

**THE STUDY OF THE RELATION BETWEEN EMOTIONAL  
INTELLIGENCE AND BURNOUT OF STAFF  
(CASE STUDY OF STAFF AT STATE UNIVERSITIES IN GHOM)**

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**Abstract**

The purpose of this study is to investigate the relationship between Emotional Intelligence and burnout. The method of this study is descriptive and is a branch of correlation. The statistical society of the study is 438 official personnel of Ghom Public Universities (except the members of Faculty), statistical sample due to proper method by chance and with sample size of 84 was selected that answered to two standard questionnaires of Mayer and Salovey Emotional Intelligence and Maslach burnout inventory. In this study for analyzing of data and determining the type of relationship between the study variables the software SPSS and also average tests of a statistical society, Spearman correlation coefficient and Friedman test were applied.

The study results show that in the statistical society of the study, there is a negative meaningful relationship between self-controlling and social skills and reducing of success feeling, that with due attention to theories and review of literatures we expect such results but contrary to what was expected analyzing of data shows that in the statistical society, there is a positive relationship between self-controlling, sympathy, social skills and Emotional exhaustion and being emptied from personality characteristics.

Also findings show that in the statistical society, Emotional Intelligence and burnout were in a bad state; also all of the Emotional Intelligence components except self-controlling that was in an average state, have bad state. From the burnout components,

emotional exhaustion and reducing success feeling had bad conditions and being emptied from personality characteristics had good conditions.

**Key words:** Emotional Intelligence, burnout, universities and high educational institutes.

### **Introduction:**

Human life is associated with the work and many aspects of human existence appears due to work and daily activities .human works and achieve to not only his/her external needs but also remove many inner vacuums and psychical needs . a large part of people's life is spent by work , it is appear that work activities from the person psychical health point is considered as an important activity and even for many people is a fundamental factor of life . also work is a tool that brings independence for person and increases his/her self respect, on the other hand, social life requires cooperation and collaboration and providing mutual needs . this lead to work division and expand human organized social relationships in form of institutions and more or less specialized units .(Tavasoli ,1387:3).

In spite of that, good job is an important factor in satisfying fundamental needs of human and improvement of social conditions of surrounding environment,sometimes may be the source of psychical pressure on human. It means may be a satisfactory job in course of time change to dissatisfaction source and lead person to burnout. (Babeli ,1379 :46-60).

In recent decades, Attention to job stress and studying on this category , has improved from day to day , because spreading of job stress causes psychical disease such as blood pressure and digestive problems . Nowadays every one in each place and situation, feels some degrees of nervous pressure or stress in job environment and this fact is a perceptible and undeniable matter in nowadays modern organizations. (Vitman ,1999). Burnout is one of the result of different stresses that appears as physical signs (headache . stomach ulcer ),Psychical signs(depression , anger )and behavioral signs (job loss and absenteeism ).(Rasel et all , 1987).

Individuals psychical health is one of the important and effective characteristics in organizational psychology and human relationships. These studies have shown that the

source of burnout depends on the factors such as person's job, person organizational role, organizational atmosphere and construction, professional improvement flow, professional relations and individual emotional intelligence (Ostovar , 1377).

### **Burnout:**

The burnout problem was defined for the first time by Freudenberger(1974). Then many authors studies his helpful expertise knowledge carefully .burnout is a public phenomenon that arise of mutual actions and individual personality one with job environment and it's result is losing of motivation, eagerness, energy and reducing of desired function in individual life. Burnout is not only from tiredness and pressure of the job that happen after continuous working .but transmit to general style of individual life and his / her waking hours .(Carman ,2001;235-241).

Maslach and Jackson (1993) defined exhausting as 2 factors of more physical or mental burnout and long term physical pressure (job Bureaucracy and too much work ).burnout causes pressure , role disorientation and poor performance and it's reason is considered in two individually and organizational aspects (Maslach& Jackson) . one of the characteristics that distinct burnout , is that individuals believe that available sources for comparing with stress conditions is very less and so individuals for reducing of burnout should refer to their personal capacities and rely on them .

Saadat states thattension and nervous pressures arose from nature, kind or unsuitable condition of work result in a condition in employee's that is called exhausting .in this condition , the job loss it's importance . the person who is involved with exhausting is always tired ,quarrelsome , suspicious , negativism , touchy , and impatient and by the most little worry gets exited , and is very frustrate and see himself in dead end . (Saadat ,1375:14).

