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Investigating the Effect of Burnout on Organizational Health of Faculty Members (Case Study: The West of Mazandaran Province Universities)

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ABSTRACT

One of the issues that are seen as a response to the job and organizational pressures among employees is burnout. On the one hand, burnout is a phenomenon which is observed in most jobs and it is known as the reduction of the individual's adaptation to stressful factors that consist of emotional and physical exhaustion which leads to negative self image, negative attitude toward job, and absence of communication with colleagues and clients when they are on duty. The research method was descriptive correlation. statistical population of the research are Islamic Azad University faculty members of the West Mazandaran province, whose number is 716 people and the sample size by using the Morgan Table, was estimated 254 that the statistical sample was selected using simple random sampling. Means of data collection was two questionnaires included burnout questionnaires with 22 questions and organizational health questionnaire with 44 questions. For data analysis, descriptive and inferential statistics method is used. Based on the results of the study, burnout has the opposite effect on organizational health and dimensions of burnout have adverse effect on the aspects of organizational health. But for the lack of success of individual and institutional integrity of spirit there was not found a significant effect. With noting that the values obtained for all dimensions of burnout is far lower than average (value of 3), as a result, each of the three dimensions of burnout among its faculty members is low. Also from the professors view this University has relatively high organizational health (mean values of 3 to 4).

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INTRODUCTION

Burnout is one of the work-related diseases that have been discussed in recent years (Bahri *et al*, 2003). Burnout represents emotional exhaustion that is the result of many years of involvement and commitment to the job and the people (Sarason, Sarason, translated Tjaryan, 1992). The importance of the human factor and its unique role as a strategic resource and organizational systems designer and implementer has gained a position which is much higher than before as far as in modern organizational thinking human is referred as the main source and asset of the organization (Abbaspour, 2005). The secret of the success and progress of developed countries is in having the healthy organizations that are responsive to the environmental conditions of their own. Science, technology, social organization and culture is emerging in the context of a healthy organization (Nily, 2002). Organizational health refers to durability and compatibility of the organization with its environment and Upgrade and expands its ability to adapt more (Bratton & Gold, 2003). In healthy organizations staffs are committed, conscientious and profitable and they have high morale and performance (Jaded, 2005).

2- Theoretical Framework and Hypothesis:

Associated with burnout the division provided by Malachi and Jackson will be used. Malachi and Jackson have been studied burnout in three dimensions. The dimensions are:

1- Emotional Exhaustion 2- Depersonalization 3- A Sense of Personal Failure. Also the seven components of organizational health which were posed by Hue and Feldman are used in this study and are as follows:

1- Morale 2- Institutional integrity 3- Manager Influence 4- Support of Sources 5- Consideration 6- Overall Construction 7- Scientific Emphasis.

The three dimensions of burnout will affect on the seven dimensions of organizational health and thus on the organizational health.

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Emotional exhaustion is a feeling of exhaustion in which one has lost its emotional power and is unable to communicate with others (Khazaei, 2006) and it is a feeling of discharge of energy and spirit of the person (Maslach & Goldenberg, 1988). Pines believes that burnout is a state of emotional and mental exhaustion which is the result of development of negative attitudes toward job and loss of feeling interest that from the existential perspective, person will engage in an existential crisis of identity and feels that his work will decrease his worth and thus will lose his own value and these reactions lead to an existential crisis in person (Pines, 1993, p: 52-53) so he would not do his work with enthusiasm (Samuellsen *et al*, & *et al*, 1997). According to the above mentioned the first hypothesis is that:

Hypothesis 1: Emotional exhaustion has the opposite effect on the morale of faculty members of West Mazandaran province universities.

Emotional exhaustion is one of the effective and predictive factors of institutional integrity and manager influence. Emotional exhaustion has negative relationship with the dimensions of institutional integrity and manager influence (Sbanci, 2009). Thus it can be said:

Hypothesis 2: Emotional exhaustion has the opposite effect on the manager influence of faculty members of West Mazandaran province universities.

