



Research Paper

Clarifying the effect of job rotation on teachers' burnout through the mediation of education management model



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Abstract

This research has been done by explaining the effect of job turnover with the mediation of education management model on the job burnout of teachers in Zanjan city with the applied method and according to the descriptive-analytical method in a survey way. The library method was used in compiling the theoretical foundations and in surveying the questionnaire, the validity of which was confirmed in the form of construct validity and reliability of the questionnaire through Cronbach's alpha method. The statistical population in this research is all the teachers of the first secondary schools for boys in the first education district of Zanjan province with a number of 6786. A simple random method was used to collect the statistical sample, and Cochran's formula was used to determine its volume, which was distributed and collected based on the calculation of 363 questionnaires. Also, descriptive statistics and inferential statistics including structural equations with the help of SPSS and Lisrel software have been used in data analysis. The results of the research showed that job turnover has a significant effect on teachers' job burnout, and the education management model mediates the effect of job turnover on teachers' job burnout.

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Introduction

With the increasing complexity of today's societies, the mission of organizations in meeting society's expectations becomes more sensitive. In such a way that it can be acknowledged that our world today is the world of organizations and what has become certain among the technical people today is the basic role of human power as the main driving factor of organizations; In other words, people give life to the body of the organization (Peighambari et al., 2023). The majority of people in any society is the working population. The industrialization of developing countries and the automation of industrial processes in developed countries have led to rapid changes in the psychological-social environment of organizations and the reactions of employees. In today's societies, the management of work and family responsibilities has faced increasing problems, and one of the main factors is the dramatic changes in the nature of work and family, etc (Alinia Don, Mahmoudzade, Forghani OZRUDI, 2022). A person's environment includes physical, social, and psychological factors, each of which plays an important role in a person's health. One of the stress-causing factors in a person is his work environment, which can affect other areas of his life (Khodadad Kashi et al., 2022). This problem, in turn, causes psychological pressure in people's family life and endangers their health. One of the important results of these work and mental stresses and pressures is job burnout (Molla Ahmadi, Karimi, Haghani, Garacheh, 2023). job burnout; That is, the collapse of the job holder (Emir, Saral, Saçan, Özmen, 2023). In recent decades, job burnout has attracted a lot of attention and the study of this issue is expanding. Every job is associated with

stress; But some jobs are much more stressful due to the sensitivity of their duties and responsibilities (Mansouri, 2022). Job burnout is not basically a mental disorder; But it progresses slowly over time and may turn into a disability. Job burnout is seen more in jobs where a person spends many hours in close contact with other people (Friesen, Shory, Lamoureux, 2023). If a person suffers from this condition, negative changes will occur in his attitudes, mood and behavior; From an emotional point of view, he is tired and gradually feels less competent in performing his duties (Ghanvatinjad, 2022). And it will have numerous and important consequences for the organization; Firstly, it may cause people to look for other jobs or professions, the higher the level of job burnout, the more likely they are to prefer another job, secondly, people with job burnout may look for executive roles so that they can overcome their aversion to They have a negative view of their jobs. Of course, this rarely happens. Most of the victims of job burnout change jobs, or quit their jobs and wait for retirement (Khodadad Kashi et al., 2022). Although job burnout is not a new issue, various crises in 2020 have made it a more serious issue, and unfortunately, this situation continues in 2021 until now (Emir et al., 2023). Today, job burnout has become a common organizational problem that covers all aspects of people's lives and has caused a decrease in the labor force and an impact on the country's economy and production (NooriSamarin, Arshadi, Hashemi, Naami, 2019). Managers need to understand the warning signs of burnout so they can take steps to reduce it before it's too late. After recognizing burnout, managers should be creative about how to reduce the work

