The mediator effect of occupational burnout on the relationship between organizational cynicism and organizational silence (Case of study: employees of Farokhshahr social security organization hospital)

The mediator effect of occupational burnout on the relationship between organizational cynicism and organizational silence (Case of study: employees of Farokhshahr social security organization hospital)

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Abstract

As one of the challenges in the organization, Organizational cynicism interacting with occupational burnout, play a decisive role in organizational silence. The purpose of this study is to evaluate the effect of organizational cynicism on organizational silence considering occupational burnout as a mediating variable in the relationship between these two variables. For this purpose, three hypotheses were composed. To collect the information necessary for testing the hypotheses, two standard questionnaires of James (2005) to measure organizational cynicism and occupational burnout, and the questionnaire of Nol and Van Dyke (2012) to measure organizational silence were used and they were distributed Among 189 Employees of Farokhshahr Social Security Hospital as a Sample volume of research. Liserel software was used to analyze the data and hypothesis testing. The results of the test of research hypothesis, confirmed the effect of occupational burnout on organizational silence while showing that there is a significant relationship between organizational cynicism and organizational silence, as well as the occupational burnout, and the effect of occupational burnout is great on this relationship. At the end of the research, some suggestions were also presented in accordance with the findings of the research.

 Keywords: organizational cynicism, occupational burnout, organizational silence

Introduction:

The efficiency and development of each organization depends to a large extent on the proper utilization of human resources. Among this, managers are trying to control their employees pervasively for various issues and this has faced them with many challenges. In this regard, we can mention the role of organizational cynicism, occupational burnout and organizational silence as three important factors in the relationship between employees and the organization. Nowadays, organizations are trying to take advantage of existing intellectual capital for more productivity. Therefore, it is necessary to hear the thoughts, opinions and believes of the employees. But, according to Morrison and Milliken, 2000, the lack of trust in the organization causes the employees to avoid expressing their opinions and believes about the organization, which is called organizational silence. In fact, when more and more employees prefer to remain silent about organizational issues, a collective behavior called organizational silence (Dan et al., 2009) is created. One of the reasons for the silence of employees in the organization is negative emotions such as fear of punishment (Richard, 2003), and because such feelings are the basis for organizational cynicism (George 1992; Watson & Clarke, 1984), the role of employees' cynicism about the organization and their silence in the organization can be mentioned.

Dean et al. (1998) define organizational cynicism as a negative attitude toward the organization, which consists of three aspects: (1) the belief that the organization is free from honesty and truth; (2) negative feelings toward the organization; and (3) the desire to Contempt and critical behaviors toward the organization, which can be expressed through silence in the organization (Slade, 2008). When employees are confused with their organization due to the above mentioned factors, they experience a kind of stress in their work, which leads to a phenomenon called occupational burnout (Storm and Spector, 1987). When employees are Pessimistic about their organization due to the above mentioned factors, they experience a kind of stress in their work, which leads to a phenomenon called occupational burnout (Storm and Spector, 1987). Occupational burnout is a sign of emotional collapse after years of engagement and employment. These symptoms are more common among people who are employed in human services occupations such as education and medicine (Sarason, 1984; Llontop. R. G. & Gonzales. C. O., 2017).

Signs of occupational burnout are characterized by lack of passion and desire, feeling of deprivation and failure, absenteeism, unwillingness to accept responsibility, organizational cynicism, depression and physical symptoms. In periods of life, feelings of anxiety, anger, depression, dissatisfaction and anxiety appear normal. But people in an occupational burnout state, experience these negative emotions more than usual. In the worst case, people complain of fatigue or emotional deficits (Beverly Potter, 1998). One of the signs of occupational burnout is the disruption of social relations and the isolation of the person. On the other hand, withdrawal behavior based on submission and satisfaction to anything is one of the factors of organizational silence (Pinder and Harlos, 2001) and this issue refers to the relationship between occupational burnout and organizational silence. Considering the fact that little study has been done on simultaneous relationship between the three variables of organizational cynicism, organizational silence, and occupational burnout, this study intends to answer the question whether organizational cynicism affects the organizational silence of the staff of the hospital under study.