Different researches directly or indirectly has investigated different effective variables in burnout. Velipen and Jikof (1992, quotation from Babeli 1379)based on Chernis processing model found out that negative characteristics of job environment and family dissatisfaction with burnout have positive correlation and with job satisfaction have negative correlation . the studies show that special job conditions such as high rate of clients to employees , progress limitation and job promotion and high volume of work ,

doubled psychological pressures and is one of the most stressful preoccupations of employees that result in burnout .

Most of the linear studies that have accomplished recently about burnout, used many complex analysis for determining how stressful factors changes of job environment can predict changes in burnout .a public view is that the best and idealists individuals face with burnout . it means that individuals who are affected by burnout , are those who attempt more for achieving their own ideals and job's standards . but when fine out their sacrifices and efforts for achieving to their goals were not enough , affected by burnout and also affected by pessimism . other view is that burnout is final result of exposing to long term and chronic job pressures . so burnout happen among individuals that have occupied to one job for a long time than individuals that recently have chosen a job(Chernis,1992:2-11).

Some researchers have been looking for a relation between personality characteristics with burnout states. The studies of this group shows that individuals that in terms of emotional are affected by burnout , are often perfectionists and extremely are involved in their job and work , and on the other hand describe unreal goals for themselves . when individuals observe that with at least work or not useful work can achieve to incomes , so their desire as compared with main job or profession will reduce and lead to false job . burnout can be considered as a multifactor phenomenon (Keshtkaran,1375:29-43).

Some groups of researchers believe that individual factor role is evident in the mean time .one of the factor that is considered is perception of control center .with due attention to perception pattern of individual control center , the effect of reinforcement on individual is predictable . in other words , individual with due attention to the kind of perception of his control , considers receiving rewards dependence or independence to his function , while a person that has a perception of external control center , considers his functions under control of external powers . the accomplished investigations in the field of individual characteristics with perception of internal control center , have more responsibility ,for achieving their goal attempt more and pay attention to skills to reach more success level . These individuals report high rate of job satisfaction and behave less harshly and have better compatibility with stress. Psychological health experts perception of internal control center have a reversed relation with burnout. (Eshmith and

et al, 2000) and army officers perception of internal control center has had reverse relation with burnout . in Glass and Macc (1995) investigation on 1000 nurses , non-control perception has high degree of depression and burnout .(Sabouri Moghadam 1372:96).

Researchers have find out that job variables and demographic cannot be the determiner of individuals with of or low burnout (Klifder et al 2001), social skills instruction that follow which have interpersonal skills promotion, increase perception of individual internal control (Eshmith , et al 2000). The accomplished works in the field of teacher's burnout that was done in 1991 by Sidman and Zager , showed that many physical or psυχical problems of teachers is related to their burnout . Rezaei study (1374) by the name of "prevalence rate and stress signs among Iranian teachers ", showed that one forth of Iranian teachers suffer from severe stress and financial problems and monthly pay is the most important source of burnout .(Babeli ,1379:44-60) . the results by Erfani (1380 ) showed that 22/1% of consultants suffer from high burnout, also in Erfani research a negative relationship between age and burnout rate was observed (Erfani ,1380:63).

Badri GarGari (1374) findings about the effect of comparative methods on burnout indicate that there is a meaningful difference between emotional losing of men and women teachers and comparative mechanisms of problem and emotion – oriented .(Badri GarGari 1374:68). Abedi investigation (1373) in the field of nurses burnout shoe that basis variables including age, sex, male/female state , educations , and record of service with tension of role , has not had a meaningful relation. Above variables by appearing triple dimensions of burnout except in relation with male/female state, and lack of individual success hasn't a meaningful relation (Keshtkaran ,1375 :29-43).

Mayer wise et al (1999) in their linear studies concluded that lack of clear role , low age (low record) and lack of resources adequacies , predict high exhaustion . also Barglini and et al (2000) has shown that age, and record of service are not a meaningful predictors for exhaustion, while between Emotional exhaustion and individual characteristics such as age, male/female state a meaningful relationship has been observed. Also lack of individual success has a positive relationship with different personality dimensions such as extroversion, being agreeable, and sense of duty and has a negative relationship with vulnerability and anxiety.