pressure of their worn-out employees and cooperate with them to understand their needs (Moradi, 2022). Because having flexible, skilled and multi-skilled employees is perhaps a dream for every organization (Ayough, 2017). The important thing is that employees can express their talents in the positions that are most compatible with them. Unfortunately, this compatibility does not always happen; Perhaps the talents that go to waste due to the lack of establishment of a person in jobs related to his background, interest and education, and how many job dissatisfactions have arisen because of this. Proponents of the motivational approach believe that human resource development programs, which are the core of the job design process, should be designed to satisfy and motivate employees. The idea of creating multi-skilled employees is a program in this direction (Ameri, Taheri, 2018). In the perspective based on productive manpower, the process of manpower development is as important as technical efficiency (Hossein Pourfard, Baba Mahmoudi, Rafaati, 2017). One of the methods of human resource development is job rotation (Mohammad, Borkoski, 2024). Job rotation is one of the solutions proposed in the field of human resources to have skilled, motivated and creative forces, and it is a process during which the employees of an organization at different levels perform duties in a rotating manner (Nateri, Mehrara, Matani, 2023). Due to this work, people get to know more jobs and enjoy more variety in their work and become a suitable member of the organization and their motivation to work is strengthened (Hossein, Doroudian, 2019). Concentrating on the job continuously and consistently by the individual is one of the signs of job stability, which leads to monotony, burnout, fatigue, boredom of employees and loss of job

and work motivation (Jajarmizadeh, Gharibi, Nikbakht, 2019). One of the best methods in organizations to help their employees in order to improve their enthusiasm, work motivation and performance is to prepare effective training and learning programs at their workplace; One of these training methods used in organizations is job rotation. The purpose of job rotation policy in organizations is to enable employees to develop knowledge, new skills and a broad understanding of work and to use their current level of competencies, knowledge and skills effectively (Zin, 2015). Job rotation is one of the solutions proposed in the field of human resources to have skilled, motivated and creative forces, and it is a process during which the employees of an organization at different levels carry out duties in a shifting manner. Due to this work, people get to know more jobs and enjoy more diversity in their work, and become a suitable member of the organization and their motivation to work is strengthened (Yu, Zhang, 2020). A work-flow environment with complex and varied work tasks leads to multi-skilled employees who can handle product diversity (Hochdörffer, Hedler, Lanza, 2018). Job rotation is also called in-service training; It means that the employee of a unit or a department can be trained in different job skills during a certain period of time, so it can be considered as a practical method for career enrichment and development (Hossein, Doroudian, 2020). Job turnover includes all types of promotion, demotion, transfer and change of service location, service suspension, retirement, dismissal and resignation, as well as intra-organizational turnover (a person changes his job within the organization), inter-organizational turnover (an employee changes his organization) (e.g.), intra-professional turnover (people move within their profession), inter-professional

turnover (people change their profession along with turnover) is considered (Natri et al., 2023). Job rotation is one of the management measures in the field of human resources management, which is done by moving employees in different jobs with different motivations conditionally and contingently. This measure, if done with proper planning, can be useful in the three dimensions of the human resources management system, i.e.: improvement, maintenance and effective use of the organization's human resources (Ameri, Taheri, 2019). In addition, if employees recognize job rotation as a way to meet their needs for career advancement and investment in their personal development, then employee rotation in different positions using a correct method will give them a sense of belonging and reduce burnout. job and fighting with the reduction of commitment in employees (Ayough, 2019) And it causes employees to show more desire for job rotation and transfer, and presence in different organizational arenas is considered a pleasant process for them. Human resource job rotation is the movement of employees in similar and similar jobs that they are familiar with. Job turnover is the transfer of employees in similar jobs that involves variety of activities and at the same time does not affect the content of any job, and the variety of activities for employees entails creativity and innovation, interest, passion and follow-up effort (Yu, Zhang, 2020). Therefore, the more motivated a person is in the organization, the higher his level of productivity and efficiency, and as a result, he can achieve a high level of individual performance, and finally, improving the individual performance of employees can improve the performance of the organization (Hosseini & Doroudian, 2020). Although job turnover has many

