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Prediction of job burnout based on organizational culture and job satisfaction of employees of Shahid Beheshti University

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Abstract

Background and purpose: In an organization's environment, human factors are exposed to various nervous and psychological pressures that negatively affect people's performance. The purpose of this study is to predict job burnout based on organizational culture and job satisfaction of employees of Shahid Beheshti University. **Methodology:** The present study was descriptive-correlation type, with the statistical population of all university employees in 1992. The statistical sample was 132 people who were selected using a random sampling method. The research was collected using Maslash's job burnout questionnaires, Hofstede's organizational culture, and Barry Field's and Ruth's job satisfaction questionnaires. The obtained data were analyzed using Pearson's correlation coefficient, linear regression analysis, and t-test. **Results:** The results showed a significant negative relationship between organizational culture and job burnout and a significant positive relationship between organizational culture and job satisfaction. Also, there is a positive and significant relationship between job burnout and job satisfaction; Organizational culture and job satisfaction can predict employee burnout. Also, there was a significant difference in job satisfaction between male and female employees, but no difference was seen in organizational culture and job burnout in both sexes. **Conclusion:** Based on the findings of this research, a collaborative organizational culture creates the highest level of job satisfaction and the lowest level of job burnout.

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Introduction

The complexities of organizations and the consequent transformation of lifestyles are chief sources of stress. Mental pressure or stress in general and work pressure in particular in the current life of humans is both the effect of a series of factors and the cause of a series of effects and consequences. One of its consequences in industrial and organizational environments is burnout. Among the problems of job burnout victims are physical burnout (low power to work, sleep disturbance, nausea and other cases), emotional burnout (depression and feeling helpless at work) and attitudinal burnout (suspicion of others, self-deprecation, etc.) (Maslash and Leiter, 2008). Job burnout is fatigue caused by the pressures in the workplace, work ego, as well as symptoms and states of exhaustion, frustration, and isolation in employees. Job burnout imposes many consequences and costs on organizations and employees, such as frequently changing jobs and workplaces (increasing transfers), many absences and vacations, a decrease in the quantity and quality of work, being affected by the mental health of the person, a decrease in the quality of service provided to the employer, stagnation, and delays in the series of specialized and administrative work, etc. (Foladvand, 2006). 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 et al., 2001). Lambert et al. (2010) Burnout is a negative response caused by the work environment. Also, a person's high initiative in his job reduces job burnout.

According to the research of behavioral science experts, many factors are effective in job burnout. For example, some working conditions, such as a person feeling that his efforts are useless and that he is ineffective and ineffective in the organization, he is not paid attention to, it is not possible for him to progress in his work, etc., are a major and important contributor to job burnout. . Under such conditions, a person feels weak and low in personal progress, and this feeling is definitely considered a major part of job burnout. In the same way, few opportunities for promotion and the existence of dry and cumbersome rules and regulations in an organization's system are effective in fostering this phenomenon (Nastizaie et al., 2008). The interaction between work conditions and individual characteristics can affect the mental health of working people and reduce the productivity of human resources and production and development. With the increase in job burnout and mental illnesses, a disturbance in the motivation of employees will be created and cause an increase in job dissatisfaction, absenteeism, job abandonment, reduced performance, and an increase in work-related incidents and lack of productivity (Raec and Altmayer, 1999). The things mentioned above can create a weak culture because achieving the capability of organizational culture depends on creating and sustaining the psychological connection and

commitment of people to the organization's values. Organizational commitment can be defined as the psychological connection of an individual to the organization, in which there is a feeling of job involvement, dedication, motivation and belief in the organization's values (Manourian and Bakhtiar, 2006). Also, now that boosting large organizational systems has become the focus of attention, organizational culture has become the source of all the organization's abilities and weaknesses, and the success and failure of organizations is linked to their culture (cited by Rahim Nia and Hassanzadeh, 2012).