1. Literature Research

In this section, we briefly discuss the concepts and definitions of the three variables of organizational silence, organizational suspicion, and job burnout. Then, while describing the research background, the relevant assumptions are also counted.

1-1. Organizational silence

In literature, organizational silence is known as deliberate, intentional and purposeful behavior. The concept of organizational silence was initially considered as a sign of employee loyalty, however, in recent studies, it is referred to as a type of negative behavior as employees deliberately hide their knowledge of organizational issues (Kakisa, 2010). Other studies have shown that organizational silence can be beneficial for the organization by maintaining confidential information and reducing interpersonal conflicts, but Tiki et al. (2011) suggest that organizational silence is a harmful phenomenon for both organizations and the employee. Studies show that less than 10% of doctors, nurses and hospital staff speak directly about hospital decisions. Not only do nurses avoid speaking with doctors and other nurses, but doctors also refuse to talk to nurses about hospital problems. In this area, the lack of self-confidence, worrying about the effects of

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participation and the fear of revenge are of the important reasons for the silence of these employees (Henryx and Dayton, 2006).According to Nol and Van Dyke (2012), organizational silence has four dimensions.

- Submissive silence: When most people see someone as a silent person, it often means that he does not actively interact (Corton, 2000). The silence derived from this kind of behavior is called submissive silence and is reoffered to as the refusal to provide ideas, related information or opinions based on the submission and satisfaction of any condition. Submissive silence, then, indicates the withdrawal behavior, which is more passive than active (Prinder and Harlose, 2001).

- The behavioral characteristics of people with this kind of silence can be low participation, neglect, carelessness and recession (Mafi et. al. 2012). They consider this kind of silence as a factor in disagreement with AVA, which is usually a form of passive agreement or acceptance of the status quo. People with this kind of silence give up to the current situation and have no desire to try to talk, participate, or try to change the status quo. For example, a worker refuses to express his opinions about his organization, because he believes that speaking is useless, and that creating differences and changing the conditions by speaking and expressing opinions is far from the mind or he may be uncertain of his personal ability to influence the conditions. In both of these cases, silence is the result of submission and tending to any situation. When people in the organization believe that they cannot make a difference, they give up to any situations and do not actively express their ideas or suggestions. Finally, submissive silence involves deliberate, passive behavior, and refusal to provide information based on submission or feeling that effective changes are beyond the capabilities of the group (Pringer and Harlose 2001; Aguilar-Cruz. F. & Perez-Mendoza. J. S. 2017).

- Defensive silence: The reason for this kind of silence is the fear of giving information. Defensive silence is a deliberate and non-passive behavior that is used to preserve oneself from external threats, but this kind of silence, in contrast to submissive silence, is more non-passive and involves more awareness of the available options in decision making, and at the same time refraining from providing ideas, information, and opinions as the best strategy at the right time.

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Defensive silence is like a situation in which people avoid bad news releases because of disturbance of the people or negative consequences for an informant (Eury, 2002).

- Humanitarian silence: In this type of silence, individuals express their ideas, information or opinions related to work with the purpose of benefiting other people in the organization, which is based on humanitarian impetus, collaboration and cooperation. Humanitarian silence is deliberate, and non-passive, which essentially focuses on others. Humanitarian silence is an intuitive and rational behavior that cannot be implemented through command and organizational orders (Podsakov, 200). This kind of silence is considered as defensive silence based on consideration and awareness of alternatives in decision making, at the same time refraining from presenting ideas, information and expressing opinions. But unlike defensive silence, it is achieved with consideration of others and attention to them, rather than merely because of the fear of personal negative results caused by the presentation of ideas. Studies on silence show that part of the dimensions of silence is a chivalrous spirit that is directly linked to the humanitarian silence. Chivalrous spirit is the lack of complaints, tolerance of work, problems and work queries without objection and grudge. Refusing the appearance of grievances, is a form of silence , and since it has benefits to others, it is humanitarian, therefore, refraining from groaning and complaints (silence) indicates the shift from focusing solely on personal issues and showing humanitarian goals, patience, politeness and humility toward others (Orgen, 1988). Also, humanitarian silence may include refusing to provide information for the purpose of keeping characteristics such as confidentiality.

