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The Relationship between Talent Management with Burnout, Job Involvement and Organizational Productivity among High School Teachers at District 2 in Zahedan City

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Abstract

This study aimed to investigate the relationship between talent management with burnout, job involvement and organizational productivity among high school teachers at district 2 in Zahedan city. The study population included of all high school teachers at district 2 in Zahedan city was approximately 1,000 teachers. According to Morgan-Kerjsy table sample size was 181 teachers who participated in the study. Data collection tools were talent management, burnout, job involvement and organizational productivity questionnaires. To analyze the data Pearson correlation and regression analysis was used. The results showed that there were significant and positive relationship between talent management and its subscales with job involvement and organizational productivity also considered a significant positive predictor for job involvement and organizational productivity, also there was a significant negative relationship between talent management and its subscales with burnout and considered a negative predictor for it. ($p<0.05$).

Keywords: talent management, job involvement, organizational productivity, burnout

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Introduction

Talent management has been considered as the most important competitive advantage in today's organizations and the main concern of human resource management is identify talent. In fact, talent management states that all persons have talents which shall be recognize and released. Applying talent management lead to ensure than talent employees with their special abilities will be employed in appropriate jobs. Talent management is a management tool that helps manager's ability creates flexibility with respect to the changing conditions of the market. Generally talent management find importance for two reasons: First, the preferment of effective talent management, lead to successful discover and maintain of talents and second, this talented employees have been selected for key posts in the future as today, the latter called "succession" and have attracted the attention of many organizations. Talent management is a new approach, which can create a revolution in human resource management and removes the weaknesses and problems of traditional approaches, so it can be suitable tool proposed beside the traditional human resource management in organizations. Of course, implementing talent management in organizations needed to plan; otherwise, organizations after short period will forget this very important approach (Rezaeian and Soltani, 2009).

The researchers have investigated the relationship between talent management and organizational performance, and have founded that why talent management is so valuable. Organizations that using talent management activities compared to other companies in same industry show significantly higher financial performance (Nopasand Asil, Malekakhlagh and Ashegh Hosseini Mehravani, 2013).

In other hand, job involvement which recently entered organizational issues and not passed more than two decades of its emerging. The staff usually is energetic and active who are involved in the job; positively engaged in job and try to do their duties effectively. Job involvement as an attitude considered as an important variable to increase the effectiveness of the organization.

The higher level of job involvement of employees in an organization will also increase effectiveness. Among various views on the job involvement, realistic one knows this concept as a function of the character and organizational climate. It has to be seen positive. The results of studies have shown that employee involvement in job has significant impact on the profitability and efficiency of organizations (Harter, 2002). The writing and research on this area show that employees involvement affected via various personal, occupational and organizational factors (Melo, 2008).

It is also one of the major issues that face all organizations, including industry organizations which employee efficiency and finally organizational productivity affected and it is considered as one issue of burnout, in fact burnout is a kind of mental burnout which is associated with mental pressures or stress related to job and it observed among numerous types of jobs such as counselors, teachers, social workers, doctors, policemen and nurses (Malakpour, 1997)

Since education institutions is one of the extensive and important organizations in today's society, burden heavy responsibility in the field of training children, adolescents and young people and today officially and organized on a large scale associated with the growth of ethical, cultural, social and scientific development, industrial, also teacher as a sensitive member of the organization play vital role in taking action potential talent in students, transmission of human experience, providing optimal value, increase knowledge and make the necessary skills to live, and facilitate the flow of the movement of man toward perfection (Aminfar and Nouri, 2006).

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Allame et al (2014) have conducted a study under title "the mediating role of social capital variables on the relationship between talent management and knowledge sharing in the organization: administrative domains of National Iranian Oil Company and Subsidiary Companies in Tehran". Processing of the data using structural equation modeling showed that a moderating role of studied variables on the relationship between knowledge sharing and talent management is confirmed. This means that the emphasis on social capital and observing it via organizations can lead to the effect of knowledge sharing and talent management variables in another successful implementation in the organization.

