

The Relationship among Organizational Culture and Occupational Burnout in Personnel of TVTO Organization, Arak City

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ABSTRACT: This study is intended to explore the relationship among organizational culture and occupational burnout in TVTO organization, Arak City. Methodology of this study is of descriptive technique with correlation type. Statistical population of this investigation includes all personnel from Technical and Vocational Training Organization (TVTO) in Arak City (Iran) in 2011-12 and the participants are 394 respondents. Method of sampling is of randomized classification with 190 respondents as sample size. Data and information gathering tool is Maslach and Jackson Burnout Inventory including 22 questions in 5 choice format within three dimensions: 1) Emotional exhaustion, 2) Depersonalization (cynicism); and individual inefficacy; and Organizational Culture Questionnaire based on Richard L. Daft comprising of 45 questions with five choices (according to LIKERT Scale) within four dimension; namely entrepreneurial, involvement, mission, and bureaucratic cultures where their reliability coefficients are respectively determined 0.87 and 0.89 by means of Cronbach's Alpha Coefficient. In order to analyze data, SPSS 15 software was used. Also some descriptive techniques or statistics were utilized to compute mean, frequency percentage, the related tables and diagrams and inferential statistics was adopted for calculation of Pearson Correlation Coefficient, t-test, and multiple regressions. Findings of this study include: (1) There is a negative and significant relationship with correlation value ($r=-0.499$) among "organizational culture" and "occupational burnout" in personnel of TVTO organization in Arak; (2) There is a negative and significant relationship among "entrepreneurial culture" and "involvement culture" and "mission culture" with "occupational burnout" in personnel of TVTO organization in Arak; and (3) There is a positive and significant relationship with correlation value ($r=0.253$) among "bureaucratic culture" and "occupational burnout" in personnel of TVTO organization in Arak. Similarly, results of t-test indicated that there is a significant difference among female and male personnel of Arak TVTO organization in terms of occupational burnout so that rate of occupational burnout is at higher level in male personnel than in female employees.

Keywords: Organizational Culture, Entrepreneurial Culture, Involvement Culture, Mission Culture, Bureaucratic Culture, Occupational Burnout

ORIGINAL ARTICLE

INTRODUCTION

Culture of a miniature organization comprises of cultural micro processes in organizational environment where border and limit of such culture may be determined by these processes. Any organization may display some aspects of those national, regional, industrial, occupational and professional cultures in which it acts and to the some extent they formed by some of contextual players according to the stabilized cultural processes. Culture describes a complex totality of distinctive heavenly, material, intellectual and spiritual aspects in a community and or societal group. Culture not only includes art and written works, but also it comprises of life styles, human basic rights, value system, traditions and beliefs.

According to Hofstede, culture is mental software that leads to isolation of members of a group and or a society from others, which are immediately the effective source on organizational culture, personnel and personnel inside an organization (Hofstede, Transl. Farhangi et al; 2008).

In an organization, culture has been derived from value, dominant leadership style, language and symbols of business procedures and a definition from success inside an organization. Organization comprises of some subsystems like duty- laden units, production groups, hierarchical levels or any team that is derived from organizational culture inside the organization (Quinn, 1999).

Preparation of the favorable ground and environment for emergence of new ideas (creativity and innovation) within organizations requires coordination and harmony with environmental changes and developments (Taruo, Transl. Kiavand; 2002).

In general, organizational culture is a perception that personnel acquire from the given organization. Organizational culture is something that exists inside an organization not among personnel. Some certain characteristic traits belong to organization and they reflect ordinary and fixed characteristics, which distinguish one organization from other organizations. Organizational culture is a group of key values, guiding

beliefs and differences that are common in members of an organization (Moshabaki, 2001).

According to environmental requirements (variable or fixed environment) and strategic focus (inside or outside concentration), Daft (2001) has characterized four types of organizational culture. They include: Entrepreneurial culture, involvement culture, mission culture, and bureaucratic culture.

1- Entrepreneurial Culture: Organizational strategic focus is external so that it acts to meet needs and requirements of clientele and customers in a dynamic and variable environment. It creates changes and innovation, risk ability, prospect, group working, freedom and autonomy (Daft, 2001).

2- Involvement Culture: It is focused on participation and involvement of organizational members and environmental expectations which vary promptly and it creates sense of accountability, ownership and further commitment to organization in personnel (Daft, 2001).

