
CORRELATIONS AMONG MENTAL HEALTH, EDUCATIONAL BACKGROUND AND JOB BURNOUT OF HUMAN RESOURCE MANAGERS

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Abstract

Human resources (HR) managers have a greatly influence on the utilization and development of HR. This calls for high attention on the mental health and job burnout of HR managers. This paper firstly sums up the key factors influencing the mental health of HR managers and the causes of their job burnout in relevant literature, and then carries out a questionnaire survey on the mental health, educational background and job burnout of HR managers. Through statistical analysis on the survey data, it is concluded that: the mental health and job burnout of HR managers are influenced by educational background, but not significantly affected by their universities; the mental health of HR managers is negatively correlated with job burnout. The research results shed new light on employee motivation and growth in enterprises.

Key words: Human Resources Managers, Employees, Psychology, Education, Job Burnout.

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INTRODUCTION

Human resource managers refer to full-time employees engaged in human resource management, employee recruitment, remuneration formulation and distribution, formulation and assessment of employee incentive system, employee selection and promotion, etc. The personnel engaged in the human resources management work in enterprises often need to have the stronger interpersonal and communication abilities, so that they can well coordinate the relations among the employees, adjust various contradictions and make the internal relations of the enterprises more harmonious. The existence of the human resources managers makes the human resources of the enterprises play to the greatest extent. Human resources refer to the

sum of employees who can be utilized in an enterprise and can contribute to the development of the enterprise and create value for it. Human resource is one of the most valuable resources in human society and an important power to promote social development. Human resource managers play a very important role in the development of human society as a whole. In addition, psychological quality is a prerequisite for a person to exert his/her individual ability, and a person with a high psychological quality can fully mobilize his/her own enthusiasm to do his/her own work well and improve work efficiency. Improving the level of mental health of human resource managers can guarantee for the development of enterprises.

Similar to most professional workers, it is inevitable that human resource managers will have certain job burnout under heavy work pressure, which will threaten the mental health and work ability of human resource managers. At present, it has attracted the attention of the managers of enterprises. The mental health status and job

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burnout of human resource managers are affected by their educational level. This study focuses on the mental health and job burnout of human resource managers and the relationship between the two items and their educational background. The research results herein can guide the psychological adjustment of human resource managers in enterprise management.

JOB BURNOUT OF HUMAN RESOURCE MANAGERS

The job burnout of human resource managers arises in the work and needs to be regulated in the work. In recent years, enterprises have paid more and more attention to the job burnout of human resource managers, and have begun to intervene with multiple means, so that human resource managers can keep a high working enthusiasm and devote themselves to the work, which will also in turn improve the efficiency of the enterprises.

Causes of job burnout in human resource managers

Burnout refers to physical and mental fatigue and discomfort caused by stress or other factors (Lai & Chan, 2002; Bartlett, 1994; Kaeding, Sougleris, Reid et al., 2017; Tukaev, Vasheka, & Dolgova, 2013). Job burnout is the kind of burnout caused by job stress (Clark, Murdock, & Koetting, 2009; Boccio, Weisz, & Lefkowitz, 2016; Mills & Huebner, 1998).

The job burnout of human resource managers as a special kind of professional workers is one of the psychological problems in the work of human resource managers. The job burnout of human resource managers seriously affects the quality of human resource management, thus threatening the personal development of employees and the overall development of the enterprises, and it also affects the physical and mental health of human resource managers themselves.

The causes of job burnout of human resource managers can generally be summarized as follows:

(1) The workload is beyond the due reach of human resource managers. Human resource managers in enterprises often do not belong to the production department, also for which they often do not get the due attention, and the limited human resource managers bear the unmatched workload, which is often the most direct and fundamental reason that leads to job burnout of human resource managers.

(2) It is difficult to define the scope of their work. Human resource managers usually manage all the personnel-related matters within an enterprise, but

the level of management in an enterprise often limits the exercise of human resource managers' powers and responsibilities. Human resource managers often have a sense of powerlessness in their work, which often results from the lack of satisfaction with the resources they need in their work and the lack of satisfaction with the way they work.

(3) Interpersonal communication. Human resource managers usually have to solve all the personnel - related problems in an enterprise. The interpersonal relationship in an enterprise is often complex, and the human resource managers need to participate in it deeply, so it is vulnerable to form the contradiction with the ordinary employees, which thus influences the positive connection between the two kinds of people.

