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## **MODELING THE MEDIATING ROLE OF JOB BURNOUT IN INFLUENCE OF JOB STRESS ON THE COMMITMENT AND TURNOVER OF EMPLOYEES OF BRANCHES OF SADERAT BANK IN ZABOL**

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**Abstract.** The purpose of this study was to examine the effect of job stress on the commitment and turnover of the employees of Saderat Bank in Zabol by considering the mediating role of job burnout. The statistical population of this study consists of all employees and managers of branches of Saderat Bank in Zabol, who are currently working. According to the prosecution, the size of the population is estimated 1248 people. For sampling, the Cochran sample size formula with limited population was used. Finally, 295 statistical units were analyzed. The data collection instrument used in this study was a series of standard questionnaires. Additionally, in order to describe the data analysis and to test the hypothesis of the research, inferential statistics and structural equation modeling method have been used and analyzed via LISREL. After analyzing the data, the results of research hypothesis testing indicate that job stress has a positive effect on job burnout and job stress has positive effect on turnover. In addition, the negative effect of job burnout on organizational commitment was accepted.

**Keywords:** Job Stress, Job Burnout, Organizational Commitment, Branches of Saderat Bank in Zabol.

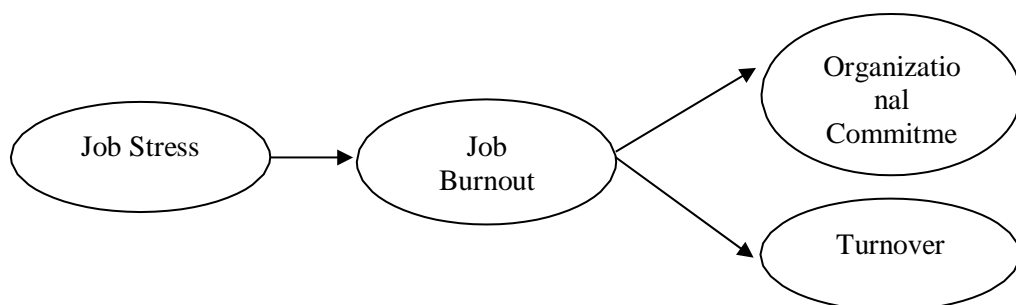
**Introduction.** In today's organizations, any given day employees are faced with different requests that do not have enough power to respond to them. This causes job stress. Long-term job stress causes burnout, health problem and an increase in resignation, with the replacement cost of experienced staff to the extent that has led researchers to more than keep them in the organization (Wong and Laschinger 2015). Executive staff have a duty to improve the quality of services and provide safe and secure working conditions (Brown et al. 2013). A high level of studies suggests that executive staff is associated with organizational feedback and customers (Cummings et al., 2010). Executive staff face a huge amount of demands from customers (clients) and extensive control by superiors, but in many cases they do not have the legal authority to make decisions for these matters (Kath et al., 2012). Job stress occurs when a person is faced with many job demands, but has no control over the type of processing (Kain and Jex 2010). High job stress lead to burnout, illness, undesirable performance, and eventually job cessation (Karasek and Theorell, 1990). Job demands have the potential to cause job stress, followed by negative physical, emotional and organizational returns (Karasek and Theorell, 1990). Occupational demands are stressors that have psychological roots, such as the amount of acceptable

work, the speed of the work, the workload at the specified time, etc. The breadth of decision refers to the amount of employee control over the type and timing of the work. Thus, the researcher is going to study the research and collecting information from reliable sources, modeling the mediating role of job burnout in the impact of job stress on the commitment and turnover of the employees of branches of Saderat Bank in Zabol.

