



The Effect of Organizational Culture and Individual Motivation Resources on Staff Burnout: Structural Equation Modeling Approach

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ABSTRACT

Background: Job burnout is one of the factors affecting the quality of staff performance which can lead to undesirable effects. One of the factors affecting the job burnout of employees is the organizational culture that requires managers and decision makers of the human resources pay special attention to it. In this research, the relationship between job burnout with organizational culture and the source of individual motivation has been investigated.

Methods: This is a descriptive-analytic study, with the practice aim in a cross-sectional fashion. The statistical population included all personnel of Isfahan University of Medical Sciences, among whom 211 were selected as research sample. The data collection tool was Maslach's Professional Burnout Questionnaire (MBI), Denison's Standard Organizational Culture Questionnaire, and Motivational Source of Individual Questionnaire (MSI). Data were analyzed by SPSS₂₁ software and also by structural equation modeling (SEM) software Lisrel 8.5.

Results: The relationship between all dimensions used in the model to explain the latent variables was significant except for the emotional exhaustion level of burnout (P -value < 0.05). The relationship between organizational culture and job burnout and the relationship between the sources of individual motivation and burnout were confirmed. In total, based on the structural equation model, two variables of organizational culture and individual motivation sources have been able to explain 32 % of the changes in occupational burnout.

Conclusion: Regarding the effect of organizational culture and the sources of individual motivation on employees' job burnout, it is recommended to strengthen the organizational culture in four dimensions of engagement in work, adaptability, conformity and mission, which is effective in reducing job burnout of employees.

Key Words: Organizational Culture, Individual Motivational Resources, Burnout, Structural Equation Modeling

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Introduction

Employment is one of the most fundamental human activities. Everyone has to work to earn a living and continue to live. The role of work in human life exceeds its apparent purpose, supplying the necessary necessities of daily life, in other words, work not only is the source of individual income, but also helps to resolve many of the mental needs of a person (1). Some work environments increase the morale and productivity of the employees, in contrast to some work that cause disappointment and dissatisfaction, so that employees feel isolated, troubled and frustrated, which can lead to increased emotional disturbances as well as physical problems (2).

Occupational burnout is a phenomenon that has been gotten more attention during the last two decades (3), and is a serious and prevalent problem among people who are working in particular offices. This phenomenon cause physical and emotional illnesses that can lead to an increase in absenteeism, resignation, and reduction of service or production (4). Today, due to the dramatic changes that burnout can have on the quality of life, family, and the professionalism of a person, it is considered as a serious matter (5). Burnout can lead to increased costs and reduced quality of service for the organization (6), so managers and decision makers should make systematic efforts to minimize these impacts (7).

The term job burnout was first defined by Herbert Freudenberg in the late 1960s and referred to it as a syndrome of psychological physical fitness (3). Burnout is a three dimensional concept that includes emotional exhaustion, depersonalization (detachment or indifference), and reduced personal accomplishment (8). Extreme emotional exhaustion, extreme depersonalization or low personal accomplishment is associated with burnout. (9) Emotional exhaustion refers to the loss of emotional resources or the evacuation of mental health, (10) and those who are emotionally tired, they generally feel that they do not have

enough energy to do their jobs (5). Depersonalization also refers to a process in which people are discouraged from their jobs and are indifferent to their colleagues' work. Decreasing personal accomplishment is also associated with a reduction in the sense of competence in performing personal tasks and a negative self-assessment of work (10).

Research has shown that burnout is a preventable phenomenon (11). Factors such as job shifts, inadequate use of personal abilities, high workload, wage discrimination, ambiguity of job prospects, relationships with colleagues, quality of equipment, and the risk of physical and quantitative workload in a repetitive and uniformly environment are involved in burnout (8). On the other hand, organizational conditions and management are also important factors affecting job burnout. Therefore, social, managerial and occupational support systems can reduce job burnout by reducing job stress, anxiety, and the health status of employees (11).

