Predicting job burnout based on organizational culture and employee motivation

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Keywords: Job burnout, organizational culture, job motivation	**Abstract**
Article Type: Research Article	**Background and aim:** Job burnout is people's response to the stressful factors of the work environment, which causes changes in their attitude and behavior towards work and the work environment. Organizational factors such as organizational culture and job motivation influence it. The current research was conducted to predict job burnout based on the organizational culture and motivation of Iran Khodro Diesel employees. **Methodology:** The current study is a descriptive correlation study. Among the statistical population of employees of Iran Khodro Diesel, a sample of 357 people was randomly selected. The research data was collected using Maslach's job burnout, Hoffstede's organizational culture, and Habibi's job motivation questionnaires. SPSS-19 software and statistical tests of correlation coefficient and linear and multivariate regression were used for data analysis. **Results:** The research results showed that organizational culture and job motivation components could predict and explain job burnout. Also, organizational culture can predict job motivation. **Conclusion:** As the level of organizational culture increases in entrepreneurship and participation, job motivation increases and job burnout decreases.
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Introduction

The ever-increasing and incredible progress of industry and technology in the last half-century has brought a wave of stress and, consequently, a decrease in the general health of society. Stresses disrupt human activities in both mental and physical dimensions (Lovallo, 2005) and have brought many consequences in most areas of life, from within the family to social organizations and industrial factories. Consequences such as behavioral disorders, sexual disorders, a decrease in production in production organizations, professional dissatisfaction, an increase in accidents and errors, etc. In the meantime, production organizations are not safe from the effects of this phenomenon; organizations are forced to continuously monitor many factors and identify and fix pathological components to achieve their goals. In the last three decades, psychological factors have received much attention, especially in these organizations (Peru & Gunster, 2006). Industrial and organizational psychologists have begun to discover psychological factors effective in improving the productivity of these organizations and have identified and introduced new variables. One of these influential variables is burnout. Many thinkers in psychology and organization consider one of the key and essential factors in the non-fulfillment of an organization's goals to be the burnout of people in the workplace (Maslach, 2003). These thinkers have also provided several definitions of this phenomenon: "Occupational burnout or dysfunction can be defined as the analysis of mental powers sometimes associated with depression" (Porafkari, 2001). Job burnout is a symptom of excessive emotional exhaustion following years of involvement and commitment to work (Sarason & Sarason, 1991). Job burnout is physical, emotional, and mental fatigue following a long-term placement in a challenging work situation. It is a state in which people's power and ability are low, and their willingness and desire to do work and activities are reduced (Fooladband, 2006). What is common among these definitions is the emphasis that these definitions have on the relationship between dysfunctional income and the continuation of psychological pressures. In fact, job burnout can be considered "job depression" (Potter, 2005). As one of the most famous researchers in this field, Maslach believes: "Job burnout is a type of mental exhaustion that is combined with mental pressure or stress related to the job and work environment and is related to stressors such as having too many clients at the same time, not having enough time and lack of support or appreciation, etc. (Maslach, 2003). In his opinion, job burnout results from mental pressure or stress related to job and work environment. In other words, burnout is a delayed response to chronic emotional and interpersonal stressors in the workplace.

According to researchers in this field, burnout is a syndrome that occurs in response to chronic psychological pressure. According to Maslach, it includes components such as emotional exhaustion, alienation, and lack of personal success (Maslach, 2003). According to behavioral science experts' research, many factors influence job burnout. For example,

some working conditions, such as a person feeling that his efforts are useless and ineffective and ineffective in the organization, he is ignored, it is not possible for him to progress in his work, etc., have a significant role in creating job burnout. Under such conditions, a person feels weak and low in personal progress, which is definitely considered a major part of job burnout. Likewise, only some opportunities for promotion and dry and cumbersome rules and regulations in an organization's system effectively foster this phenomenon. In enumerating the signs of job burnout, several categories of signs are generally mentioned. Emotional signs such as becoming disinterested in one's job, depression, feeling helpless and powerless, feeling of not being approved and encouraged, feeling of separation from others and alienation, feeling of indifference, blame and disgust; Attitudinal indicators such as pessimism, mistrust towards the management of the organization and one's workplace, grumbling and suspicion; behavioral indicators such as being destructive and aggressive, withdrawing from others, reducing the ability to perform job duties, limiting social activities, and increasing problems with officials, bosses, colleagues, and family; Biological indicators such as feeling tired, suffering from muscle pains, headache, sleeping disorder, digestive disorder and frequent colds; Organizational indicators such as the decrease in dealing with the demands of clients, the degradation of moral and spiritual dimensions, the increase in the number of cases of misconduct, absenteeism, leaving the job, and accidents and incidents at work (Maslach and Leiter 1997).