Hypothesis 3: Emotional exhaustion has the opposite effect on the institutional integrity of the faculty members of West Mazandaran province universities.

The lack of individual success is one of the effective factors on the morale (sbanci, 2009). Lack of personal success is a sense of loss of personal accomplishments over time and it is caused by the inability to satisfy psychological needs of others (Malinowski, 2009). Lack of individual success represents a feeling of reducing merit and losing individual productivity and indicates low self-efficacy of a person (Maslach & *et al*, 1996). On the other hand, it is the morale of mixing the elements that make up a healthy balanced situation in which people can work with self esteem and having the opportunity to grow intellectually (Danay fard, 1996). Burnout can cause lowering the quality of service providing and be a cause of quitting the job, absenteeism and low morale (Miles, 1965). In such a case, persons won't do their job and duty based on the principles and rationale. They won't do their educational work with enthusiasm (Samuellsen *et al*, 1997). As a result, people will not tend to share their experience to improve organizational performance (Khatamiyan far, 2008). According to the above mentioned the first hypothesis is that:

Hypothesis 4: The lack of individual success has the opposite effect on the morale of faculty members of West Mazandaran province universities.

The lack of individual success will affect on manager influence and support of sources. Sbanci in his study showed that there is an opposite relationship between the lack of individual success, manager influence and support of sources. So it can be said that:

Hypothesis 5: The lack of individual success has the opposite effect on the manager influence of the faculty members of West Mazandaran province universities.

Hypothesis 6: The lack of individual success has the opposite effect on the support of sources of the faculty members of West Mazandaran province universities.

Lack of individual success represents a feeling of reducing merit and losing individual productivity and indicates low self-efficacy of a person (Maslach & *et al*, 1996). This means that the feeling of success of the person is reduced and he feels that his function is with no success (Maslach, Schaufeli, 2001). Imbalance between environmental demands with the ability to respond to them will cause psychological pressures and negative experience in person (Farber & Barry, 2003). The person's ability to adapt to his environment in a way that maintains unity and cohesion and the integrity of the educational program will be effective (Hui, Myskel, translated by Abbaszadeh, 2003) also it is a feeling that is based on loss and failure and feeling of reducing merit (Maslach & Goldenberg, 1988) that sharing him in decisions and supporting his technologies and creativeness in the organization will lead him to cooperate (Zahrai & Razajipour, 2009) and working in such a supportive environment will reduce burnout (Pines, 1993) and thus sense of belonging and knowing himself as a part of the organization and determining precise and suitable criteria for performance can help him to succeeded in order to has suitable development in the scientific fields (Zahrai & Razajipour, 2009). Therefore, the hypothesis can be:

Hypothesis 7: The lack of individual success has the opposite effect on the Institutional integrity of sources of the faculty members of West Mazandaran province universities.

Hypothesis 8: The lack of individual success has the opposite effect on the scientific emphasis of sources of the faculty members of West Mazandaran province universities.

Depersonalization is violent behaviors and without any feeling towards colleagues which is always with negative attitude towards them (Khazaie & *et al*, 2006). This dimension relates to the employees that have personal relationships with other people as part of their jobs (Capel, 1987). In such a case, persons won't do their job and duty based on the principles and rationale. They won't do their educational work with enthusiasm (Abzary, 2006). Burnout caused by depersonalization can be predicted due to the amount of base and job satisfaction (Friesen, 1998). From the pines view working in a supportive environment in which positive attributes such as high support and negative attributes such as bureaucracy and conflict is low, will enhance persons's motivation that leads to achieve goals and expectations and the amount of burnout will reduce (Pines, 1993). It demonstrates a behavior that reflects respect, mutual trust, cooperation and support (Hui, Myskel, translated by Abbaszadeh, 2003), a behavior that is friendly, supportive and cooperative (Alagheband, 1991). According to the above mentioned:

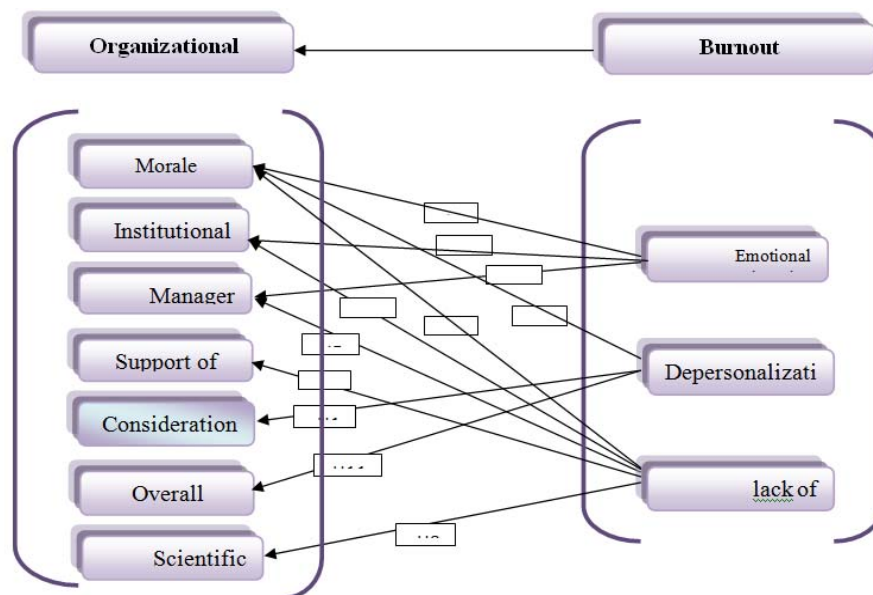
Hypothesis 9: Depersonalization has the opposite effect on the morale of faculty members of West Mazandaran province universities.

Hypothesis 10: Depersonalization has the opposite effect on the Consideration of faculty members of West Mazandaran province universities.

Depersonalization is an attempt to create distance between the worker and who will receive his service and is due to ignorance of the characteristics and service of the worker (Maslach & Leiter, 2005). It is a negative reaction devoid of feeling which is combined with disregard for colleagues and reduction of daily the work and activities (Maslach & Goldenberg, 1988). Grosch & Olsen believe that systematic and environmental causes are the reasons of exhaustion that are consist of rigid procedures, lack of positive feedback and bad supervisory (Grosch & Olsen, 1994). Burnout will decrease by working in an environment where positive attributes like support is high (Pines, 1993), will make people more bound to abide by the rules and regulations and will lead them to performance standards (Abbaszadeh, Aghasi kermani, 2007).

Hypothesis 11: Depersonalization has the opposite effect on the Overall Construction of faculty members of West Mazandaran province universities.

3- The Research Conceptual Model:



MATERIALS AND METHODS

The meaning of research method is to determine what research is needed to explore topics of interest. The note that should be considered in choosing a method is that choice of method depends on the purpose of research and its executive facilities (Naderi, Seyf naraghi, 2003). The research method in this study is a descriptive correlation. In this research the role and similar studies conducted on the subject has been studied, then by using field studies, attempted to clarify the questions (research hypothesis) and with regard to the purpose of the research the level of effectiveness (pattern) of the component of burnout on organizational health

factors is presented. The aim of the study can be considered from two angles the development and application. The type of this research is developmental because the subject is entirely new especially in the study of state management. But since the results of its findings from analyzing can be useful in practice, this can be called as an applied research. The method of this research is a descriptive study of correlation (Sarmad & Bazargan, 2001). Statistical population of the research is Islamic Azad University faculty members of the West Mazandaran province, whose number is 716 people and the sample size by using the Morgan Table, was estimated 254 that the statistical sample was selected using simple random sampling. Means of data collection was two questionnaires included burnout questionnaires with 22 questions and organizational health questionnaire with 44 questions. For data analysis, descriptive and inferential statistics method is used and LISREL and SPSS softwares are used.