advantages, one of its major problems is that the organization must prepare itself for the day-to-day issues caused by the transfer of inexperienced employees. Especially in the educational forums, this is more visible in some places, and the issues and problems are still standing, and the employees and teachers of education in the remote and deprived areas of our country often talk about this problem. The reason for this is clear, the lack of training or proper training during job rotation, one of the major disadvantages of this method is the reduction of production and efficiency due to the ambiguity of the new role; This is where the importance of our academic work (teaching the model of education management as a new method of classroom management) will be clear, which means that; Minimize the ambiguity of the new role by using the correct model and method of class management in order to increase the efficiency and performance of the administrator. The education management model is a special framework within which the important elements of teaching can be studied, and the knowledge and awareness of the aforementioned elements and factors can help the teacher in adopting appropriate teaching methods. Teachers' knowledge and awareness of learning theories and teaching models is particularly important, because educational places are a place for guidance, supervision and learning, and the teacher is like a guide, supervisor and organizer. In addition to the necessary knowledge in the field of the subject, the teacher must also have sufficient knowledge and skills about the models of education management and its evaluation. The importance and fruitfulness of better educational and learning models has always been the target of scientists and educational science researchers. The history of studies shows that educational models are

effective both in the academic progress of students and in creating motivation and satisfaction, developing their personality and developing their creativity. The task of teachers in the teaching process is not only to convey scientific facts to students, but also to create favorable conditions for learning. provide and teach learners how to think and how to learn (same source). The curriculum management model is a new theory of teaching proposed by Behrangi (2015), whose principles were presented for the first time in 2010 in the form of an article at the World Conference on Science Education in Slovenia, and it is based on the fact that with its steps in the learning process, a practical strategy It provides theoretical and educational principles to implement scientific content. In this model, due to its "learner-centeredness", all learners participate in the learning process and benefit from learning despite individual differences. Learners master the skills and content of the lesson and find the ability to solve problems and produce definitions of the presented concepts. Critical thinking, collective thinking and teamwork and cooperation skills are cultivated and developed in them. The teacher in this model as a guide; By providing learning opportunities for learners, it creates motivation and new ideas in them. During the successive steps of the model, they find the right things and what needs to be done and provide themselves with the conditions to improve learning. This model was created to ensure the improvement of learning quality and educational and educational effects on learners' behavior and with the mechanism of learners' participation in the entire learning process, formative evaluation of their learning stages, creation of a mental cognitive structure map from the connection of concepts in the mind from the construction of

knowledge and Providing preparation for learning at the beginning of entering the learning activity can bring about a huge transformation in the teaching method and educational system while creating deep and efficient learning (Behrangi, 2015). The education management model is actually learning management. Education management means the order, sequence, and guidance of the implementation stages of the concepts of course topics in the form of categories and areas of course topics in order to improve students' learning. This model avoids education focused on the teacher, content, goals and official relations of an organization that lacks creativity and innovation and emphasizes the process of reprocessing and involving learners in processing course concepts, understanding and memorizing concepts. In fact, the main goal of the education management model is the practical use of the key points of education such as self-efficacy, self-awareness, critical thinking, logical thinking, scientific judgment, habituation to exploration and problem solving, high levels of learning, and so on, so that learners can learn course materials. understand in a conceptual form and keep it in their thoughts. In this method, learners work as a group from the beginning of teaching until they understand the concept, and the teacher guides learning. In other words, the role of the teacher in the education management model is very important along with the participation of the learners. This model highlights the role of the teacher as a learning facilitator. By creating a supportive atmosphere during teaching, the teacher always gives feedback to the learners and interacts with all the learners. Based on this, the researcher's goal of this research is to explain the effect of job rotation with the mediation of the education management

model on teachers' burnout and is trying to find the answer to the question, does job rotation have a significant effect on teachers' job burnout? And does the education management model mediate the effect of job turnover on teachers' burnout?

Research Methodology

The type of present research is based on practical purpose. The current research is a descriptive research that seeks to collect real and detailed information about the phenomenon in question. Also, this research is a survey method, in this type of research, researchers give questionnaires to a community in order to obtain information about the level of dispersion, characteristics, attitudes and beliefs of that community, and because the results of this research can be used to improve This should be used by education managers of Zanzan province, the current research is practical in terms of its

purpose. In general, a descriptive research, of the correlation type (because it examines the relationships between variables) and evaluated the views of the target community people in a survey method using a questionnaire tool, and the research is a cross-sectional research in terms of time. In this research, the statistical population is the teachers of the first secondary schools for boys in the first education district of Zanzan province with a number of 6786. Sampling has been done in a simple random manner, according to the sample size of the distribution of the questionnaire, 363 items were collected. In the current research, the job burnout dimension was used from Maslesh et al.'s (1986) standard questionnaire, the job turnover dimension was from the Moghimi standard questionnaire (2013), and the educational management model dimension was from the Behrangi standard questionnaire (2015). It should be noted that a five-point Likert scale was used to measure people's attitudes. which is in the form of table (1).

