



THE RELATIONSHIP BETWEEN BURNOUT AND EMPLOYEE PERFORMANCE AND PRODUCTION IN LAYING HEN FARMS

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ABSTRACT

The present study was conducted to investigate the relationship between burnout and employee performance and production performance in laying hen farms. The present study is a descriptive-correlational research method. The statistical population is all laying hen breeders in Tehran province. According to the studies conducted, about 127 units have an operating license. Based on the Cochran formula, 95 units were studied. The data collection tools are Maslach burnout questionnaires, Hersey and Goldsmith performance, and the production performance rate in one year. In order to analyze the data at the inferential level to investigate the relationship between burnout on employee performance and production, first the Kolmogorov test was performed for the normality of the data, and then the correlation and regression test was performed for data analysis using SPSS software. The results of Pearson correlation test and regression analysis showed that there is a significant relationship between job burnout and employee performance, and there was no significant relationship between job burnout and production performance.

Keywords: Job burnout, employee performance, production performance, laying hen farms.

INTRODUCTION

Burnout is a concept that is increasingly common in research, health policy, and in everyday discourse. Burnout refers to tiredness; feelings of alienation from one's work; feelings of negativity or pessimism related to one's work; and reduced professional effectiveness due to chronic stress at work (Brana et al., 2022). "Burnout" as a concept is a multifaceted construct with multiple characteristics that are most often related to stress and work. Burnout is defined as a chronic condition and is closely related to a stress-related syndrome that results in emotional exhaustion, pessimism, and depersonalization (Lee et al., 2025). Employee burnout

can lead to disengagement, demotivation, and prolonged absence from work. At the individual level, burnout is associated with coronary heart disease, type II diabetes, hypertension, and psychological distress (Salvaguini et al., 2017). However, the increased risk of job strain and burnout in livestock farmers has been largely ignored in the burnout literature, and it is necessary to extend current burnout research from the field of human services to agriculture. One of the important issues for human resource management is employee performance. Employee performance is considered one of the most important issues in organizations. Organizations are looking for high-performing employees to perform their duties, otherwise, there will be layoffs soon. Therefore, it is better for organizations to avoid factors that negatively affect employee performance. Job burnout may have a great impact on employee mood. Employee performance deteriorates, leading to their ineffective work (Manouchehri and Malek Mohammadi, 2015). An employee's willingness and openness to new aspects of the job are somehow tied to job performance, which increases the individual's productivity (Isaac et al., 2024). Work stress and workload caused by job burnout have led to a decrease in an employee's performance (Laik, 2014). If burnout is not addressed immediately, the organization will face obstacles in achieving its desired goals, while employee performance will decline (Volantika et al., 2023). On the other hand, "job performance" includes all employee responsibilities and behaviors that have an expected value, both positive and negative. It indicates the performance of employees on their jobs and their behavior at work (Alam et al., 2022). Therefore, the performance of all employees as a whole determines how well the organization performs (Podel, 2021), and the organization evaluates employee performance and reward roles and good work-related behaviors as well as organizational regulations (Musa et al., 2023). Currently, comparative studies of burnout and non-burnout groups and correlational/causal links between burnout and other factors strongly suggest the existence of a negative relationship between job performance and burnout. The scientific literature on burnout has been dominated by this relationship in recent decades. Similarly, some research is conducted using mixed methods (combining qualitative and quantitative approaches). One criticism/limitation of this strategy is that it is commonly used to study burnout and their job performance in the workplace, and calls for new approaches have been raised (Lee et al., 2024). Leiter and Maslach (2017) and Lee et al. (2024) also raised the concern that burnout can be predicted or influenced by individuals' performance. Poor performance as an after-effect of burnout may have been wrongly documented by the relevant literature. To achieve this, "burnout" served as the independent variable while "job performance" became the dependent variable. Farming is a demanding job with a heavy workload that can vary depending on the season, with responsibilities that rarely adhere to normal working hours. In traditional farming, the tasks associated with the successful operation of the farm are the responsibility of the individual farm owner and the family unit. However, this can create challenges with work-life balance (Branna et al., 2022). Furthermore, research shows that farmers rarely take holidays from their work due to the challenges of arranging cover while they are away (Irish Farm Accountancy Council, 2021). There are numerous external pressures on farmers that are beyond their control. Financial pressures on farmers include limited or absent profit margins, reliance on prices and market demand, time pressure and, in Europe, reliance on EU Common Agricultural Policy (CAP) payments (Brennan et al., 2022). Farmers must cope with compliance with government policies and bureaucracy and administrative tasks, in addition to a heavy workload (Griffin et al., 2014). All of these stressors can have a cumulative effect and make it difficult for farmers to cope. In fact, psychological distress is common among farmers. Therefore, farmers are a occupational group particularly at risk of burnout.

