the National Iranian Gas Company on employees' job burnout. This study has been done by descriptive and applied methods. The data was collected by Maslach job burnout questionnaire and another questionnaire created by researcher. The population was 225 permanent employees and considering "Glenn de Israel" table, 144 people were chosen for our sample using stratified proportional and at the end by random selection were chosen. Pearson correlation coefficient and linear regression analysis in SPSS software was used for data analysis. The results showed that employees' job burnout of the National Iranian Gas Company is on average level and there is no significant relationship between the benefit from the social welfare and sport services department.

Keywords: Social Welfare services Department, Sport Department, Job Burnout

INTRODUCTION

Human resources are the most valuable asset for reaching goals and ideals of each organization, in today's modern and industrial world. Organizations are affected by many factors such as the evolution of the world, quality of services, competition,

organizational factors that each one of them can cause stress or aggravate it in the workplace. Employees spend most of their time at work, so the workplace conditions have significant impact on the provision of their mental health. Overall of the individual condition and environmental condition and the stress resulting that an employee have performance lower than expected and his potential and lower that normal performance of related organization is called occupational dissatisfaction and job burnout [1]. Understanding the negative effects of job burnout on labor force coping with job stress and burnout caused by it and its effects on the individual and organization in recent decades increased the attention of many researchers and practitioners of human resources productivity. Therefore many of human resources managers are trying to provide mental health, welfare and social security benefits and increase the employee's satisfaction and welfare.

In definition of the World Health Organization health was emphasized by its positive aspect and a person is identified healthy in terms of biological, psychological and social benefit of certain conditions. These conditions are true in general for people welfare too. Hence one of the most important features of social welfare is that the person has feeling of good health, safety and vitality [2]. As in a physical education

program in addition to the direct impact on physical and mental health of participants it plays a vital role in personality and social features [3].

In a modern and industrial world, reaching breakthrough in economic and social area depends on the efficient use of resources and abilities of the individual and group. Human resource managers make desired objectives possible to achieve with recruiting more efficient and pleasant employees and directing energy resources and manpower. Increasing labor productivity does not mean increasing work for some employees and decreasing job opportunities for others. The experiences showed that employees who understand why they are doing special functions in the organization and understand the role of functions in organizational objectives, become more efficient.

Many of today's jobs have stress (mental tension) along with themselves; Graanberg believes that the high levels of occupational stress lead to job's burnout. When a person experiences high, continuous and uncontrolled stress in their job environment; demands of workplace be over the ability of the individual and it could not reach its objectives and also those who have low tolerance threshold and does not have the ability to deal with stress are more exposed to job's burnout (Greenberg, 2002). Experts

believed in past that burnout syndrome are more common in social service professions such as doctors, teachers, nurses, social workers, counselors and police officers (Dhirom & Others, 2004). But nowadays it is believed that it may show up in any profession. Evidence showed that this syndrome could be a big threat for all those who are working in a variety of jobs. Some researchers believed that job's burnout can happen among employees beside the type of professions they have in different amount [4].

Job burnout is used to describe human responses to experienced psychological stress. Therefore, it is important to recognize ways of relieving boredom and by appropriate solutions prevent exhaustion and could cure it if job's burnout appears. Human resource management of Iranian National Gas Transmission Company to remove fatigue, reducing job stress and employees' mental health care present extra curriculum services like social and welfare services. In general definition, the purpose of social welfare is efforts made by governments and voluntary organizations to provide income and maintaining that in an acceptable level, providing medical care and public services, housing, social development, providing services to facilitate social adjustment and the provision of recreation facilities for families. In addition,

social welfare is the formulation of laws and facilities designed to support people who are under exploitation [5]. As the sport is a way to solve some of life problems and to promote the physical, psychological, social health and along with preventing physical, psychological, social disease is receivable. Sport functionalism believed the role of sport in society, contributing to the health and survival of people, sociability, rules and group correlation and all the things that lead to the preservation of the system and current status. According to this view, the sport is an essential element for social and individual life because of its benefits to the community [6].

Nowadays expectations from employees within the social system and outside of it increased and they are always under job pressure. This pressure may affect them more than before and endangers their personal health and welfare and make them stressful and because of this pressure after a while, the power and energy of these important forces is reducing. And so may their efficiency and effectiveness decreases too. If the stress continues it causes exhaustion and job burnout (Griffin & Mordhed, 2014:165). Therefore it could be said that in fact the pressure of outside factors in the work environment is causing burnout and stress as an inside factor is known through fatigue within the state of

mental, emotional and physical status. So job burnout is presented as a variable that has a dual objective and subjective aspects and it get analyzed [7]. As in definition of sport its position is presented in physical or mental aspect [8, 9]. Job burnout is not just because of fatigue or job stress that shows after constant working but also it affects the overall style of life and their waking hours (Hershen sen, 1996:210). Therefore in this study the sport's effect and social- welfare services, as variables that each one of them emphasize the impact of physical, psychological and social stress on job burnout is analyzed and measured simultaneously.