Nopasand sil et al (2014), in a study examined the relationship between talent management and organizational performance. For data analysis bivariate Pearson correlation coefficient and multivariate regression were used. The results showed that there is a significant relationship between the activities related to talent management and quality of service and innovation in services as well as the necessary measures in order to retain talent in the organization has most positive impact on the quality of services and attracting top talent to the organization having the most impact on increasing the power of innovation in organizations.

Rezapour Nasrabad et al (2014) have conducted a study entitled "professional excellence in nursing job: interaction between talent management and professional extra role behaviors. Participants in this study were nurses and from different ranks based on purposive, snowball and theoretic were chosen. Data collection was semi-structured deepen interviews. In this study, 19 interviews conducted with fifteen participants after the implementation, the data were analyzed. Results: Data analysis and constant comparisons to the conceptual density, ultimately led to the extraction of categories or themes that demonstrated the process of professional excellence. The main categories include: professional extra role behaviors, strategic professional insight and professional talents management. Conclusion: these findings suggest different excellence behaviors of nurses than other nurses and their specific characteristics exist in the status quo. Extra-role behaviors, like any other behavior is required to encourage. The role of managers is important. They must enact appropriate policies and strategies to thrive in the extra-role behavior of nurses and thereby improve the quality of nursing services.

Taleghani et al. (2013) have conducted a study under title "investigating the relationship between talent management on the performance of faculty members at Isfahan University". The research hypotheses were tested using structural equation modeling. The results indicate that the strategy of talent management has significant and positive impact on the performance of faculty members of Isfahan University.

Khalvandi and Abbaspour (2013) have conducted a study entitle "designing an optimization model for talent management process, case study Pars Oil and Gas Company". The results of the quantitative data indicated that there is a significant distance between the status quo in all aspects of talent management (discovery, development, evaluation and maintenance) and ideally. Due to differences of qualitative content analysis revealed the dimensions, in order to optimize the company's current talent management system, the proposed model was presented. This model helps to authorities, rather than duplicate what is done in human resource management, coherent framework for the discovery, development, evaluation and retention of valuable human resources and thereby meet the challenges and needs are emerging.

Mellor et al (2011) have conducted a study under title "the standard management and work-related stress aimed standard management and reducing job stress with health and safety approach". The results show

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that dealing with organizational change and lack of proper functioning of the organization is the result of personal stress.

Smith, Wellins, and Paese (2010) in Development Dimensions Int (DDI) company have conducted a study entitled "The leverage role of technology in strengthening the organization and providing features such as communication, quick and timely response and also use of various skills and…. and the effect on stability of talent management system in the organization" emphasized technology in strengthening the organization and providing features such as communication, quick and timely response and also use of various skills and…. and the effect on stability of talent management system in the organization. They believe that talent strategy is not consistent with business strategy but also determine the organization's strategic priorities, cultural preferences and business factors driving the organization towards characterize the talent strategy. In the proposed scheme, filling key jobs of the future in organizational literature as succession planning presented and public mistakenly, considered it an equivalent to talent management, as well as part of the component "development".

Sweem (2009), in his doctoral dissertation, entitled "Evaluation of the talent management system and how to use this system as an instrument to create an obligation on employees" via a mixed method, in a unit of a service company in the US, evaluate the talent management system and how to use this system as an instrument to create staff's commitment. The results of semi-structured interviews in addition to talent management influence on employee commitment show how the human resource management and organizational development can support and strengthen talent management system.

Micklevtz (2001), Friesen and David (1988) and Otizion (1987) has shown that work stress or pressure is a major contributor to burnout. In addition, other factors, such as conflict and role ambiguity, lack of control over work, lack of decision making power are the factors causing burnout.

Michael et al (2001) have conducted a study on 27 companies over five years, this belief formed the human resources department is responsible for creating the talent pool and managers are the heirs of this talent pool. To successfully implement talent management, human resources via technical and traditional approach will not successes and on the other hand alone will not be able to implement talent management in the organization. According to what was said main question in this research is "Whether there is relationship between talent management and burnout, job involvement and organizational productivity of teachers or not.