3- Mission Culture: It takes service to customers in outside environment into consideration. It does not need to rapid changes and instead personnel are accountable for performance up to certain level (Daft, 2001).

4- Bureaucratic Culture: It is focused internally and adapted to a fix environment. In such a culture, personnel's involvement is low but supervision and control over environment are high. Some factors like organizational discipline and rank and position and observance of hierarchy are highly important in this culture (Daft, 2001).

Burnout may causes lower quality in given services and act as a factor for quit a job, absenteeism and or lower spirit and it may be related to some disorders such as physical exhaustion, insomnia, drug and alcohol abuse, and familial and marital problems. A mental disorder is not the symptom for occupational burnout but it spreads slowly over the time and may be converted into a mental deficiency (Rasoolian, 2004).

It seems that burnout to be related to mental stresses. Mental stresses occur when there is an imbalance among environmental needs and requirements with individual's ability to meet them. The more such environmental needs and requirements increase and individual's ability is reduced to meet them then it creates negative experience and burnout in the given person. In fact, burnout is created due to constant mental stress (Farber 1983; quoted by Ahmadi, 2002). Occupational burnout causes deterioration in quality of services that are given by personnel (Saatchi, 2003).

According to Maslach and Jackson, burnout is reduction in individual adaptation ability due to

stressful factors and with physical and emotional exhaustion symptoms. These symptoms lead to creation of negative self- concept in the given person and a negative attitude toward job and lack of communication feeling with others (customer, clientele or referents). Such symptoms may lead the person to a variety of mental and physical diseases (Maslach and Jackson, 1981).

Maslach et al. (2001) consider three main components for burnout:

1- Emotional Exhaustion: It is the main factor for burnout and the most distinct level of burnout symptoms. This dimension of burnout signifies the basic response to stress. In fact, emotional exhaustion is a requisite dimension for definition of burnout and without this dimension burnout concept may be incomplete (Maslach, 1981).

2- Depersonalization (Cynicism): In revision of some studies relating to burnout, Maro (2002) argues that depersonalization usually emerges after emotional exhaustion and in fact it is a direct response to occupational stress. In other words, depersonalization denotes non- emotional irrelevant and hostile responses to referent people (service receivers) and colleagues etc. with burnout syndrome of negative emotions and attitudes followed by others' reprimand (Maslach and Jackson, 1981).

3- Individual Inefficacy (Personal failure): The relationship among individual efficacy is relatively more complicated with two other burnout dimensions. In some studies, it seems that dimension of individual inefficacy is the outcome for two other dimensions of burnout but in some other cases, this assumption has not been approved while it emphasizes that such elements grow in parallel and along with each other instead of placement as a chain side by side of others. In other words, individual efficacy stands for sense of adequacy and successful advance in working with other individuals (Maslach, 1981).

Several studies have been carried out regarding organizational culture and occupational burnout so we deal with some of them:

- Bahrololoom et al (2002) conducted a study under title of "The relationship among organizational culture and job satisfaction in experts from Physical Education Organization that employed in Tehran". Results came from findings of this study indicated that: The governing organizational culture over Physical Education Organization is at average level and experts' job satisfaction is at lower level particularly in some aspects including salaries and benefits, promotion and improvement. Similarly, there was a positive and significant correlation among organizational culture organizational culture and job

satisfaction. In this investigation, organizational culture power and working background models were identified with organizational culture as the best predictor for job satisfaction from study variables.

In a study, which has been conducted by Ahghar (2006) under title of "Review of the schools' organizational culture role in occupational burnout in teachers of Secondary Schools of Tehran City", he came to these results that it is known that one could predict burnout in secondary school teachers based on scores of organizational culture variable in school while the predication power in organizational culture of entrepreneurial type is greater than involvement organizational culture and power of involvement organizational culture is greater than mission and bureaucratic organizational cultures.

Nasiripoor et al (2007) dealt with surveying the relationship among organizational culture and productivity of personnel from public- educational hospital affiliated to Iran University of Medical Sciences. The results showed that there is a significant relationship among organizational culture and productivity.