Research Purposes

- 1- Identification of the National Iranian Gas Transmission Company staff burnout
- 2- Identification of the National Iranian Gas Transmission Company headquarters staff benefit of the social welfare services department.
- 3- Identification of the National Iranian Gas Transmission Company headquarters staff benefit of the sport department.
- 4- Identification of the National Iranian Gas Transmission Company headquarters staff benefit from social welfare services sectors-sports.
- 5- Identification of the National Iranian Gas Transmission Company headquarters staff

benefit from the social welfare services of the state of burnout.

6- Identification of the National Iranian Gas Transmission Company headquarters staff benefit from the exercise of the state of burnout.

7- Identification of the National Iranian Gas Transmission Company headquarters staff benefit from the social welfare-sport services on the job burnout.

8- Achieve practical solutions for reducing burnout and its presentation at the the National Iranian Gas Transmission Company.

Review of Literature

So far no research analyzed the effects of social welfare services on job burnout or the simultaneous effects of that with sport. So we mention studies that just dealt with one of the indicators of social welfare or sport on the job's burnout. Weekes [10] by analyzing health index on welfare shows that there is significant relationship between self-care and aspects of job burnout. Aarons [11] believed that change leadership may have a positive effect on job burnout. Dolan, Peasgood & Mathew [12] shows that there is a direct relationship with welfare and education and also welfare and health. If the level of health and education increase in society, then the level of welfare increases too. Layard & Others [13] knows satisfaction index as a function of the

welfare and this index is a function of different variables like income and profession. Jablkawskak [14] did a study on 73 managers and stated that many of them had job stress and the major cause of stress among people are occupational factors such as physical factors of work environment, lack of encouragement, social conflict and uncertainty in their work. Naserisisi [15] in his analytical study showed that physical activity and exercise on emotional exhaustion and depersonalization had no significant effect on sports staff of National Iranian Oil Company (NIOC). The results of Asgheri et al, [16] in automotive industries showed that there is no significant relationship between two variables of age and years of work with job satisfaction and job burnout. Also between job satisfaction and job burnout among married and single employees and people in the morning and night shifts, there is no statistically significant difference Haghghi [17] did a study to investigate the relationship between emotional intelligence and self-efficacy with job burnout among staff of Gas Company of Fars province. Rasoli [18] in a study on the productivity of the pilots came to the conclusion that the productivity is variable that influenced by job stress and job burnout. In an Amiri et al [19] study among bank clerks the job burnout variable is in a thought provoking condition. The important

factors caused this condition are fatigue and occupational stress and negative evaluation of their performance. Temourinasab [20] showed job burnout in National Drilling Company and the role of inter-organizational factors is important Shahnava [21] in studying on of health indicators showed that multidimensional counseling of Lazarus test on increasing employment adjustment and reducing job burnout is effective. Safarishali [22] in his study assess the amount of social welfare of the citizens of Tehran. The results showed that the level of the amount of social welfare among 26 percent of respondents is low and very low in contrast, among the 20 percent is in high level and finally, 54% of respondents feel the average level of social welfare. The study of Shirkavand [23] is about studying welfare effects of cash subsidies among urban households. Soltanian and Bidokhti [24] in studying the role of sport on job burnout conclude that exercise and physical activity is increasing the capacity of individuals to cope with stress in the workplace Mathani et al [25] in analyzing welfare indicators showed that in-service training courses were effective on productivity, job satisfaction, and job stability and being ready to perform tasks. Mohseni [26] analyzing public health between the two groups of physical education teachers showed that in

comparing job burnout between two groups, in other courses teachers is more than physical education teachers.

Theoretical Framework

The theoretical framework for this study is based on the views that emphasize on two aspects of subjective and objective aspects or emphasis on positive impact of body and mind. Among these the theories of Maslach [27] on job burnout, Fitzpatric views about the welfare and opinions of Snyder and Spratizer, George Hebert and Bucher in sport is considered as a theoretical framework of this study, which is briefly mentioned later.

Maslach et al [27] believed that job burnout progress during the time and the development of each component of job burnout causes creating other factors. Maslach [27] concluded that job burnout is a multidimensional structure and it is made of three factors;

- 1- Emotional exhaustion that is related to the loss of emotional energy. In this case, person's high level of motivation disappears because of fatigue and working becomes frustrating for him.
- 2- Depersonalization that leads to negative and feeling less respond with extreme indifference to customers and clients and a tendency of a person is toward people to understand them as a non-human object.

3- Low personal accomplishment is when a person feels his performance is not successful; in fact, we can say that in this relationship the conceptual success is important not real success. In fact, sense of reduced personal accomplishment is a negative evaluation of their work which rooted from loss of a sense of personal competence in performing tasks.