Job burnout depends on various organizational factors, interpersonal and intrapersonal factors (12). And according to the results of various researches, one of the factors that affect the burnout is organizational culture (13). Organizational culture is an influential and important factor which leads to self-control, self-efficacy, innovation and creativity in the organization (13), and recognizing it, helps managers to use full knowledge and visibility of the governing atmosphere of the organization for their strengths and for the weak points, anticipate measures and actions (14). The results of a holistic research that has been done to investigate the relationship between organizational culture and burnout have been shown that burnout can be predicted by organizational culture' scores (15). Pines research also showed that job burnout is related to the dimensions of organizational culture, which means there is a relationship among the distance between power, individualism, uncertainty and womanhood and masculinity (16).



Considering the importance of identifying culture and functions and its effect on the staff of the organization, various models for research related to organizational culture have been designed and presented (17). The pattern used in this research is Denison's organizational culture, which includes four dimensions of engagement in work; adaptability; conformity and mission (17).

In addition to organizational factors, job motivation has also affected burnout (13). Motivations are the reasons of behaviors. Motivations determine the overall behavior of the individual (18). On the motivational sources in individuals, a model is presented as a Motivational Sources of Individual (MSI) (19) which examines individuals in five motivational structures: Intrinsic Process,¹ Instrumental, External Self-concept, Internal Self-concept, and Goal Internalization.

In the source of the motivation of the inner process, individuals are induced by doing certain types of work or engaging in a particular type of behavior for their own merit. Work for people who are motivated by the high internal process acts as a reward, they enjoy the work they do. [19] In other words, this person does the job merely because of his entertainment (3).

People with a high-instrumental motive, need to understand that their behavior results in tangible consequences. (Such as increased payments or potential promotions)(19). This source of motivation is the tendency towards tangible external rewards such as payment, profit, power, etc. (20). In the external motivation of self-concept, individuals with high external motivation try to meet the others' expectations and receive social feedback that is consistent with their own self-concept. Such individuals behave in ways that satisfy members of the reference group (19). In people with high internal self-concept motivation, people engage in behavior that reinforces these inner criteria. These people only adopt the attitudes and behaviors that agree with their personal value systems (19).

Since it seems that variables such as organizational culture and the source of

individual motivation can be effective in creating burnout and its seriousness, and on the other hand, organizational culture and motivation are among the factors that can be varied with appropriate interventions, so this research was conducted with the aim of the investigation of the effect of organizational culture and source of individual motivation on job burnout among the staff of Isfahan University of Medical Sciences.

Materials and Methods

The present study is a descriptive-analytic study that analyzes the impact of organizational culture and individual motivational sources on burnout in a cross-sectional way. The statistical population of this research was all staff of Isfahan University of Medical Sciences. The sampling was carried out in an accessible manner and they were present in the sample in proportion to the number of employees of each deputy. Finally, 211 subjects completed the questionnaires in this research. The main instrument for collecting data was a standard questionnaire consisting of three parts. To measure occupational burnout, a standard questionnaire of Maslach's Burnout (MBI) was used which consists of 22 items in the Likert scale with seven options that measure job burnout from three aspects of emotional exhaustion, personality depersonalization and individual failure (13). And the result of the scores of these three aspects was the total job burnout score (21).

Denison's standard questionnaire was used to examine organizational culture. This tool with 60 items and in the 5-degree Likert spectrum has considered four main dimensions of engagement in work, adaptability, conformity, and mission for organizational culture, whose validity and reliability have been confirmed in various studies(4,5,14,22,23).To investigate the sources of individual motivation, the Motivational Resources Questionnaire (MSI) was used which includes

five sources of motivation: internal process, instrumental, external self-concept, internal self-concept and goal internalization, which was



designed in 30 questions and its reliability was calculated by computing alpha Cronbach and has been approved by a factor of more than 0.70.

After obtaining permission from the research deputy of the university and referring to university assistants and the participants, the researchers provided sufficient explanation to the respondents, regarding the introduction of the study and notes on the confidentiality of information and respect for honesty and trustworthiness and then the questionnaire was distributed. Data were analyzed using SPSS V.21 software and Lisrel 8.5 software was also used for Structural Equation Modeling.

In this study, the two-step approach recommended by Anderson and Gerbinger (1988) was used to evaluate the model; in the first stage, the measurement tools were examined and it was examined whether the observed dimensions (questionnaires) accurately measure hypothetical structures.

