International Academic Institute for Science and Technology

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 3, No. 2, 2016, pp. 42-56.

ISSN 2454-2210

International Academic Journal of Organizational Behavior and Human Resource Management

www.iaiest.com

The impact of Organizational Culture on employees' Job Burnout

Mahdi Kheirandish[1], Ali Farahani[2], Bahmn Nikkhoo[3]

Associate Professor faculty of Management Shahid Sattari Air University, Tehran, Iran
Behavioral Management, College of Management, University of Kharazmi, Tehran, Iran
Behavioral Management, College of Management, University of Kharazmi, Tehran, Iran

Abstract

The present research aims on investigating the relationship between organizational culture and job burnout of Melli Bank employees of Tehran city. This research is descriptive-surveying with applied research methodology. Statistical population of this study include 3500 Melli bank employees of Tehran city, 380 of whom were selected based on Morgan and Krejcy table as sample. Data collection tool was Hofsted Organizational Culture Questionnaire and Jackson and Maslach job burnout questionnaire. Data analysis showed the significant and negative relationship between organizational culture and job burnout. In addition, results of regression analysis showed that power distance, individualism, and masculinity dimensions re able of predicting job burnout, and uncertainty avoidance dimension doesn't have ability of significant prediction for job burnout. Organizational culture and its elements control employees' behavior in organization, and promotion of organizational culture reduces employees' job burnout.

Keywords*:* organizational culture, job burnout, descriptive-correlative, individualism, masculinity

Introduction

Burnout is one of the most principal professional issues and actually final consequences of job stress and resulted mental pressure from working (Corey, 1999). This phenomenon is a mental syndrome consisting emotional exhaustion, depersonalization, and reduction personal accomplishment that makes negative attitude toward yourself about your job and sense of disconnection with clients (Bahri et al, 2003). Burnout is with frequent absences, willingness to job rotation, leave the profession as well as anxiety and depression as the best predictors of this phenomenon. (Oehler, 1991) In addition, job burnout is known as one of research titles in human resources development field and has been developed as modern landscape to identify and promote it. (Fusilier et al., 1987)

Many people know it as job mental pressure but researchers such as Pinez and Anderson (1981) referred that job burnout is one of the most principal consequences of job inevitable mental pressure and will continue as long as the existence of this mental pressure.

Cardez & Dagarty (1991) after many studied have concluded that the basis of job burnout returns to job mental pressure, and this phenomenon is response to frequent and intensive interactions to the stressful environment. The stressful factors of environment are related to human health significantly and can make various physical and mental disease and disorders.

The resulted mental pressure of job such as stress can endanger physical, mental, and behavioral defects for person and his health, threat organizational purposes, and reduce individual performance. (Tussi, 1991) There is stress in life of all employees and put mental pressure in various ways. Job evolutions such as organizational changes, salary and wage changes, job promotions, reduction or increase of workforce, and social evolutions are effective factors of putting pressure in an individual and make confusion, worry, anxiety, and anguish (Arabi, 1995) Statistics show that resulted stress and effect damage hundreds of workdays annually and one million people avoid going to work palace for the resulted disorders of presence there (Copper, 1990)

Organizational culture is one of effective factors on job burnout in an organization. Organizational culture is newly entered issue in management knowledge and organizational behavior field. Organizational culture has become important following new research and theories in management and has made one of the main and central issues of management. Demographers, sociologists, psychologists, and even economists have specific attention to this new and important issue in management recently, and they have made many research and theories in identification their role and important and used them in solving management problems. By study of a management science scholars. Organizational culture is known as one of the most effective factors of countries development; as though, many researchers believe that success of Japan in industry and management is on of important reasons for their attention to organizational culture. (Robins, 2008)

Cultural structures of organizations must be designed appropriate to organization. Proper organizational culture with specific attention to employees can improve elements of job burnout in them. In this condition, the organizational relationship with employees and employees with organization determines an organization success. Therefore, growth and lack of growth of organizational culture can influence on employees job burnout. (Ghasemi, 2001)

Job burnout (emotional burnout of work) is continuous reaction to chronic and interpersonal stressful motives that are escribed by three dimensions of emotional burnout, depersonalization, and lack of personal accomplishment (feelings inefficient) (Maslach, 2003, p: 47), and chronic pressure that are resulted by discord or incongruity between workers and jobs. Job burnout syndrome is made of three main elements that are focused by researchers and psychologists today. The elements of this syndrome includes physical burnout (fatigue and lack of force), exciting burnout (related depression feeling to insolvency), and attitude burnout or depersonalization. This phenomenon suffers significant percentage of employees in organizations, and has attracted researchers and also organizations' managers for reducing their workforce and consequently reducing efficiency. This complication makes problem even in life out of workplace and family life. Low efficiency, job dissatisfaction, decreased general health, and lower levels of resistance and tolerance are some samples of job burnout. (Narimani and Abbasi, 2009: 79)

The rank of organizational culture in organizations and workplaces can determine the effectiveness and positive performance in psychological health, job burnout of workforce, and provide good services to society following them. Therefore, the aim of the present research is investigation the relationship between organizational culture and employees' job burnout. The main question of this research is to know whether there is a relationship between organizational culture and job burnout.