Organizations, as the main pillar of today's societies, play a decisive role in meeting society's expectations, and human resources are considered the most valuable resource for organizations. Therefore, in order to increase the productivity and efficiency of organizations, paying attention to the needs of employees and ensuring mental and physical health and gaining their satisfaction is of particular importance (Zamini et al., 2010). Organizational culture is considered a fundamental component in an organization's body and a social reality formed based on the unique interactions of the organization's members. Organizational culture provides an understanding of the organization, and beneficial organizational culture positively affects employee performance. In fact, the development of organizational culture facilitates a sense of identity and commitment and increases the organization's stability (Cheung et al., 2010). The main values of the organization, which everyone widely notices, will represent the strong culture of that organization. The more the organization members accept the core values and have a greater commitment to them, the stronger the organization's culture will be (Hosseini Nesab and Joyani, 2008).

Quinn and Garth have divided organizational culture into four categories: rational culture, ideological culture, agreement, and partnership culture, and hierarchical culture. Rational culture is determined through the concentration of integrated and internally focused activities and causes an organization to compete with other organizations, the core values of this type of culture are efficiency and usefulness. Contrary to rational culture, ideological culture is focused on the lack of concentration of power and aims at growth and external competition. Leadership's broad goals cause people to commit to the organization. Cooperative culture is based on the lack of concentration of power, variety of activities, and internal attention to maintaining the system, so the relations of the members are very friendly and based on cooperation, and this causes the high morale of the group and their trust towards each other. Hierarchical culture, like cooperative culture, unlike rational and ideological culture, is based on internal attention and maintaining the system, and its characteristic is the concentration of power and integrated activities (Hofstede, 1991).

Today, organizations' productivity and high performance can only be realized with the support and participation of their employees. Therefore, it has always been emphasized to pay attention to the different needs of employees, which determine their efficiency and effectiveness (J. Badamosi and N. Voso, 2011). Therefore, in the new era, the need to

respond to the basic needs of employees in every organization is given priority since achieving the organization's goals depends on providing their logical and legitimate goals and needs (Manzari Tavakoli and Rajabi, 2013). However, it should be noted that when employees join an organization, they bring a set of wants, needs, desires, and past experiences that create job expectations. On the other hand, people do not act independently of the environment and situation in which they are placed, and situational differences affect how people react in different ways (Soliman Nejad and Vafai Mehr, 2007). One of the needs and expectations of employees that affect their performance and reactions is job satisfaction. When a person has high job satisfaction, this means that a person has good feelings about his work and values his job a lot. Research results show that employees with higher job satisfaction are in good condition regarding physical fitness and mental ability (Saatchi, 2002).

A person's job satisfaction, which is evaluated based on the degree of adaptation and psycho-social characteristics of that person with work conditions, is a criterion for determining job performance. In addition, job satisfaction is the emotional orientation a person has in relation to his job, and employees with a possible promotion in the near future have higher job satisfaction (Zamini et al., 2010). Based on the opinion of Spector (1997), the factors that affect job satisfaction can be classified into four groups, which include: organizational factors, environmental factors, nature of work and individual factors. So that inflexible organizational strategies and policies provoke negative job feelings and attitudes, and flexible policy is related to high job satisfaction. The more negative attitudes there are in relation to the job, the more negative effects there are, and the more dissatisfaction with the job leads to a negative attitude (Heydari, 2009).

The review of findings and research shows the effect of job burnout in reducing the efficiency of human resources. The results of Hosseini Nesab and Joyani's research (2008) among the Azad University of Ardabil branch employees showed a significant relationship between organizational culture and job satisfaction. Their findings showed that organizational culture factors strongly and undeniably affect employee job satisfaction. Also, Zamani et al. (2010) showed that the dominant organizational culture at Tabriz University is rational, and burnout is different among the three types of culture. Also, the obtained results showed no significant difference between the job burnout of faculty members according to their academic rank. Also, there is a significant difference between the job burnout of faculty members and employees and between the job burnout of women and men. The results of Shafli's research (2004) also show that the bureaucratic organizational culture causes negative reactions, dissatisfaction, and psychological pressures in employees, leading to job burnout in the long run.