(4) The remuneration cannot meet their expectation. Within a non-production department within an enterprise, the remuneration of human resource managers usually cannot reach a high level within the enterprise, thus producing a certain negative emotion.

(5) Educational background does not match the career development prospect. There are many talents with high academic qualifications among human resource managers in enterprises, but they are not always able to go smooth in the development of the workplace, and the contradiction between the high academic qualifications and the bottleneck of career development causes human resource managers to feel perplexed and lose hope for the future.

Factors influencing the mental health of human resource managers

The mental health of employees, especially the mental health of human resource managers, has become an important issue to be faced and solved in enterprise management. In modern society, the life and work rhythm of employees are gradually accelerated, and the number of young employees in the enterprises is also increasing. As the competition among employees becomes fiercer and fiercer and their demand for individuality becomes more and more vigorous, the managers of enterprises pay more and more attention to the mental health of the employees (Crossley, Nicolson, & Owens, 2001; Norman & Parker, 1996; Morrison, 2012).

As a kind of special employees, human resource managers pay close attention to the internal personnel changes, deal with the employees at any time, and also bear great working pressure. Their mental health level is related to the stable

development of enterprises, and should also be paid attention to.

Most of the mental health problems of human resource managers are caused by stress. Many human resource managers experience greater stress in the work process, leading to reduced productivity, loss of interest in work, or insomnia or other health problems such as physical discomfort, memory loss, and emotional distress.

INVESTIGATION ON MENTAL HEALTH, EDUCATIONAL BACKGROUND AND JOB BURNOUT LEVEL OF HUMAN RESOURCE MANAGERS

This study selects 20 enterprises of different scales as research objects (7 large enterprises, 6 medium enterprises and 7 small enterprises), and selects two human resources managers from each enterprise to carry on the investigation, with a total number of 40 participants.

In this study, 40 questionnaires are sent out and 40 valid ones are collected, with an effective rate of 100%. Among them, 12 are male human resources managers and 28 female human resources managers. There are 36 married human resources managers and 4 single human resources managers.

Mental health survey

Table 1 is used to investigate the mental health status of 40 human resource managers. The mental health status of the human resource managers is scored according to the questionnaire results in Table 1, and the specific scoring methods are shown in Table 2.

Table 1. Mental health status questionnaire

1. Are you concerned about your own psychological condition?	A. Yes	B. No
2. Have you done psychological counseling?	A. Yes	B. No
3. Do you understand the concept of "mental health"?	A. Yes	B. No
4. Do you have an advantage in interpersonal communication?	A. Yes	B. No
5. Do you think you need the help of a psychologist?	A. Yes	B. No
6. Are you often feeling unhappy recently?	A. Yes	B. No
7. Are you always worried that you are sick?	A. Yes	B. No
8. Do you have a lot of concerns when doing things?	A. Yes	B. No
9. Is it not interesting to do things that others find interesting?	A. Yes	B. No
10. Have you recently felt that your memory has dropped?	A. Yes	B. No

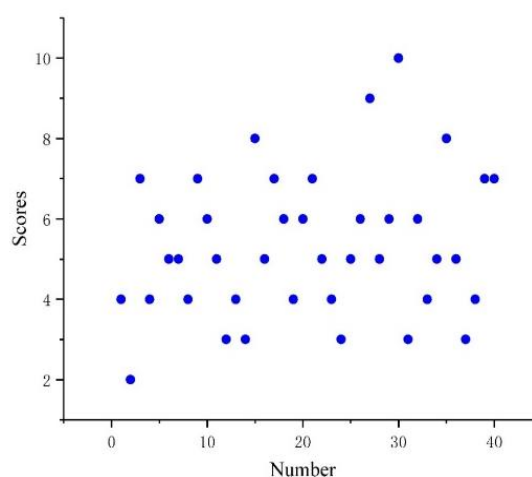
Table 2. Mental health status score sheet

Number	Scores	
	A	B
1	0	1
2	1	0
3	0	1
4	1	0
5	0	1
6	0	1
7	0	1
8	0	1
9	0	1
10	0	1

According to Table 1 and Table 2, the mental health status of each human resource manager can be scored, and the score range is 0~10.

The score of 40 human resource managers is shown in Figure 1.