**Emotional intelligence:**

The concept of emotional intelligence is not a new topic and concept. May be Arastou, be the first one who attend of the importance of feeling in human interactions. Arastou states : getting excited is easy , everyone can get excited but getting excited in front of certain person , to the certain extent of , in certain time for certain reason and to the certain way is not easy (Gelman ,1382:15).

Here our purpose of emotional intelligence history is academic studies and researches that has been accomplished about emotion and emotional intelligence in 20 century. Based on the standard that Tomas Kohen in his outstanding work by the name of "scientific revolutions constructions" presents about paradigm. Puberty signs can be observed in emotional intelligence paradigm. Emotional intelligence as a concept entered psychological literature from 1990s that has taken from Thorndike and Gardner and is the result of meaning of two emotional and intellectual mind and mutual relationship of intellect and feeling. Emotional intelligence in regard to study is a new component that many researchers interest in its application different matters. The emotional intelligence theory provide a new view about predicting of success factors in life including work activities and efficient coping against stressful factors as the source of psychical disorders , because many personality characteristics such as sympathy , self –tendency. Optimism, Self motivating , controlling of stress , self-consciousness and emotion management pave the way for success in different grounds of life . Emotional intelligence is indicator of social and personality emotional dimensions that often in daily activities is to be considered (Sabory , Moghadam ,1372:18).

One of the most important mechanisms of human is intelligence that involves the ability to adapt to the environment. one part of intelligence appears in interpersonal and social relationships. According to Thorndike social intelligence is the ability of internal states, motivations, your and others behavior and best function based on acquired information. Gardner in his eight intelligence theory , has presented individual intelligence (Intrapersonal and interpersonal) and has considered one of intelligence aspects in individual ability in awareness of emotions, distinguishing between them and using information for presenting effective answer against environment (Plamer & Donaldson ,2001).

So much is certain that from the beginning of intelligence study, has been emphasized on cognitive aspects such as memory and problem solving, while non-cognitive aspects namely behavioral and emotional abilities not only are agreeable but also are necessary. gradually views based on intelligence Quotient changed their place to the study of other effective abilities in human function for example Thorndike (1920) considered intelligent behavior including objective intelligence (skills of constructing and applying tools and instruments), abstract intelligence (the ability to use words, numbers and scientific principles) and social intelligence (recognizing people and creatively action ability in human relationship). And Kesler (1943) suggests that non cognitive aspects of intelligence such as affection – emotional abilities are important in predicting their ability for success and adaption in life. (Chiva & Alegre, 2008:680-701).

Essentially emotional phenomenon provide a unique source of information for individuals about surrounding environment and searching it. This information form it's following thoughts, acts, and feelings. there is the hypothesis that individuals in perception rate, understanding and applying this emotional information enjoy from different skills and an emotional intelligence level of a person has a basic role in his/her emotional and intellectual growth and health and guarantees success in life. Emotional intelligence theory provide a new view about predicting of effective factors on success and also primary prevention of psychical disorders that is complementary of cognitive sciences, nerve sciences and emotional intelligence capabilities for emotional autonomy and skill fully plans of relationships are very important (Kling & Gardner, 2006, pp 186 -203).

Resort to general intelligence to explain the success is not enough. And researches show that in best conditions general intelligence only explain 25 percent of success and the rest depends on social, emotional intelligence, and chance (Gelman 1380: 21).

The emotional intelligence level inherently is not consistent and doesn't take form unlike to general intelligence that has a little change after youth ages. Emotional intelligence is learned to some extent and during life takes form from experience. Researches that investigate emotional intelligence during life show that human in their capabilities get better and better, and find more skills in management of their emotions (Gelman, 1383:43).

Frame work of Emotional intelligence, its formal definition and suggestion about its measurement for the first time was appearing in 1990 that was printed in two essays by Mayer and Salovey. their primary definition was based on a two parts methods that the first part involves general processing of general information and the second part , dedicating the adaptive emotions is so that result in improvement of life. Emotional intelligence that is defined as a kind of ability, is perception capacity to express, recognizing, function, and management of self and others emotions. (KhaefElahi , Dostar , 1382:52-62).