To this end, a confirmatory factor analysis has been used to examine the fitness of the measurement models for latent variables. The results of the output of Lisrel provided the researcher with information that would decide on the removal or maintenance of any obvious variables in the model, and in the second stage; in structural equation modeling, latent variables that were adjusted, were used when necessary. In this research, no variables were excluded. The conceptual model of research is presented below (Fig. 1).

Furthermore, all ethical issues are based on the Helsinki Declaration.

Results

In this study, the highest percentages of sample were women (62.6%). 60.9% of the subjects were under the age of 39. Most of the samples were married (79.6%) and most of them had a bachelor's degree (50.2%). Approximately 40% of the employees were employed by different contract types, and almost 95% of employees had a work experience of less than 20 years. According to the results, 14.7% of the staff work

in the deputy education department, 25.6% work in the health department, 23.7% work in the treatment department, 22.3% work in the support deputy, 9.5% work in the student's cultural affairs department and 3.8% work in the Isfahan University of Medical Sciences. The staff of the two departments of Research and Technology and the Food and Drug Administration did not complete the questionnaires of this study.

Scores related to burnout components, organizational culture and individual motivation sources are shown in Table 1.

As the results of the table above showed, the average job burnout score was 1.40 (range 6-0) with a standard deviation of 0.79. The staff had 23.33% of the total score of burnout. According to the average score given to each aspect of burnout, the highest score was related to individual failure (Mean = 2.02, standard deviation = 1.29) and the lowest score was related to depersonalization (Mean = 0.60; SD = 0.71).

The instruction of qualitative judgment (low level, moderate level and high level) of burnout is also presented. According to this instruction, the level of emotional exhaustion of burnout among employees was reported at a high level of 6.2. 18% of employees were in the middle level, and 75.8% reported low emotional exhaustion in their work at low levels. Personality deprivation was high for only 3.8% of the employees, and it was average for 14.2% and low for 82%. 51.2%, 28.4%, and 20.4% of the participants experienced individual failure in high, average and low level respectively.

The results showed that organizational culture with an average score of 2.96 and a standard deviation of 0.46 earned 59.2% of the total score for the desired organizational culture based on Denison's model. According to the given mean score to each aspect of organizational culture, the highest score was related to mission (Mean = 3.14, standard deviation = 0.53) and the lowest score was related to organizational conformity (Mean = 2.83, standard deviation = 0.44).

According to the results, the source of individual motivation (with a mean score of 3.51



and a standard deviation of 0.35) earned about 70.2 percent of the total score for individual motivational sources. From the dimensions of individual motivation resources, the highest score was for internal self-concept (Mean = 3.85, SD = 0.47) and the lowest score was for the source of motivation for the internal process. (Mean = 3.18, standard deviation = 0.60).

In the following, by using the ratio analysis, the amount of each motivation in the staff was compared with other motivations (Table 2). According to the results of the opinion of the employees, the self-concept of self-motivation has been the best source of motivation over other sources. After that, internalizing the goal was the most motivating source and then the external self-concept. From the point of view of the staff, the source of the instrumental motivation and the internal process had almost the same amount of motivation.

The results of the measurement of the generalized model of structural equations are shown in tables 3 and 4. Considering the modified model, and implementing this model by using empirical data, it is clear that in the model of final measurement, the relationship between all dimensions used in the model for explaining the

latent variable is significant except for the dimension of emotional exhaustion of burnout. In the structural part of the model, the relationship between organizational culture and job burnout and the relationship between the sources of individual motivation and burnout were confirmed. In total, based on the structural equation model, two variables of organizational culture and individual motivation sources have been able to explain 32 percent of the changes in employee burnout.

The investigation of the most common model fit indicators indicates that the chi-square for this model is 153.95 at a significant level of 0.001 and 51 degrees of freedom, which is due to the fact that, when the chi-square is smaller, the data better fits in the model. (24) And *P*-value is also insignificantly desirable in this model. The fitness index (GFI) for this model was 0.891, which is lower than the optimal fit of 0.95 (25). The root mean square error approximation (RMSEA) was 0.098 that is less than the good fit of 0.05, which is acceptable between 0.05 and 0.08. And the average fit of the model was 0.08 to 0.18 (26). Therefore, the fit of the current model (after the second correction) was moderate in terms of this indicator.