Table 1. scale of research variables

The title of the variables	Number of items	The name of the questionnaire	Question format	How to score
Burnout	16	Moslesh et al. (1986)	Answer package (based on the five-level Likert spectrum)	Completely agree=5
job rotation	11	Moghimi (2011)		Agree = 4
Educational management model	20	Behrangi (2005)		No opinion = 3
				Opposite=2
				Totally opposite=1

In order to check face validity, the research questionnaires have been reviewed and evaluated by management professors. to evaluate their compliance with the research objectives. Also, to

check the validity of the structural analysis and for the reliability of these questionnaires, Cronbach's alpha coefficient was used with the help of spss software.

Table 2. factor analysis of research variables

Variables	KMO	Bartlett	Degrees of freedom	Significance level
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Burnout	0/923	4086/555	120	0/00
job rotation	0/862	2099/788	55	0/00
Educational management model	0/831	4197/525	190	0/00

Table 3. Reliability of research variables

Variables	Cronbach's alpha coefficients
Burnou	0/937
job rotation	0/885
Educational management model	0/877

Also, in order to analyze the data, structural equations have been used.

1-4 data analysis

1-4-1 Confirmatory factor analysis

In this research, factor analysis has been used to check the appropriateness of measurement models and proportionality of observer variables with endogenous and exogenous variables

Confirmatory factor analysis of job burnout

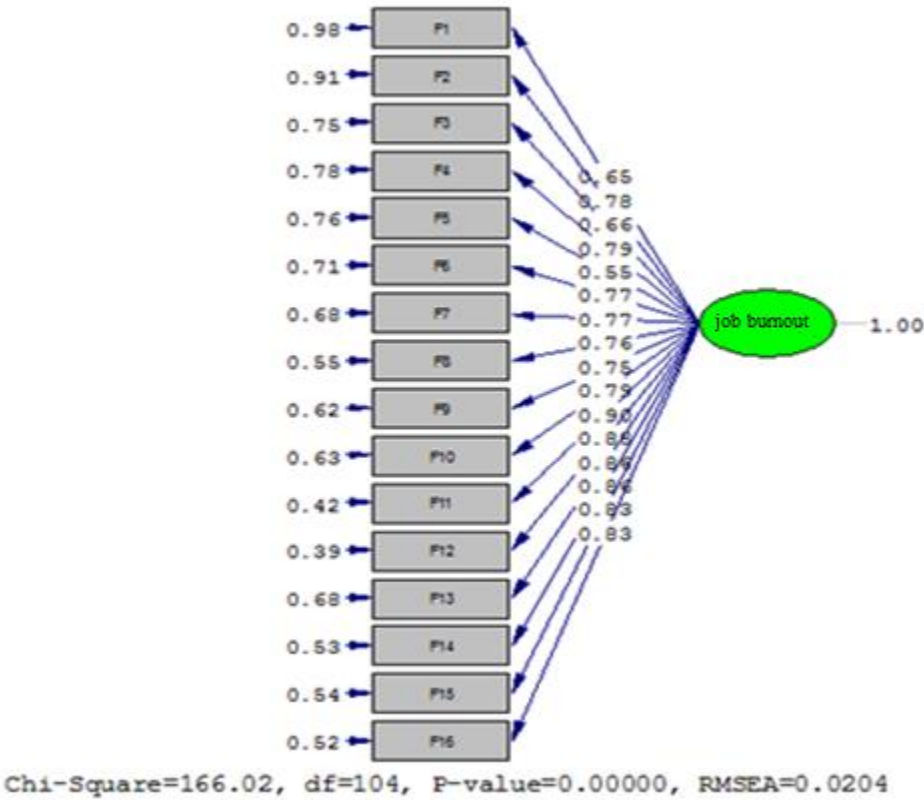


Figure 1. factor analysis of job burnout dimension

Table 4. a selection of important fit indices of the drawing model

index name	chi-square	the amount of	Acceptable fit
Absolute fit index		166/02	greater than 5 percent
Comparative fit indices	Goodness of fit index	0/93	GFI > %90
	Adjusted Goodness of Fit Index	0/92	AGFI > %90
	Comparative Fit Index	0/90	CFI > %90