Azizi Moghadam (2008) conducted a study under title of "Investigation into the relationship among school organizational health and burnout in secondary school teachers in Mahabad City". Results of this survey indicated that there is an inverse and significant relationship among two variables of school organizational health and teachers' burnout. At the same time, given that the moderator variables are fixed (gender, age, service records and education), an inverse and significant relationship was obtained among two variables of organizational health and occupational burnout. Similarly, results reflected that occupational burnout is not significantly related to dimension of principal's influence but it is inversely and significantly correlated with dimensions of organizational integration, observance, structure, supporting from sources and spirit and scientific focus at level 0.01. Totally, data analysis suggests that teachers' burnout may be interpreted and predicted by organizational health and its dimensions.

Zamini (2010) carried out a study that is called "Review the relationship among organizational culture and job satisfaction between members of academic fellowship and personnel of Tabriz University". The results came from this study indicated that dominant organizational culture in Tabriz University is of rational type while job satisfaction varies among three different cultures. Similarly, the results showed that with respect to their scholar ranks, there is no significant difference in job satisfaction among members of academic fellowship. Additionally, the results indicated that there is a significant relationship

in job satisfaction among members of academic fellowship and personnel as well as job satisfaction among females and males and at the same time it was known that organizational culture is significantly related to job satisfaction.

Kheradmand et al (2010) conducted a survey under title of "Review the relationship among organizational culture and performance of personnel in Islamic Azad University (IAU), Tehran North Branch". Findings from this study showed that organizational culture is positively and significantly related to personnel's performance. At the same time, there is a positive and significant relationship among involvement, hierarchical, and rational cultures with performance of personnel.

Also Jackson et al (1986) have conducted a study that is called "An outlook from burnout effect regarding teachers' occupational burnout". The main findings from this investigation suggest that (1) Unfulfilled occupational expectations have no effect on burnout; (2) Emotional exhaustion is much intensively correlated with variable conflict (that is the greater role conflict exists, the more intensive burnout results); (3) The highest rate of individual efficacy belongs to persons who are supported in this environment; and (4) Lack of individual support in environment is the only factor that is related to negative attitude in response to others.

Evans (2006) has carried out a study under title of "Review of spreading stress, burnout, and job satisfaction among social workers in mental healthcare unit". The results of this study show the high level of emotional exhaustion and job satisfaction among personnel at low level. In surveying the population in this study, they concluded that there is a significant relationship between elements of emotional exhaustion and mental health.

Pico (2006) conducted an investigation under title of "A survey on relationship among burnout, role conflict, job satisfaction, and societal mental health between personnel of healthcare unit in Hungarian hospitals". The results came from this study suggested that scores of variables emotional exhaustion and depersonalization are very high while compared to personnel of healthcare unit in Canada scores of sample group have been lower in individual efficacy scale. Occupational burnout has been extremely related to job dissatisfaction. Results of this study emphasize on importance the role of mental and social work environment and type of mutual relationship within workplace with personnel's mental health.

With respect to what mentioned above, the current study is mainly intended to test the following hypotheses:

- Determination of the relationship among organizational culture and occupational burnout in personnel from TVTO organization in Arak City;
- Identifying the relation among entrepreneurial culture and occupational burnout in personnel from TVTO organization in Arak City;
- Determination of the relationship among involvement culture and occupational burnout in personnel from TVTO organization in Arak City;
- Characterizing the relation among mission culture and occupational burnout in personnel from TVTO organization in Arak City;
- Identifying the relationship among bureaucratic culture and occupational burnout in personnel from TVTO in Arak City; and
- Determining the relation among occupational burnout with gender of personnel from TVTO organization in Arak City.

METHODOLOGY

Since this study is aimed at review the relationship among organizational culture with occupational burnout in personnel of TVTO organization in Arak City so the present survey is of applied type in terms of objective (for which the subject is originated from real environment and its results can be used for improvement organizational culture and or to purpose the needed strategies) and it is of survey type in terms of gathering information (since it is kind of poll and systematic questionnaire has been used in this study) and also it is descriptive correlation method in terms of methodology.

Statistical population of this study includes all personnel from Arak TVITO organization and with respect to the inquiry which has been received from Employment Department of this organization total number of personnel in this organization are 394.

With respect to statistical population in this study and by means of Morgan sample size table, 197 participants were chosen from these personnel as research sample size for collection of information. Furthermore, sample size of this statistical population was selected by means of random classification sampling technique.

Two separate questionnaires (organizational culture and occupational burnout) have been adopted in this study to measure variables and collection of information.