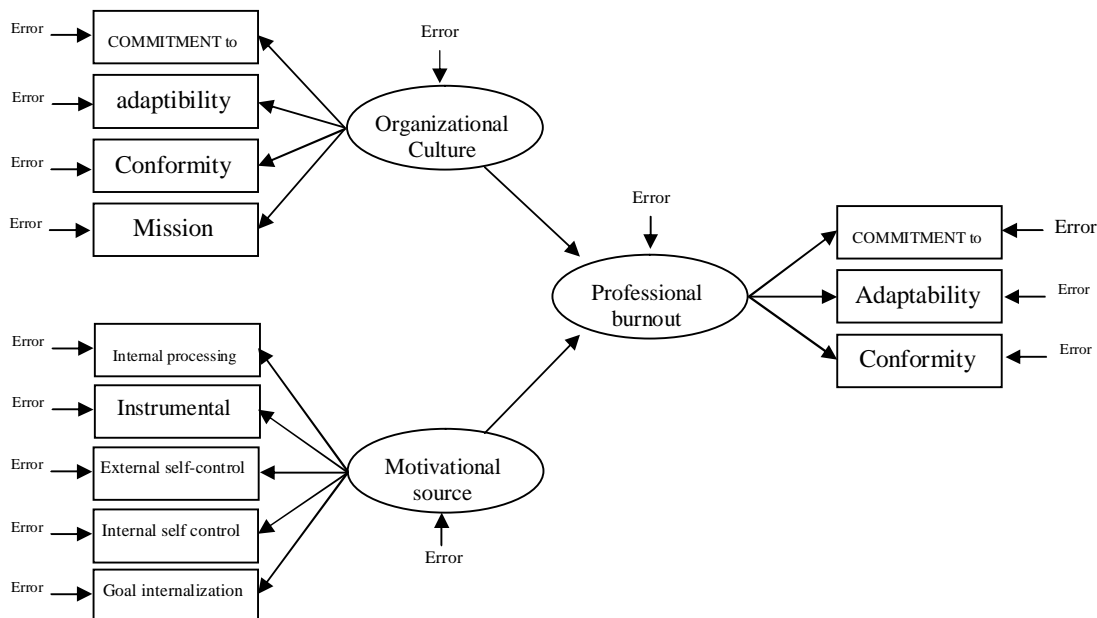




Figure 1. Conceptual model of research

**Table 1.** Status of job burnout scores, organizational culture and source of individual motivation from the viewpoint of employees of Isfahan University of Medical Sciences

Examined Components		Range	Mean	Standard Deviation	Variance	Score of Acquired Total Score (%)
Professional burnout	Emotional exhaustion	0-6	1.30	1.04	1.08	21.67
	Depersonalization	0-6	0.60	0.71	0.51	10
	Individual failure	0-6	2.02	1.29	1.66	33.67
	Total status	0-6	1.40	0.79	0.62	23.33
Organizational culture	Participatory Culture	1-5	2.91	0.61	0.37	58.20
	Adaptability culture	1-5	2.97	0.53	0.28	59.40
	Conformity culture	1-5	2.83	0.44	0.19	56.60
	Mission	1-5	3.14	0.53	0.28	62.80
	Total status	1-5	2.96	0.46	0.21	59.20
Source of individual motivation	Internal process	1-5	3.18	0.60	0.36	63.60
	Instrumental	1-5	3.27	0.58	0.33	65.40
	External self-concept	1-5	3.51	0.51	0.26	70.20
	Internal self-concept	1-5	3.85	0.47	0.22	77.00
	Goal internalization	1-5	3.75	0.47	0.22	75.00
	Total status	1-5	3.51	0.35	0.12	70.20

Table 2. Results related to the analysis of the ratio of the mean score of the subscales of the sources of individual motivation

Sub-scales of individual motivational sources	Range of score	Mean score	Mean ratio to percentage
Internal process	1-5	3.18	18.12
Instrumental	1-5	3.27	18.62
External self-control	1-5	3.51	19.99
Internal self-control	1-5	3.85	21.92
Goal internalization	1-5	3.75	21.35
Total of mean Score		17.56	

Table 3. Results of general-purpose model of the structural equations of the modified model with the removal of the path (final model)