**2. Research Literature. 2.1. Theoretical Framework of Research.** Although there is a positive stress, but when it comes to stress, more attention is paid to its side effects and its negative aspects. Job stress is a harmful physical and emotional response that occurs when occupational hazards do not match with abilities, supports and the needs of the employed person. Job stress, in addition to being able to affect the physical and mental health of individuals, reduces their efficiency and results in decreased productivity in the organization. On the other hand, job burnout is a person's response to stress and interpersonal stressors in the workplace, in which frequent and overcapacity contacts of employees with others cause changes in attitudes and behaviors toward others. The high level of psychological stress in the workplace and the lack of the necessary skills to deal with it will in the long run lead to a lot of damage to the individual, organization and even community. The reduction of physical and mental energy of the manpower, the decline in the resistance level towards diseases, increased dissatisfaction and pessimism, and eventually increased absenteeism and decreased individual and organizational efficiency, are some of the consequences (Hosseini Marvian and Lari Dasht Bayaz, 2015). Thus, the following hypothesis is proposed: **H1:** Job stress has a positive effect on job burnout. Kohli et al. (1998) conclude that employees working in a learning support organization can better improve their effectiveness. It becomes a place that fosters new thinking and is collectivism in utter freedom. Garvin (2000) believes that learning organization is an organization capable of generating, receiving, and exchanging knowledge, and based on these knowledge, it can change its behavior. Yo (2005) concludes that the learning organization believes that learning together gives employees the ability to improve their competitive ability and increase their effectiveness. Thus, the following hypothesis is suggested: **H2:** Job burnout has a positive impact on organizational commitment.

Research shows that every job has tension, but some jobs cause more stress and often the banking profession is one of those professions. Nikbakht and Nasrabadi et al. concluded that there was a significant positive correlation between job burnout and the desire to quit a job (NikBakht and Nasrabadi, 2014). Feng's study also showed that there is a positive correlation between aspects of job burnout and the desire to quit the job (Feng, 2007). Thus, the following hypothesis is suggested: **H3:** Job burnout has a positive impact on turnovers.

**2.2. Investigation of the Background of the Research.** Sazgargarayi (1395), has done a research entitled Occupational Stress in the workplace. This article is a descriptive article. In the last decade, the issue of stress and its effects on organizations has been considered. Although in medical science, the issue of neuropathic stress and its causes and complications have long been investigated, but this discussion has recently been opened in organizational behavior. Stress is one of the factors that vary in intensity in the context of different environments and situations, so that the stress level increases in environments that have a stable working environment or adverse weather conditions. One of the most common causes of stress in people's lives is the stress that comes from the workplace and the working conditions of a person, which can cause mental illness in the staff or accelerate the process of developing the disease. Ehteshami and Rajaeen (2013), in a study entitled "Burnout rate among managers of the general directorate and Education Offices of Isfahan", achieved the results that of 127 participants in the study 27 did not have job burnout and 100 did. A higher percentage of women reported high individual failure rates than men. Single managers and people between the ages of 41 and 50 report less job burnout in triple aspects than married couples and other age groups. Wong and Laschinger (2015) conducted a study entitled "The influence of frontline manager job strain on burnout, commitment and turnover intention: A cross-sectional study." The results of their research indicate that the job stress of executives has a positive relationship with their job burnout, which leads to a reduction in organizational commitment and an increase in the turnover of managers. Ney et al. (2014), in a survey of 106 studies on turnover, concluded that job stress, role stress, work complexity, and low labor control were the main factors behind turnovers. Skagert et al. (2011) findings from Swedish healthcare managers showed that the turnover rate was 40% in 4 years, while labor demand was not predictive of this problem. Recently, 27% of the executives of these centers mentioned that it' is less likely for them to remain in their current jobs for the next two years. The imbalance between work and life, job saturation, lack of resources, and lack of proper service quality are among the main factors.



**Figure 1. Conceptual Model of Research (Wong & Laschinger, 2015)**

**3. The Research Method.** This research is applied in terms of the purpose and in terms of collecting survey information is with a causal-descriptive nature and among the correlation methods is the type of covariance analysis because of the use of structural equations.

**3.1. Statistical Population.** The statistical population of this research includes all staff members of Saderat Bank Branches in Zabol, according to the statistics consists of 1248 people. Due to the fact that the total number of personnel is clear, the statistical population is considered limited in size. In this research, random sampling was used and the sample size was calculated using Cochran's relation and the number of samples was determined based on this relationship. Calculation of the sample number based on the Cochran formula is as follows:

$$n = \frac{NZ^2 \cdot p \cdot q}{(N-1)e^2 + Z^2 \cdot p \cdot q}$$

Where, n = statistical sample size, N = volume of the statistical society, Z = the value of the normal variable corresponding to the confidence level for the 95% confidence distance, which is equal to 1.96. p = probability of success (5), and q=p-1 failure probability (5), and e = the value of the acceptable error equal to "5%".

$$n = \frac{N(Z)^2 \cdot .5 \cdot .5}{(N-1)(.05)^2 + (Z)^2 \cdot .5 \cdot .5} = \frac{1248 \cdot 0.9604}{1247 \cdot 0.0025 + 0.9604} = \frac{1198.5792}{4.0779} \approx 294$$

According to the amount obtained from the Cochran formula, 300 questionnaires were distributed and the sample size was 295.