In the etiology of this phenomenon, several major factors are generally mentioned: one: personality traits of a person; secondly, a person's lifestyle; and thirdly, the characteristics of his work environment. Studies show that people who suffer emotional burnout have characteristics of perfectionism, pessimism towards themselves and the world around them, control-seeking, etc. Regarding the effect of work environments, studies have also determined that work environments that have the following characteristics expose their employees to burnout: pressures from facing the demands and frequent requests of others; hard and intensive competition; Financial needs and efforts to earn money; deprivation of what one deserves; a specific leadership style adopted by the supervisors of the organization; low welfare and comfort of employees and low friendly and warm relations between supervisors and personnel; The people's unfamiliarity with the organization's goal or goals or the fact that these goals are not understandable for them; the policies that the management of the organization establishes or applies in practice; Rigidity and inflexibility of laws, regulations and regulations in the organization; the unhealthy communication networks in the organization and the lack of two-way and bottom-up communication in the organization; Failure to use all potential abilities and talents of people in performing job duties; Ambiguity of the individual's role in the organization and in the process of production, distribution and consumption of goods and services provided by the

organization; putting people in working conditions that require them to do more than they can in a limited time; Getting caught in the situation of taking on conflicting roles during which roles are assigned to the person that are in conflict with each other; The amount of salary and benefits payment is not compatible with the amount of work that people are expected to do in the organization; The inappropriateness of the job performance evaluation system of people and replacing the relationship instead of rules in the organization; lack of suitable and effective facilities for the organization's employees and their unfamiliarity with their job duties; Failure to use scientific methods for testing and selecting people and assigning jobs to unqualified people; complete unfamiliarity of people with their job duties from the beginning of entering an organization; Lack of necessary facilities for growth and advancement or promotion of people in the organization (Maslach and Leiter 1997, Smith 2012). Therefore, the proposed cases can be crystallized around organizational culture and employee motivation. However, regarding organizational culture, an organization's culture is like a human being's personality. Basic assumptions such as beliefs, thoughts, norms, values, and actions of people form the main foundations of organizational culture. Organizational culture experts have classified this topic from different perspectives based on different characteristics and factors and presented several models (Monavarian, 2008). Motivation is one of the basic concepts in psychology and management and has been discussed much so far. The thinkers of these two fields consider the effective management of human resources to be the most fundamental factor for the success of an organization (Saatchi, 2002). Therefore, satisfying employees and making them more interested in their jobs is particularly important. This gaining satisfaction and interest are dependent on satisfying the psychological needs of employees, so motivating employees will be one of the critical concepts of improving productivity in the organization. Employees with multiple needs are included in a general classification of motivations in three groups: physical, social, and psychological. A part of human needs in the work environment, such as welfare facilities in the work environment, suitable workplace, air, light, etc., is referred to as physical motivation. A group of people's needs that are related to the behavior of others, especially the management of the organization, and solve most of the social needs are called social motives. That group of needs that leads to people's psychological satisfaction is considered part of psychological motivations. In management science, theorizing about employee motivation, three different stages, and three perspectives have been proposed. These perspectives include the traditional model, the human relations model, and the human resources model.