Few studies have addressed the issue of burnout and employee performance in the livestock sector. Among them, Branagh et al. (2022) conducted a study entitled the prevalence of livestock farmer burnout. In this systematic review and narrative synthesis, the aim was to assess and synthesize the current state of international evidence on the prevalence of livestock farmer burnout. Across studies in North America, Europe and Australia, using cut-off points,

the average prevalence of severe burnout in livestock farmers was (13.72%). The prevalence was higher in New Zealand (25%) and Morocco (18.96%). Compared with non-livestock farmers, livestock farmers experienced higher overall burnout and higher levels of fatigue, pessimism and professional efficacy. Gender differences showed that women experienced burnout more than men. Associated factors included livestock farming as a primary occupation, being a livestock farmer and job stress. Lee et al. (2025) conducted a study aimed at the relationship between burnout and job performance in universities. The results showed that academics' burnout was influenced by their job performance. Higher academic performance was significantly associated with lower burnout and the need for psychological counseling. Furthermore, academics' burnout was significantly moderated by psychological counseling. It did not regulate their job performance. Academics with high levels of performance showed low levels of burnout. Meanwhile, academics with low or poor performance showed high levels of burnout. Psychological counseling can moderate the level of burnout but does not cure burnout. This study suggests that competence is the main substrate for strong performance and lower burnout experienced by employees. This burnout is often very high among farmers and livestock farmers, and sometimes they become dissatisfied with the current conditions. In this group, the role of poultry farmers is much more important and visible because there is a high risk-taking among poultry farmers, which sometimes causes them to suffer great financial losses. Laying chicken farms sometimes have their own complexities and can face poultry farmers with various problems.

What is important here is that in some cases, many employed people, despite experiencing high levels of psychological stress, have low levels of illness, and some others, although they have experienced lower levels of psychological stress, have become ill. The result obtained is that it seems that psychological resistance to psychological stress depends on the approach to life of individuals, and the managers of some jobs know how to deal with these stressful pressures and, despite the stressful stimuli they encounter in their daily work, they know how to avoid the harmful effects of these stimuli (Powell, 2009). In any case, examining burnout and job satisfaction of employees has always been a very important issue for the management of organizations and production and livestock and animal husbandry centers. Because job burnout is correlated with the mental health, efficiency, and beneficial effectiveness of employees. Job dissatisfaction usually leads to absenteeism, reduced productivity, resignation, mental and physical illnesses, and reduced self-esteem. Evidence and documents show that providing favorable conditions is an important way to reduce burnout and increase employee performance. This factor necessitates examining the relationship between burnout and employee performance and production performance in laying hen farms to further highlight the importance of these variables.

RESEARCH HYPOTHESES

- There is a significant relationship between burnout and employee performance in laying hen farms.
- There is a significant relationship between burnout and production performance in laying hen farms.

RESEARCH METHOD

The present study is a descriptive-correlational research method. The statistical population is all laying hen breeders in Tehran province. According to the studies conducted, about 127 units had operating licenses. Based on the Cochran formula, 95 units were studied. The instrument used is a questionnaire. Maslach's Job Burnout Questionnaire was created by Maslach (1981) and is based on a new estimate of the stress phenomenon, namely burnout. This questionnaire

consists of 22 items that measure emotional exhaustion, depersonalization phenomena, and lack of personal success in the context of professional activity. The scoring of the items in this questionnaire was based on a 7-point Likert scale. The options for this test are Never (0), Very Low (1), Low (2), Average (3), Average to High (4), High (5), and Very High (6). Of course, questions (22, 20, 16, 15, 14, 13, 11, 10, 8, 6, 5, 3, 2, 1) of this questionnaire were calculated for reverse scoring and questions (21, 19, 18, 17, 12, 9, 7, 4) were calculated directly. Maslach and Jackson reported an internal reliability coefficient of 0.9 for emotional exhaustion, 0.79 for depersonalization, and 0.71 for personal success. Also, Fadlallahi et al. (1401) confirmed its reliability and validity. Also, the standard employee performance questionnaire of Hersey and Goldsmith (1980) was used to examine employee performance. This questionnaire has 42 questions with seven components on a Likert scale (5 options) including ability, clarity, help, encouragement, evaluation, credibility, and environment. If the scores of the questionnaire are between 42 and 84, the level of organizational performance in this society is poor. If the scores of the questionnaire are between 84 and 126, the level of organizational performance is at an average level. If the scores are above 210, the level of organizational performance is very good. The validity of the questionnaire has been confirmed by Asadi et al. (2009). The reliability of the questionnaire was obtained by Cronbach's alpha method at 0.86.