If we want to define welfare it can be said that the cultural issues makes clear the complexity of welfare meaning. Defining welfare varies based on different culture of each society beside that priority is toward material or spiritual needs illustrate the definition of welfare in each society. Tony Fitzpatric knows happiness, supplying, preferences, needs, merit and the relative comparison as main prospects for the welfare. Happiness is interpreted as general, condition, a feeling of exhilaration or excitement that could not be reduced and it is usually called satisfaction or pleasure. Being aware of that someone situation (income security, employment and housing) will not change in the near future. The preferences suggest that a person who fulfilled their personal preferences should have more welfare comparing to someone who does not fulfill them. In societies that fulfilling your needs is a sign of welfare. Entitlement implies the joint point between participation and reward. People get

rewarded as much as their participation in society. Relatively comparison shows that welfare is related to this characteristic of human that we always compare ourselves with others [7].

Snyder & Spreitzer believes that sport is an activity that follows certain rules and there is competition between the members of those groups and there are body movements that occur in it [28]. Georg Hebert said: "Physical Education is a regular, systematic and gradual science to strengthen the body, enhance physical factors, fertilize and nurture the talents and moral traits that continues from childhood to old age". Physical education is an important part of training and education that facilitate and coordinate the growth and development in all aspects of human existence (physical and mental) through movement and can help to the growth and development of individual talents [29]. Walter said:" the ideal of Physical Education is developing the

maximal of solidarity and coordination of physical, psychological, social and individual aspects is achieved with active participation in sport and physical activities in accordance with health and social standards [30]. West & Bocher believes that physical education is an educational process which it aims is improving the performance and human development through physical activity. Physical education includes the acquisition and processing of motor skills and physical fitness for health and health care, acquiring scientific knowledge about physical activity and exercise and the development of thought of physical activity is as a means of human performance.

Considering the previous lines and the service in accordance with the National Iranian Gas Transmission Company is provided as social and sports services facilities and in this study is considered as the affecting variables on job burnout. **Diagram 1** shows the calculations.

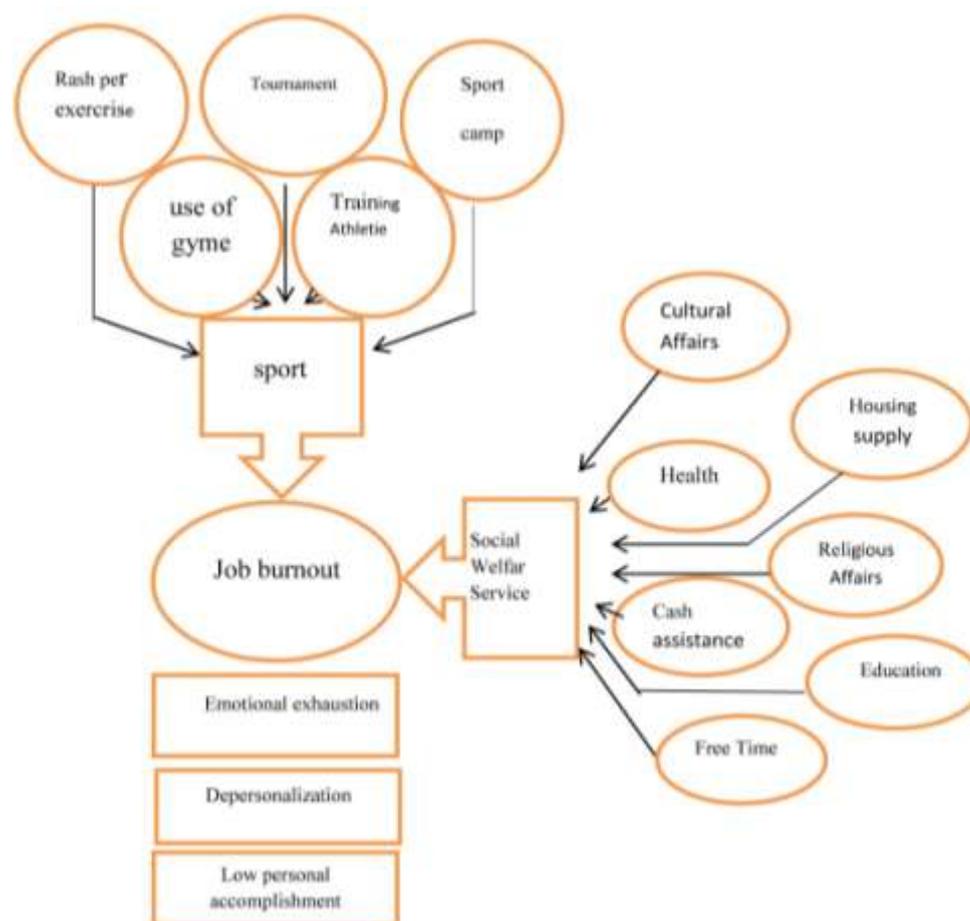


Figure 1- Calculations

Hypothesis

The main hypothesis

There is relationship between using of the National Iranian Gas Transmission Company headquarters staff from of the social welfare - sport services department and their job burnout situation.