- To measure occupational burnout, Burnout Standard Questionnaire (Maslach & Jackson, 1981), including 22 separate questions about emotions and attitudes, has been used. In this inventory, 9 articles are related to emotional exhaustion, 5 articles to depersonalization (cynicism), and 8 articles to sense of individual efficacy. This questionnaire has been utilized for the first time by Maslach and Jackson in 1981. This questionnaire was translated and standardized by Filian into Persian for the first time in Iran in 1991 and he has reported the reliability value of this questionnaire as 0.96. At this study, reliability of this questionnaire was administered for 30 respondents and Cronbach Alpha Coefficient was calculated as 0.87 for this inventory.

- To measure organizational culture, the realized questionnaire has been used according to classification done by Richard L Daft. This questionnaire includes 45 questions. In order to measure reliability of this inventory, this questionnaire was administered among 30 respondents from study sample and value of Cronbach’s alpha coefficient (0.89) was obtained for it.

After selection of sample group and execution of organizational culture and burnout questionnaires, information was gathered, encoded and recorded in computer and analyzed by means of SPSS-15 software. To analyze data and derived information, descriptive and inferential statistics were used at the same time. Descriptive statistics was utilized to describe sample by means of frequency distribution tables and diagrams and parameters of central tendency and dispersion indices and in inferential statistics section, some tests like Pearson’s correlation test, t- test for independent groups, and multiple regressions were adopted.

RESULTS

Demographic description of sample is presented in table 1.

Table 1. Frequency distribution of respondents based on gender

Gender	Frequency	Percent
Female	70	36.8
Male	120	63.2
Total	190	100

As it observed in Table 1, 63.2% of members in sample group are male personnel. This quantity has been reduced to 36.8% for female employees.

With respect to normal distribution of all study variables, based on interval scale, Hypotheses 1-5 are tested by means of Pearson’s correlation coefficient.

- Hypothesis I: There is a relationship among organizational culture and occupational burnout in

personnel of Arak TVTO organization.

Table 2. Correlation coefficients between occupational burnout and organizational culture (n=190)

Variables	Entrepreneurial Culture	Involvement Culture	Mission Culture	Bureaucratic Culture	Total Organizational Culture
Entrepreneurship	-0.458	-0.480	-0.419	0.253	-0.499

As it shown in Table 2, the relationship among these two variables is significant at level 0.01. ($r = -0.499$, $p = 0.01$) Thus, one can reject Null Hypothesis at level 0.01 and it may be concluded at 99% level of confidence that there is a negative significant relationship among "organizational culture" and "occupational burnout" in personnel of Arak TVTO organization.

- Hypothesis II: There is a relationship among entrepreneurial culture and occupational burnout in personnel of Arak TVTO organization.

According to information in Table 2, there is a negative relation among these two variables at level 0.01 ($r = -0.458$, $p = 0.01$). Therefore, one can reject Null Hypothesis at level 0.01 in favor of research main hypothesis and it could be concluded at 99% level of confidence that there is a negative significant relationship among "entrepreneurial culture" and "occupational burnout" in personnel of Arak TVTO organization.

- Hypothesis III: There is a relationship among involvement culture and occupational burnout in personnel of Arak TVTO organization. According to Table-2, significance level for relationship among two variables is 0.01. ($r = -0.480$, $p = 0.01$). Thus, one could reject Null Hypothesis at level 0.01 and it can be concluded at 99% level of confidence that there is a negative significant relationship among "involvement culture" and occupational burnout" in personnel of Arak TVTO organization.

- Hypothesis IV: There is a relationship among mission culture and occupational burnout in personnel of Arak TVTO organization.

The figures derived from Table-2 suggest that rate of correlation among two variables is so high that Null Hypothesis can be rejected at level 0.01 ($r = -0.419$, $p = 0.01$). Therefore, it may be assumed that there is a negative significant relationship among "mission culture" and "occupational burnout" in personnel of Arak TVTO organization.

- Hypothesis V: There is a relationship among bureaucratic culture and occupational burnout in personnel of Arak TVTO organization. As it shown in table 2, the relation among these variables is significant at level 0.01 ($r = 0.253$, $p = 0.01$). Thus, one can reject Null Hypothesis at level 0.01 in favor of

research main hypothesis and it can be concluded at 99% level of confidence that there is a positive significant among "bureaucratic culture/ and "occupational burnout" in personnel of Arak TVTO organization.