Literature Review

Organizational Culture

Organizational culture is a pattern of mutual thoughts and beliefs giving meaning to members of an organization and provides instructions for them. Therefore, it can be known as organizational factor. Edgar Schein knows organizational culture as infrastructural assumptions that a specific group discovers and makes it by learning how to cope with external adaptable issues and internal consistency. (Rezaei, 2006) Edgar Schein (1985) defined organizational culture as an infrastructural pattern to teach related issues to the external environment adaptation and its internal evolution for members and act so well as to be known creditable, then it is thought to the new members by an accurate method to perceive, feel, and think about solving organizational issues. Organizational culture is not a tangible phenomenon and is not detectable easily. It is an ice berg whose only summit is clear and its significant part is hidden. However, it shows life stream of organization members. Culture is defined as organization soul and social energy which can run organization ahead or prevents it, and this potential is for the effectiveness of culture in employees' behavior. (Yazdkhasti et al., 2009)

Games Percy believes that people in an organization have mutual values, beliefs, and proper criterions for behavior, specific language, secrets, and other intellectual and behavioral patterns, and summarily define organizational culture as a pattern of mutual purposes for organization members. According to this definition, it is concluded that nearly all researchers know organizational culture as a set of mutual values, beliefs, hypotheses, and norms dominating on organization. Actually, organization culture is what trained to new members as a correct phenomenon showing unwritten and tangible part of organization. (Robins, 2009)

Features of Organizational Culture

If culture id known as a mutual deductive system among an organization members, this system us made by main components that organization respect them or organization cares about them.

1- Individual creativity: responsibility, freedom, and independence
2- Risk taking: amount that appraise people to invent, take risk, and be ambitious.
3- Leadership: it indicates expected purposes and performances from organization.
4- Integration: degree of coordination inside organization.
5- Management support: degree of managers' behaviors with, help to, and support of subordinates.
6- Control: number of regulations and laws, and direct supervisions of managers on individual behavior.
7- Identity: degree of knowing organization as individual, total organization introducer not the specific specialized field of person.
8- Reward system: the degree of reward attribution method (means salary increase and promotion) based on employees performance indexes not based on degree, favoritism, and the similar indexes.
9- Compromise with conflict phenomenon: degree of appraising to comprise with conflicts and accept the explicit criticisms.

10- Communicative pattern: degree of organization communications that is limited to formal needs hierarchy. (Robins, 2009)

James Percy (1992) stated identity or personality, the importance of teamwork, employee attitudes, integrity, control and supervision, risk-taking, the rewards, the contrary, and support and guidance of management and organization view about goals as organizational culture. (Robins, 2009)

Culture has different roles such as organizational culture that determines organization boundary. It means it separates organizations, it injects sense of identity in organization members; it makes a type of commitment about something that is more than an individual personal benefits. It reduces lack of determination; it makes prove, and finally culture acts as a controlling mechanism, guiding and forming attitude and behaviors of employees. (Ghasemi, 2001, p: 21)

Job Burnout and Job Stress

The job burnout expression that was used by Herbert Freudenberger (1974) for the first time refers to stresses in workplace, work nature, and also symbols and states of power deterioration, frustration, and isolation in employees. First, clinical authorities thought that job burnout symbols are limited to career aid and assistance, such as social work, clinical psychology, and counseling. However, it is indicated today that this symbol is a potential problem in all jobs and professions. In this state, job loses its meaning and importance for an individual and the depressed individual feel chronic burnout, finds aggressive mood, become distrustful and pessimistic, and will be mainly negativity mode. In this condition, people moods are reduced and problems such as nervousness, irritability, and physical pain such as low back pain, stomachache, and frequent headaches occur. (Amini et al, 2012)

Burnout is contagious. It means the afflicted to burnout will afflict other colleagues very soon. Therefore, destructive effects of burnout on people performance and efficiency, individual cognition and prevention from its prevalence and outbreak in organizations seem necessary. (Pinez, 1981). Job burnout is resulted by job stresses. Psychological and mental pressures called stress are observed in daily life very much. The published information about Sweden National Council of Welfare and Social Welfare indicates this point that 1 from 7 employed persons has mental burnout at the end of working day. Nearly half of total population of employees doesn't feel happiness in their jobs and about 90% of employees spend most of their time and energy in work that is not useful in achieving their lives purposes. In addition, about 75% of references to mental consultation to face with lack or reduction of job satisfaction (Farber, 2013). Other influencing factor on job stress is shift work. This factor, absence of colleagues, and necessity of rotation of the present employee for he absent one make stress more. Studies have shown that the prevalence of digestive problems at night shift is more than day shift. In addition, the prevalence of digestive problems have been reported 50% for nigh shift workers that 30 to 50% of them leave work for health disorders and shift work (Siebenaler et al., 2006). Employees in turning shifts have low appetite, eat less, and suffer from resulted disorders in sleep; and cardiovascular diseases. In addition, night shift influences on family relationships. Kacs (1988) stated in definition of job stressful factors: any situation that is difficult, bothering, undesirable, will be stressful. He added by quoting from Lazarus: perception of threats, particularly threat about the most important personal values and objectives makes the main principles of stressful situations. Anyway, all stressful cases can be called pressure from environment on individual (Farajpour, 2013). The most popular concept about scholars' agreement about job burnout was developed by Maslach et al. Maslach looks at burnout as a compound phenomenon from three related