In another study, which was conducted under the title of examining the effects of psychological disturbances and burnout in Australian service sector employees, the results

showed that employees who are directly involved with unemployed people and their problems reported more burnout and psychological problems (Patton and Goddard, 2003) The research results of Bennett et al. (2000) showed that there is an inverse and negative relationship between consensual and collaborative organizational culture and job burnout, and there is a positive relationship between bureaucratic organizational culture and job burnout. Considering the fact that for the development of any country, ensuring the mental health of human resources is of special importance, and these universities have a special place as an important pillar of the development of any country. Therefore, the current research aims to identify the dominant organizational culture at Shahid Beheshti University and examine its employees' job satisfaction and burnout.

Methodology

The present research method is a correlational description. The research community includes all employees of Shahid Beheshti University who were working in 2013. After preparing the names of the employees and assigning a code to each name, a simple random sample of 140 people was selected, and after obtaining the consent of the subjects and ensuring the confidentiality of the information, the questionnaires were distributed among the subjects and collected after implementation. 8 questionnaires were removed due to incompleteness and questionnaires of 132 subjects were analyzed. Their demographic characteristics are listed in Table (1).

Table 1: Demographic characteristics of the research sample (N=132)

	N		Percentage
Gender	Male	64	%46
	Female	68	%54
	Diploma	18	%18.7
Education	Associate Degree	24	%21.1
	Bachelor's Degree	52	%39.8
	Master's Degree	38	%20.5
	20-30	24	%26.7
Age	31-40	82	%55.2
	41-50	26	%18.1
Marital status	Single	46	48/5
	Married	86	51/5

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 2: 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-Field and Ruth's job satisfaction questionnaire. This questionnaire was created in 1951 by Barry Field and Ruth to measure people's job satisfaction and contains 19 questions with 5 options. In this questionnaire, the respondents were asked to specify their feelings and attitudes toward their jobs on a 5-point scale. In items 1-2-3-4-6-8-10-13-14-16-18, for the options strongly disagree, disagree, undecided, agree, and strongly agree, the score 1, 2, 3, 4, and 5 is assigned, respectively. The rest of the items are reversely graded. Thus, the minimum total score of the items of this tool is 19 and the maximum score is 95. The response authority of this tool is the employees who have expressed their reactions and perceptions about their job satisfaction by completing this questionnaire. The reliability of this Barry Field and Roth job satisfaction questionnaire was reported by Mokhtari (1951) as 0.78 using the binomial method, and Abdullahzadeh and Karam Roudi (1994) using the Cronbach's alpha method reported its reliability coefficient to be equal to 0.93 (quoted by Moghimi, 2007).

Results

In order to check which type of organizational culture is dominant at Shahid Beheshti University, we first checked the average and standard deviation indicators related to job satisfaction and burnout among four types of organizational culture.

Table 3: The state of university organizational culture and dispersion and central indicators of job satisfaction and job burnout according to the type of organizational culture (n=132)

Organizational culture type	N	Percentage	Job satisfaction		Job burnout	
			Mean	Standard deviation	Mean	Standard deviation
rational	52	39/4	56/29	13/08	49/71	25/60
Ideological	77	58/3	61/17	10/52	41/60	15/22
Agreement	3	2/3	75/00	8/66	14/00	24/24
Total	132	100	54/98	13/94	32/11	19/27

According to Table (3), 77 people (58.3%) out of 132 people chose the ideological, organizational culture of Shahid Beheshti University and 52 people (39.4%) chose the rational organizational culture. None of the subjects considered the organizational culture in the university to be hierarchical.