Latent variable	Observed variable	Standardized parameter value (Standard load factor)	Unstandardized parameter value (not Standardized load factor)	Standard error	Multiple correlation squared R^2	T value	A significant level with respect to the amount t
burnout	Emotional exhaustion	0.87	0.91	-	0.76	-	-
	Depersonalization	0.50	0.36	0.07	0.25	4.91	significant
	Individual success failure	0.33	0.42	0.11	0.11	3.73	significant
Organizational culture	Commitment to partnership	0.86	0.53	0.03	0.74	15.22	significant
	Adaptability	0.90	0.48	0.02	0.81	16.37	significant
	Conformity	0.80	0.35	0.02	0.64	13.54	significant
	Mission	0.78	0.41	0.03	0.61	13.18	significant
Source of individual	Source of motivation for internal processing	0.50	0.30	-	0.25	-	-

Latent variable	Obvious variable	Standardized parameter value (Standard load factor)	Unstandardized parameter value (not Standardized load factor)	Standard error	Multiple correlation squared R^2	T value	A significant level with respect to the amount t
motivation	Source of motivational instrumental	0.66	0.38	0.06	0.44	5.56	significant
	Source of motivating external self-concept	0.72	0.37	0.06	0.53	5.63	significant
	The source of motivating internal self-concept	0.42	0.20	0.04	0.18	4.34	significant
	The source of motivating goal internalization	0.44	0.21	0.04	0.19	4.48	significant

Table 4. Results of the structural model of the generalized model of structural equations and partial evaluation indices of the modified model with the removal of the path (final model)

A significant level with respect to the amount t	value t	Multiple correlation squared R^2	The significance level	Standard error	Unstandardized parameter value (not Standard path coefficient)	Standardized parameter value (Standard path coefficient)	independent variable	The dependent variable
significant	-7.12	0.32	significant	0.07	-0.55	- 0.55	Organizational culture	Professional burnout
significant	2.01		significant	0.08	0.16	0.16	Source of individual motivation	

Discussion

The results of the study confirmed the relationship between organizational culture and job burnout and also the relationship between the sources of individual motivation and burnout. In general, based on the structural equation model, the two variables of organizational culture and individual motivation sources have been able to account 32 percent of the changes in occupational burnout.

As mentioned, burnout is one of the most important issues that has been studied in various studies and in various occupations. Findings of the research showed that the burnout rate was considered to be low in terms of staff. According to the given score to each aspect of burnout, the highest score was related to individual failure and the lowest score was related to depersonalization.

The results of various studies have shown different levels of burnout among employees. The score for nursing burnout in public health centers in Spain is high (27).

The highest rate of job burnout in nurses among the hospitals of Tehran University of Medical Sciences (28) was related to emotional exhaustion and in nurses in a military hospital (29) was related to inadequacy of the individual. In 2011, the burnout of staff members of Lorestan University of Medical Sciences was investigated by using Mazlach's questionnaire, which revealed 64.3% of staffs reported the burnout low (30). In Bell study (2010) (3), which examined the burnout of teachers, depersonalization was high in 95.4% of the samples. Also, 80.5 had a high level of emotional exhaustion, and in contrast, the failure of an individual was low in 94.2% of the research



samples. In the present study, all three aspects of occupational burnout among the staff were low, which is different from the results of Bell's research and it shows the low degree of job burnout of the organization in this study.

The results of most studies in the field of burnout indicate that job burnout among staff in health centers and in particular hospitals were higher than those in other sectors. This difference seems to be normal, considering the special conditions in work environments such as work load, night shift, low job security, hard work and stressful work.,

In terms of the status of organizational culture, the results of the study showed that the organizational culture score in the staff of Isfahan University of Medical Sciences is moderate. Among the components of organizational culture, the highest and lowest scores were related to the culture of the mission and the culture of conformity. The results of Sadeghi study (23) also indicated that according to the staff of Hasheminejad Hospital in Tehran, the conformity culture had the lowest score. The low level of conformity and coordination in an organization means that employees in different parts of the organization do not have a common vision, and the approach of individuals in business is unpredictable and unstable.