- Opportunistic silence: In this type of silence, employees of the organization refrain from providing information because of their benefits (Welle and Van Dyke, 2012). In fact, silence behavior is aimed at benefiting the individual himself which is obtained by keeping the information. In other words, one can say that people, through this kind of silence, want to use the knowledge they have to use themselves and not to someone else. In other words, one can say that people, through this kind of silence, want to use their knowledge only by themselves and not put it at other's disposal.

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1.2   Organizational cynicism:

Cynicism is a negative attitude formed by an emotional element, resulting from negative emotions, despair and suspicion (Anderson & Beitman, 1997). Although cynicism is a new structure in the field of organizational behavior, different ideas are seen in its conceptualization and measurement. Johnson et al. (2003) identified organizational cynicism as a violation of social exchanges at work. Dean et al. (1998) argue that there are two research approaches to cynicism: 1) cynicism as a general structure that reflects the personality's sustained characteristics; 2) cynicism as a specific structure towards society , jobs and institutions. In the second approach. In the second approach, Date et al. believe that organizational cynicism is a negative attitude toward organizational recruitment, which consists of three dimensions: 1) belief that the organization is lacking in integrity; 2) negative feelings toward the organization; 3) The tendency toward critical and humiliating behaviors toward the organization, which can be criticized through silence in the organization (Slide, 2008). Finally, Mearson and Robinson (1997) define the way in which cynicism occurs: when employers fail to balance their organization due to their inability to perform their duties, a violation of psychological contract can occur, which can cause job dissatisfaction, negative feelings and, ultimately, cynicism toward the organization. Of course, these pessimistic beliefs emerge from the characteristics of modern Western societies (Anderson, 1996).

1.3   Occupational burnout :

The occupational burnout issue was first defined by Friedenberger in 1974, after which many authors carefully studied it. Occupational burnout is not only work-related stress that occurs after continuous work, but also the general way of life of the person and his awakeness hours. In general, one of the most obvious problems of today's organizations is occupational burnout (Shafley, 2003). Symptoms of occupational burnout can include loss of emotions, personality deterioration, and loss of success in work (Frant et al. 2010; Yaus et al., 2013). Habafel and Shirim (1993) relate occupational burnout with organizational cynicism, absenteeism, and poor performance. Kahn et al. (2006) found occupational burnout to be harmful both to the organization and to the employees. Due to the fact that occupational burnout plays a role in reducing production and generates a lot

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of costs for the recruitment and training of new employees, increasing knowledge and study in this field is of great importance. According to the studies, organizational environments (Perth et al., 1992), lack of resources, along with increased performance expectations (Shirim, 2003 and Peng et al., 2017) and demographic factors (Cordes and Dortmmey, 1993), contribute to occupational burnout. An example of the demographic factors that Cordes and Dortmmey (1993) termed is a withdrawal behavior that will also affect the creation of silence of the individual in the organization.

Table1. Summary of research background

No.	Theorist	Research Variables	Findings and Outcomes
1	Shahzadeh-Ahmadi, 2012.	Organizational silence, occupational burnout and organizational cynicism	Experts say that organizational silence has a positive relationship with job stress, organizational cynicism, occupational burnout and lack of satisfaction and backwardness among employees.
2	Dimitris & Vakola, 2007	Variables related to organizational silence	Dimitris and vakola's research has shown that silence behaviors of employees are positively correlated with the attitude of excellent management to silence, supervisors' attitudes to silence, and occupational burnout. Their research also showed that there is a negative relationship between employee silence behavior and communication opportunities in the organization. His research also shows that there is a negative correlation between the dimensions of the silence atmosphere and the employees' silence behaviors