The traditional model of motivation is associated with the name Frederick Taylor and the school of scientific management. Taylor considered the art of management as a tool for shaping the relationship between managers and workers and considered the motivation factor based on more skill and producing more efficiency and emphasized encouragement

and punishment. Taylor considered a material reward to be the only incentive to produce efficiency. This school believed that one of the most important aspects of a manager's work is to ensure that performing repetitive and tedious tasks is associated with the highest efficiency. Managers determined how work should be done and used incentive pay systems to motivate employees. This model is based on material motivation, in which the payment of salaries and wages increases for more production. According to this theory, managers believe that workers have innate laziness and can be stimulated to produce more only by utilizing economic factors. The human relations approach was the result of Hawthorne's studies. According to this theory, people are motivated by other factors besides money. Repetitive and boring work reduces employee motivation, but social behavior increases employee motivation and efficiency. As social beings, people are motivated in response to the work environment. According to this theory, the presence of necessary motivation, such as job satisfaction, will increase the performance of employees. Since the 1960s, the idea was raised that classical theories and human relations ignored the influence of social relations and formal structure, and the assumptions of the human relations model presented an incomplete picture of human behavior at the workplace. Contemporary motivational models are based on the assumption that many factors can influence human behavior. These factors include the importance of the reward system, social influences, the nature of the job, the leadership model, the needs and values of the employees, and their perception of the work environment. The primary purpose of this research is to discover the relationship and degree of correlation between the two variables of organizational culture and job motivation with job burnout; also how job burnout can be affected by influencing these two variables.

Methodology

The current research method is descriptive correlational to investigate the distribution and relationships between predictor variables and research criteria in society. Finally, the multivariate regression method predicts the criterion variable. Our statistical population is all Iran Khodro Diesel Company employees, who were selected by a simple random sampling method. For this purpose and after determining the sample size, the names of all employees of Iran Khodro were taken from the company's archive manager, and 357 people were randomly selected based on the personnel code of each employee. According to the number of employees (5260 people) in this company and according to the size of the population, Cochran's formula, one of the most widely used methods for calculating the statistical sample size, was used.

Materials

1- The job burnout scale. This scale was first used in 2002 by Moslech and Jackson. This is a 22-item scale that is used to measure the frequency and severity of burnout among

people working in human service professions. This scale has three subscales: emotional analysis, depersonalization, individual success. Each factor is scored based on the Likert scale in two components: frequency and intensity. The scoring method is never (0), several times a year (1), once a month (2), several times a month (3), once a week (4), several times a week (5), every day (6). This questionnaire was translated into Farsi for the first time in Iran by Filian in 1370. Its reliability is reported by Cronbach's alpha method for the subscales of emotional analysis 0.90, personal success 0.71, depersonalization 0.79. Cronbach's alpha of the present study was 0.82.

2- Organizational culture questionnaire. This questionnaire has 23 questions that use a five-point Likert scale for each item, which are assigned points from 1 to 5 respectively. The validity of this questionnaire was obtained by Cronbach's alpha method in current research 2016, 0.86. Cronbach's alpha was 0.80 in the present study. This questionnaire was prepared by Hofstede and based on Quinn and Garth's organizational culture model. Quinn and Garth have divided organizational culture into four categories: rational culture, ideological culture, agreement and partnership culture, and hierarchical culture and have introduced 9 types of organizational variables that have a special status in each of the aforementioned types of culture, which are: The purpose of the organization, the performance criteria of the organization, the authority of the organization, the source of power, the way of making decisions, the style of leadership, the way of following and accepting, the evaluation criteria of members and employee motivation. According to their belief, the culture of each organization can be placed in a certain cultural group according to these variables.

Table 1: Types of organizational culture

Organizational Culture Type Variable	Hierarchy	Rational	Ideological	Agreement and participation
Aim	Execution of orders and orders	Achieving specific organizational goals	Fulfillment of broad goals and missions of the organization	Group survival
performance measure	Control and stability	efficiency and effectiveness	Support outside the organization	Coherence and cohesion of the group
authority	Terms and Conditions	boss	charismatic leader	Join the group
source of power	Technical knowledge	merit	Values	Unofficial sources
How to make decisions	Hierarchy	rational	judgmental	Collaborative
method of leadership	Conservatively	Guided and purposeful	Individual and risky	Supportive and friendly

The method of compliance and acceptance	Supervision and control	Based on the contract with the organization	Commitment to value	Commitment to the group
Evaluation criteria of members	Official criteria	Tangible efficiency	intensity of efforts	Quality of relationships
motivation	security	success	Growth	Intimacy and solidarity