dimensions: first dimension is having emotional burnout considered as the main core of burnout and employees suffer from it when they have sense of fatigue, frustration, exhaustion, and disability to go to the workplace for the next day. The second dimension is physical burnout. This dimension refers to employees knowing themselves failed and disable of job responsibilities. The third dimension is depersonalization or attitude burnout. This dimension is only related to employees that must have private relationship as a part of their job with others such as customers, patients, and students. When these employees are burnout tend to to look with skepticism glasses; don't have accurate idea about them; always expect the worst one from them; and even dislike them practically (Rashedi et al., 2012)

The problem of the first victims of job burnout is that they suffer from physical burnout, have low power for working, and are mostly tired and disable. In addition, there are physical illness symptoms such as frequent headaches, nausea, and difficulty sleeping, and changed eating habits (such as anorexia). The second problem of the afflicted people is job depression that is afflicted to emotional burnout. Depression, feelings of helplessness, and being trapped are part of emotional problems of these people. The third problem of afflicted people to job burnout is that most of them are attitude burnout. These people are skeptical than others. They tend to react with others as object rather than human and also find negative attitude toward them. (Biglu et al., 2013)

Job burnout can make a person decide to change his/her job. However, the most victims of hob burnout change their jobs or leave it, and wait for retirement. As it was stated, the main and initial factors of making job burnout are being under intensive mental and neural stress. Nonetheless, it must be mentioned here that other factors and variables play essential role in this relationship besides the mentioned factors. For example, some working conditions that a person feels his/her attempts are useless and h/she is inefficient person in organization have important and significant role in job burnout. Moreover, small chances to promote and rigid regulations of organizations are preventive factors for this phenomenon. (Maslach, 2004)

According to the studies of behavioral sciences authorities, the most important factors of making job burnout in organization are supervisors' leadership styles. Studies have shown that employees working with low sensible supervisors are more exposed to job burnout than who have more amicable relationship with their supervisors. (Kilfored et al., 2001) other related variable to job burnout is marital status. Studies show that less job burnout is seen in married employees than single ones. It may be probably warm emotional relationship, social support, and the same cases among married employees (Depew et al., 2003). Studies have shown that job burnout is related with individual actions and reaction in workplace. Some people are so called proactive and spend many energies on stressful events and motives which they predicted their occurrence and use so-called coping styles and controlling action. Another group reacts to events and just tries to avoid from harms and results of such events. The relationship among indexes is significant. For example, it can be stated that people using proper policies to control problems in workplace get less burnout, and their valuation about their individual development is more positive than who don't use proper policies. In contrary, people using coping or escaping policies are more exposed to emotional and attitude burnout (depersonalization) and are related to job burnout according to quality (having many problems). (Hattson & Ivancevich, 2010) job responsibilities is related with job burnout quantitatively (having workload to do) and qualitatively (having many problems). Workload may originate from several organizational resources. An example of this case can be leader or responsible feeling extra stress for having great number of workers in her/his unit, various meetings, and many

workloads. Contradiction and uncertainty in role was first known by Kahn wolfe Quinn Snoek and Rosenthal (1964) as stress making factor. Contradiction in role includes having two or several role necessities with contradiction with each other. Uncertainty of role is about unstable job necessities and doubts. For example, if a worker or employee is recruited in a factory but not receive any instruction about accurate working or orders from various leaders, its results in job burnout. (Maslach, 2004).

Finally, the most popular behavioral result related to job burnout is employees' rotation. Shin (1982) investigated on studies about the relationship between job burnout and rotation of employees. Many studies relate job burnout to decision to stay n organization (Albercht, 2002)

Table 91) shows various approaches of stress and job burnout. As it is observed, traditional approach of organizational relationships usually neglect stress and job burnout. Actually, an employee has burnout of a piece of his car that must be exchanged. Most researchers working on stress and burnout select human relationship approaches, human resources, or systems in their work.

Table (1): life burnout and stress approaches in job (reference: Maslach, 2004)

Approach	***How to check stress and burnout***
Traditional	Stress and burnout are looked as worker productivity reducer factor. The working condition of traditional organizations may lead to burnout, but a burned-out employee with be replaced by new employee as soon as possible,
Human relationships	Burnout and stress are concerns of organization about m employees' welfare and health. Organization tries to promote employees' self-esteem by emotional support or other methods.
Systems	Burnout and stress are studied as regular operations result of organization. In this approach effect of participation in organization communicational network are mentioned on cybernetic models and pressures of traditional control in workplace.
Culture	Burnout and stress are considered one aspect of expected assumptions and values by organization members. The bringing conditions for burnout and stress are by interaction among organization members socially.
Critical	Job burnout and stress is considered as a stress index in relationships among employees and entrepreneurs in organizational context. The aim of critical researcher is training workers not to accept conditions of stress and burnout.