5- Findings:

In this study, using structural equation modeling and with LISREL software, the hypothesis and structural equation modeling has been examined. Results of structural equation modeling using LISREL software are shown in Figures (1-4) and (2-4). One of the main points in structural equation models are Suitability indices that if they be appropriate, we can rely to the obtained model and use it. The suitability indices are CFI, NFI and NNFI, GFI and RMSEA. If the first four indices be higher than 0.90 and the fifth indicator be less than 0.08, the model will have a good suitability level. In this model, these indices respectively are 0.90, 0.95, 0.90, 0.94 and 0.035, which indicates that the model has a good suitability.

Results of structural equations which are shown in the figure (3-4), indicating that the t-statistic is equal to -5.54 that because this amount is not in the range of -1.96 to +1.96 so the assumption of the effect of the independent variable on the dependent variable will be confirmed. According to the figure (4-4) that the sign of this relation is negative and it must be said that the main hypothesis will be confirmed and burnout has the opposite effect on the organizational health of faculty members of West Mazandaran province universities. According to the results, 72 percent of the changes in organizational health of the employees are caused by their burnout.

Results of structural equations which are shown in the figure (2-4), indicating that the t-statistic is equal to -4.01 that because this amount is not in the range of -1.96 to +1.96 so the assumption of the effect of the independent variable on the dependent variable will be confirmed. According to the figure (1-4) that the sign of this relation is negative and it must be said that the main hypothesis will be confirmed and emotional exhaustion has the opposite effect on the morale of faculty members of West Mazandaran province universities. According to the results, 35 percent of the changes in morale of the employees are caused by their emotional exhaustion.

Results of structural equations indicate that the t-statistic is equal to -2.30. The sign of this relation is negative and must say that emotional exhaustion has the opposite effect on the manager influence of faculty members of West Mazandaran province universities. According to the results, 17 percent of the changes in manager influence are caused by their emotional exhaustion.

In the third hypothesis, the t-statistic of this relation is equal to -2.31 which is not in the relevant range, so emotional exhaustion will affect on the institutional integrity. The sign of this relation is negative and as a result the third will be confirmed and it must be said that emotional exhaustion has the opposite effect on the institutional integrity of faculty members of West Mazandaran province universities. The regression coefficient is equal to 0.22 which shows that 22 percent of the changes in institutional integrity are due to the emotional exhaustion.

In the fourth hypothesis, according to figure (2-4), the t-statistic is equal to -0.13 which is in the relevant range and therefore the lack of personal success does not impact on the morale and this research hypothesis will be rejected and it must be said that the lack of personal success has no effect on the morale of faculty members of West Mazandaran province universities.

In the fifth hypothesis, the results confirm the effect of the lack of personal success on manager influence because the t-statistic of this relation is equal to -5.59. The sign of this relation is negative so this hypothesis will be confirmed and the lack of personal success has the opposite effect on the of manager influence faculty members of West Mazandaran province universities. The regression coefficient is equal to 0.45 which shows that 45 percent of the changes in manager influence are due to the lack of personal success.

According to figure (2-4), the t-statistic is equal to -6.35 which is in the relevant range and it can be said that the lack of personal success will affect on the support of sources. The sign of this relation is negative so this hypothesis will be confirmed and the lack of personal success has opposite effect on the support of sources of faculty members of West Mazandaran province universities. The regression coefficient is equal to 0.80 which shows that 80 percent of the changes in the support of sources are due to the lack of personal success.

According to figure (2-4), the t-statistic is equal to -0.13 (highlighted with red color) which is not in the relevant range and it must be said that this hypothesis will not be confirmed and the seventh test will be rejected so the lack of personal success has no effect on the institutional integrity of faculty members of West Mazandaran province universities.