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			and organizational commitment and job satisfaction.
3	Olley BO، 2003	Nurses occupational burnout	In a study conducted between different medical groups (nurse, physician, social worker, pharmacist and pharmacy technician), nurses had lower mental health and earned higher scores in all dimensions of occupational burnout than all other groups.
4	Mc Grath, N. Reid, J. Boore, 2003	occupational burnout in USA	United States Intelligence Community has shown that among the current occupations, healthcare occupations have the highest rates of occupational injury, including occupational burnout.
5	Grandey and Cropanzano, 1999	Organizational cynicism and occupational burnout	According to the role conflict as a mediator variable between organizational cynicism and organizational silence, results showed that organizational cynicism has a positive effect on occupational burnout.
6	Lind & Tyler, 1988	Organizational silence and organizational cynicism	Employees feel worthless when they see that they and their colleagues cannot express their views freely. Research shows that these feelings cause members' cynicism to the organization.
7	Enz & Schwenk, 1991	Occupational burnout and organizational silence	The consequences of occupational stress, occupational burnout and isolation reflect reactions like incuriosity from employees to the organization.

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2. Theoretical framework of research

The conceptual model of the present research is drawn up considering the existence of three main mechanisms (organizational cynicism, occupational burnout and organizational silence), each of which plays a different role. Organizational cynicism as an independent variable is either predicate or exogenous. Organizational silence is a dependent variable or an internal variable, and eventually occupational burnout is a mediator variable. From the point of view of the relationship between research structures, from one side, the effect of organizational cynicism on organizational silence and, and on the other hand, the role of mediator of occupational burnout in relation between organizational cynicism and organizational silence has been investigated. In Fig. 1, the conceptual model of the present study is presented, also the main and sub hypotheses of the research are as follows:

Main hypothesis (Ha): Organizational cynicism affects organizational silence.

First sub-hypothesis (Hb1): Organizational cynicism affects occupational burnout.

Second sub-hypothesis (Hb2): Occupational burnout affects organizational silence.
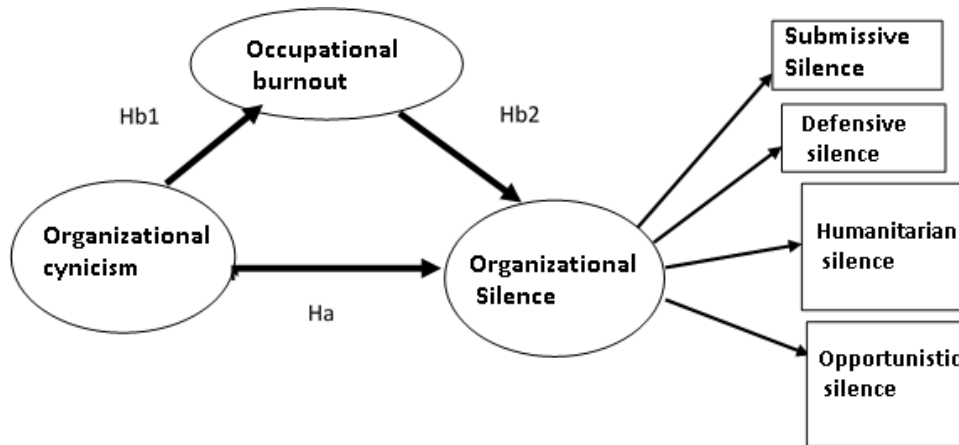

Fig.1 conceptual model of reserch

3. Methodology of research

This research is a descriptive applied research that has been carried out through survey and field method in Farokhshahr Social Security Hospital. The statistical population of this study is the total number of non-doctors in this hospital, which includes 405 people. Based on the sampling method, 189 subjects were sampled and collected in the study. The scale of the test of variables in this research for organizational cynicism variables and occupational burnout were obtained from James (2005) and for the organizational silence variable from Null and van Dyke (2012). After reviewing content validity from the views of experts and formal validity from the view of statistical population , was moderated by experts and the localization of measurement scales was considered for the statistical population. The reliability of the measured scales was evaluated using Cronbach's alpha coefficient. Cronbach's alpha coefficients and sources of measurement scales can be seen in Table 2.