Table 4: Inferential statistics indicators used to calculate the Pearson correlation coefficient

Variables	Covariance	Standard deviation	Pearson's correlation	Df	The coefficient of determination r2*100	Sig	Result
Organizational Culture Burnout	-2/89	13/2 18/1	-0/261**	13 0	6/81	P< /002 0	H0 rejected
Job Satisfaction Burnout	-129/46	11/97 18/1	-0/518**	13 0	26/83	P< /000 0	H0 rejected
Organizational Culture Job Satisfaction	1/65	13/2 11/97	0/260**	13 0	6/76	P< /003 0	H0 rejected

** Significant at the 0.01 level

According to the results of Table (4), the calculated correlation coefficient between organizational culture and job burnout (0.261) and job satisfaction with job burnout (-0.518) is greater than the standard correlation coefficient (0.228) with a degree of freedom of 130, so the assumption is zero. Considering the rejection of the null hypothesis, we conclude with 99% certainty that there is a significant negative correlation between organizational culture and job burnout and job satisfaction and job burnout in the research sample. Also, the calculated correlation coefficient between organizational culture and job satisfaction (0.260) is greater than the standard correlation coefficient (0.228) with a degree of freedom of 130, so the null hypothesis is rejected. Considering the rejection of the null hypothesis, we conclude with 99% confidence that there is a significant positive correlation between organizational culture and job satisfaction in the research sample.

Table 5: Summary of linear regression model

Sig	T	Beta	B	F	R^2	R	Criterion Variable	Predictive variable
0/002	-3/08	-0/261	-10/21	9/53	0/68	0/261	Burnout	Organizational Culture
0/000	-6/91	-0/518	-0/90	47/74	0/26	0/518		Job Satisfaction

Table (5) shows that R2 is the square correlation model. When organizational culture and job satisfaction are used to predict job burnout, they will explain 68% and 26% of the changes in job burnout, respectively.

Table 6: Descriptive indices and independent T-test to investigate organizational culture, job satisfaction and burnout of employees in terms of gender (N=132)

Sig	T	Df	Standard Mean Error	Standard deviation	Mean	N		Gender	Variable
									Index
0/645	0/231	130	1/72	13/79	60/00	64		Female	Organizational Culture
			1/73	14/32	64/09	68		Male	
0/487	0/486	130	2/53	20/25	41/25	64		Female	Job Burnout
			2/57	21/21	46/91	68		Male	
0/023*	5/276	130	1/35	10/85	53/31	64		Female	Job Satisfaction
			1/56	12/90	60/74		68	Male	

*Significant at 0.05 level

The results listed in table number (6) show that the job satisfaction of men and women (t = 5.276) at the level of 0.05 rejects the null hypothesis, so there is a significant difference between the job satisfaction of male and female employees. Also, according to the results obtained in the variables of organizational culture (t=0.231) and job burnout (t=0.486), which were confirmed at the level of 0.05, the null hypothesis; Therefore, the results show that there is no significant difference between male and female employees in the variables of job burnout and organizational culture.

Discussion and Conclusion

The present study aimed to predict job burnout based on organizational culture and job satisfaction among employees of Shahid Beheshti University. For this purpose, the prevailing type of organizational culture among the employees of Shahid Beheshti University was investigated. As can be seen in Table (3), the employees (58.3%) chose the ideological type of organizational culture at Shahid Beheshti University, (39.4%) chose rational organizational culture, and (2.3%) chose cooperative organizational culture. None of the subjects considered the organizational culture at Shahid Beheshti University to be hierarchical. Also, the results of Table (4) also indicate a negative and significant relationship between the total score of job burnout and the total score of organizational culture in the research sample. The present study's results align with the results of Ahghar (2006), which investigated the role of school organizational culture in the burnout of middle school teachers in Tehran. Also, the results of Zemi et al.'s research (2009), which investigated the relationship between organizational culture and job burnout among the employees of Tabriz University, are aligned. However, there is a difference in the type of organizational culture of Shahid Beheshti University and Tabriz University, so the

dominant organizational culture at Tabriz University is of a rational type. Also, this finding is consistent with the research results of Rashidi et al. (2012), Sharifi et al. (2012), and Gholami Hyderabadi (2011).