All the indicators have statistical sufficiency, so with a very high confidence, it can be obtained that the items used to measure the variable of job burnout have been used correctly

Confirmatory factor analysis of educational management model

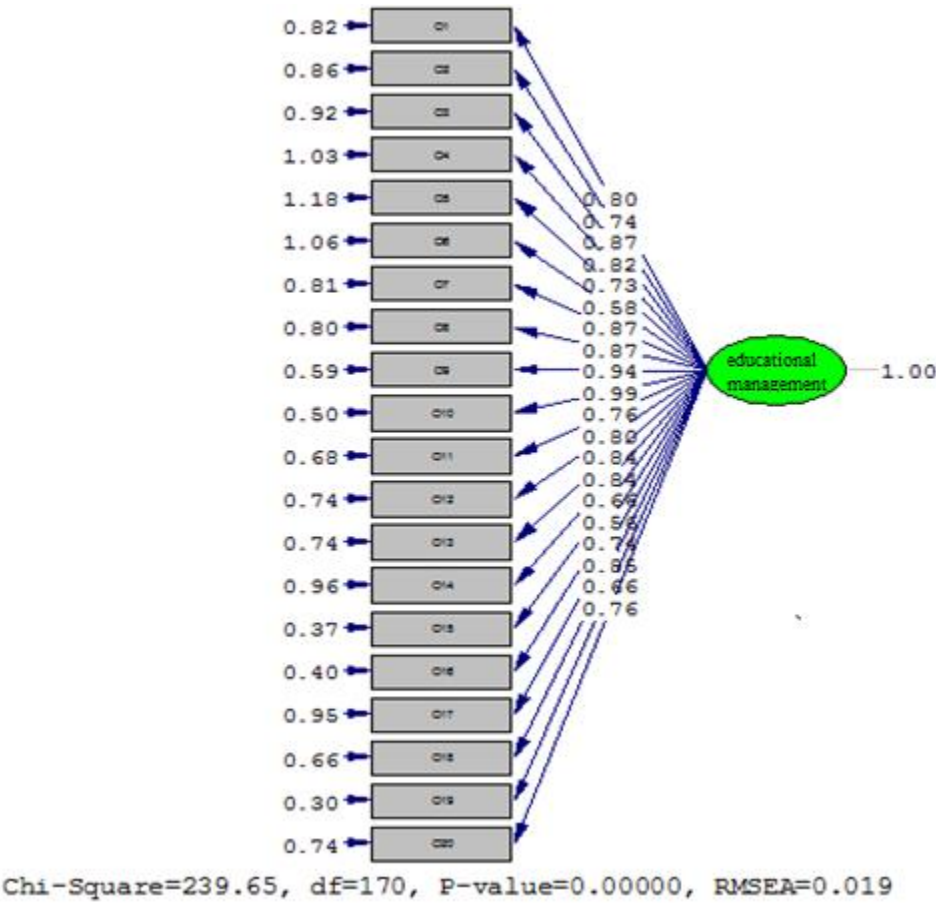


Figure 2. factor analysis of educational management model dimension

Table 5. is a selection of important fit indices of the graphical model

	index name	the amount of	Acceptable fit
Absolute fit index	chi-square	239/65	greater than 5 percent
	Goodness of fit index	0/90	GFI > %90
Indicators	Adjusted Goodness of Fit Index	0/91	AGFI > %90
Adaptive fit	Comparative Fit Index	0/93	CFI > %90

All the indicators have statistical adequacy, so with a high degree of confidence it is possible to obtain that the items used to measure the variable of the educational management model have been used correctly