Results of structural equations indicate that the t-statistic is equal to -3.52 and it can be concluded that the lack of personal success will affect on the scientific emphasis. The sign of this relation is negative so this hypothesis will be confirmed and the lack of personal success has opposite effect on the scientific emphasis of faculty members of West Mazandaran province universities. The regression coefficient is equal to 0.46 which shows that 46 percent of the changes in the scientific emphasis are due to the lack of personal success.

According to figure (2-4), the t-statistic is equal to -6.35 which indicate that depersonalization impacts on the morale. The sign of this relation is negative so this hypothesis will be confirmed and depersonalization has opposite effect on the morale of faculty members of West Mazandaran province universities. The regression coefficient is equal to 0.48 which shows that 48 percent of the changes in the morale are due to the depersonalization.

About the tenth hypothesis, it can be said that depersonalization impacts on the consideration because the t-statistic of this relation is equal to -6.61 and this indicates that this hypothesis will be confirmed. So it can be said that depersonalization has opposite effect on the consideration of faculty members of West Mazandaran province universities. Figure (1-4) shows that 48 percent of the changes in the consideration are due to the depersonalization.

And about the eleventh hypothesis, in accordance with this that the t-statistic is not in the relevant range and is equal to -5.67 so depersonalization will impacts on the overall construction. The sign of this relation is negative and this shows that the hypothesis will be confirmed. The amount of this effect is equal to 0.67.

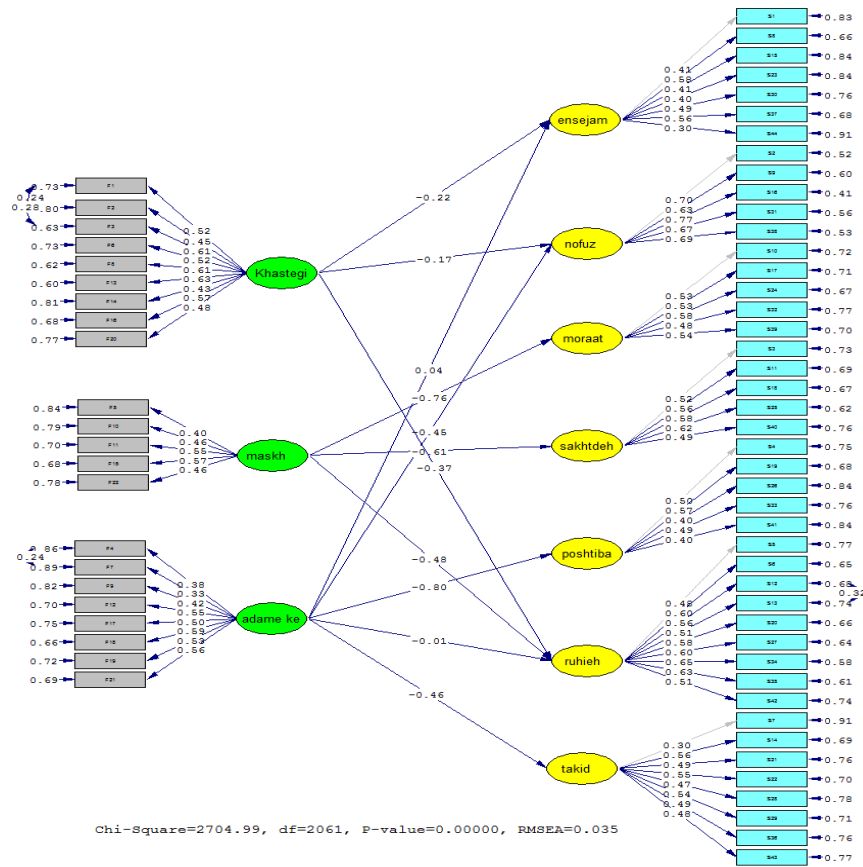


Fig. 1-4: The results of the standard coefficients and the influence direction of structural equation model of the research.