3- Career motivation questionnaire. This questionnaire prepared by Habibi (1998) containing 30 items that examine job motivation. This questionnaire includes three subscales: 1- Nature of the job 2- Organizational atmosphere 3- Individual characteristics. The scale of this questionnaire is based on Likert, and it is graded so that points from 1 to 5 are considered for the options very low, low, medium, high, or very high. All questions except questions 23 and 27 are scored directly. The lowest score that a subject can get in this questionnaire is 30, and the highest score that a subject can get from this test is 150. The reliability of this questionnaire was calculated by Habibi (1377) using Cronbach's alpha coefficient method, which is equal to 0.93, indicating the high reliability of the questionnaire. Its validity was also calculated by him, which was approved by the relevant supervisor and its value was stated as 0.84. The reliability coefficient of the job motivation test was obtained by Sotoudeh (2007) using the retest method, respectively 0.69 and 0.70, and its validity was 0.77. Also, Fatemeh Hajri, in her thesis entitled "Comparison of job motivation, organizational commitment and job satisfaction of teachers of different levels of non-government schools in Shiraz" obtained a reliability of 0.90 (Sotodeh, 2008). The reliability of the questionnaire in the present study was calculated using Cronbach's alpha method, which was obtained as 0.71. Job nature subscale: 10-12-14-16-17-18. Organizational climate subscale: 2-4-6-8-20-21-23-25-26-27-28-30. Individual differences subscale: 1-3-5-7-9-11-13-15-19-22-24-29.

Results

The information collected from the subjects was analyzed by questionnaires on organizational culture, job burnout, and job motivation using appropriate statistical tests, and research hypotheses were tested. For this purpose, descriptive statistics indices were used to describe and classify the data collected from the sample. Pearson's correlation and multivariate regression were used to test and analyze the hypotheses.

Table 2: Descriptive indicators and interval estimation with 95% confidence, for the research variables

Variables	N	Mean	Std	Std Error	Estimated interval with 95% confidence	
					Upper Limit	Lower Limit
Organizational Culture	357	60/3	13/2	0/7	58/9	61/7
Job motivation	357	92/7	11/5	0/6	91/5	93/9
Burnout	357	54/6	18/1	1	52/7	56/5

As you can see in this table, descriptive statistics indicators of organizational culture variables, job motivation, and job burnout are reported. For example, the mean and standard deviation of organizational culture are 60.3 and 13.2, respectively. At the same time, the numbers in the interval estimation column indicate that with 95% confidence, the average organizational culture is the average of the society in the interval between 58.9 and 61.7; that is, the average organizational culture in the society with 95% confidence is less than 9. 58/7 and will not be more than 61/7. Also, these averages are drawn in order of value in the form of a bar chart. As you can see, the average organizational culture score is 60.3, job burnout is 54.6, and job motivation is 92.7.

Table 3: Descriptive statistics indicators and interval estimation with 95% confidence, for the research variables according to organizational culture

	Organizational Culute	N	Average	Std	Std Mean	Estimated interval with 95% confidence	
						Lower Limit	Upper Limit
Job motivation	Rational	141	87/1	11/8	1	85/1	89
	Ideological	208	96/3	9/8	0/7	94/9	97/6
	Agreement and participation	8	100	0	0	100	100
Job Burnout	Rational	141	58/3	16/7	1/4	55/5	61/1
	Ideological	208	52/2	18/9	1/3	49/6	54/8
	Agreement and participation	8	52/5	3/7	1/3	49/4	55/6

As you can see in this table, the indicators of the descriptive statistics of job burnout and job motivation variables are reported according to the indicators of the organizational culture variables (hierarchical, rational, ideological, and agreement and participation). For example, the mean and standard deviation of job motivation for people with rational organizational culture styles are 87.1 and 11.8, respectively. At the same time, the numbers of the interval estimation column indicate that with 95% confidence, the average job motivation for people with a rational organizational culture style is between 1.85 and 89 of the average of the society. Also, these averages are drawn in the form of a bar chart.