Confirmatory factor analysis of job turnover

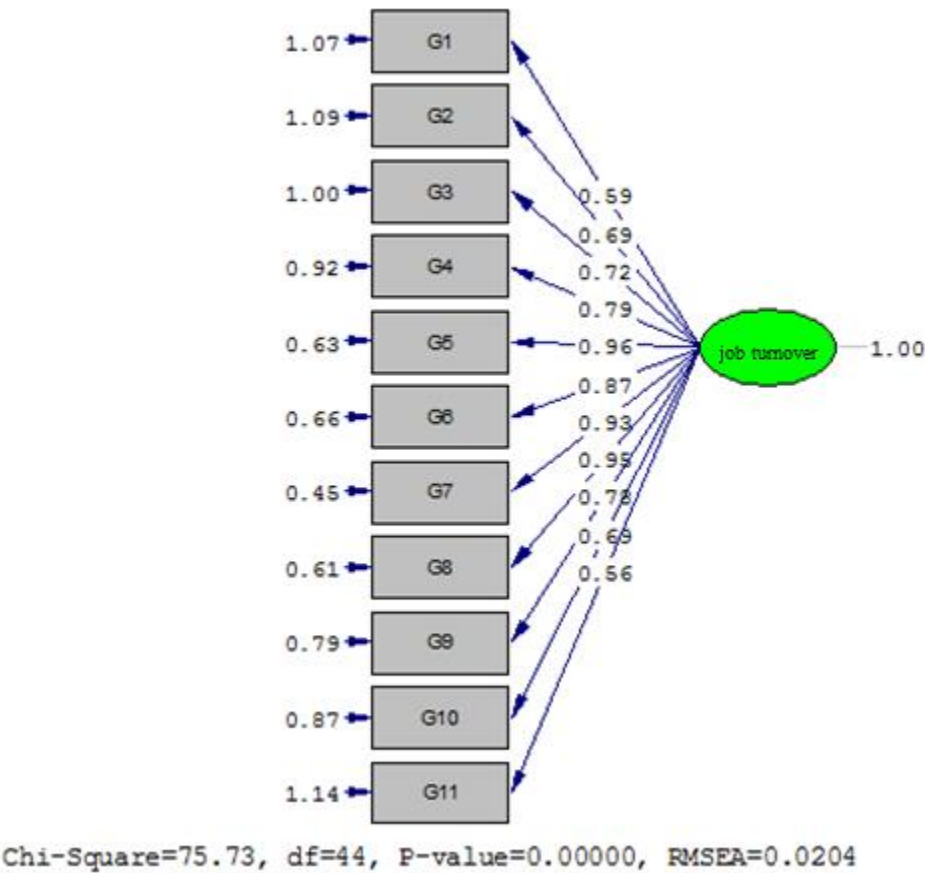


Figure 3. factor analysis of job turnover dimension

Table 6. is a selection of important fit indices of the graphical model

	index name	the amount of	Acceptable fit
Absolute fit index	chi-square	75/73	greater than 5 percent
	Goodness of fit index	0/94	GFI > %90
Comparative fit indices	Adjusted Goodness of Fit Index	0/91	AGFI > %90
	Comparative Fit Index	0/94	CFI > %90

All the indicators have statistical sufficiency, so it is possible to obtain with high confidence that the items used to measure the job turnover variable have been used correctly.

research model

Figure (4) and (5) is the final model of this research, this model is developed according to the conceptual

model and with the support of theoretical foundations and is in T-value and standard solution states.