Table 2. Results of calculation of Cronbach's alpha coefficient

Variable	Cronbach's alpha	No. of questions.	Reference
Organizational cynicism	.888	15	James, (2005), p.124 (Amended by Experts)
Occupational Burnout	.888	6	James, (2005), p.124 (Amended by Experts)
Organizational Silence	.886	18	Knoll and Van Dick's (Amended by Experts)
Submissive Silence	.896	5	Knoll and Van Dick's (Amended by Experts)
Defensive Silence	.812	3	Knoll and Van Dick's (Amended by Experts)
Humanitarian Silence	.810	6	Knoll and Van Dick's (Amended by Experts)

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Opportunistic silence	.871	4	Knoll and Van Dick's (Amended by Experts)

Cronbach's alpha coefficient was developed by Cronbach and is one of the most important methods of measuring reliability of questionnaires. The purpose of the validity or reliability of the questionnaire is that if the attributes measured with the same instrument and under

The same conditions are re-measured at different times, the results are almost identical. Cronbach's alpha coefficient is used for measuring the level of one-dimensional attitudes, beliefs, and so on. In fact, we want to see how much the respondents have taken from the same questions. The basis of this coefficient is based on scales. Scales are a set of numbers that are assigned on a continuum to individuals, objects, or behaviors in order to quantitatively increase the qualities. The most popular scale used in social research is the Likert scale. The Likert scale is based on the assumption that the items are weighed. Thus, each score item is given (for example, from 1 to 5 for the 5-point Likert scale), which indicates the total score of each item from the list. Using the definition of Cronbach's alpha, we can conclude: (1) As much as the positive relationship between the questions increases, the Cronbach's alpha will increase, and vice versa, (2) the more the variance of the average questions will be, the Cronbach's alpha will decrease, (3) the increase in the number of questions will affect positive or negative (depending on the correlation between the questions) and will increase the Cronbach's alpha, (4) increasing sample size will reduce the variance of the average of the questions and will result in increasing the Cronbach's alpha. Obviously, as much as the Cronbach's alpha index is closer to 1, the internal consistency between the inquiries will be more and the resulting questions will be homogeneous. Cronbach has proposed a tolerance coefficient above 0.70 (Cronbach, 1951). All of the variables in the research have a good reliability and their reliability (Kronbach's ala) is more than 0.7.

Data analysis:

Descriptive statistics (Table 3) were used to study the characteristics of the statistical sample. Accordingly, about 70 percent of the hospital staff is female; more than 40 percent of the staff age

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is between 31 and 35 years old. Also, most employees have a bachelor's degree, married, and have a job experience of 6 to 10 years.

Table 3. Descriptive Statistics

Factors	Distribution	Quantity	Percent
gender	Male	65	34.4
	Female	124	65.6
Age	Between 20 to 25 years	16	8.5
	Between 26 to 30 years	21	11.1
	Between 31 to 35 years	77	40.7
	Between 36 to 40 years	59	31.2
	Between 41 to 45 years	15	7.9
	More than 51 years	1	.5
Education	Diploma	26	13.8
	Associate	35	18.5
	Bachelor	115	60.8
	Master	13	6.9
Marital Status	Married	78.3	148
	Single	21.7	41
	Below 5 years	24	12.7
		66	34.9

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work experience	Between 6 to 10 years		
	Between 11 to 15 years	57	30.2
	Between 16 to 20 years	36	0.19
	Between 21 to 25 years	6	3.2

Path analysis test:

Path analysis is a generalization of ordinary regression that can express the direct effects, indirect effects and the effects of each of the independent variables on dependent variables or, logically, can interpret the relationships and correlations observed between them. The purpose of path analysis is to obtain quantitative estimates for causal relationships among a set of variables.