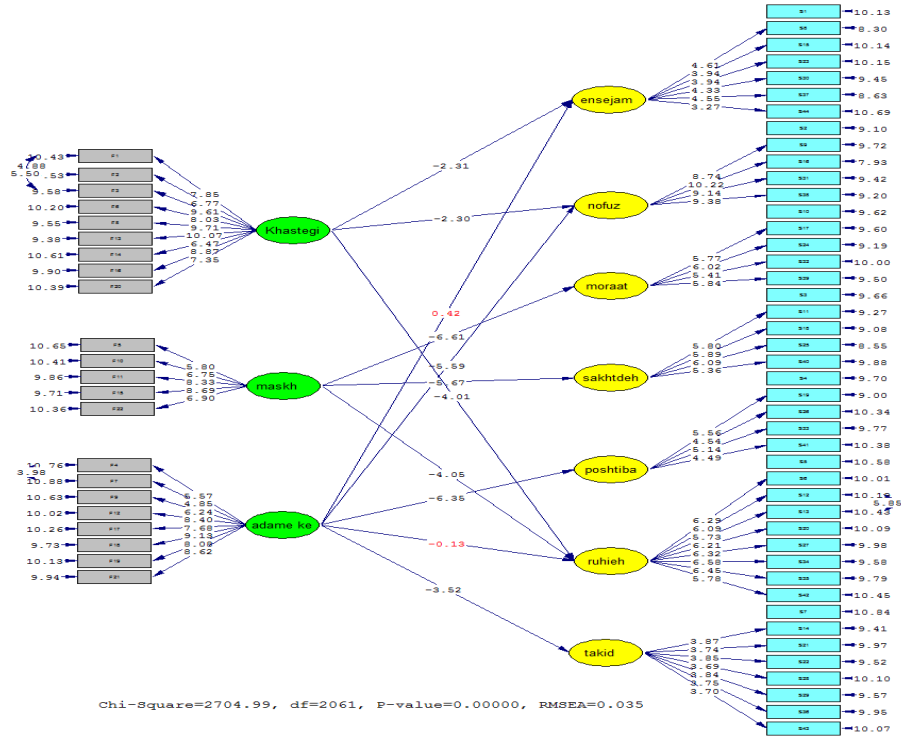


Fig. 2-4: T-test results for the paths (hypotheses) of the structural model of research.

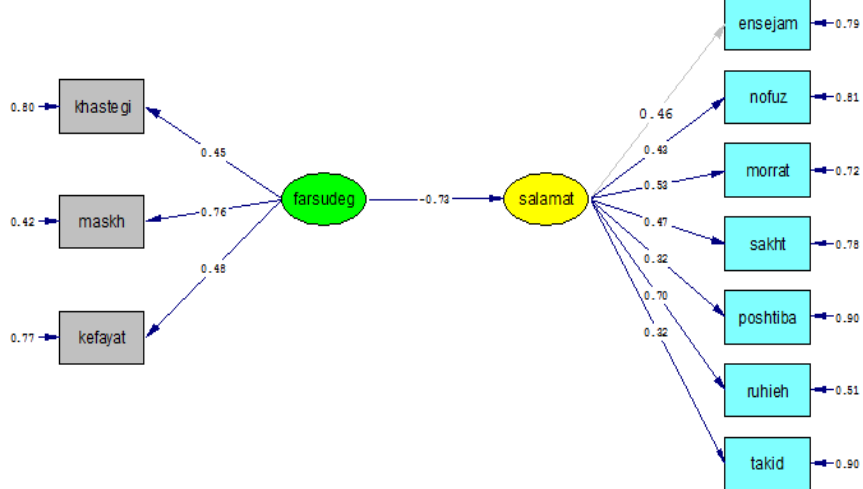


Fig. 3-4: The result of the standard coefficient and the influence direction of structural equation model of the research.