The results of Hamidi's study (31) among the staff of Hamedan University of Medical Sciences, the study by Pourtaheri (32) in one of Kerman hospitals and Mossadegh Rad's study (33) in Tehran's selected hospitals, have estimated the organizational culture moderately. Organizational culture is one of the most fundamental areas of change in organizations that can affect many variables such as goal setting, strategy, job satisfaction, job motivation, efficiency and effectiveness of organization as well as knowledge management and organizational learning. Therefore, it is expected that managers and authorities of organizations, while recognizing the culture of their organization, take the necessary steps to create a culture that is flexible and consistent with organizational goals.

In the investigation of the source of individual motivation, the results of the study showed that the score of this component was moderate to high. Among the dimensions of this component, the dimension of internal self-concept was the highest, and the internal process had the lowest score.

In a study that was conducted on physical education experts working in public universities in Tehran to investigate the source of individual motivation, the results showed that emotional exhaustion of burnout in relation to motivating factors was significantly negative (34).

A study that investigated the sources of individual motivation of employees with the present research tool was not found, therefore, similar foreign studies were used for comparison. In a study that examines the sources of teachers' individual motivation in US state school in 2010, the highest score was due to the source of self-concept motivation, after which the employee's goal internalization as the source of motivation had the highest score. Internal processing was as the third source of personalized motivation, and afterwards, external self-concept was a source of motivation. Employees have been given the least score to instrumental motivation as their individual motivation resource (35). In a study, 219 employees and 56 managers from several different agencies in three central US states were questioned in terms of job motivation source. According to the results, the source of motivation of the inner self-concept had the highest score and the source of the instrumental motivation had the lowest score (19).

A study of 300 educational consultants in Tehran has examined the relationship between organizational culture and job burnout. Accordingly, four dimensions of entrepreneurship, participation, mission, and bureaucracy were considered for organizational culture. Based on the results of this study, there was a negative significant relationship between organizational culture with the entrepreneurship and participation on burnout (36).

Also, the relationship between organizational culture and burnout among 106 employees of Tabriz University in the year 87 was studied.



Based on the results of this study, the average score of the staff for burnout was 41.58. To investigate the organizational culture, Hofstede's questionnaire was used. Based on the results of the study, organizational culture and burnout among employees were negatively correlated. In this study, the degree of job burnout between women and men was not different (37).

A study was conducted on 300 counselors working in Tehran, examining the relationship between job motivation and job burnout. In this study, to investigate the job motivation, Hersburg Questionnaire has been used and burnout has been measured by Maslach tool. Based on the results of this study, organizational culture had a positive correlation with entrepreneurial and participatory dimensions on job motivation (36).

In 2010, a study investigated the relationship between the sources of individual motivation for teachers with job burnout at one of the schools in the United States. Employees who were motivated by instrumental sources felt more emotional exhaustion. So, there is a positive correlation between instrumental motivation and emotional exhaustion and the employees feel fewer individual failures; in other words, there is a significant correlation in negative way between instrumental motivation and individual failure. (38). these connections are similar to the current research and confirm the result of the current study. In the study in 2010, there was a significant direct correlation between the source of internal self-concept and individual failure, which confirms the results of this study.

In Bell's (3) study, internal self-concept did not have a meaningful relationship with depersonalization, which is different from the results of the current study. The study that developed a model of job burnout based on two variables of organizational culture and the source of individual motivation has not been found. One

of the limitations of this study was that the headquarters' staff could not be compared with other personnel. There were also a large number of questions, which is suggested that in future studies, other questionnaires should be used with fewer questions.

Conclusion

Regarding the effect of organizational culture and the sources of individual motivation on employees' job burnout, it is recommended that the context of strengthening organizational culture in four dimensions of engagement in work; adaptability; conformity and mission will affect the job burnout of employees. Therefore, in addition to the training of staff, top-level managers must work together to improve organizational culture and thus reduce staff burnout. It should also be noted that the motivation of the staff and that the motivational resources of the various people are different. As a result, the employers should use different motivators in the workplace so that employees with different motivational resources can all be motivated.

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Conflicts of interest

The authors state that there are no conflict and interest.

Authors' Contributions

Ghorbanian A, Naghdi B designed study; Ghorbanian A, Naghdi B, Ghorbanian A, Sadeghi A gathered data; Ghorbanian A, Jafari H analysed data; All the authors wrote and approved the final manuscript.



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