Research Methodology

According to the purpose and object of study that investigate the relationship between talent management with burnout, job involvement and organizational productivity among high school teachers at district 2 in Zahedan city, however, this study is a descriptive correlational study, in terms of purpose is applied one well.

The study population which included of all high school teachers at district 2 in Zahedan city was approximately 1,000 teachers" According to Morgan-Kerjsy table sample size was 181 teachers who participated in the study. Data collection tools were questionnaires. To collect data four questionnaires were used.This study was carried cut in 2016. The data were analyzed vsing spss version 21 and descreptine statistics and inferential statishtics svch as pearson correlation Loeefficient and stepwise reyression.

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Oehley's Talent Management questionnaires (2007)

Talent management questionnaire derived from the Ohel's thesis (2007) that includes components of and recruiting talented staff, identification and separating of talented employees, use of talent, developing talent, building and maintaining positive relation and keeping talent. This questionnaire has 36 questions with Likert measurement range. The validity of questionnaire 0.87 reported.

Maslach's Burnout questionnaires (1981)

This questionnaire is one of the most common tools for the study of burnout among professional groups such as teachers and nurses etc. is used. This test made by Maslach (1981) that is a new estimate of the phenomenon of stress that is burnout. The reliability of MBI subscales based on Cronbach's alpha 0.71 to 0.90 reported. In several studies, the credibility of test on Iranian samples is satisfactory (Quoted in Shokrkon and Hashemi Sheikh Shabani, 2010) contains 22 articles that assess emotional burnout, depersonalization and lack of individual accomplishment in the context of career discussed and especially for the assessment and prevention of burnout in professional groups such as nurses and teachers, etc. is used. The validity of questionnaire 0.90 reported.

Lodahl and Kejne's Job Involvement Questionnaires (1965)

This questionnaire indicates how much one spends his time with his job and what is his business involvement and consists of 20 questions is:

- If the scores to be 20 to 40, it show low levels of job involvement
- If the scores to be 40 to 60, it show middle levels of job involvement
- If scores to be 60 to above, it show high levels of job involvement

Otherwise, jobs constitute a small part of his life and have not job involvement.

The validity of questionnaire in Benjamin et al (2012) study reported favorable. Also reliability of questionnaire according to the same source, using Cronbach's alpha or consistency of the questions 0.89 is obtained.

Jahed's organizational productivity questionnaires (2006)

This questionnaire includes 41-item that measures human resource productivity via 9 dimensions. In Jahed (2006) study, to calculate the reliability Cronbach's alpha was used and reliability coefficient of questionnaire 95% was reported which indicates high accuracy of data collection tool and in this study were obtained 0.83. To data analysis, descriptive and inferential statistics will be used and the descriptive statistics, frequency tables, mean and standard deviation and inferential statistics used test appropriate for hypotheses such as Pearson correlation and stepwise regression.

Demographic characteristics

In this part, the data collected by the questionnaire regarding demographic data including gender, age and education are reflected and described in the tables.

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A) Gender:

According to table of 181 statistical samples of high school teachers at district 2 in Zahedan city 102 were females and 79 males.

Table 1 distribution of frequency by gender

Percent of frequency	Frequency	Gender
56%	102	Men
44 %	79	Women
100 %	181	Total

B) Age:

According to table, among statistical samples of teachers, 40 teachers aged between 20-30 years, 74 teachers aged between 31-40 years, 47 teachers aged between 41-50 years and 20 teachers aged between 50 to above years.

Table 2 distribution of frequency by age

Percent of frequency	Frequency	**Age**
22%	40	20-30 years
41%	74	31-40 years
26%	47	41-50 years
11%	20	50 to above
100%	181	Total

C) Education

According to table, among statistical samples of teachers, 8 teachers had associate's degree, 114 had a bachelor degree, and 59 teachers had master degree.