According to the data and path analysis performed in the model, the results are obtained in accordance with Chart (1) and (2). In the model of meaningful numbers of path analysis, given the fact that the number obtained for the relationships between organizational cynicism factors, occupational burnout and organizational silence, is greater than 1.96, it can be concluded that these relationships are meaningful at the 95% confidence level; that is, the assumptions considered are acceptable at the 95% confidence level. The results of the model of standard estimation of path analysis are derived from the output of exploratory factor analysis and in order to determine the effect of independent variables on the dependent variable, the LISREL software is used. At this stage, after determining the existence of a meaningful relationship between dependent and independent variables, the effect of each independent variable on the dependent variable is shown. The results are based on the outputs that were obtained by SPSS after calculations in the previous steps, while using LISREL software at this stage. In fact, in the standard estimation model of path

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analysis, the path coefficient between the measures is determined. This means the change in the dependent variable for 1 unit of independent variable change.
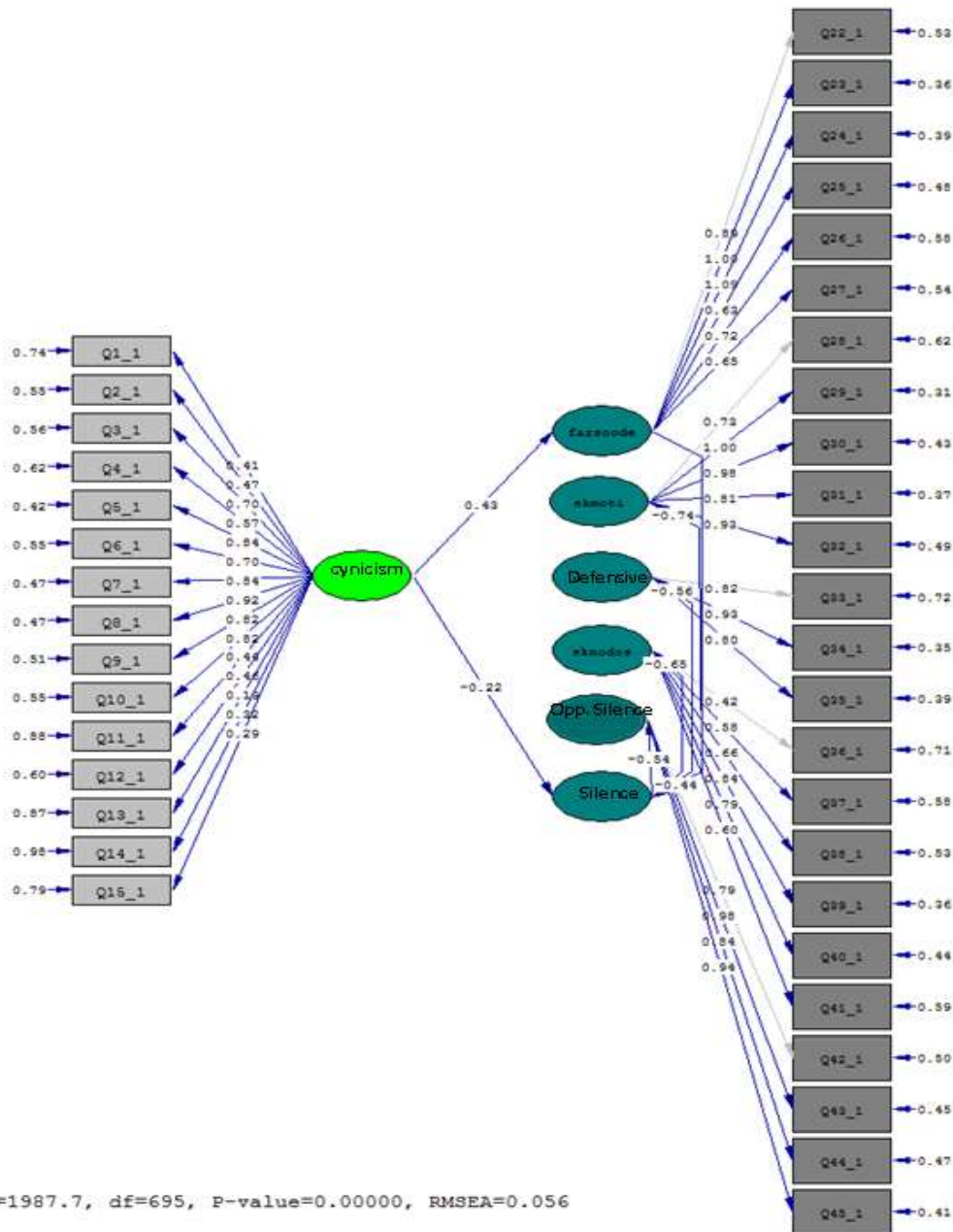