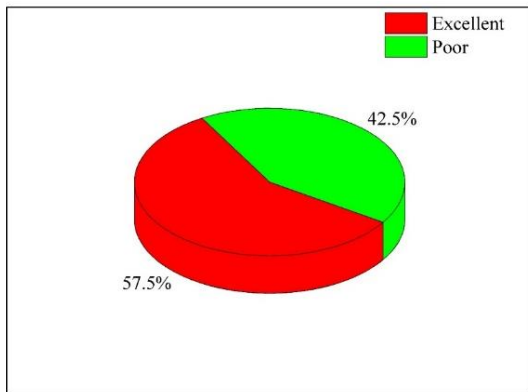
Figure 1. Mental health score results



As shown in Figure 1, the mental health status scores of 40 human resource managers are concentrated in the range of 2 ~ 10, and the scores of most of them are in the range of 3 ~ 7. The mental health status of human resource managers is divided into two states: "Excellent" and "Poor". Among them, if the score of mental health is 6 or more, the status of mental health is "Excellent," and if the score is about 5, the status of mental health is "Poor".

As shown in Figure 2, approximately 42.5% of the 40 human resource managers are in poor mental health, and is close to half of the managers surveyed. It shows that the mental health problem has become more serious in human resource managers.

Figure 2. Mental health rating chart



Education background survey

Table 3. Education status questionnaire

Number	Education	University
1	Bachelor	Key university
2	Master	Key university
3	Master	Key university
4	Master	Key university
5	Master	Key university
6	Master	Key university
7	Master	Key university
8	Master	Key university
9	Bachelor	Key university
10	Bachelor	Key university
11	Master	Key university
12	Master	Key university
13	Master	Non-key university
14	Doctor	Non-key university
15	Bachelor	Non-key university
16	Master	Key university
17	Bachelor	Key university
18	Bachelor	Key university
19	Master	Key university
20	Master	Key university
21	Master	Key university
22	Master	Non-key university
23	Master	Non-key university
24	Master	Non-key university
25	Bachelor	Non-key university
26	Bachelor	Non-key university
27	Bachelor	Non-key university
28	Bachelor	Non-key university
29	Doctor	Non-key university
30	Master	Non-key university
31	Master	Key university
32	Master	Key university
33	Master	Key university
34	Master	Key university
35	Bachelor	Key university
36	Master	Key university
37	Master	Key university
38	Master	Key university
39	Bachelor	Key university
40	Bachelor	Key university

The educational background of the human resource managers will affect the mental state of the human resource managers in the work to a certain extent, thus also affecting the mental state of the human resource managers.

The results of the survey on educational background of 40 human resource managers are shown in Table 3.

As shown in Table 3, human resources managers have a large number of master's degrees, followed by bachelor's degrees and only two doctor's degrees, and the detailed statistical results are shown in Figure 3.

In respect of graduation colleges, human resource managers mostly graduate from key universities, with the specific proportion shown in Figure 4.

As can be seen from Figure 4, 70% of the human resource managers participating in the survey graduated from key universities, and 30% graduated from non-key universities. This shows that in the group of human resource managers, most of them graduate from key universities.

According to the statistical results in Table 3, Figure 3 and Figure 4, most of the human resource managers graduated from key universities with a high degree. In many cases, such personnel have high requirements for work environment, human environment, salary and interpersonal relationship, and their requirements are not necessarily met in work, which makes them prone to psychological gap and thus leads to various psychological problems, threatening their mental health.

Figure 3. Human resource manager education level distribution

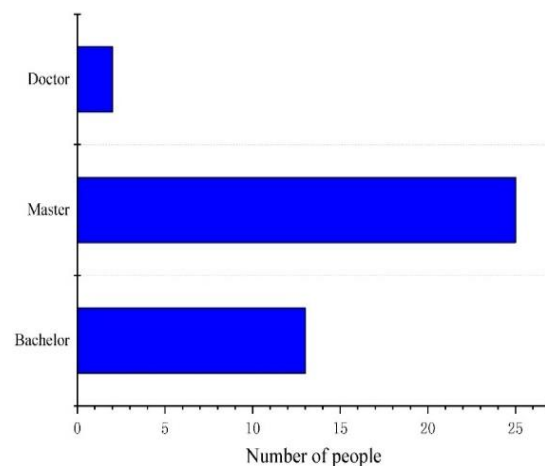
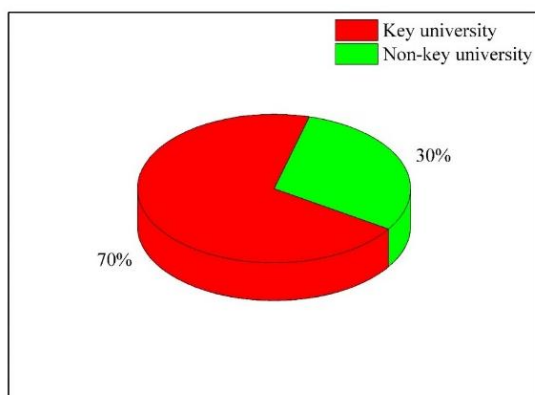