Literature Review

Khodabakhshi et al. (2016) in a research under the title of "prediction of job burnout on psychological resilience in nurses based on gender". Results showed that the mean job burnout was more in female than male. In addition, gender and resilience has significant and negative correlation with sub-criterions of job burnout. Gender and resilience could predict 51% of job burnout (Khodabakhshi et al., 2016)

Nastizaei and Sabeghi (2016) in a research under the title of "extra correlation to job and job burnout and stress in teachers" showed the positive and significant relationship between extra correlation between job burnout and stress in teachers.

Taayebi and Modarresi (2016) investigated the relationship between general health, job burnout, and social capabilities of female teachers in Tehran elementary schools in 2013-2014. Results of their research showed reverse and significant relationship between general health and job burnout. It means

increasing general health reduces job burnout and reduction of general health increases job burnout. However, there isn't significant relationship between general health and social competence.

Aghaei et al. (2013) investigated the relationship between job burnout, organization citizenship behavior, organizational climate, and organizational culture in Iran Khodro Diesel Company. In this research, the relationships among variables were checked using ideas of 10 skillful experts on organizational citizenship behavior. Results of this research showed that job burnout influences on organizational citizenship behavior and organizational climate, and organizational climate on job burnout and organizational citizenship behavior, organizational culture on job burnout, organizational citizenship behavior, and organizational climate. On the other hand, organizational citizenship behavior is the most impressable and organizational culture is the most effective variable. (Aghaei et al., 2013)

Hanari et al. (2011) in a research under the title of "investigating the relationship among job burnout dimensions and individual features of cashiers in Melli banks in Kashan". Results of their research showed that age, gender, marital status, and background have relationship with emotional burnouts, sense of incompetence of bank cashiers. (Hnai, Motallabi, Kashani, and Gilasi, 2011).

Golta et al. (2016) did research under the title of "relationship between job burnout, social mental factors, and infections of related hygiene cares in ICU". Their research results showed that emotional burnout has direct relationship with pessimism of high work load and also mental mood of being exposed to pollution and infections of giving service in ICU. Consequently, reduction on job burnout can be a good strategy to reduce pollution and medical ICU, and increasing the effectiveness of relationship among ICU teams.

Soca et al. (2016) investigate job burnout with extraordinary activities of brain about voluntary and involuntary senses, and results showed that job burnout is related to brain function defect in need to cognitive control and updating data in working memory. Successful activity of brain in job burnout may need using brain ahead parts immediately to compensate reduction in the further brain activities.

Rostami et al. (2015) in a research under the title of "effective external factors on learning motivations the second language: role of teacher job burnout and family effect". The results showed that job burnout has negative and significant effect on measurement of students and attitude toward learning the second language. However, the relationship between teachers job burnout and tool promotion of students wasn't significant. Moreover, family had direct, positive, and significant relationship in making students motivation in three dimensions of standard measurement, attitude to learn the second language and tool promotion. (Rostami, Ghanizadeh, Ghonsuli, 2015)

Zhou et al. (2014) in a research under the title of "effects of main elements of self-assess on job burnout among Korean nurses by moderating role of organizational commitment" showed that organizational commitment and job burnout has very strong and negative relationship. It must be mentioned that organizational commitment predicts job burnout in this research. (Zhou et al., 2014)

Chou et al. (2013) in a research investigated the citizenship behavior and role of organizational justice. Effective variables in this research include: procedural justice, distributive justice, and interactional justice that are considered as elements of organizational justice. The objective of this research is investigating the effects of these elements on organizational citizenship behavior. Statistical population of this study includes 298 responders in 47 project teams. Results showed that all different types of justice have different effects on job commitment; as though, distributive and interactional justice are more effective than procedural justice, and job commitment act as a mediating variables between perception about organizational citizenship behavior and justice.

Vassos, M. V., & Nankervis (2012) investigated which factor lead to three job burnout dimensions (emotional burnout, depersonalization, and lack of personal performance), choices in this research were analyzed by related theories to job burnout development (personal, interpersonal, organizational, and demographic). Statistical population of this study includes 108 disable supported workers (disabled) Job burnout standard questionnaire (Maslach 2986) and job stressful factors (Hetten et al, 1997) related to disabled were used to collect data. Statistical tests were used for analysis, and results showed that factors such as challenging behavior (interpersonal) workload (personal), support from supervisors (personal), conflicts between work and home (personal) feedback (personal), role uncertainty (organizational), low occupational status (organizational), conflict the role of (organizational), gender (demographic) and hours worked (demographic) make dimensions of job burnout.