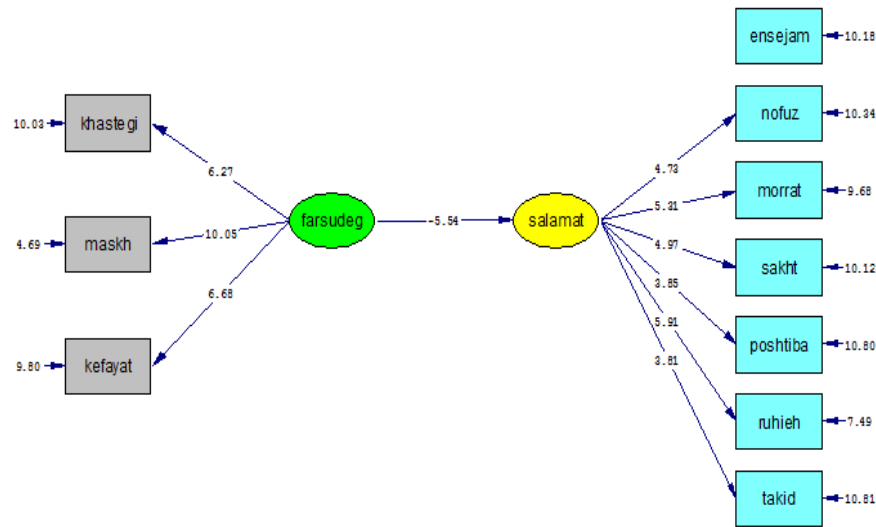


Fig. 4-4: T-test results for the main hypothesis of the research.

According to the research findings, a summary of the results of the eleven hypotheses of this study are obtained by using LISREL software that are shown in table (1).

Table 1: A summary of the results of the eleven hypotheses by using LISREL software.

Test result	sign	Coefficient rate	T-statistics	Analysis path
Confirm	-	0.22	-2.31	Institutional integrity ← Emotional Exhaustion
Confirm	-	0.27	-2.30	Manager Influence ← Emotional Exhaustion
Confirm	-	0.37	-4.01	Morale ← Emotional Exhaustion
Reject	-	0.04	0.42	Institutional integrity ← lack of personal success
Confirm	-	0.45	-5.59	Manager Influence ← lack of personal success
Reject	-	0.01	-0.13	Morale ← lack of personal success
Confirm	-	0.46	-3.52	Scientific Emphasis ← lack of personal success
Confirm	-	0.80	-6.35	Support of Sources ← lack of personal success
Confirm	-	0.76	-6.61	Consideration ← Depersonalization
Confirm	-	0.61	-5.67	Overall Construction ← Depersonalization
Confirm	-	0.48	-4.05	Morale ← Depersonalization

7- Conclusions:

Results of the main hypothesis testing showed that burnout has opposite effect on the organizational health and will affect on it. In other words, when burnout of faculty is the high, the organizational health will decrease and vice versa. Thus it can be concluded that the effectiveness and efficiency of organizational health is one of the possible consequences of the burnout reduction.

The research findings suggest that the first hypothesis is confirmed. In the other words, emotional exhaustion has the opposite effect on the morale of faculty members of west mazandaran province universities. To explain these results it can be said that emotional exhaustion is a feeling of discharge of energy and spirit of the person that from the existential perspective, person will engage in an existential crisis of identity and feels that his work will decrease his worth and thus will lose his own value and these reactions lead to an existential crisis in person so he would not do his work with enthusiasm.

The second sub-hypothesis test results confirm this hypothesis. In the other words, emotional exhaustion has the opposite effect on the manager influence of faculty members of west mazandaran province universities. Thus it can be concluded that emotional exhaustion is one of the effective and predictive factors of manager influence. When there is a feeling of lack of energy, in this case the ability of professors or director to influence on students and to encourage them to focus more on the issues will decrease.