- Hypothesis VI: There is a difference among female and male personnel in terms of occupational burnout.

This hypothesis was tested by means of t-statistic independent model. According to information listed in this table 3, observed-t is significant at level (0.05). Therefore one can reject Null Hypothesis at level (0.05) and it can be concluded at 99% level of confidence that there is a significant difference among female with male personnel of Arak TVTO organization in terms of occupational burnout variable so that rate of burnout is higher in male than in female personnel.

Although testing of hypotheses indicated that all forms of "organizational culture" are related to "occupational burnout", but in order to review all variables in a model multiple regression test was used; hence, it is better to examine hypotheses in this test before conducting calculations. According to the aforementioned information in table 4, all 4 predictor variables have entered into this model. In model-1, the value of relationship among involvement culture and occupational burnout is 0.480. In other words, "involvement culture", in itself, interprets approximately 23% of the given variance relating to "occupational burnout" in personnel of Arak TVTO organization ($R^2 = 0.23$). In Model-2, if "bureaucratic culture" is added to this mode, R^2 value is increased to 0.319. In other words, approximately 31.9% of variance of personnel's occupational burnout may be interpreted by linear relation with variables of involvement culture and bureaucratic culture among of which portion of bureaucratic culture is about 8.9%. Models 3 and 4 also characterize that share of mission and entrepreneurial cultures are about 3.5% and 2.6% in interpretation of personnel's occupational burnout respectively.

Similarly, the related calculations to F- Statistic showed that square of multiple correlations is significant at level 0.01 ($p = 0.01$, $d.f = 4 \& 185$, $F = 28.4$).

The next computer output indicates analysis of regressive coefficients of this model.

Table 3. Independent t- test for comparison of occupational burnout in female and male personnel

Groups	Quantity	Mean	Standard Deviation	Degree of Freedom	Observed- t	Significance Level
Females	70	56.15	19.2	18	0.34	0.02
Males	120	62.69	19.24	8	2	

Table 4. Descriptive statistic of model by means of stepwise regression

Model	Predictor variables entered into the model	Correlation Coefficient	Square of Correlation Coefficient	Moderated Correlation	ΔR^2	Significance Level
1	Involvement Culture	0.480	0.23	0.226	0.23	0.01
2	Involvement Culture Bureaucratic Culture	0.656	0.319	0.312	0.089	0.01
3	Involvement Culture Bureaucratic Culture Mission Culture	0.596	0.355	0.344	0.035	0.01
4	Involvement Culture Bureaucratic Culture Mission Culture Entrepreneurial Culture	0.617	0.380	0.367	0.026	0.01

Table 5. Coefficients for each of variables in measurement model

Variables entered in the model	Model	B	Standard Deviation	Variables standardized Coefficients β	t- value	Significance Level
	1. Intercept	83.02	6.08		12.2	0.01
Involvement Culture	Variable Coefficient	-03.361	0.143	-0.218	2.6	0.01
Bureaucratic Culture	Variable Coefficient	0.916	0.161	0.336	5.7	0.01
Mission Culture	Variable Coefficient	-0.596	0.191	-0.240	3.1	0.01
Entrepreneurial Culture	Variable Coefficient	-0.406	0.179	-0.239	2.8	0.01

According to the existing data in Table, regression equation can be written as follows:

$$\text{Predicted Burnout}(Y) = 83.02 - 0.361 \text{ Involvement Culture} + 0.916 \text{ Bureaucratic Culture} - 0.596 \text{ Mission Culture} - 0.406 \text{ Entrepreneurial Culture}$$

Based on the above regressive model, it may be implied that by adding one unit to involvement culture, mission culture, and entrepreneurial culture for personnel of ARAK TVTO organization, values of 0.361, 0.596, and 0.406 are respectively reduced from occupational burnout and at the same time by adding one unit to variable bureaucratic culture for personnel, 0.916 unit will be added to their occupational burnout.