Table 4: Correlation coefficients between burnout subscale and organizational culture subscale

Job Burnout Organizational Culture	Emotional Analysis	Depersonalization	Low Individual Success
Rational	*0/109	0/072	*-0/124
The significance level	0/040	0/174	0/019
Ideological	**-0/157	0/021	*0/118
The significance level	0/003	0/689	0/026
Agreement and partnership	0/006	0/095	-0/051
The significance level	0/917	0/072	0/334

**. P < 0/01   *. P < 0/05

According to table (4), the correlation coefficient calculated in the rational subscale had a positive relationship with the emotional analysis subscale and a negative and significant relationship with the low personal success subscale. No relationship was found with the depersonalization subscale. Also, there was a negative relationship between the ideological subscale and the emotional analysis subscale, and a positive and significant relationship was seen with the low personal success subscale. No relationship was found with the depersonalization subscale. Furthermore, finally, there was no relationship between the agreement and partnership subscales with any job burnout subscales.

Table 5: Summary of linear regression model

Predictor Variable	Criterion variable	Regression	Correlation Square	Moderator correlation coefficient	F Test	T Test	Df 1	df2	Significance Level
					Statistical Changes				
Organizational Culture	Job Burnout	0/205	0/042	0/039	1/618 5	1/28 6	1	355	0/000

In table (5), R Square is the correlation square of the model; That is, when organizational culture is used to predict job burnout, it will explain 042% of the changes in job burnout. Also, according to the calculated correlation coefficient (17.704), we conclude that there is a positive and significant relationship between organizational culture and job burnout. Suppose we want to examine the role of each of the job motivation subscales. In that case, we can achieve this goal through the summary table of multivariable regression coefficients for the job motivation subscale, the results of which are shown in table (6).

Table 6: Summary of multivariate regression coefficients

Variable			Non-standard Coefficients		Standard Coefficients	T	Significance Level
			B	Std. Error	Beta		
Predictor	Criterion	Constant	55/806	6/992		7/981	0/000
Rational			0/459	0/263	0/173	2/719	0/004
Ideological	Job		-0/341	0/220	-0/117	-2/368	0/005
Agreement and participation	Burnout		0/236	0/273	-0/048	0/865	0/388

According to the results of table (6), we conclude that the rational and ideological subscale is effective in predicting job burnout, and the agreement and participation subscale will not be able to predict job burnout.

Table 7: Correlation coefficients between job burnout scale and job motivation

Variables	$Cov_{x.y}$	Std	Pearson's Correlation	Df	$r^2 \times 100$	Significance Leve	Result
Job Motivation	-33/43	11/5	-0/16	355	2/6	P <0/01	Rejection of the null hypothesis
Job Burnout		18/1					

According to table (7), there is a significant correlation between job motivation and job burnout in the research sample. In addition, the correlation coefficient between job burnout subscales and job motivation subscales is reported in table.(8)

Table 8: Correlation coefficients between the burnout subscale and the job motivation subscale

Job Burnout / Job Motivation	Emotional Analysis	Depersonalization	Low Individual Success
The nature of the job	-0/086	*-0/123	**0/235
The significance level	0/104	0/020	0/000
Organizational atmosphere	**-0/282	*-0/108	**0/168
The significance level	0/000	0/041	0/001
Individual differences	**-0/167	*-0/124	0/033
The significance level	0/002	0/019	0/532

**. P < 0/01   *. P < 0/05

According to table (8), the correlation coefficients calculated in the subscale of the nature of the job had a negative relationship with the subscales of depersonalization, and a positive and significant relationship was obtained with the subscale of low personal success. But there was no relationship with the emotional analysis subscale. Also, in the organizational atmosphere subscale, a negative relationship was seen with the emotional analysis and

depersonalization subscale, and a positive and significant relationship was seen with the low individual success subscale. Moreover, finally, in the subscale of individual differences, a negative and significant relationship was obtained with the subscale of emotional analysis and the subscale of depersonalization. However, no relationship was obtained with the subscale of individual success.

Table 9: Summary of multivariate regression coefficients

Variable		Non-standard coefficients		Standard		T	Significance Level
		B	Std. Error	Beta			
Predictor	Criterion	Constant	77/559	7/616		10/18	0/000
The nature of the job			0/558	0/269	0/115	2/07	0/039
Organizational atmosphere	Job Burnout		-0/542	0/169	-0/176	-3/20	0/001
Individual differences			-0/394	0/161	-0/136	-2/44	0/015

According to the results of table (9), all subscales of job motivation will effectively predict people's job burnout.