Table 3 distribution of frequency by education

Percent of frequency	Frequency	Education
4 %	8	Associate's degree
63 %	114	Bachelor degree
33 %	59	Master degree
100 %	235	Total

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Testing hypothesis

First hypothesis: there is significant relationship between talent management and its subscales with burnout of high school teachers at district 2 in Zahedan city**.**

H1: there is significant relationship between talent management and its subscales with burnout of high school teachers at district 2 in Zahedan city**.**

H0: there is not significant relationship between talent management and its subscales with burnout of high school teachers at district 2 in Zahedan city**.**

Table 4 Pearson correlation coefficient and significant level between talent management and burnout

Burnout	**Pearson correlation coefficient**	**Significant level**
Talent management	**0.72-	0.0005
Recruiting talented staff	0.74-	0.0005
Identification and separating of talented employees	**0.68-	0.0005
Use of talent	0.30-	0.10
Developing talent	**0.73-	0.0005
Building and maintaining positive relation	**0.71-	0.0005
Keeping talent	**0.65	0.0005
N= 181		

* Correlation is significant at the level 0.05

** Correlation is significant at the level 0.01

According to the above table, it concluded that that the null hypothesis is rejected and the main hypothesis has been confirmed. The results of Pearson correlation test showed that there is significant relationship between talent management and burnout of high school teachers at district 2 in Zahedan city sig=0.000 with the Pearson r =-0.72. In other words to the extent to which talent management of teachers have increased, burnout will reduced, and it concluded that there is significantly negative relationship between variables talent management and burnout.

As well as there is a significant inverse relationship between the dimensions of talent management "recruiting talented staff, identification and separating of talented employees, use of talent, developing talent, building and maintaining positive relation and keeping talent" with burnout at 99%.

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Table 5 summarizes of regression model for dimensions of talent management to predict teacher's burnout

Step	Variable	R	R2	F	β	t	sig
1	recruiting talented staff	0.74	0.55	35.44	1.97-	5.95-	0.0005
2	recruiting talented staff+ developing talent	0.83	0.68	35.44 29.85	1.24- 0.87-	3.50- 3.35-	0.0005
	recruiting talented staff+ developing talent+ keeping talent	0.89	0.80	35.44 29.85 35.61	1.59- 1.28- 0.92	5.30- 5.47- 3.92	0.0005
0.01P<						N=181	

Table indicates that in the review of priorities of predictor variables of teacher's burnout, in the first step of "recruiting talented staff" have more prediction, this variable alone could predict 55% change of burnout and the second step "developing talent" involved in prediction pattern, both variables together have anticipated 68% of changes in burnout, that is "developing talent" variables alone could add 13% prediction to the previous one and in the third step "keeping talent" involved into the prediction pattern, these three factors together have anticipated 80% changes in burnout.

Second hypothesis: there is significant relationship between talent management and job involvement of high school teachers at district 2 in Zahedan city**.**

H1: there is significant relationship between talent management and job involvement of high school teachers at district 2 in Zahedan city**.**

H0: there is not significant relationship between talent management and job involvement of high school teachers at district 2 in Zahedan city**.**

Table 6 Pearson correlation coefficient and significant level between talent management and job involvement

Job involvement	**Pearson correlation coefficient**	**Significant level**
Talent management	*0.35	0.047
Recruiting talented staff	0.18	0.33
Identification and separating of talented employees	0.32	0.08
Use of talent	*0.40	0.02

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Developing talent	0.22	0.23
Building and maintaining positive relation	0.28	0.13
Keeping talent	0.28	0.12
N=181		

* Correlation is significant at the level 0.05
** Correlation is significant at the level 0.01

According to the above table, it concluded that that the null hypothesis is rejected and the main hypothesis has been confirmed. The results of Pearson correlation test showed that there is significant relationship between talent management and job involvement of high school teachers at district 2 in Zahedan city sig=0.047 with the Pearson r =-0.35. In other words to the extent to which talent management of teachers have increased, job involvement will increased, and it concluded that there is significant relationship between variables talent management and job involvement. As well as there is a significant relationship between the dimension of talent management "use of talent" with job involvement at 95%.