Spence Laschinger& Grau (2012) investigated factors of personal interests and organizational resources on workplace hardness, burnout, and health results. Statistical population of this research includes the freshly graduated nurses in Canada central Melli whose statistical sample includes 165 members. The participants were asked about quality of workplace, psychological capital, burnout, bullying display, and physical and mental health. Results showed that psychological capital increase has positive relationship with nurses' proper job perception, and this psychological capital has negative relationship with emotional burnout and bulling, and finally influence on physical and mental health.

Maslach et al. (2010) know 6 factors effective on job burnout. These factors include High or low volume, low level of control over work, low reward, lack of social connection, discrimination in the workplace and conflicts of values between the values of the workplace.

Theoretical Framework and Research conceptual Model

Job burnout is considered as a reaction to the chronic stress and employees in service providing sectors who use great time and energy for service are inflected to it more easily. Job burnout not only influences on employees health of services sector, but also make stress and anxiety for patients. (Farber, 1983) Studies have shown that employees are see more in centers with direct service provision to clients (Grau-Alberola, E et al., 2010). Organizational psychologists believe about job burnout that if workplace provides customers' needs, illogical behaviors of employees will reduce and improve their efficiencies. (Farber, 1983) efficiency and profitability of organizations generally reduce by job burnout. When employees are involved with mental stresses in workplace, their body power, and interest reduces. Finally their mistakes and evidences in workplace increases. (Maslach et al., 2002) studies showed that the origin of workplace stress that mainly produce job burnout include personality, environmental, and social-cultural factors. (Maslach, C., & Leiter, M. P, 2008).

Organizational culture id the dominated climate on organization in which people has activities and their behaviors are formed. His issue has significant role in organization performance. Since human force is the most scarcely and precious capitals of each organization. The low performance of employees is usually as one of organizational problems and this low performance can be resulted from the lack of creativity and innovation, etc. in spite of having strong and integrated culture and presence of reactive people, employees will have sense of satisfaction and commitment by more awareness about organization strategies and objectives about values and norms that ca improve motivation, increase organizational performance, and employees productivity if it is beside strong management. However, it will make stress, burnout, and weakness by inaccurate management. (Kop et al., 1999)

The meaning of culture has become more important in the realm of organizational psychology every day. The social-cultural approach investigates social and cultural effects on behavior. This approach says that his/her cultural context must be investigated in order to perceive a person behavior, because these behaviors are resulted from burnout. It is usually burnout from the perceived culture about environment by that person. In other words, it can be stated that since human factors in an organization environment are exposed to various mental pressures, many harmful effects remain on people performance. Job burnout is people response to environment stressful factors changing their attitude, behavior about work and environment, and organizational factors such as organizational culture influences on it. (Williams et al., 2007) Therefore, it can be claimed that:

First Hypothesis: there is significant relationship between organizational culture and job burnout.

As it was stated, the behavioral cultural context of a person must be investigated in order to perceive his behavior. Hofstede in his studies found that there are four cultural dimensions by which reasons of various behaviors in various culture can be described. These four dimensions include power distance, uncertainty avoidance, individualism, and democracy (Hofstede, 1983).

Many studies have proved the direct effect of culture on productivity and effectiveness of organization by influencing on perceptions, behavior, and satisfaction from human factors/ using proper human resources is known as a competitive factor in organizational performance improvement; as a new element in organizational behavior. Management of organizational culture plays an important role in improving organization behavior using the proposed cultural elements. Achieving this objective needs proper and healthy environment along with selection and soul of employees (WONG, Y. L., & SNELL, R. S, 2003)

Studies have shown that job burnout can be predicted based on organizational culture factors and elements (Ghodsi, 2006) Other studies showed that job burnout is related with other dimensions of organizational culture such as power distance, individualism, uncertainty avoidance, and masculinity and feminism. (DIMITRIOS, B., & KONSTANTINOS, V, 2014). According to hat re mentioned it can be claimed that:

Second Hypothesis: organizational culture dimensions significantly predict job burnout.

Research conceptual model is as following:

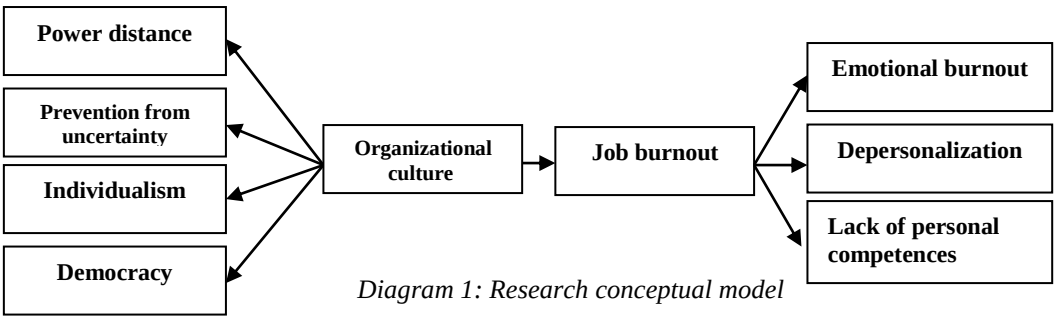


Diagram 1: Research conceptual model

The orientation of the present research is applied, research philosophy is positivism with surveying strategy, and single-sectional according to research time. On the other hand, his research is descriptive (non-experimental), and data collection method in the present research is surveying. The statistical population includes all Melli bank employees, 3780 members, in Tehran city 380 members of whom were

selected by simple stratified sampling method. Two questionnaires of Hofstede organizational culture (1991) and Maslach job burnout (1993) were used to collect data. After collecting questionnaires and separation the incomplete questionnaires, 234 complete questionnaires data was entered to SPSS software and results were analyzed according to statistical methods and hypotheses.