According to Table (4), which examined the relationship between organizational culture and job satisfaction, the results showed a positive and significant relationship between organizational culture and job satisfaction. The results of this research align with the results of Bahrololum (1999) research, which deals with the relationship between organizational culture and management style with the job satisfaction of experts in Tehran's physical education organization. Also, this research's results are consistent with Davoudi et al.'s (2012) research, which examined the relationship between organizational culture and job motivation and teachers' job satisfaction in Tuiserkan. The present research results align with the research of Hosseini Nesab and Joyani (2008), which was conducted among the employees of Ardabil branch of Azad University. However, there is a difference in the type of organizational culture of Shahid Beheshti University and Ardabil Azad University, such that the dominant organizational culture in Ardabil Azad University is of a rational type, while the type of organizational culture in Shahid Beheshti University is of an ideological type. In Joyani's (2008) research, the consensual and cooperative organizational culture with the highest level of satisfaction has the biggest difference from the hierarchical culture with the lowest level of satisfaction. Collaborative organizational management makes decision-making with the participation of all university employees. Thus they will enjoy more independence and freedom, and as a result, their sense of responsibility and commitment will increase. The university will be able to move towards greater effectiveness. In this way, the level of job satisfaction in employees increases, and subsequently, the level of job burnout decreases because the results of studies in this field indicate the existence of an inverse relationship between job satisfaction and job burnout.

Finally, according to Table (4), the results show a positive and significant relationship between job burnout and job satisfaction. The findings of this research are also consistent with the results of Fadaei et al.'s (2010) research, which investigated the relationship between job burnout and job satisfaction among Gachsaran Oil and Gas Exploitation employees Company. Also, the results of the present study are consistent with the results of Sepah Mansour et al. (2012). In explaining this finding, it can be justified that job burnout is a reaction to pressure, so experiences related to workload and time pressure are significantly related to job burnout and job satisfaction. Also, the lack of social support from the supervisor and the degree of freedom of action in the work environment have been associated with burnout.

Also, considering Table (5), the results showed that organizational culture and job satisfaction could predict job burnout; The results of the present study are in line with the findings of Sharifi et al. (2012), Jamali et al. (2010) and Zamani et al. (2010). According

to the results of Table (6), it can be seen that there is a significant difference between male and female employees in the variable of job satisfaction, and the results of this research are not aligned with the results of the research of Zami et al. (2010). In their research, no significant difference was found between the job satisfaction of male and female employees of Tabriz University. However, a significant difference was found in their job burnout, which is different from the results of the present study because, in the present study, there was no significant difference in job burnout between the two sexes. Considering the importance and determining the role of organizational culture on the various functions and factors of the organization and, as a result, its effect on the job perceptions of employees is important. Also, the importance of the centers of the higher education system as the origin of changes and the main indicator of the polarization of countries at the international level, strengthening and improving the organizational culture of universities and thus providing the basis for increasing job satisfaction of employees is of great importance. The results of this research made it possible to determine the type of organizational culture prevailing in the university so that solutions can be thought of to improve it, and knowledge of the employees' job satisfaction can help the university officials take the necessary measures to increase it.

Regarding the organization's goal, university employees want to achieve broad goals and missions. Regarding the performance criteria, the employees think about support from outside the organization. In the case of the authority reference factor, employees prefer the implementation of commands and orders from a charismatic leader. In the case of the power source factor, employees pay more attention to values. In the decision-making factor, the employees consider the judgment factor important, and regarding the leadership style, they have prioritized the individual and risky method. Regarding the way employees follow, they prioritize commitment to values. Regarding the evaluation criterion, the employees prioritize the intensity of their efforts. Finally, regarding the motivation of the employees, they demand growth, all of which are part of the ideological culture.

According to the findings, it is suggested that high-level managers, with a model view of this phenomenon, use the results of the findings and try to upgrade the ideological culture to the culture of agreement and participation of the university and in designing the organizational goals and values to the goals and values of their employees. Pay attention and try to change the level of their organizational culture towards cooperative culture because cooperative organizational culture shows the highest level of job satisfaction and the lowest level of job burnout. Also, due to the importance of job burnout, university administrators are advised to pay more attention to the social status of their employees. The distribution of material and spiritual facilities and providing opportunities for career advancement and the like based on justice and merit cause the professional growth of employees and their job satisfaction.

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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