**3.3. Validity and Reliability of Research.** The questionnaire used in this study is a standard questionnaire. With a relatively large amount of work done on the indicators in terms of time and how to raise the questions in this research, as well as with the favorable opinions of the experts, the validity of the questionnaire is very reliable and its credit rating is high. In this research, Cronbach's alpha coefficient was used to measure the credibility of the questionnaire. The Cronbach's alpha coefficient was calculated using SPSS software. The Cronbach's alpha value for this questionnaire is 0.951 which indicates that this questionnaire has a fairly good reputation. The Cronbach's alpha for the dimensions of the research questionnaire is shown in the table below.

**Table 1. Cronbach Alpha Coefficients**

Variables	Number of questions (criteria)	Cronbach's alpha
Job stress	Questions 1 to 22	0.881
Job burnout	Questions 23 to 37	0.861
Organizational commitment	Questions 38 49	0.853
Turnover	Questions 50 to 52	0.706

**3.4. Data Analysis Method.** In this research, structural equations modeling has been used to examine the relationship between the components of the model. In the meantime, the researcher has used structural equation modeling for confirmatory factor analysis. The LISREL software has been used to analyze the hypotheses. A structural model that describes possible causal relations between variables.

**4. Research Findings. Testing Hypothesis 1: Job stress has a positive effect on job burnout.**

In this hypothesis, the effect of occupational stress on job burnout is considered, the value of T statistics is 5.89 and is not in the unacceptable range (-1.96, 1.96). Thus, the effect of job stress on job burnout is significant and the rate of this effect with an error of 0.051 is 0.47. In other words, 47% of job burnout changes are based on job stress, and the positive sign of path coefficient shows their direct relationship. In other words, with increased job stress, job burnout increases.

**Testing the Second Hypothesis: Job burnout has a positive effect on organizational commitment.**

In this hypothesis, the effect of job burnout on organizational commitment has been investigated, the value of T statistics is -3.43 and is not in the unacceptable range (-1.96, 1.96). Thus, the effect of burnout on organizational commitment is significant and the rate of this effect with an error of 0.051 is -0.30.; in other words, 30% of organizational commitment changes based on job burnout are justified and the negative sign of the path coefficient shows an inverse relationship which means by increasing job burnout, organizational commitment decreases.

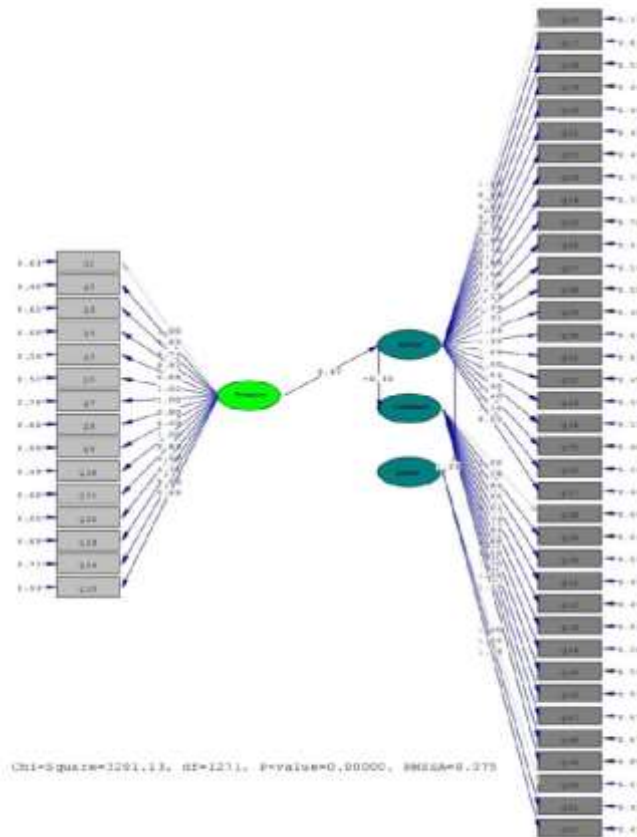


Figure 2. Relationships between the Latent Variables According to Path Coefficient