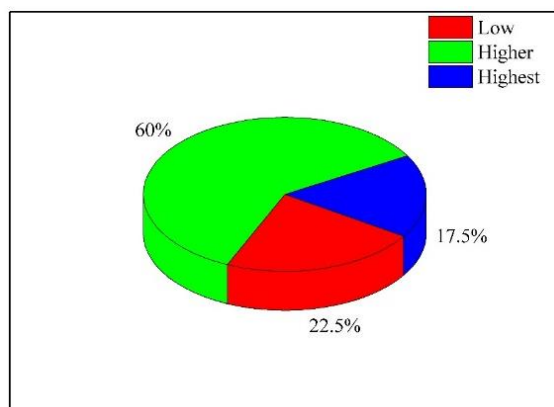
Figure 4. Human resources manager graduate school distribution



Survey on the level of job burnout

This study mainly uses Maslach Burnout Inventory General Survey (MBI-GS), commonly referred to as the job burnout questionnaire, to investigate the level of job burnout of the participants. The reliability and validity of the table are high after many times of use and verification at home and abroad. The questionnaire included 16 questions in three aspects: emotion, individuation and occupational efficacy. The table adopts 0 ~ 6 scores, of which 3 points below indicate that the level of job burnout is lower, 3 to 5 points indicate that the level of job burnout is higher and more than 5 points indicate that job burnout is the highest. The survey results of this job burnout level are shown in Figure 5.

Figure 5. Distribution of burnout levels



As can be seen from Figure 5, 60% of human resource managers suffer from serious burnout, 17.5% of human resource managers suffer from very

serious burnout, and only 22.5% of human resource managers have a low level of job burnout.

ANALYSIS OF THE CORRELATION AMONG MENTAL HEALTH, EDUCATIONAL BACKGROUND AND JOB BURNOUT

In this study, Spearman Correlation Test is used to analyze the correlation among mental health, educational background and job burnout. The analysis results are as follows:

(1) The correlation coefficient between the scores of mental health and the educational background of the participants is -0.245, and the p-value is less than 0.05. This shows that the level of mental health of enterprise human resources managers is influenced by their educational background to a certain extent, which is significant, but the degree of influence is not deep. The higher their educational background is, the lower the score on their psychological status is, that's to say, the greater the possibility of mental problems of the personnel may suffer from;

The correlation coefficient between the mental health score of the participants and whether they graduated from the key universities is -0.135, and the p-value is more than 0.05. This shows that the relationship between the level of mental health of human resource managers and their graduation universities is not obvious.

(2) The correlation coefficient between the level of mental health score and the level of job burnout is -0.577, and the p-value is less than 0.05. This indicates that there is a significant negative correlation between the level of mental health of human resource managers and the level of job burnout, and the degree of influence is greater. The lower the psychological status score is, the more likely they may suffer more serious job burnout.

(3) The correlation coefficient between the level of job burnout of participants and their educational background is 0.313, and the p-value is less than 0.05. This indicates that the level of job burnout of human resource managers in enterprises is influenced by their educational background to a certain extent, which is significant, and the degree of influence is greater than that of mental health. The higher the educational background is, the higher the level of job burnout is;

The correlation coefficient between the level of job burnout of the participants and whether they graduated from key universities is 0.085, and the p-value is greater than 0.05. This shows that the correlation between the level of job burnout of

human resource managers and their graduation universities is not obvious.

CONCLUSIONS

This study uses questionnaire and statistical method to illustrate mental health status, educational background and job burnout of human resource managers and the correlation among the three factors, and draws the following conclusions:

(1) The mental health state of human resource managers is a problem worthy of research and about half of human resource managers have psychological problems of different degrees. Similarly, 77.5% of human resource managers have more serious job burnout, which indicates that job burnout has become a problem that cannot be ignored in human resource managers.

(2) The mental health status and job burnout level of human resource managers are affected by their educational background, the higher the educational background is, the lower their mental health level is and the higher the level of their job burnout is. This may result from differences in salary, treatment and working environment from the expected levels;

(3) There is a significant correlation between the mental health status of human resource managers and the level of job burnout, and in a sense, job burnout is also a mental health problem.

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