Findings

Kolmogorov- Smirnov test was used to check the data normality. When checking normality of data, H_0 is based on normal distribution of data in 5% significance level. If test statistics is obtained equal to 0.05, H_0 is accepted. In other words data will be normal. Statistical hypotheses are set as following:

H_0: related data distribution to each variable is normal.

H_1: related data distribution to each variable is not normal.

After testing the normality of data by Kolmogorov- Simonov test, variables for having more than 0.05 significance value are normal as following:

Table (2) – testing normality of data

Research variable	***z- statistics***	***Sig. level***	***Result***
Organizational culture	1.049	0.221	Normal
Job burnout	0.739	0.646	Normal

In this regard, Pearson correlation test was used to test hypotheses:

Table (3) – correlation coefficient among dependent and independent variables in 95% confidence level

Variable	***Organizational culture***	***Job burnout***
Organizational culture	1	
Job burnout	0.821	1

Multiple regression analysis was used simultaneously. First, regressive hypotheses were examined to test this hypothesis. First, normality of variables such as power distance, uncertainty avoidance, individualism, and democracy were tested.

Table (4) – testing normality of variables

Variables	***z-value***	***Sig. level***	***Result***
Power distance	0.668	0.554	Normal
Uncertainty avoidance	0.548	0.612	Normal
Individualism	1.24	0.15	Normal
Democracy	1.38	0.08	Normal

Except normality test, other conditions to use regression are as following:

1. The linear relationship between dependent variable that is confirmed by observation sig. level in variance analysis table is established in this research.
2. The variance of the dependent variable being constant that no specific pattern must b seen in model distribution diagrams ad this is satisfied in this research.
3. Organizational culture dimensions being independent that is observable by investigating variances and can have value 0-1. In this research, the observed values for variance were less than 0.45.

4. Checking errors independency that is determined by Durbin-Watson test. The value of this test mustn't be less than 1 and more than 3. This value in this research is 1 and 2.5.

Research hypotheses test are shown in table (5) and (6).

First Hypothesis: there is significant relationship between organizational culture and job burnout.

Table (5): correlation matrix of organizational culture and job burnout, n=234

	Power distance	Uncertainty avoidance	Individualism	Masculinity	Job burnout
Organizational culture					
Power distance	1				
Uncertainty avoidance	**0.457	1			
Individualism	**0.217	**0.280	1		
Masculinity	**0.329	**0.480	**0.293	1	
Job burnout	**-0.399	**-0.419	**-380	**-0.457	1

As it is observed I table (5), it is observed that organizational culture dimension have reverse and significant relationship with job burnout (power distance has negative and significant relationship with job burnout ($r=-0.399$ and $p<0.01$); Uncertainty avoidance has negative and significant relationship with job burnout ($r=-0.419$, $P<0.01$), and also the masculinity dimension has negative and significant relationship with job burnout ($r=-0.457$, $p<0.01$) and the maximum relationship was in masculinity dimension and the minimum relationship was observed for individualism dimension.

In order to test the first hypotheses, the simultaneous multiple correlation method was used. In this method, all variables enter simultaneously into equation. Therefore, total role of each organizational culture dimension by this method was obtained in prediction job burnout. In this research, the organizational culture dimensions are predictor variables and job burnout is criterion variable. Obtained results from simultaneous regression were obtained from table (6).

Table (6): standard and non-standard coefficients in simultaneous regression between organizational culture dimensions and job burnout, n=234

Model of job burnout	Non-standard coefficient		Standard coefficient	T	R	R^2	F	Sig. level
	β	Standard error	β					
Constant value	2.671	0.163		16.411	0.584	0.321	29.654	0.000
Power distance	-0.176	0.053	-0.201	-3.295				0.001
Uncertainty avoidance	-0.094	0.044	-0.142	-2.141				0.033
Individualism	-0.151	0.039	-0.221	-3.868				0.000

and Pluralism								
Masculinity and feminism	-0.172	0.042	-0.258	-4.111				0.000

The obtained F in table is 29.654 that is significant and shows liner relationship among organizational culture dimensions and job burnout. Regression analysis showed that three of the predictor variables entered in regression equation which had significant simultaneous prediction power for job burnout. Power distance, P<0.01, individualism P<0.01, masculinity p<0.01, and uncertainty avoidance dimension hadn't prediction power for job burnout. (P>0.01 and P=0.033) R^2 shows that predictor variables determine 32% of job burnout variance and the remained variance is related to the model external factors.