Chi-Square=1987.7, df=695, P-value=0.00000, RMSEA=0.056

Chart 1. Model in Standard Mode (Standard B)

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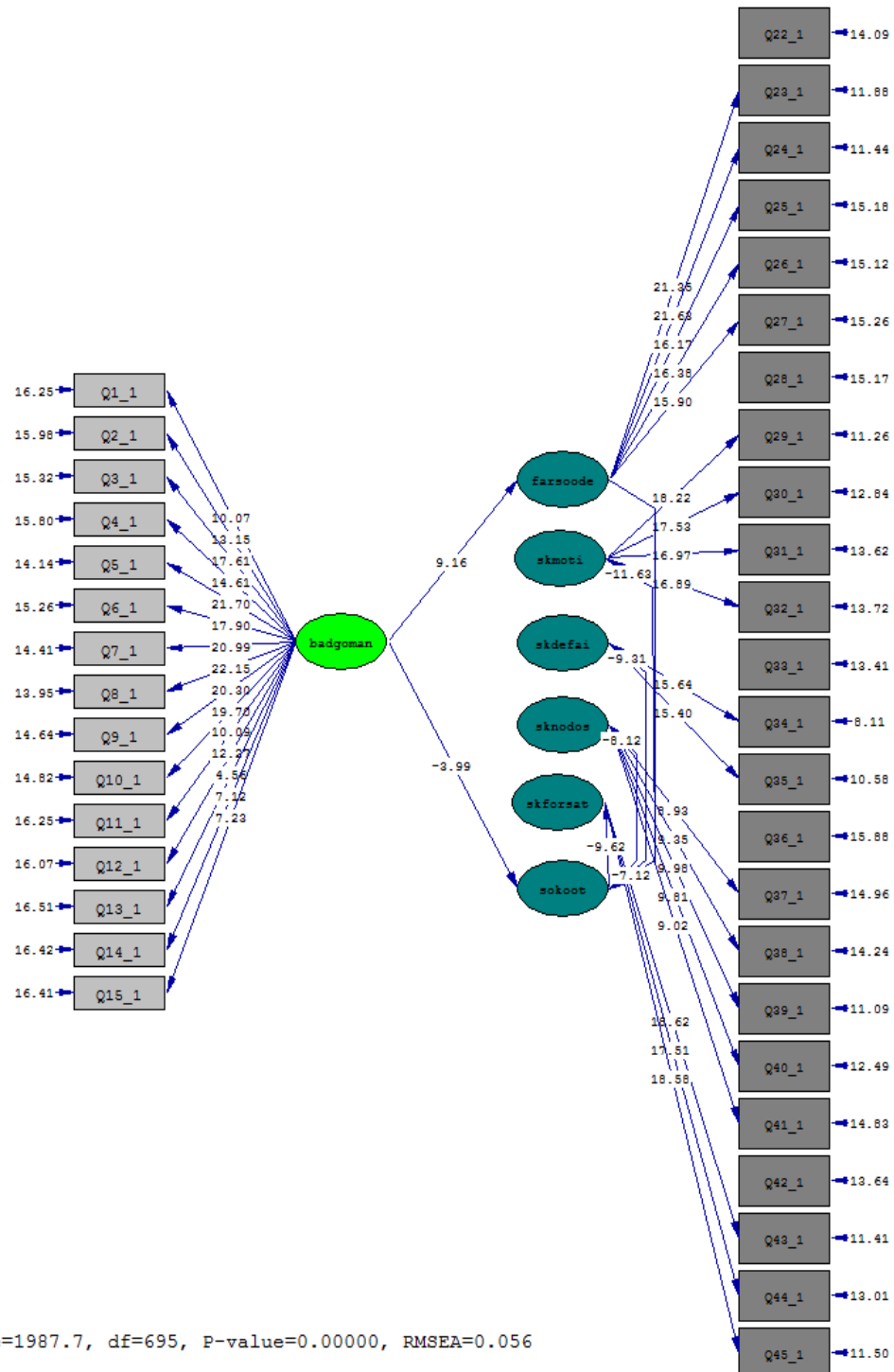
Chart 2. Model in the case of significant coefficients (T statistic)