Secondary Hypothesis

1- There is relationship between the National Iranian Gas Transmission Company headquarters staff using form of the social welfare service department and their job burnout situation.

2- There is relationship between the National Iranian Gas Transmission

Company headquarters staff using form of the sports department and their job burnout situation.

MATERIALS AND METHODS

The research is a descriptive-correlation study and consistent with the principles of descriptive and it was started with exploration target and along with review of literature, especially theoretical basic then hypotheses were formulated then fit with an analog purpose (follower hypothesis and testing hypothesis) is conducted to test the hypotheses.

Population

The statistical population of this study is all employees of Headquarters of the National Iranian Gas Company including 225 people. According to the table of "Glenn D. Israeli" 144 people with an accuracy of 5% and a confidence level of 95% were chosen for our sample. Using stratified random sampling proportional to size and finally, sampling was done using a simple randomization.

Research Tools

Two methods were used in this study:

- a. Library method; using the Internet, local and foreign papers and studying the basics of the research subject to build and develop a theoretical framework and research literature.
- b. Survey method, two questionnaire were used in this study; first part is Maslach standard questionnaire of job burnout. This questionnaire is the most popular one in job burnout studies. Maslach standard questionnaire of job burnout is 22 questions of Likert scale with 7 options and analyze job burnout as a syndrome having 3 emotional exhaustion aspects with 9 items, depersonalization with 5 items, and reduced personal performance with 8 items [31]. Second part, considering the subject of the study for determining the impact of using the benefits of social and welfare -sport services of Iranian National Gas

Transmission Company staff on job burnout the questionnaire of researcher was used. The questionnaire is composed of 21 items. 16 items to measure the independent variables of "benefit from social welfare services department" and 5 options were intended to assess the independent variable "using sport department".

Validity and Reliability

Maslach [27] questionnaire of job burnout (1981) was used to measure the job burnout of National Iranian Gas Transmission Company staff. This questionnaire was used broadly inside and outside the country. And in this study it showed that it has high validity and reliability. For example Maslach and Jackson internal reliability for emotional exhaustion is $r = 0.90$ and depersonalization $r = 0.79$ and the lack of success $r = 0.71$. Because the validity and reliability of this study was confirmed by experts, we did not revise it again. To assess the validity of the second part of the questionnaire it was determined through content validity. To be sure about the content validity, a designed tool was given to 10 experts to analyze all the items one by one and after judging using the
$$\frac{ne}{N} \cdot \frac{N}{2} \cdot CVR =$$
 formula [32] the CVR was 95.23 and it shows that it has acceptable validity. To calculate the retest reliability of this study

the questionnaire was given to 20 staff twice in 10 days interval and the obtained reliability coefficient was %84 that is high.

RESULTS AND DISCUSSION

As in **Table 1**, the average benefit from social and welfare services department is equal to 33.65. This average is 7.95 in sport services department and shows that the staff of Iranian National Gas Transmission Company with sample of 144 people, use social welfare department more than sport department. Since job burnout could be divided into three levels of low, moderate and severe then statistical description about job burnout and its components as discrete multi-valued variables will be considered at three levels.

Data of **Table 2** shows the conditions of each three component of job burnout. Based on that staff in emotional exhaustion aspect with the mean of 23.93 are in low level. Then the depersonalization aspect with the mean of 11.51 are in moderate level and in reduced performance aspect, staff with 13.29 are in sever level. According to data obtained from the three components of job burnout it can be said the staff of Gas Company in emotional exhaustion aspect % 3 in low level, % 83 in moderate level and % 14 in sever level. In depersonalization aspect % 30 in low level, % 69 in moderate level and % 1 in sever level. In reduced self-performance % 2 in low level, % 19 in

moderate level and % 79 in sever level. The job burnout of Gas Company staff is that employees are %1 in low level, % 65 in moderate level and % 34 in sever level.

Research hypotheses

There is relationship between of the National Iranian Gas Transmission Company headquarters staff using form of the social welfare - sport services department and their job burnout situation.

Table 3 shows the regression analysis to show the significant relationship between independent and dependent variables and whether at least one of them has linear relationship or not. Then the amount of F: 0.562 and significant level is 0.571 and since the significant level of test was 0.5, and the acquired amount is bigger than 0.5 therefore overall predictor variables do not have significant impact on job burnout.