Table 7 summarizes of regression model for dimensions of talent management to predict teacher's job involvement

step	Variable	R	R2	F	β	t	sig
1	Use of talent	0.40	0.16	5.47	0.40	2.33	0.027
0.01P<			N=181				

Table indicates that in the review of priorities of predictor variables of teacher's job involvement, in the first step of "use of talent" have more prediction, this variable alone could predict 16% change of job involvement.

Third hypothesis: there is significant relationship between talent management and organizational productivity of high school teachers at district 2 in Zahedan city.
H1: there is significant relationship between talent management and organizational productivity of high school teachers at district 2 in Zahedan city.
H0: there is not significant relationship between talent management and organizational productivity of high school teachers at district 2 in Zahedan city.

Table 8 Pearson correlation coefficient and significant level between talent management and organizational productivity

Organizational productivity	**Pearson correlation coefficient**	**Significant level**
Talent management	**0.56	0.001
Recruiting talented staff	**0.68	0.0005
Identification and separating of talented employees	**0.42	0.01

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Use of talent	0.35	0.051
Developing talent	**0.45	0.01
Building and maintaining positive relation	**0.53	0.002
Keeping talent	**0.57	0.001
N=181		

* Correlation is significant at the level 0.05
** Correlation is significant at the level 0.01

According to the above table, it concluded that that the null hypothesis is rejected and the main hypothesis has been confirmed. The results of Pearson correlation test showed that there is significant relationship between talent management and organizational productivity of high school teachers at district 2 in Zahedan city sig=0.001 with the Pearson r =-0.56. In other words to the extent to which talent management of teachers have increased, organizational productivity will increased, and it concluded that there is significant relationship between variables talent management and organizational productivity.

As well as there is a significant relationship between the dimensions of talent management "recruiting talented staff, identification and separating of talented employees, developing talent, building and maintaining positive relation" with organizational productivity at 99%.

Table 9 summarizes of regression model for dimensions of talent management to predict teacher's organizational productivity

Step	Variable	R	R2	F	β	t	sig
1	Recruiting talented staff	0.68	0.46	24.52	0.68	4.95	0.000
0.01P<			N=181				

Table indicates that in the review of priorities of predictor variables of teacher's organizational productivity, in the first step of "recruiting talented staff" have more prediction, this variable alone could predict 46% change of organizational productivity.

Fourth hypothesis: there is significant relationship between burnout and organizational productivity of high school teachers at district 2 in Zahedan city.

H1: there is significant relationship between burnout and organizational productivity of high school teachers at district 2 in Zahedan city.

H0: there is not significant relationship between burnout and organizational productivity of high school teachers at district 2 in Zahedan city.

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Table 10 Pearson correlation coefficient and significant level between burnout and organizational productivity

Organizational productivity	Pearson correlation coefficient	Significant level	Number
Burnout	-0.56	0.001	181

* Correlation is significant at the level 0.01

According to the above table, it concluded that that the null hypothesis is rejected and the main hypothesis has been confirmed. The results of Pearson correlation test showed that there is significant relationship between burnout and organizational productivity of high school teachers at district 2 in Zahedan city sig=0.001 with the Pearson r =-0.56. In other words to the extent to which burnoutof teachers have increased, organizational productivity reduced.

Fifth hypothesis: there is significant relationship between job involvement and organizational productivity of high school teachers at district 2 in Zahedan city.

H1: there is significant relationship between job involvement and organizational productivity of high school teachers at district 2 in Zahedan city.

H0: there is not significant relationship between job involvement and organizational productivity of high school teachers at district 2 in Zahedan city.