Discussion and Conclusion

This research aims to predict job burnout based on the organizational culture and motivation of employees of Iran Khodro Diesel. The research findings showed that organizational culture and job motivation components could predict and explain job burnout. When organizational culture is used to predict job burnout, it will explain 042% of the changes in job burnout. Also, organizational culture can predict job motivation. In the studied organization, in the components of job burnout, the dimension of emotional analysis and depersonalization were at a low level, and the dimension of low personal success was at an average level. The feeling of success, mastery, and personal sufficiency arises when a person can display his abilities and acquire a suitable attitude towards himself and his clients. The ability to control job events is one of the most important factors affecting personal adequacy. In justifying this finding, the existence of personal incompetence is likely caused by the lack of positive conditions that promote the motivation and self-esteem of employees in the work environment. The low level of depersonalization in employees indicates a high level of adaptability and appropriate human relations within the organization. It indicates that the employees have a human perspective and provide services to the recipients. These findings can be seen as a result of the sense of responsibility influenced by the cultural teachings of the nation. The lack of emotional analysis, which is the core of job burnout, can indicate that employees maintain high motivation in providing service and feel less tired despite the work pressure.

The dominant organizational culture in this organization is ideological, and 208 out of 357 people in the sample have chosen this type of organizational culture. After the change in the world's direction from the industrial age to the information age, this type of culture emerged. This form of culture responds to the turbulent and chaotic environment and fast-paced conditions of the 21st century. What makes the characteristics of this culture different from the other three cultures is the basic assumptions of this culture. Innovation, creation, initiative, and pioneering are assumptions that organizations achieve success by providing future new services and products through them. Ideological culture considers the main task of management to be fostering entrepreneurship, creativity and emphasis on seeking superiority and using innovation to achieve profitability and benefits. One of the important goals of ideological culture is to cultivate flexibility, adaptability, and creativity in uncertain and changing conditions and with ambiguity or when information is overloaded. One of the important challenges of this type of organization with this type of culture is producing new products and services and adapting to new opportunities. The results showed that it is possible to predict the burnout of middle school teachers from the scores of the organizational culture of schools. Also, employee burnout can be predicted and explained based on organizational culture scores. Sharifi et al. (2012) who investigated the relationship between job burnout and organizational citizenship behavior of the employees of the Shahid Foundation and Veteran Affairs Organization in Chaharmahal and Bakhtiari Province; It is consistent with the results of the present study. The research results showed that organizational culture predicts job burnout in a positive direction and explains 15% of the variance of job burnout. Jamali et al. (2008) investigated the relationship between occupational and organizational factors with the organizational citizenship behavior of academic staff members of Islamic Azad University's regional units, which is in line with the results of the present study. They showed that the variables of job satisfaction and organizational commitment have a positive effect on organizational citizenship behavior, and job burnout and organizational climate have a negative effect. Also, the results of the present research are in line with the results of the research of Jamali et al. (2008) who examined organizational climate, job burnout, job satisfaction and its relationship with organizational citizenship behavior. They found that the organizational climate has the greatest impact on people's organizational citizenship behavior after job satisfaction and job burnout variables.

Chapman and Zaratov (2008), in their research entitled the relationship between job burnout and organizational citizenship behavior, is aligned with the research results in two subscales and is not aligned only with the subscale of agreement and participation. They found that there is an inverse relationship between job burnout and all three of its dimensions with organizational citizenship behavior. This means that as the level of job

burnout increases, the incidence of organizational citizen behavior decreases (quoted from Sharifi et al., 2012).