The third sub-hypothesis test results confirm this hypothesis. Emotional exhaustion has the opposite effect on the institutional integrity of the faculty members of west Mazandaran province universities. Emotional exhaustion is one of the effective and predictive factors of institutional integrity. It is a feeling of discharge of energy and spirit of the person that from the existential perspective, person will engage in an existential crisis of identity and feels that his work will decrease his worth and thus will lose his own value. As a result they can't protect themselves from the pressures and demands of their clients and students.

The fourth sub-hypothesis test results reject this hypothesis. In other words, the lack of individual success has no effect on the morale of faculty members of West Mazandaran province universities. Thus it can be concluded that the lack of individual success represents a feeling of reducing merit and losing individual productivity and indicates low self-efficacy of a person. According to these, it can not necessarily be an action for reducing morale.

The fifth sub-hypothesis test results confirm this hypothesis. In other words, the lack of individual success has the opposite effect on the manager influence of the faculty members of West Mazandaran province universities. Thus it can be concluded that lack of personal success is a sense of loss of personal accomplishments over time and it is caused by the inability to satisfy psychological needs of others and represents a feeling of reducing merit and losing individual productivity and indicates low self-efficacy of a person. In this case the ability of professors or director to influence on students and to encourage them to focus more on the issues will decrease.

The sixth sub-hypothesis test results confirm this hypothesis. In other words, the lack of individual success has the opposite effect on the support of sources of the faculty members of West Mazandaran province universities.

The seventh sub-hypothesis test results reject this hypothesis. In other words, the lack of individual success has no effect on the Institutional integrity of sources of the faculty members of West Mazandaran province universities. Thus it can be concluded that feeling of reducing merit and losing individual productivity and Imbalance between environmental demands with the ability to respond to cohesion and the integrity of the educational program will not be effective.

The eighth sub-hypothesis test results confirm this hypothesis. In other words, the lack of individual success has the opposite effect on the scientific emphasis of sources of the faculty members of West Mazandaran province universities. Thus it can be concluded that sharing employee in decisions and supporting his technologies and creativeness in the organization will lead him to cooperate and thus sense of belonging and knowing himself as a part of the organization and determining precise and suitable criteria for performance can help him to succeed in order to have suitable development in the scientific fields.

The ninth sub-hypothesis test results confirm this hypothesis. In other words, depersonalization has the opposite effect on the morale of faculty members of West Mazandaran province universities. Thus it can be concluded that violent behaviors and without any feeling towards colleagues which is always with negative attitude towards them cause that persons won't do their job and duty based on the principles and rationale. They won't do their educational work with enthusiasm and vice versa.

The tenth sub-hypothesis test results confirm this hypothesis. In other words, depersonalization has the opposite effect on the Consideration of faculty members of West Mazandaran province universities. Thus it can be concluded that Burnout caused by depersonalization can be predicted due to the amount of base and job satisfaction and working in a supportive environment in which positive attributes such as high support and negative attributes such as bureaucracy and conflict is low, will enhance person's motivation that leads to achieve goals and expectations and the amount of burnout will reduce and it demonstrates a behavior that reflects respect, mutual trust, cooperation and support.

The eleventh sub-hypothesis test results confirm this hypothesis. In other words, depersonalization has the opposite effect on the Overall Construction of faculty members of West Mazandaran province universities. Thus it can be concluded that Burnout will decrease by working in an environment where positive attributes like support is high and the behavior with no attention to colleagues and reducing of daily work is cut down, will make people more bound to abide by the rules and regulations and will lead them to performance standards.

7- Recommendations for Future Research:

- Identify and analyze factors affecting strengthening institutional health in service organizations.
- Investigating the factors affecting burnout in West Mazandaran province universities.
- Investigating the effect of organizational culture on organizational health.
- Investigating the effect of commitment on organizational health.
- Investigating the effect of commitment on burnout.
- Prioritization of Islamic Azad Universities according to burnout.
- Prioritization of Islamic Azad Universities according to organizational health.

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