Table 11 Pearson correlation coefficient and significant level between job involvement and organizational productivity

Job involvement	Pearson correlation coefficient	Significant level	Number
Organizational productivity	0.27	0.04	181

* Correlation is significant at the level 0.05

According to the above table, it concluded that that the null hypothesis is rejected and the main hypothesis has been confirmed. The results of Pearson correlation test showed that there is significant relationship between job involvement and organizational productivity of high school teachers at district 2 in Zahedan city sig=0.001 with the Pearson r =0.27. In other words to the extent to which organizational productivity of teachers have increased, job involvement increased as well.

Discussion and conclusion

First hypothesis: there is significant relationship between talent management and its subscales with burnout of high school teachers at district 2 in Zahedan city**.** The results of Pearson correlation test showed that there is significant relationship between talent management and burnout of high school teachers at district 2 in Zahedan city sig=0.000 with the Pearson r =-0.72. In other words to the extent to

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which talent management of teachers have increased, burnout will reduced, and it concluded that there is significantly negative relationship between variables talent management and burnout.

As well as there is a significant inverse relationship between the dimensions of talent management "recruiting talented staff, identification and separating of talented employees, use of talent, developing talent, building and maintaining positive relation and keeping talent" with burnout at 99%. Also in the review of priorities of predictor variables of teacher's burnout, in the first step of "recruiting talented staff" have more prediction, this variable alone could predict 55% change of burnout and the second step "developing talent" involved in prediction pattern, both variables together have anticipated 68% of changes in burnout, that is "developing talent" variables alone could add 13% prediction to the previous one and in the third step "keeping talent" involved into the prediction pattern, these three factors together have anticipated 80% changes in burnout.

This means that by increasing the dimensions of talent management by employees and managers, burnout is reduced. This result is consistent and aligned with findings of Micklevtz (2001), Friesen and David (1988) and Otizion (1987), they proved that stress or pressure is a major contributor to burnout. In addition, other factors, such as conflict and ambiguity of role, lack of control over work, lack of decision making power are main factors causing burnout.

The obtained result is consistent and in line with the results of the Salajeghe and Nourani Nia. According to Salajeghe and Nourani Nia research organizations can identify and attract talented people which their skills and talent are appropriate to job and recruiting talented staff in such posts enhances employee and organization performance. As a result, an organization that recruiting talented staff with high potential has more efficiently performance and thus staffs have fewer burnout.

Second hypothesis: there is significant relationship between talent management and job involvement of high school teachers at district 2 in Zahedan city**.**

The results of Pearson correlation test showed that there is significant relationship between talent management and job involvement of high school teachers at district 2 in Zahedan city sig=0.047 with the Pearson r =0.35. In other words to the extent to which talent management of teachers have increased, job involvement will increased, and it concluded that there is significant relationship between variables talent management and job involvement. As well as there is a significant relationship between the dimension of talent management "use of talent" with job involvement at 95%. In the review of priorities of predictor variables of teacher's job involvement, in the first step of "use of talent" have more prediction, this variable alone could predict 16% change of job involvement.

The obtained result is consistent and in line with the results of Yar Ahmadi Khorasani (2007) and Hoffman (2006). Yar Ahmadi Khorasani (2007) refers to the benefits of manpower planning including increase job satisfaction and productivity of employee.

Hoffman (2006) mentioned the benefits of 360-degree feedback including: skills and competencies defined by the organization, with high participation forms the workforce, reduce organizational hierarchy, affairs process is smoother and increases job satisfaction**.**

Third hypothesis: there is significant relationship between talent management and organizational productivity of high school teachers at district 2 in Zahedan city.

The results of Pearson correlation test showed that there is significant relationship between talent management and organizational productivity of high school teachers at district 2 in Zahedan city sig=0.001 with the Pearson r =-0.56. In other words to the extent to which talent management of teachers

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have increased, organizational productivity will increased, and it concluded that there is significant relationship between variables talent management and organizational productivity. As well as there is a significant relationship between the dimensions of talent management "recruiting talented staff, identification and separating of talented employees, developing talent, building and maintaining positive relation" with organizational productivity at 99%. In the review of priorities of predictor variables of teacher's organizational productivity, in the first step of "recruiting talented staff" have more prediction, this variable alone could predict 16% change of organizational productivity.