Gelman considers emotional intelligence similar to that individual can maintain his or her motivation and endure against disagreeable , control his own nervousness, adjust his physical behavior and doesn't allow distresses , hurts his thought , sympathize with others and be hopeful. According to Gelman , emotional intelligence includes cognition , control of self-emotions , sympathize with others and maintain of satisfactory relationships. In the other words a person who has high emotional intelligence, combines three components (cognitive physiological and behavioral component), successfully (Gelman, 1380:24).

Since fundamental components of emotional intelligence means the ability to understand other emotional and the abilities to adjust and control self and others in an adaptive manner. it is expected that individuals who have high emotional intelligence , show better social adaptability and social skills , so social skills means facilitator of social life that help individuals to have a useful and mutual interaction with others . In addition these social skills has two –way and individuals who show good social skills, they are behaved well, and others loves them (Palmer &Donaldson, 2001) .

Bar- On and Parker consider emotional intelligence in a form of intelligence that results from emotions and thought, and means achieving to general construction of emotional, personal, social abilities that effect on the ability to overcome on environmental pressures and requests (Chiva&Algere, 2008:680-701).

In a research that accomplished between 19 organizations in the United Arab Emirates showed that there is a negative relationship between contrast and emotional intelligence. In this research when selected sample of emotional intelligence was measured, correlation coefficient was  $-.52$  and when an emotional intelligence was measured by employees , correlation coefficient was  $-.22$ , that the employees and administers idea

about emotional intelligence rate of employees is different (Suliman& Sheikh, 2007: 208-220).

In a research that was accomplished in productive big organizations of England , the relationship between emotional intelligence and leadership effectiveness was investigated . For investigation of leadership effectiveness, inferiors view was used .the selected sample included 38 administers and 1258 employees. Pearson correlation coefficient between emotional intelligence and leadership effectiveness was. /39 that shows there is a positive relationship in. /99 confidence level .Emotional intelligence components in this research are: understanding oneself emotions , use of emotions understanding others feelings and emotions management that there is a positive relationship between two the first components with leadership effectiveness and there isn't a meaningful relationship between two other components (Kerr & Boyle ,2006:265-279).

A research in 2008 among 186 executive managers in two selected organizations of Canada was accomplished. The results from T-Test showed that emotional intelligence rate of leader (selected sample) is more than emotional intelligence of the public. Also the results of this research showed that in organizations that their leaders has high emotional intelligence, their profitability is higher (Stein &Sitarenio, 2009:87-101).

Wolff and Koman in a study that accomplished among 81 team in army organizations investigated the relationship of emotional intelligence between the leaders of the group, and organizational intelligence rate in group level. also in this research the effect of group emotional intelligence on group function was investigated . Infact, in this research group emotional intelligence was considered as interventionist variable. The results of this study showed that, the emotional intelligence of the group severely has a positive relationship with emotional intelligence of the leader. And also there is a positive relationship between emotional intelligence of the group and the function of the group (Koman& Wolff, 2008: 55-75).

Grant in a study investigated the effect of long term and short term instruction on emotional intelligence rate. His research results showed that long term instructional plan (in this study 13 week was considered) can improve emotional intelligence meaningfully (Grant, 2007:257-266).

A study was accomplished among 92 managers of public relations and 129 managers of Australia Banks branches about the relationship between emotional intelligence and financial function. The results showed that there is a positive meaningful relationship between emotional intelligence and banks financial function (correlation coefficient in this research was 1292 ) and showed that in a meaningful level , there is a .90 positive relationship between these two variables (Heffernan T &Droulers M,2008:183-199).

In a research that was accomplished in 8 companies of Ceramic industries of Spain, results showed that organizational learning capacity is a modulator variable that effect the relationship between emotional intelligence and job satisfactory .

The results of this study showed that, there is a positive relationship between emotional intelligence and learning capacity of organization, also results of the study showed that there is not a meaningful relationship between emotional intelligence and job satisfactory, unless learning capacity of organization as a modulator variable effect the relationship between these two variables (Chiva&Alegre, 2008:680-710\_.

A study that was accomplished on 156 professional employees in Newzeland, showed that there is a positive relationship between understanding others feeling and social support (King & Gardener, 2006:186-203).