**Testing Third hypothesis: Job burnout has a positive effect on turnover.** In this hypothesis, the effect of burnout on the turnover has been investigated, the value of T is equal to 6.17 and is not within the unacceptable range (-1.96, 1.96). Thus, the effect of burnout on turnover is significant and the rate of this effect with an error of 0.051 is 1.33. In other words, 1.33 percent of turnovers are based on job burnout, and the positive sign of path coefficient shows their direct relation, that is, with increased job burnout, turnover increases.

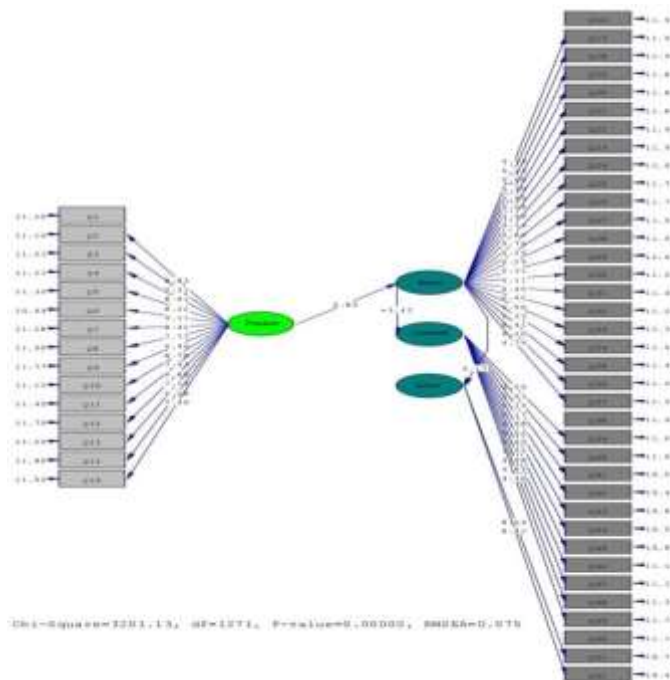


Figure 3. Relationship between the Latent Variables in Terms of t Value

**5. Recommendations.** The theoretical framework presented in this study will be useful and effective in understanding and identifying the organizational factors affecting the commitment behavior and the amount of turnovers. According to the results of the analysis of the research hypotheses, the following recommendations are given to the directors and heads of the branches of Saderat Bank in Zabol. Considering the confirmation of the first hypothesis and accepting the positive impact of job stress on employees' job burnout, the following recommendations are presented to diminish job stress:

1. Allocating a short time between working hours to connect with colleagues and a few moments away from the work space.
2. Organizing training sessions focusing on the importance of mental health in the organization to diminish occupational stress and ultimately reduce burnout
- 3) Holding competitions, sport, cultural and recreational camping by bank management.

Regarding the rejection of the second hypothesis and the probable negative impact of job burnout on organizational commitment, the following recommendations are presented to diminish burnout:

1. Teaching employees how to lead a happy life
2. Training activities to reduce depression and increase the vitality of the staff in the workplace
3. It is suggested to the bank's management to avoid using the bank's laws in a static and inflexible manner.

Considering the confirmation of the results of the third hypothesis and the confirmation of the positive effect of job burnout on turnover, the following suggestions are presented to reduce job burnout and, consequently, to reduce turnover.

- 1) Motivating executive managers to work in order to reduce work related concerns
- 2) Transparent job description for all employees.
- 3) The self-disclosure of managers (sharing managerial information with employees reduces their worries and concerns).
- 4) Securing the work environment in the following ways:

Safety: No hazard threatens you in the work environment.

Suitable work environment: such as light, temperature, sound, air quality.

Equitable Rights: Rights that a person can easily live with.

Security: security against misuse and irrational dismissal.

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