Table 4 shows the significant level more than % 5 and it means that the variable of using from social welfare services department with a significant level of 0.301 and using from sport services department with a significant level of 0.620 has no significant relationship with job burnout.

Secondary Hypothesize

1-There is relationship between the National Iranian Gas Transmission Company headquarters staff using from of the social welfare service department and their job burnout situation. Pearson Correlation

analysis was used to test the hypothesis that the result.

Considering the results of **Table 5**, the correlation coefficient is equal to 0.079 and significant level is 0.349. And because it is bigger than % 5, significant level of benefitting from social welfare services department we conclude that there is no significant relationship between social welfare services department with job burnout of National Gas Company staff. **Table 2** with the mean of 48.73 and standard deviation of 12.80 shows the intensity of job burnout is in moderate level. Based on the results of **Table 6**, it shows the correlation coefficient for each of the components of job burnout with the amount of benefitting from social welfare services department. In emotional exhaustion aspect the correlation coefficient is equal to 0.115 and significant level is 0.170 and because it is more than % 5 of significant level therefore we can conclude there is no significant relationship between benefitting from social welfare services department with job burnout of National Gas Company staff. The mean is 23.93 and standard deviation of 6.33 shows the emotional exhaustion is in low level. In depersonalization aspect, the correlation coefficient is 0.102 and significant level is 0.226 and because it is more than % 5 of

significant level therefore we can conclude there is no significant relationship between using from social welfare services department with depersonalization component of National Iranian Gas Transmission Company staff. The mean is 11.51 and standard deviation is 3.94 that show the depersonalization aspect is in moderate level. In self-performance aspect the correlation coefficient is 0.24 and significant level is 0.776 and because it is more than % 5 of significant level therefore we can conclude there is no significant relationship between using from social welfare services department with self-performance component of National Iranian Gas Transmission Company staff. In Table 6 the mean is 13.29 and standard deviation is 5.15 that show the self-performance aspect is in sever level.

2- There is relationship between the National Iranian Gas Transmission Company head quarters staff using of the sport department and their job burnout situation.

Considering the results of **Table 8**, the correlation coefficient is equal to 0.18 and significant level is 0.831. And because it is bigger than % 5, significant level of using from sport department we conclude that there is no significant relationship between sport department with job burnout of National Gas Company staff. **Table 9** with

the mean of 48.73 and standard deviation of 12.80 shows the intensity of job burnout is in moderate level.

Considering the results of **Table 9**, the amount of correlation coefficient shows that in emotional exhaustion aspect the correlation coefficient is 0.39 and significant level is 0.642 and because it is bigger than % 5, we conclude that there is no significant relationship between using from sport department with emotional exhaustion component of National Iranian Gas Transmission Company staff. The mean of 23.93 and standard deviation of 6.33 shows the intensity of emotional exhaustion is in low level. In depersonalization aspect the correlation coefficient is 0.21 and significant level is 0.802 and because it is bigger than % 5, we conclude that there is no significant relationship between using

from sport department with depersonalization component of National Iranian Gas Transmission Company staff. In self-performance aspect the correlation coefficient is 0.76 and significant level is 0.362 and because it is bigger than % 5, we conclude that there is no significant relationship between using from sport department with self-performance component of National Iranian Gas Transmission Company staff. **Table 10** with the mean of 13.29 and standard deviation of 5.15 shows the intensity of self-performance is in sever level. In question number 43 of the questionnaire employees were asked to comment on increasing factors of happiness, vitality, and progress of the work. 70 out of 144 of them answered the questions and their answers are brought in **Table 10**.

Table 1: Descriptive statistics using from social welfare–sport services departments

	Social Welfare	sports
N valid	144	144
Mean	33.6528	7.9583

Table 2: Descriptive statistics of the three components of job burnout

	Emotional exhaustion	Depersonalization	Reduce individual performance	Burnout
N Valid	144	144	144	144
Mean	23.9306	11.5139	13.2917	48.7361
Std. Deviation	6.33412	3.94541	5.15477	1.28019
Variance	40.121	15.566	26.572	163.888

Table 3: Regression Analysis of the relationship between of the National Iranian Gas Transmission Company headquarters staff using form of the social welfare- sport services departments and their job burnout situation

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	185.463	2	92.731	.562	.571 ^a

Residual	23250.510	141	164.897		
Total	23435.972	143			

a. Predictors: (Constant), social welfare service, sports

b. Dependent Variable: burnout

Table 4: Regression Analysis of the relationship between the using of the National Iranian Gas Transmission Company headquarters staff using from of the social welfare– sports services departments and their job burnout situation

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	50.871	2.424		20.988	.000
sports	.098	.198	.054	.497	.620
social walfer service	-.087	.083	-.113	-1.039	.301

a. Dependent Variable: burnout

Table 5: Pearson Correlation results relationship between the social welfare service department and burnout situation.

	burnout	Social welfare service
faesodgi Pearson Correlation	1	-.079
Sig. (2-tailed)		.349
N	144	144
walferun Pearson Correlation	-.079	1
Sig. (2-tailed)	.349	
N	144	144

Table 6: The relationship between of the three components of burnout and using of the social welfare service department

	Mean	Std. Deviation	sig. (2-tailed)	Correlations	N
social welfare service	33.6528	16.69945		1	144
Reduce individual performance	13.2917	5.15477	0.776	.024	144
Depersonalization	11.5139	3.94541	0.226	-0.102	144
Emotional exhaustion	23.9306	6.33412	0.170	-0.115	144

Table 7: Descriptive Statistics using of the sport services department and burnout.