Discussion and Conclusion

It was indicated in research hypotheses that there is significant and reverses relationship among organizational culture dimensions and job burnout. Table results showed that power distance has negative and significant relationship with job burnout (r=-0.399 and p<0.01). In addition, power distance influences on job burnout. Results of this hypothesis are in agreement with the ones from Vassos, M. V., & Nankervis (2012) and Spence Laschinger & Grau (2012). Uncertainty avoidance dimension has negative and significant relationship with job burnout (r=-0.419 and p<0.01). Moreover, the value of uncertainty avoidance is effective on job burnout and results of this research are in agreement with results of Asghar Aghaei (2013), Othman and Raja (2013), Chou et al. (2013) results. Individualism dimension is effective on job burnout. Results of the present research are in agreement with results of Vassos, M. V., & Nankervis (2012). Moreover, masculinity dimension has negative and significant relationship with job burnout (r= -0.457 and p<0.01). According to regression results, masculinity is effective on job burnout. Results of this research are in agreement with results of Zhou (2014), Othman and Raja (2013) the maximum relationship was in masculinity dimension and the minimum is in individualism dimension.

Suggestions

The first hypotheses showed that there is significant relationship between organizational culture and job burnout. This relationship is strong, so job burnout in this bank depends on organizational culture to the great extent. In regard of this hypothesis, the following applied cases are suggested to use Melli bank:

- Attention to motivation in bank applied plans and using job burnout producer elements; for example, the work-life balance and attention to it in preventing from job burnout can be used in this case,
- Changes in the work processes and employees of the bank by making two-way feedback from employees and customers for job pathology of effective culture factors on expression job burnout in Melli bank.
- It is suggested to prevent from job burnout by changing attitude about life and work, optimism, and using positive self-talking about job and working condition.

The second hypothesis of this research determines job burnout prediction by organizational culture. Uncertainty avoidance didn't have any role in job burnout of Melli bank, but three elements of democracy, power distance, and individualism has ability of predicting job burnout and was effective on it. The following applied suggestions are provided along with each effective element:

Masculinity predicts job burnout significantly.

❖ Attempt to develop friendly relationship between customers and employees in order to make mutual relationship, reduce the challenges of the job, and eventually prevent the occurrence of burnout.

❖ Providing promotion plans and attention to service provision and facilities to employees to be better than customers in order to make sense of belonging to their workplace.

Power distance Masculinity predicts job burnout significantly.

❖ Attention to permanent improvement of job development to reduce distance between managers and employees, and finally reduce job burnout.

❖ Attempt to make a structure under Melli bank to synchronize in the organizational structure of the bank.

Individualism Masculinity predicts job burnout significantly.

❖ Serious attention to physical and mental welfare of employees such as proper nutrition, exercise and rest, etc.

❖ Identification limitations and attempt to prohibit employees from doing works with not sufficient physical and mental abilities

References

A., Farajpour, 2013, factors affecting burnout, magazine Saff, No. 26.

A., Yazdankhah, S., Rajaeepour, H., Molavi, 2009 to examine the relationship between organizational culture and acceptance of total quality management in public universities of the country. Applied Sociology. The twentieth year - No. 34 pp: 188- 175.

Albrecht, T.L. (2002). Coping with occupational stress: relational & individual strategies of nurses in acute health care setting, Communication Yearbook 6 Beverly Hills, CA: Sage Pub. Inc.

Chou, T. Y., Chou, S. C. T., Jiang, J. J., & Klein, G. (2013). The organizational citizenship behavior of IS personnel: Does organizational justice matter?. Information & Management.

Depew, C., Gordon, M. Yoder ., et.al. (2003). the Relationship of Burnout, Stress & Hardiness in a Military Medical Center, Journal of Burn Care rehabititation, 20(6), pp: 111-125.

DIMITRIOS, B., & KONSTANTINOS, V. (2014). Organizational culture and job burnout–a review. International Journal of Research in Business Management (IMPACT: IJRBM) ISSN (E).

Ellis, B. H., Miller, K.I.(1993). The role of assertiveness, personal Control, Participation: the Prediction of Nurse Burnout. Journal of Applied Communication Relations. 21, pp: 134-144.

Farber B. A (2013). Introduction: A critical perspective on burnout. Stress and burnout in the human service Professions. Elmsford, New York: Pergamon Press.

Farber, B. A. (1983). Stress and burnout in the human service professions (Vol. 117). Pergamon.

Gallettaa M, Portoghesea I, Alojaa E, Mereua A, Contua P, Coppolaa R, Fincob G, Campagna M(2016)," Relationship between job burnout,psychosocial factors and healthcare-associated infections in critical care units". Intensive and Critical Care Nursing. June 2016Volume 34, Pages 59–66.

Ghodsi, A. (2006). The role of organizational culture of schools in guidance school teachers' Burnout in Tehran. Journal of Education, 86(2), 93-123.