Adults in emotional intelligence skills were better than others, Mayer researches showed that emotional intelligence along with increasing age and experiences extend from childhood to adulthood (Gelman, 1383:23).

Researches have shown that individuals who have lower emotional intelligence in face with life stressful situations, would have lower adaptation, and consequently affected more by depression, disappointment, and other negative consequents. On the contrary , individuals who have high emotional intelligence , arrange their life style in such a way that to experience less negative consequents and Alsohaveexpertiseincreatingandmaintaining the qualitative relationships.generally , emotional intelligence is related to life events and consequents , and help individuals to understand and predict daily different aspects(Chiva .R & Alegre,2008:680-701).

Siarouchi and et all state that emotional intelligence, modulate the relationship between stress and psychological adaptation. Psychological adaptations are characteristics that are related to depression, disappointment and suicide ideas. They conclude in another study, that individuals who skills in emotion regulation , enjoy from high social support

, and the same social support keep them from affected by depression and suicide ideas . Some believe that nowadays emotional intelligence have a considerable role on job and life success. Studies show that courage, sympathy, happiness, and emotional self-consciousness, as different aspects of emotional intelligence ,have the most effect on new employments. Also test function of emotional intelligence in choosing new employments, has shown that, most of the successful, new employees took meaningful high scores in courage, sympathy, happiness, emotional self-consciousness components (KhaefElahi ,Dostar,1382:52-62). Investigations of about two hundred companies and world organizations has shown that , one third of differences is related to emotional tensions(Gelman,1998:4).

In a research that was accomplished among 105 employees of the United states treatment center, showed that, emotional intelligence play the role of modulator variable in investigation of the relationship between organizational commitment and emotional adaptation ability .this research showed that, those employees who have high adaptation ability, when their emotional intelligence is high , so have more commitment. It means if in an organization, the score of organizational intelligence be high, so we can conclude that employees that have high emotional adaptation, so have more organizational commitment (Humphreys, Brunsen& Davis,2005:120-129).

( in another research that accomplished on 200 Nigerian Police officers, showed that work experience, self-efficacy , emotional intelligence and motivation effect on commitment rate(for analyzing of information in this research , regression method was used, the statistic of Fisher was 5/856(Aremu,2005:609-618).

Poon in a study that was accomplished on graduated students of business from 3 universities of Malaysia, conclude that Foremployeeswithmoderatetohighemotionalintelligence, job commitment effect on success in the improvement of job course. Also the results of this study showed that there is a positive relation between organizational commitment and job satisfactory (Poon,2004,pp374-390).

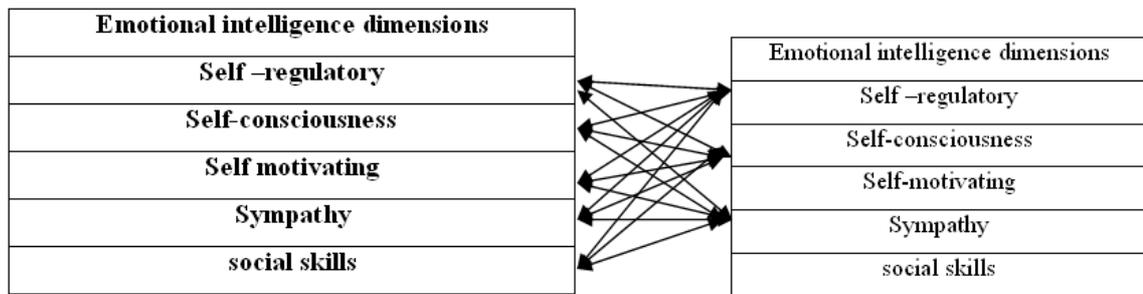
With due attention to mentioned materials and importance of emotional intelligence , this study has focused on it's main goal , the investigation of the relationship between emotional intelligence and employees burnout of Ghom Public Universities.