Descriptive Statistics

	Mean	Std. Deviation	N
sports	7.9583	7.04915	144
burnout	48.7361	12.80187	144

Table 8: The correlation coeff of the relationship between using of the sports services department and job burnout.

		burnout	sports
burnout	Pearson Correlation	1	-.018
	Sig. (2-tailed)		.831
	N	144	144
sports	Pearson Correlation	-.018	1
	Sig. (2-tailed)	.831	
	N	144	144

Table 9: The correlation of the three components of job burnout with the using of the sport department

	Mean	Std. Deviation	sig. (2-tailed)	Correlations	N
sports	7.9583	7.04915		1	144
Reduce individual performance	13.2917	5.15477	0.362	-0.076	144
Depersonalization	11.5139	3.94541	0.802	-0.021	144
Emotional exhaustion	23.9306	6.33412	0.642	0.039	144

Table10: Factor of increasing happiness and progress in job from the perspective of the National Iranian Gas Transmission Company staff.

	Issues raised by	Abundance
1	Suitability to the job and meritocracy	45
2	Mutual respect between staff and managers	44
3	Honors and awards	30
4	Justice	12
5	Lull in the work place	9
6	Responsibility	7
7	Compliance	7
8	Job security	6
9	Due to problem of staff	6

Considering their comments; the ability of people to fit their position, meritocracy and relationship between employees were the ones that mentioned most. And after that these factors were mentioned; honors and awards, justice, peace at work, accountability, observing the administrative hierarchy, job security, paying attention to the problems of employees and emphasis on organizational factors. According to data obtained from the three components of job

burnout it can be said the staff of Gas Company in emotional exhaustion aspect % 3 in low level, % 83 in moderate level and % 14 in sever level. In depersonalization aspect % 30 in low level, % 69 in moderate level and % 1 in sever level. In reduced self-performance % 2 in low level, % 19 in moderate level and % 79 in sever level. The job burnout of Gas Company staff is that employees are %1 in low level, % 65 in moderate level and % 34 in sever level. The

results indicate the importance of the values obtained in the low level and the alarming rate of severe level because any change of plan management results have significant effects on the extent of job burnout and the tendency to reduce job burnout among staff and finally organization performance.

This study showed that the total variables of benefitting from social welfare – sport services departments have no significant effect on job burnout. These results are consistent with results of Mclauchian Kelly [33] on job burnout, and Haghighi [17] study and Amiri M. et al [19] study on employees of a bank so that the causes of job burnout, fatigue and job stress and negative evaluation of their performance. Also it is consistent with Asgheri M. et al [16] study on automotive industries which showed that between two variables of age and years of work, there is no significant relationship between job satisfaction and job burnout. It is consistent with this study on job burnout and lack of effect of the independent variable. It is also consistent with the results of Safarishali [22] study about the amount of social welfare service among % 54 of Tehran citizens in moderate level. It is also consistent with the results of Shirkvand [23] study about studying welfare effects of cash subsidies among urban households at the time of sanctions which destabilizing family's economic situation

and reducing the social welfare. And it is consistent with the results of Naserisisi [15] study on the lack of effect of sport on job burnout. The role of social welfare and sport services as the two factors that effect on fatigue and physical and mental health. Spencer point of view is that physical education and sports enhance the level of health and fitness forms a big part of emotional - social goals and is a good mean for proper training of leisure time. And for the welfare and happiness of future generations, men and women should be in good physical condition. His attention to men training has economic importance too. Human could have the ability to resist the pressures of life burnout. So the importance of sport was raised. David Macaro [34] defined social welfare as an answer to human needs.

So what can be deduced is that suing social welfare-sport services department can reduce fatigue and improve environment of job conditions. It seems that and access to sport department and availability to resources of provider of social welfare services in employees view were ignored and they think other factors affect job burnout. AbrahmMezlo classified basic needs in a hierarchy and giving the theory of human motivation factors and relating these needs to general behavior states that the emergence of the needs depend on strength

and the possibility of their revealing. Hierarchies of needs in order of appearance are: physiological needs, safety needs, belonging or love needs, esteem needs and self-actualization or realization of the need. Mezlo believes in the concept of deprivation and prosperity that seeks to meet the overcome needs, the relative success quench one need and activate the subsequent need in hierarchical ladder that when the subsequent need is satisfied then the person tries to satisfy higher needs Stirz & Porter [35].