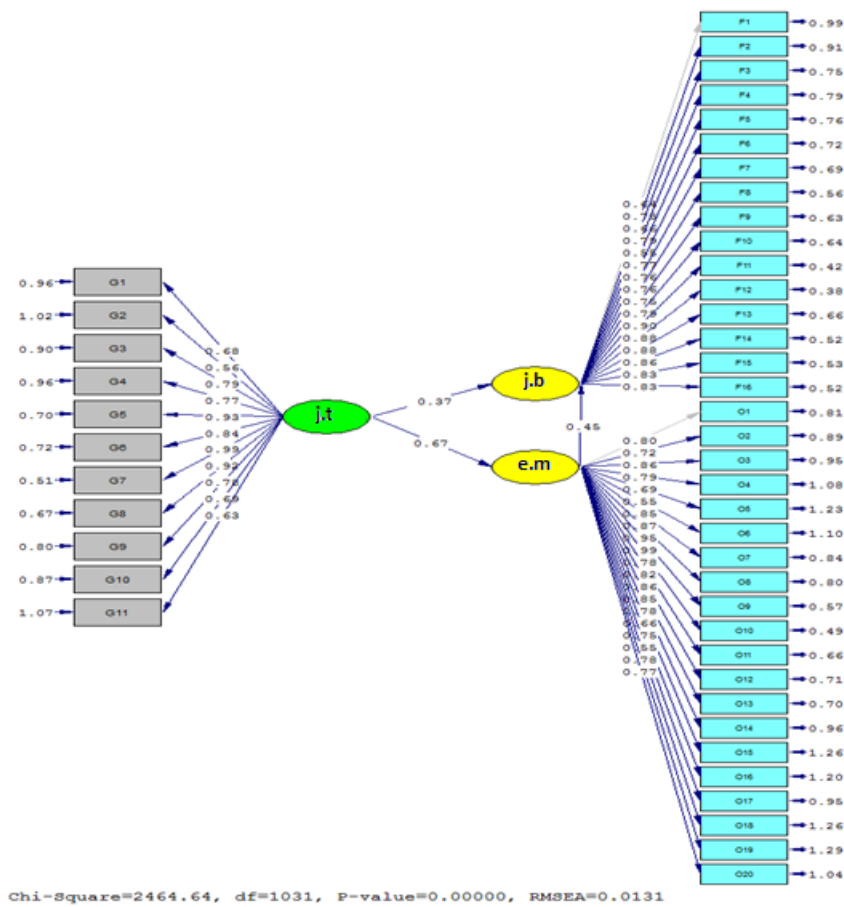


Figure 4. structural equation model of research in standard solution mode

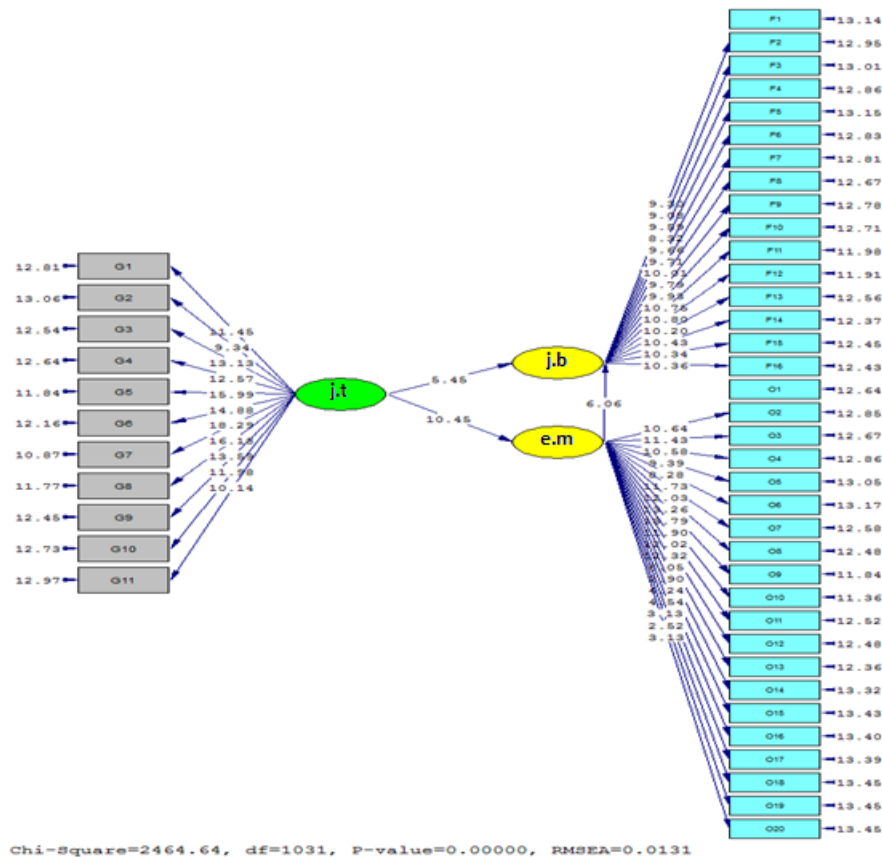


Figure 5. structural equation model of research in T-value mode

Table 7. is a selection of important fit indices of the graphical model

index name		the amount of	Acceptable fit
Absolute fit index	chi-square	64/2464	greater than 5 percent
	Goodness of fit index	0/93	GFI > %90
Comparative fit indices	Adjusted Goodness of Fit Index	0/93	AGFI > %90
	Comparative Fit Index	0/98	CFI > %90