With due attention to the study goal, the main hypothesis of the study has been discussed in this form:

- 1- There is a relationship between self-control and emotional exhaustion .
- 2- There id a relationship between self-consciousness and emotional exhaustion .
- 3- There is a relationship between self-motivating and emotional exhaustion .
- 4- There is a relationship between sympathy and emotional exhaustion.
- 5- There is a relationship between social skills and emotional exhaustion.
- 6- There is a relationship between self-control and emptying from personality characteristics.
- 7- There is a relationship between self-consciousness and emptying from personality characteristics.
- 8- There is a relationship between self-motivating and emptying from personality characteristics.
- 9- There is a relationship between sympathy emptying from personality characteristics.
- 10-There is a relationship between social skills and emptying from personality characteristics.
- 11-There is a relationship between self-control and reducing of individual success feeling .
- 12-There is a relationship between self-consciousness and reducing of individual success feeling .
- 13-There is a relationship between self motivating and reducing of individual success feeling.
- 14-There is a relationship between sympathy and reducing of individual success feeling.
- 15-There is a relationship between social skills and reducing of individual's success feeling?

**Conceptual Model of the Research:**

In this essay , for emotional intelligence, Gelman model and for burnout , Maslesh Model was used .



**Figure 1:** Conceptual Model of the Research

**Research method ,Society, Sampling method and Sample Size:**

Research's type based on the goal is applied and based on method is descriptive, and is related to correlation coefficient. Statistical society in this research is employees of Ghom public Universities including 438 people among which 84 people were selected randomly. The selected Universities are :Ghom Pardis ,Tehran University, Ghom Payamnoor University, Ghom University, Ghom Medical Science University . The researches tools were Mayer and Salovey Standard Questionnaire of Emotional intelligence .in this study for analyzing of data, the inferential statistics including Freedman test and Spearman correlation coefficient, were used.

Also for investigation of emotional intelligence dimensions situation and burnout , an average test of a statistical society was used, that the results of this test are given in table 2

**Table 2:** Emotional Intelligence variables and burnout state:

variable	Variable state	Mean
Emotional intelligence	Bad	2.8659
Burnout	Bad	2.7569
Self control	Bad	2.7799
Self consciousness	Bad	2.8595
Self motivating	Medium	3.0714
Sympathy	Bad	2.8056
Social skills	Bad	2.5594
Exhaustion	Bad	2.933
Empting from personality characteristics	Bad	1.4683
Reducing of individual success feeling	good	4.0488

For testing hypothesis , the correlation coefficient of Spearman was applied . in table 3 correlation coefficients and meaningful coefficient between emotional intelligence components and burnout components are given :

**Table 3** : Correlation coefficients and meaningful coefficient between emotional intelligence components and burnout components

Components	Exhaustion		Emptying from personality characteristics		Reducing of success feeling	
	Correlation coefficient	Meaningful coefficient	Correlation coefficient	Meaningful coefficient	Correlation coefficient	Meaningful coefficient
Self control	0.433	0.000	0.301	0.009	-0.451	0.000
Self consciousness	0.190	0.105	0.190	0.105	0.057	0.635
Self motivating	0.123	0.284	-0.074	0.518	-0.029	0.804
Sympathy	0.384	0.003	0.298	0.011	-0.202	0.093
Social skills	0.281	0.019	0.244	0.043	-0.303	0.013

Correlation coefficient between emotional intelligence and burnout was 344. And because it's meaningful coefficient is less than 5 (0.012), so we conclude that , there is a positive relationship between emotional intelligence and burnout, and a general hypothesis that states , there is a relationship between emotional intelligence and burnout is accepted.

About secondary hypothesis according to table 3, these results can be accepted :

- 1- There is not a relationship between self-consciousness with emotional exhaustion , reducing of success feeling and emptying from personality characteristics . because the meaningful coefficients are higher than 0.05 . so hypothesis 2,7,12 are rejected.
- 2- There is a positive relationship between self-control and emotional exhaustion .because the meaningful coefficient is smaller than 0.05 and correlation coefficient is also positive , so hypothesis 1 is accepted .
- 3- There is not a relationship between self-control and reducing of success feeling, because meaningful coefficient is higher than 0.05, so hypothesis 11 is accepted.