On the basis of staff comments, emphases are on internal factors, fair treatment and environmental factors. Today determining of fair or unfair behavior is one of the constant challenges of managers and human resources. George Hobs and J. Stacy Adams said that to sense of equality and fairness at work a person understanding should be what his effort gives to the organization such as; knowledge, seniority, skill, effort, job performance and loyalty that suits his individual achievements such as wages, benefits and job satisfaction, reputation and opportunity from the organization. Also, if a person believes that he produce much more than other, but receives the same wage then there is injustice and inequality and express discontent in various ways [36]. In the results of Clarcken [37] study, the keys of human resource development are in the

realization of individual and collective thinking, feeling and potential selection of the mind, the heart and their hierarchy. These capacities and powers considering actual standards of love and justice for personal, social and organizational development, health and welfare should be balanced. The results of Weekes [10] with analyzing health indicators of welfare shows that the high levels of self-care had significant relationship with low levels of emotional exhaustion and depersonalization and performance of personal success. DeRijit [38] in his study showed that for accurate evaluation of personnel development designs first should consider who are doing that and under what circumstances. Aarons & Green [11] believes that the change leadership may have a positive effect on job burnout. Researches based on priorities of the role of each of these factors within the workplace conditions obtained from staff comments are same as Maslech [27] theories on job burnout.

Given that % 65 of staff in moderate level and % 34 of them are in sever level of job burnout, it is necessary that human resource manager prevent the development of that. For preventing and resisting job burnout in Iranian National Gas Transmission Company these solutions were recommended; respecting meritocracy in the

removal and installation of staff, promoting the culture of loyalty and job consciousness, strengthening the incentive system, appropriate payments with their performance, increasing the autonomy and delegation of authority for individuals to promote confidence and feeling of usefulness, strengthening the communication networks within the organization, building trust among employees in order to foster a positive attitude and believe in fair treatment, development and updating skills appropriate to the job demands that leads to an increase useful working hours. To prevent the complications resulting from job burnout; seminars, introductory courses and training, stress management, problem solving and communication skills and providing clinical services and counseling could be effective. Considering that some ways of coping have financial nature and need its own solutions; some of them have managerial, behavioral, attitude and social nature. The job burnout questionnaire was available via the site of www.NIGTC.ir with filling guidance in order to self-evaluation of employees and their connection with virtual education, establishing a center to investigate and deal with job stressors that through regular research in order to determine the effectiveness of coping with job stressors in scientific and practical ways. At the end it is

recommended that considering the results and the role of job burnout in reducing self-performance of employees, authorities should try more to solve the problems of employees. Therefore doing researches about identifying of modulators of job burnout, the impact of intra-organizational factors and doing periodic research on the effect of time and comparing it with the Headquarter staff, temporary staff, rural staff in compare to other subsidiaries of Iranian National Gas Company or other subsidiaries of Oil Ministry and considering the findings of empirical research in programming management plan will be effective.

REFERENCES

- [1] Javadinia Y, Javadinia M, "Organizational health or Job Burnout", Publication Shabak, 2014.
- [2] Hewstone B, Strobe W, "Introduction to social Psychology", Blackwell publishers, Third edition, 2001.
- [3] Naderian Jahromy M, "Principles of Sociology of Sports", Tehran: Publication, Bamdadketab, 2014, pp: 56-57-60-61.
- [4] HakanenJari J, Bakker Arnold B, Schaufeli Wilmar B. "Burnoutand work engagement among teachers". Journal of School Psychology, 2006, 43.
- [5] Saxena, A, "Encyclopaedia of Social welfare". Vol. 2, India: SBS Publishers