To examine the production performance based on the statistics of the laying hen farm, the egg production in 12 months was obtained per production of each hen in the total number of laying hens. To analyze the information at the inferential level to examine the relationship between job burnout and employee performance, first the Kolmogorov test was performed for the normality of the data and then the correlation and regression test was performed for data analysis using SPSS software.

RESULT

Test for Normality of Variables:

According to the output of SPSS software, the normality of the distribution of the selected variable can be determined; in such a way that if the "significance level" is greater than 0.05, the H_0 hypothesis is accepted and the claim of normality of the selected variable is confirmed. The results of the test for normality of variables are shown in the following table:

Table 1 Test for Normality of Variables

Significance Level	Z Kolmogorov-Smirnov	Variables
0/200	0/075	Job burnout
0/200	0/073	Employee Performance
0/00	0/150	Production Performance

As can be seen, based on the results obtained, considering that the Z statistic in the variable of job burnout and employee performance is significant at a level greater than 0.05, meaning that its value is between +1.96 and -1.96, and the data distribution is normal, as a result, Pearson correlation and regression tests can be used to examine the hypotheses. However, in the variable of production performance, the Z statistic is significant at a level smaller than 0.05, meaning that its value is not between +1.96 and -1.96, and the data distribution is not normal, as a result, Spearman correlation test was used to examine the hypotheses.

First hypothesis: There is a significant relationship between job burnout and the performance of employees of laying hen farms.

Considering the scale of the variables and their distribution type, Pearson correlation coefficient and regression coefficient were used to test this hypothesis. The results of the Pearson test are presented in Table 2.

Table 2 Results of the Pearson test for the first hypothesis

Employee performance	Variables	
-0/833	Pearson correlation coefficient	
0/000	One-sided significance level	Job burnout
95	Number	

As can be seen in Table 2, since the one-sided significance level (-0.833) is smaller than 0.05, the research hypothesis is confirmed. In other words, with 95% confidence, it can be said that there is a significant relationship between job burnout and the performance of employees of laying hen farms. This relationship is inverse. As can be seen in Table 3, the results of the first hypothesis test show that for this hypothesis, the significance level of the regression test is smaller than the minimum significance level (0.05), there is a significant relationship between the job burnout variable and employee performance. Therefore, the research hypothesis is confirmed. Considering the R² detection coefficient, which is the ratio of the changes explained by the variable X to the total changes and in this model, it explains 69.4% of the variance. So, it can be said that job burnout is related to the performance of employees of laying hen farms. The correlation results showed that this relationship is inverse, meaning that as job burnout increases, employee performance will decrease to the same extent.

In this study, job burnout of laying hen farm employees and its relationship with employee performance were investigated and studied, and the results obtained indicated that with increasing job burnout, employee performance decreases and with decreasing job burnout, employee performance increases. This result was consistent with the results of Ashtari et al. (2009) that there is a significant correlation between job burnout and disability in job performance. It should be noted that job performance is one of the important components in organizational performance. As a result, it can be said that job burnout increases as a result of work pressure, meaning that the higher the work pressure, the higher the job burnout increases and organizational performance decreases. These results indicate that more serious efforts should be made to address this issue.

Table 3: Bivariate regression test of job burnout with performance of employees of laying hen farms

Significance Level	F	Standard Error	Coefficient of Detection	R ² Coefficient	R	=0/01 α
0/000	211/253	6/255	0/691	0/694	0/833	First Hypothesis

Table 4 Standardized and unstandardized regression coefficients of job burnout with employee performance in laying hen farms

Significance Level	Calculated T	Slope of Line β	Error Coefficients	B	Variable Title
0/000	14/535	0/833	0/031	-0/488	Employee Performance

According to Table 4, the standardized regression coefficient for employee performance (-0.833) is significant at the 0.05 level of error. Therefore, we can say that the burnout variable has an effect on the performance of employees in laying hen farms. That is, with an increase of one standard deviation in the burnout variable, employee performance decreases by (-0.833) standard deviations. This condition prevents work initiative and the generation of ideas to improve work progress. In addition, burnout reduces work performance. The Oxford English Dictionary stated that burnout is a condition in which an employee feels tired. Fatigue due to excessive work causes mental and physical exhaustion. It prevents work initiative and idea generation to improve skills. Employees who have a set of skills will perform well. In contrast, employees without a set of skills will perform poorly (Prestia et al., 2020).