1-4-2 Test of research hypotheses

First hypothesis test:

H_0: Job turnover does not have a significant effect on job burnout.

H_1: Job turnover has a significant effect on job burnout.

According to the results of the model review in the data analysis, in the case of significant coefficients, we see that the standard effect coefficient is equal to 0.37. And the value of the significant number for the relationship between job turnover and job burnout is equal to 5.45 And since the obtained significant number is outside

the range of +1.96 and -1.96, it can be concluded that with a probability of 95%, hypothesis H0 is not confirmed and hypothesis one is confirmed. That is, it can be said that job turnover has a positive and significant effect on job burnout, and for an increase of one unit of job turnover, the amount of job burnout decreases to 0.37.

Second hypothesis test:

H_0: The training management model does not mediate the relationship between job turnover and job burnout.

H₁: Training management model mediates the relationship between job turnover and job burnout.

According to the results of the model review in data analysis, in the case of significant coefficients, we see that the standard effect coefficient between job turnover and education management model is equal to 0.67. and the value of a significant number for the relationship between job turnover and education management model is equal to 10.45. Also, the standard effect coefficient between training management model and job burnout is equal to 0.45, and the significant value for the relationship between training management model and job burnout is 6.06. Since the obtained significant number is outside the range of +1.96 and -1.96, it can be concluded that with a probability of 95%, hypothesis H₀ is not confirmed and hypothesis one is confirmed, that is, the management model of training and the relationship between job turnover and job burnout. mediates $0.67 \times 0.45 = 0.30$.

5 general conclusion and discussion

Job rotation is one of the management measures in the field of human resources management, which is done by moving employees in different jobs with different motivations conditionally and contingently. This technique, if done with proper management, can be effective in reducing their job burnout. In this research, the effect of job turnover through the mediation of the education management model on teachers' burnout was explained, and the results showed the existence of a significant relationship between the studied variables. The results of this article are somehow consistent with the researches of Khosravi and Ghazanfari (2014), Ameri et al. be. Therefore, it is suggested that the senior managers of the education and training department provide job enrichment by diversifying the activities of the employees, and by rotating the employees among different jobs, to provide less burnout among the employees. Job rotation is considered as an effective policy for developing clear horizons in employees and empowering them. It is also suggested that senior managers enrich their jobs by diversifying the skills of employees, asking specific work from employees and instilling this issue to employees that their work is important and effective in the lives of others, and giving independence in decision-making to employees and in Finally, giving them information about job effectiveness can reduce

burnout. Senior managers need to provide opportunities to increase job satisfaction and motivation and reduce absenteeism and resignation, encourage the tendency to participate and learn, and finally commit to achieving goals such as providing opportunities for work teams and helping to improve the organization's productivity. Therefore, appropriate incentive systems should be determined to implement the job turnover policy, and the payment processes in an incentive system should be based on the performance and learning of a variety of different skills. Job rotation can affect the level of employee performance by increasing employee satisfaction and motivation. Based on this, managers should provide an environment that leads to the exchange of knowledge within the organizational framework and raising the morale of employees to perform group activities. Also, since the training management model mediates the relationship between job turnover and job burnout, It is suggested that education officials, while serving education at the level of the ministry and provinces, can introduce managers, teachers and educational guides to this cooperative learning model through holding seminars, scientific conferences and training courses, and this model is included in the program. The curriculum of the teacher training course should be included to familiarize as many teachers as possible. It is also suggested to the administrators and educational officials to provide the context for teachers to use this model in all educational courses and also to familiarize teachers with the concept of job rotation and the necessity of its application. Job rotation along with previous training and planning will help education in reaching its main goals.

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