Long Beach (2006), investigated and determined the relationship between (organizational citizenship behavior) pressure and job burnout, which is in line with the results of the present study. They concluded that there is a significant negative relationship between organizational citizenship behavior and job burnout (cited by Sharifi et al., 2012). Job burnout in employees is important from two aspects: firstly, it affects their mental health. Secondly, it reduces the quality of services provided to clients. Therefore, knowing the factors affecting burnout is effective in raising the level of mental health of people and improving the quality of service delivery. The expanding field of professional activities requires reconsidering the factors and situations that cause burnout among employees. Many pieces of research have also proven the direct impact of culture on the productivity and effectiveness of the organization through the impact on the perception, behavior and satisfaction of human factors. Appropriate use of human resources as a competitive factor in improving the performance of organizations has been a new approach in organizational behavioral management. Therefore organizational culture management plays a significant role in improving the effectiveness of organizations. Achieving these goals requires creating a suitable and healthy environment that agrees with the spirit and taste of the employees. In examining the relationship between job burnout and job motivation, we notice a positive and significant relationship between the total score of job burnout and the total score of job motivation in the research sample. The present study's results align with the results of the Hyderabadi study (2013), which examined the relationship between the components of organizational culture and the motivation and job burnout of consultants in Tehran. The research findings showed that job motivation scores could predict job burnout of consultants. Also, the findings showed a significant difference between the organizational culture and the job motivation of consultants in both men and women. Also, the results of Hosseinpour et al.'s research (2006), which examined the relationship between psychological toughness and motivation to progress with job burnout of Region 6 of Islamic Azad University employees, are in line with the results of the current research. Also, the results of Farahani et al.'s research (2013), which investigated the motivational factors and job burnout of physical education teachers in Tabriz, are consistent with the present study's results. The results of their research showed that there is a direct relationship between motivational factors and job burnout. However, there were only two predictors of job burnout. While in the present study, all three factors were predictors of burnout.

The data obtained from this research were in line with the findings of Pardachi (2008), Bahri Binabaj (2008), Abdi et al. (2004), Shahnazdoost et al. Also, Davoudi, Behari and Mirzajani (2013), in a research that was conducted under the title of the relationship between organizational culture and job motivation with teachers' job satisfaction, found a

significant relationship between organizational culture and job motivation. The research results also showed that the components of job motivation were significant predictive variables for predicting job satisfaction compared to the components of organizational culture. In the current study, two rational and ideological components were able to predict job motivation, which is somewhat aligned with the findings of the Hyderabadi study; Morrison's research (1998) and Muller's (2001) showed that there is an important and meaningful relationship between entrepreneurship and the culture in organizations. The culture of an organization has a profound effect on the level of entrepreneurship and employee motivation.

Also, Weber and Pleskin (2008) showed that organizational culture has a significant positive effect on the effectiveness of organizations, employee motivation, and organizational performance, which is consistent with the extraction results. In this research, two components of organizational culture were able to explain employee motivation, and three components of organizational culture were able to predict organizational performance, which is in line with the present research regarding the prediction of job motivation with two rational and ideological components. In this regard, the research results of Maher (2005), Patrick (2007), and May and Wolfek (2006) showed that there is a significant positive relationship between organizational culture and organizational performance, job motivation, innovation and initiative, and organizational health, which is in line with the results of the current research. Also, these results are consistent with the model of Parsons (2000), the model of Kurt Levin (1999), and the model of Stephen Robbins (1990) concerning organizational culture. In explaining the obtained result, a human-oriented environment will create a high level of performance and satisfaction. It requires attention to people and their motivations and needs in the organizational culture. In other words, the more the degree of flexibility, freedom of action, creativity, and employees' initiative increases, the more the level of job motivation of the employees will be. Also, these findings align with Herzberg's theories (2000). In other words, the components of motivational factors are more related to self and the internal content of work, which include success, appreciation, work self, growth and progress, and responsibility, and the components of health factors are more related to the conditions of the work environment, which include: supervision, relations, security, salary and reward, working conditions and policies; If these components are increased in work and suitable conditions are provided for the employees, they will have more job motivation. Among the limitations of the current research, we can mention the following: The results of the current research are specific to the employees of Iran Khodro Diesel and cannot be generalized to institutions and organizations. Lack of access to some units of the company due to security and protection restrictions and the unwillingness of some employees to complete and return the questionnaires. Also, the collection of information was done only through

questionnaires, and there were effective factors such as worry, fatigue, and indifference toward answering the questions.

Ethics

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

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Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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