Second Hypothesis:

There is a significant relationship between job burnout and production performance of laying hen farms. Considering the scale of the variables and their distribution type, only Spearman correlation coefficient is used to test this hypothesis. The results of Spearman test are presented in Table 5.

Table 5 Results of Pearson test for the second hypothesis

Production performance	Variables	
-0/140	Spearman correlation coefficient	
0/777	One-sided significance level	Job burnout
95	Number	

As can be seen in Table 5, since the one-sided significance level (-0.140) is greater than 0.05, the hypothesis is rejected. In other words, with 95% confidence, it can be said that there is no significant relationship between burnout and production performance of laying hen farms. This lack of relationship between the two variables can be understood as the fact that burnout is a characteristic related to employees, but production performance in this statistical population, namely laying hen farms, depends on chicken production and practically could not affect each other. After the investigations, no similar research was found with the subject of the present study.

CONCLUSION

The results of the correlation test and regression analysis showed that there is a significant relationship between burnout and employee performance, and there was no significant relationship between burnout and production performance. In explaining the results, it can be said that it is obvious that human life in society is deeply related to work, which is essential for maintaining life, maintaining health and achieving personal satisfaction by meeting various needs. A significant part of human activities revolves around employment, because it provides pleasure and meets the needs of life. In all societies, human resources are among the most important and valuable assets. Even if a society has abundant natural resources, without the capacity and effective management for the efficient use of human resources, it will face difficulties in achieving economic and social progress. Burnout can cause serious damage to an organization because it can have severe effects on the entire workplace, which may ultimately lead to poor organizational performance, which is undesirable for all organizations. Lang et al. (2008) in their study determined that burnout has negative effects on employee and organizational performance. The negative effects of burnout on both the employee and the organization have been shown by previous research. The results show that burned-out employees are likely to show lower levels of job satisfaction, and burned-out employees are

likely to leave their jobs. According to previous studies, the presence of stress in an organization affects job satisfaction and may also lead to absenteeism and turnover (Kumar, 2007). The results show that an employee who experiences burnout is likely to be less effective in their contribution to the workplace. Previous studies have shown that employees with high commitment tend to perform better and are less likely to leave the organization (Sacks, 2015).

Organizations significantly influence the working lives of modern people, as people spend a significant amount of time at their workplace. In parallel, in any organization, human resources are seen as the most valuable asset. As a result, focusing on employee morale, personal characteristics, and understanding the attitudes of the workforce is crucial. When supervisors are supportive, employee job satisfaction increases. Group size and the quality of interpersonal relationships within the group play an important role in employee satisfaction. The larger the work group, the lower the job satisfaction, as interpersonal relationships become weaker, the less sense of solidarity, and ultimately it becomes more difficult to get to know everyone. A work group acts as a support system that provides emotional and moral support to employees. When group members have similar social characteristics, they create a conducive environment for job satisfaction. Favorable working conditions increase job satisfaction and performance by providing better physical and psychological comfort. Job satisfaction is the key to increasing organizational productivity and improving performance. Managers are actively looking for ways to increase employee job satisfaction. An organizational climate conducive to job security and job satisfaction makes employees more willing to work. However, if favorable conditions are not present, so that employees do not feel safe and satisfied in the workplace, over time they will suffer from burnout, so that they will no longer be motivated to carry out their responsibilities, resulting in a decrease in organizational performance.

On the other hand, the most important factor or obstacle to achieving performance improvement is inefficient human resources. The need of organizations for the presence or existence of efficient, hardworking, healthy, interested and creative people is like the need of a person for proper nutrition. In successful organizations, all employees are motivated to play their role and are interested in their work. If employees feel secure and satisfied with their jobs, they will feel satisfied and have a positive self-image during their work and activities, which will also have positive and important effects on their social relationships in the workplace. This positive feeling will be a strong motivation for better job performance, higher participation and acceptance of job responsibilities, which will lead to the sustainability and retention of the profession and the employee. Long and continuous psychological pressures in the farm work environment can cause burnout and lead to a decrease in work efficiency. In general, the results of this research show the importance and role of burnout on employee performance. So that it is appropriate for poultry farm officials to consider it.

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