Grau-Alberola, E., Gil-Monte, P. R., García-Juesas, J. A., & Figueiredo-Ferraz, H. (2010). Incidence of burnout in Spanish nursing professionals: A longitudinal study. International Journal of Nursing Studies, 47(8), 1013-1020.

Hofstede, G. (1983). The cultural relativity of organizational practices and theories. Journal of international business studies, 14(2), 75-89.

J. Tayyebi, G., Modarressi, 2016, to investigate the relationship between general health and burnout and social competence female elementary school teachers in Tehran in the 1392-1393 academic year. Journal two women a year, no. 1, pp: 127-154

Kilfedder, C, J. Power, K.G. Wells, T.J., (2001). Burnout in Psychiatric Nursing, Journal of Advanced Nursing, 34(3), 175-189.

Kop, N., Euwema, M., & Schaufeli, W. (1999). Burnout, job stress and violent behaviour among Dutch police officers. Work & Stress, 13(4), 326-340.

M., Khodabakhshi, M., Abollahi, S., Gholamrezaei, E. Habibi, 2016, Forecasts based on the resiliency of psychological burnout in nurses on the basis of gender, koomesh, Volume 71, no.4

M., Narimani, M., Abbasi, 2009, to examine the relationship between hardiness and resilience and burnout, beyond the management, Issue 8 pp: 92-75.

M.A., Tussi, 2010, the corporate culture. Tehran: State Management Training Center.

M.H., Rezaei, 2006, explain the dimensions of organizational culture Effectiveness According to the new mission of higher education to provide a suitable model for Islamic Azad University doctoral thesis, Tehran, Science and Research Branch.

Maslach, C. (2004). Burnout:The Cost of Caring. Englewood Cliffs, NJ: Prentice-Hall.

Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. Journal of applied psychology, 93(3), 498.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. Annual review of psychology, 52(1), 397-422.

MH., Biglu, S., Ghaffari, Sh., Mosayyebzadeh, 2013, review of burnout and its influencing factors among librarians in public libraries (case study: the city of Ardabil public libraries), Journal of Research and information-dissemination of public libraries, Volume 20, No. 1, pp: 32-18.

N., Nastizaei, F., Sabeghi, 2016, dependency relationship between job stress and burnout among teachers extreme to work with. Iran Occupational Health Journal, Vol. XIII, No. 2, pp: 83.

P.S., Robins, 2008, Principles of Organizational Behavior, translation by A., Rezaeian and S.M., Arabi,, Tehran: Cultural Research Bureau.

Pinez C. (1981). The measurement of Experienced Burnout. Journal of Occupational Behavior, 11(3), pp: 24-38.

R., Aghaei, M., Aghaei, A., Aghaei, 2013, the relationship between burnout, organizational citizenship behavior, organizational climate and culture. Journal of Public Administration. 5 (4): 1-18.

Rostami S, Ghanizadeh A, Ghonsooly B(2015)," External Factors Affecting Second Language Motivation: The Role of Teacher Burnout and Family Influence", Iranian Journal of Applied Linguistics (IJAL), Vol.18, No.2, September 2015, 165-187.

S.A.R., Ghasemi, 2001, "development of organizational culture and control strategies", Journal Tadbir, industrial management Publications, No. 115.

Siebenaler, Mary. Jo., MC Govern, Patricia, M. (2006). Shift Work Consequences & Consideration, AAOHN Journal, 39(12), pp: 224-236

Sokkaa L, Leinikkaa M, Korpelaa J, Heneliusa A, Ahonena L, Alainb C, Alhoc K,d, Huotilainena(2016)" Job burnout is associated with dysfunctions in brain mechanisms of voluntary and involuntary

attention", Biological Psychology, Volume 117, May 2016, Pages 56–66

Usman, Muhammad & Raja, Naintara Sarfaraz (2013)" Impact of Job Burnout on Organizational Commitment of Public and Private Sectors: A Comparative Study " Middle-East Journal of Scientific Research,no 18 (11): pp:1584-1591.

V., Rashedi, M., Forughan, M.A., Hosseini, 2012, to investigate the relationship between organizational culture and employee burnout Tehran Welfare Organization, Journal of Health Promotion Management, Volume 1, No. 2, Pp: 22-15.

Vassos, M. V., & Nankervis, K. L. (2012). Investigating the importance of various individual, interpersonal, organisational and demographic variables when predicting job burnout in disability support workers. Research in Developmental Disabilities, 33(6), 1780-1791.

Williams, E. S., Manwell, L. B., Konrad, T. R., & Linzer, M. (2007). The relationship of organizational culture, stress, satisfaction, and burnout with physician-reported error and suboptimal patient care: results from the MEMO study. Health care management review, 32(3), 203-212.

WONG, Y. L., & SNELL, R. S. (2003). Employee workplace effectiveness: Implications for performance management practices and research. Journal of General Management, 29(2), 53-69.

Zhou, Yangen et al.,(2014)" Effects of Core Self-Evaluations on the Job Burnout of Nurses: The Mediator of Organizational Commitment" PLoS ONE 9.4,pp:1-4.