DISCUSSION

This study was aimed at conducting investigation into organizational culture and occupational burnout among personnel of Arak TVTO organization. To review this objective, a sample group was used including 190 respondents (70 females and 120 males). After selection of sample group,

organizational culture and occupational burnout questionnaires were administered by means of random classification sampling technique and the resultant data from these inventories were analyzed by SPSS 15 software. Theoretical framework of the current study is based on the first theories developed by the theorists in the field of organizational culture like Parsons. Most of personnel of Arak TVTO organization had BA degree in age group 31-35 and many of personnel had 6-10 years' work experience. But in terms of organizational culture dimensions it can be implied that: 1- Mission culture had the highest frequency. Personnel in this group had high school diploma. The employees in organizational culture dimension had 1-5years work experience. Male employees and personnel with high school diploma suffer from occupational burnout at higher level than female personnel. According to the purposed hypothesis and results in this study, organizational culture, involvement culture, entrepreneurial culture, and mission culture were negatively and significantly

related to occupational burnout. Alternatively, bureaucratic culture had a positive and significant relationship with occupational burnout. And finally, male and female personnel were different from each other in terms of occupational burnout according to their gender so that the results showed occupational burnout in male employees is higher than in female personnel.

Research Suggestions

It is suggested to govern the existing variables of this culture further on the organizational climate with respect to the relation among entrepreneurial culture and occupational burnout in personnel of Arak TVTO organization. For example, it is recommended to pay more attention to dynamism, flexibility, and updating activities based on today developments, and motivation for creativity and innovation and personnel's initiatives and at the same time their satisfaction.

It is also suggested to govern the existing variables of this culture further on their ties and relations with personnel with respect to the relationship among involvement culture with occupational burnout in Arak TVTO organization so that to participate in decision making further and to address fulfilling their requirements more than ever; as a result, this measure stimulates sense of ownership and commitment in personnel toward the organization and training centers.

It is suggested to govern existing variables in this culture over TVTO organization as well with respect to the existing relationship among mission culture and occupational burnout of personnel so that to clarify organizational goals and orientations for the personnel; and to determine punishment and reward for the personnel according to outcomes of their performance while some certain criteria to be determined for evaluation of their performance.

Given that positive relationship among bureaucratic organization culture and occupational burnout of personnel in TVTO organization, it is recommended to downplay the existing variables in this culture with planning, and changing structure, attitude and rules so that to emphasize further on horizontal and parallel relations than hierarchical and vertical communications. Reward and punishment for personnel should be more based on work performance and creativities. Personnel should be encouraged to do various, creative and dynamic activities not uniform iterative performance and based certain and predetermined models.

It is suggested to managers, who are interested in personnel's physical and mental health, to consider the following strategies for prevention from occupational burnout in personnel:

It is recommended to appoint personnel in the position that not only they are interested in that job but also they have the needed characteristic traits for doing occupational tasks appropriately.

Manager may improve communication networks within the organization so that to guarantee quality and quantity of relations outside organization at the optimal state (Possibility for purposing criticisms regarding the appropriate relation among managers and personnel).

To employ psychologist to address and follow up occupational problems and living state of personnel; To create trust climate in work environment; To create business and occupational motives among colleagues; To prepare recreational and collective plans in order to decrease daily work tiredness and to identify other techniques for removal burnout; To prepare appropriate training courses for personnel based on job analysis; To reduce personnel's exposure to the risk and stressful stimulant.

Similarly, it is recommended to personnel to consider the following points to reduce occupational burnout: Paying due attention to healthcare and physical and mental well-being such sport, suitable diet and relaxation. It necessitates for personnel to enjoy healthy amusements and hobbies outside workplace; Organizing daily work schedules; to reduce stressful factors; to develop friendly and cordial relations with others; to strengthen potential of saying no; to take away worry and anxiety.

Research Restraints

Limitation of statistical population only to Arak City; Gathering information only by questionnaire; The effective psychological factors like (worry, tiredness and indifference to giving response to questionnaire due to the distribution of such questionnaire for several times by students and or by other public organizations etc.) that may postpone the possibility for gathering accurate information as well as the time taken for this activity; The existing former interests, prejudices and experiences etc. that could affect on results; Intervention of some factors in results of study, which may be out of researcher's control such as factors relating to personnel's attitudes and given that questionnaire has been the tool for gathering information in this survey and at the same time attitude of the studied personnel have been explored and this point definitely affects on research findings; Carelessness of participants in giving response to these questions; Rejection of some participants to fill out questionnaires; Lack of control on intrusive variables (creativity and intelligence etc.) due to being unfamiliar with the field of sample group.

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