- 4- There is a negative relationship between self-control and emptying from personality characteristics .because meaningful coefficient is lower than 0.05 and correlation coefficient is negative , so hypothesis 6 is accepted.
- 5- There is not a relationship between self-motivating with emotional exhaustion , reducing of success feeling and emptying from personality characteristics . Because meaningful coefficient is higher than 0.05, so hypothesis 3,8 and 13 are rejected.
- 6- Because the meaningful coefficient between social skills with emotional exhaustion and emptying from personality characteristics feeling is lower than 0.05 , so hypothesis 5,10 and 15 are accepted . but because correlation coefficient between social skills with emotional exhaustion and emptying from personality characteristics is positive, so there is a positive relationship between social skills and emotional exhaustion and emptying from personality characteristics . but the relationship between social skills and reducing of success feeling is negative , because correlation coefficient is negative .

Freadman test was used for ranking of emotional intelligence and burnout components .these components are shown to order .

**Table 4:** Prioritization of organizational and burnout components

Priority	Emotional intelligence components	Rank mean
1	Motivation	5.77
2	Self consciousness	4.88
3	Self control	4.42
4	Sympathy	4.63
5	Social skills	3.57
Priority	Burnout components	Rank mean
1	Reducing of success feeling	2.88
2	Exhaustion	1.91
3	Emptying from personality characteristics	1.20

**Conclusion:**

In today's world, ability, economic power, and the welfare of each country depends on having expert and skilled human force. Providing this force and this great mission is in charge of Universities and educational centers of the country. To create ideal, cultural conditions, that pave the way for thinking, studying, teaching and learning that accomplishes ideally, requires having employees with strong and fresh morale in universities and educational centers. Nowadays due to growth and development of organizations, one of the problems that they are faced with is lack of motivation, and burnout of employees that its results can be seen in employee's absence at work, delay, conflict and contrast at work environment, increasing lack of realism, reducing of energy in continuing of profitable activities. Different ways have been suggested for prevention and cure of burnout in different resources. One of these ways is using emotional intelligence and its components for reducing burnout. Emotional intelligence is a subject that tries to describe and explain the situation of emotions and feelings in human ability. Employees who have emotional intelligence are effective employees that have accepted organization goals eagerly and tries to prove the goals with satisfaction and maximum commitment, their approach to control is a kind of self control based on self consciousness.

Emotional intelligence studies feeling role and individual feelings in personal and social, work life with others, and is an attempt to describe the situation of emotions and individual feelings in their effectiveness. A collection of published researches and reports of studies related to emotional or feeling intelligence has presented promising results of the relationship between individual emotional intelligence with their success. Some of these studies state that individual with better function and job commitment and higher job satisfaction have characteristics such as self control, self ordering, self management and feelings control self emotions and feelings in the work place. (KhaefElahi and Dostar, 1385:52-62).

In this study we investigate the relationship of emotional intelligence and employees burnout of Ghom Public Universities. The results show that in selected universities, there is a negative meaningful relationship between self control, social skills with reducing of success feeling. That with due attention to theories and review of literature we had such results. But contrary to what expected, the analysis showed that statistical

society in question , there is a positive meaningful relationship between self-control , sympathy, social skills with exhaustion and emptying from personality characteristics.

Also the results of this research showed that in statistical society in question , the emotional intelligence and burnout were in bad conditions . also all components of emotional intelligence except self control that was in average condition, had undesirable condition. Also burnout components including emotional exhaustion and reducing of success feeling had undesirable condition and emptying from personality characteristics had desirable condition; that with due attention to results of this study for improving of emotional intelligence among employees of Ghom Public Universities, the following suggestions were presented :

- 1- Officials and Authorities provide a space with a sense of confidence, trust, sympathy, friendship and also feeling of competence among employees , because in such an environment, workmates love each other and express this friendship and love to each other and do their duties willingly .
- 2- For increasing of sympathy , the employees should be sensitive to emotional symptoms and feelings of each other, and promote effective communication in themselves.
- 3- By holding courses and workshops , we should aware managers from the importance of employees moral needs and train them ,to be more able in sympathizing with employees due to Knowledge and skills that they acquire.
- 4- For improving social skills , the organizational construction move to wards a flat structure, to provide a basis for increasing of horizontal relations and team working.
- 5- Managers and employees should try to use board – board strategy in their negotiations to provide a favorable atmosphere for negotiations in organization.
- 6- Human resource managers provide facilities To familiarize employees with the skills to evaluate and improve their mental health, Teaching of coping skills and knowing stressful factors and do some actions for removing these factors.
- 7- Investigation and study in the basis of management ways and burnout should be accomplished.

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