The result is consistent and in line with the results of Nopasand Asil et al (2014), Haji Nabi et al. (2013) and Taleghani et al. (2013), Smith et al (2010) and they also were reported in their study talent management effects on the performance of job. This means that the emphasis on talent management and its compliance can lead to better performance from organizations of employees, especially this lead to the success of teachers and organization (education).

Fourth hypothesis: there is significant relationship between burnout and organizational productivity of high school teachers at district 2 in Zahedan city.

The results of Pearson correlation test showed that there is significant relationship between burnout and organizational productivity of high school teachers at district 2 in Zahedan city sig=0.001 with the Pearson r =-0.56. In other words to the extent to which burnoutof teachers have increased, organizational productivity reduced.

The result is consistent and in line with the results of Bargellini e al (2000), Maslach, Schaufeli and Leiter (2001) and Maslach, Jackson and Leiter (2001). Maslach, Schaufeli and Leiter (2001) have considered absence from work as a desire to leave work and displacement, including the results of long-term burnout in the long term. Some of the staffs, who remain in the environment, cause other problems such as reduced productivity and effectiveness, job dissatisfaction and reduced work and commitment to the organization. Also, people with burnout may have a negative effect on their colleagues because they may have interfered or their corresponding duties not performed correctly.

Bargellini et al (2000) concluded that in this century, followed by job stress and burnout as a result, reduce productivity is affected much parts of life in different dimensions.

Maslach, Jackson and Leiter (2001) concluded that burnout leading to a drop in quality of service. Burnout in the long run lead to the abandonment of the work, absenteeism, increase in low self-esteem, helplessness, vulnerability, low stimulation, moral anxiety. If you do not pay attention to the signs of depression and it is not treated for both the individual and organization that person works in it is affected.

Fifth hypothesis: there is significant relationship between job involvement and organizational productivity of high school teachers at district 2 in Zahedan city.

The results of Pearson correlation test showed that there is significant relationship between job involvement and organizational productivity of high school teachers at district 2 in Zahedan city sig=0.001 with the Pearson r =0.27. In other words, to the extent to which organizational productivity of teachers have increased, job involvement increased as well.

The result is consistent and in line with the results of Maslach et al. (2001) and Schaufeli and Becker (2004). Maslach et al (2001) have suggested that job involvement is the opposite of burnout. Employees with high job involvement has stable preparation of work, control and choice in work, knowledge and sufficient remuneration for effort, collective sense of work, prudence, fairness and a sense of the meaning of their work, but experienced employees are facing with occupational disability, too work size, lack of

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job control, inadequate compensation, lack of justice and conflict of values between themselves and their organizations and thereby reduce their organizational productivity .

Schaufeli and Becker (2004) have suggested that occupational disability and job involvement are inversely related to each other. They are flourishing career as a state of mind, positive and relevant workload definition that shape based on ability, dedication and attractive.

Given that education pay attention to employing talented employees and then give him a appropriate job, he looks forward to working with more enthusiasm finally, burnout, teachers' job involvement and organizational productivity will decrease and vice versa. Top managers of education should pay special attention to components of talent management (discovery and employing talents, alignment and retention, development and employment of talent). Because if forces are employed for organizations after the training necessary are not supported and maintain and then used for low duration (part-time) abandoned and do not have job and psychological security it caused stress in individual and will lead to burnout and consequently reduced organizational productivity. Organization have manpower with the higher satisfaction and productivity if staff is employed and selected based on merit, ability, talent and simulated and practice employment tests as well as assessment centers and structured interviews carried out. Therefore, it is recommended that organizations benefit from the deployment and selectivity. Since there is an inverse relationship between organization productivity and job involvement and burnout, it is suggested that health factors and job motivation such as provide educational facilities; welfare and livelihood of teachers are top priority in five-year plan of economic, social, cultural development and twenty-year landscape.

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