- Distributors PVT, 2006, First Published.
- [6] Rahmati B., "Sociology of sports-comments and Testimonials", Journal of Public Culture, 2009, No. 35, P. 63.
- [7] Fitzpatrick T., "Welfare Theory", Translation by Homayoonpour, Tehran: Institute of social security, 2006, P. 35-31, second Edition.
- [8] Anvral khuly A., "Sport and Society", Translation by Shikhi, Tehran, Publication: Samt, 2005.
- [9] Blanchard C., "Anthropology sports", Translation by Hassanzadeh, Tehran: Public, Afkar, 2009.
- [10] Weekes Jennifer, "The Relationship of Self-Care to Burnout among Social Workers in Health Care Settings" of the Requirements for the Degree of Doctor of Philosophy Public Health. Walden University, 2014.
- [11] Aarons Gregory A, Transformational Leadership Moderates the Relationship Between Emotional Exhaustion and Turnover Intention Among Community Mental Health Providers, 2013, Vol. 49, Issue 4, pp 373-379.
- [12] Dolan P, Peasgood, T, Mathew W, "Do we really know, What makes us happy? "A review of the economic literature on the factors associated with subjective well-being. Journal of Economic Psychology, 2008, No. 29, PP 94-122.
- [13] Layard R, Mayraz G, Nikckell S, "The Marginal utility of income", Journal of public Economics, No. 92, 2008, pp1846-1857.
- [14] Jablkawskak, Borkowska A, "Evaluation of the intercity of stress at work and Butnout syndrome in the managers", Medpr.; s 2005, 6(6): 39-44.
- [15] Naserisisi B, "Relation between Physical activity and Sports steff Burnout National Iranian oil Company", Masterthesis, Tehran University, Kish International Campus, 2012.
- [16] Asgheri M, et al, "The relationship between job satisfaction and burnout among public health works", Journal of occupational health and safiy, 2013, Vol. 2, No. 4.
- [17] Haghighi M, "The Study of relationship between self-efficacy, emotional, 2013.
- [18] Rasoli Z, "Survey relationship job stress and burnout with rat productivity in helicopter pilots", Master thesis, Tehran, J. Army. University Medical Sciences, 2013.
- [19] Amiri M, et al., "Check of burnout among staff and providing solution to improve", Business Administration, 2012, Vol. 3, No. 7: 56-37.
- [20] Temourinasab A, "Job Bournout at National Iranian Drilling Company",

- Master Thesis, Institute of Management and Human Resources institute for International Energy studies, 2012.
- [21] Shahnava M, "Lazzrus Effect of multifaceted advice on compatibility and job burnout National Gas Company of North Khorastan, Master Thesis, Faculty of Psychology and Education Sciences, Allame Tabatabaei University, 2012.
- [22] Safarishali, "The study of the social welfare of the Tehran an citizen influencing factors", Master Thesis, Tehran University, 2010.
- [23] Shirkvand M, "The impact of the implement of targeted subsidies on household welfare, Master Thesis, Cooperative Group, Tehran University, 2014.
- [24] Soltanian M, Bidokhti A., "The role of sport in university steff burnout Faculty of Human Sciences", Department of Education Administration, 2010, Vol. 10. No. 4.
- [25] Mathani M, Hassanzadeh R, Mathan M., "Effect of in-service training in human resource development in universities", Journal of Management, 2009, Vol. 5, No.11, pp.48-56.
- [26] Mohseni N, "Comparison between public health and Job Burnout and physical education teachers Kermansh province, Master thesis, Tarbiat Modaress University, 2009.
- [27] Maslachc Schaufeliwb, "Job Bourout, Annual review of psychology", 2001, 52: 397- 422.
- [28] Sideghservestani R., "Introduction to the sociology of sport", 2005, No. 1: 47-58.
- [29] Azarbani A, Kalantari R, "Foundation of Physical Education and sport" Tehran: Publication Ayyzh, 2004.
- [30] Ramazaninezhad R, "Foundations of physical and sport", Tehran: Publication Bamdadketab, 2008.
- [31] Filian E., Evaluation of burnout and its correlation with coping mechanisms in nurses of educational hospitals of Tehran [dissertation]. Tehran University of Medical Sciences, 1993.
- [32] Mirzaei Kh., "Research, Researching & Writing" Tehran: public Jameeshenasan, 2010.
- [33] Mclauchian Kelly A., "Burnout among English language teachers in Mallaysia Contemporary Issues in Education Research", 2010, Vol. 3, No. 1, pp: 71-76.
- [34] Marco D., "Social welfare stricture and function", Translation by Jghtayy, University of social welfare, 2010.
- [35] Stirz RM, Porter LW., "Motivated behavior at work", Translation by

Alavi, Tehran: Sitiute Management Training Center, Vol.1.

[36] Juzei N., "Human Resource Management", second Edition, Tehran, Public Ney, 2000.

[37] Clarcken Roodney H., "Developing Human Resources through Actualizing Human Potential", online submission, Paper presented at the Annal Hawari International Conference on Education, 2012.

[38] De Rijdt, Catherine, stes, Aun. VanderVleuten, Cees, Dochy, Filip (2013). "Influencing Variables and Moderators of Transfer of Learning to the workplace within the Area of staff Development in Higher Education" : research Review ,vol App;48-74.

[39] Beagrie ,scott(2005)."How to avoid Burnout". Vol428 Iss.6522.pg.39.IPGS.

[40] Intelligence and job burnout in Shiraz Gas Company's managers in 2012" Master Thesis. Islamic Azad University Shiraz Branch.

[41] Shirom A, Melamed S, Toker S, Berliner S, Shapira I .(2004). "Burnout and Health ", Review: Current Knowledge and Future Research Directions.