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Table 4 illustrates the fitness fitting of the model, such as chi 2, RMSEA, GFI and If the X^2 value is less, X^2 to degree of freedom (df) less than 3, RMSEA less than 0.08, and GFI and AGFI greater than 90% it can be concluded that the implemented model has a suitable fit. The standard coefficient of the relationship is also significant at 95% confidence level if the value of t is greater than 1.96 or smaller than - 1.96. As can be seen, given the significance of t, the validity and fitness of the model is confirmed, because the value of chi 2, the RMSEA value is less than 0.08 and the ratio of the chi 2 to the degree of freedom is less than 3, and the amount GFI, AGFI, CFI and NFI are over 90%. So all assumptions are confirmed.

Table 4: Conformity Assessment Indicators of Conceptual Model of Research

Model	Indicator					
	GFI	AGFI	CFI	RMSEA	Chi-Square/df	X^2
Research Model	0.88	0.97	0.98	0.054	2.86	1987.7
	= Fit index (0.8 to 0.9>), AGFI = Adequacy fitting index (0.8>), CFI = Comparative fitness index (0.90 to 0.95 <), RMSEA = Square error, Estimated root mean (0.06 to 0.08), Chi- Square / df = two sections per degree of freedom (3 <), X2 = square inch. ** P <0.01					

The results of the above table show that all indices have good and acceptable fit and the research model is acceptable in Iranian society.

Test of research hypotheses

Using the structural equation modeling (using Laser software), we test the main hypotheses of the research. It should be noted that the hypotheses are tested on the basis of path coefficient, t-statistic and significance level. In all hypotheses, the assumption H0 is the lack of correlation between the

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variables and the H1 assumption confirms the correlation and a significant relationship between the variables. To test the acceptability of the path coefficient value, t test is used. In the T test, the zero assumption is expressed as follows: The parameter (path coefficient) in the target population is not significantly different from zero. Or the path coefficient in the target population is zero. (Ie, every change in the independent variable of zero explains the degree of variation in the dependent variable). If the t test value is between 1.96 and -1.96, then the parameter obtained at 0.05 has no significant difference with zero (and, consequently, can not explain the changes in the dependent variable). If the value of t is not in this interval, that is, larger or smaller, it means that at a significant level of 0.05, the parameter value (path coefficient) obtained differs from zero (and, consequently, it can explain the changes in the dependent variable), so the zero assumption is rejected . if the value of T is between 2.58 and 2.58, it shows that the obtained parameter at 0.01 is not significantly different from zero and is explained as above. In the tables presented, p is also used for ease of reference. If the value of P is smaller than 0.05 or 0.01 it means that the value of t is not at the intervals, and the assumption is zero and the assumption of the investigator is confirmed. If the value of the PO is greater than 0.05 and 0.01, then the zero assumption is verified.

Studying the main hypothesis of the research

The main hypothesis is expressed as follows:

"Organizational cynicism affects organizational silence."

: 0H Organizational cynicism Does not affect organizational silence.

 : 1H. Organizational cynicism affects organizational silence

.If a significant value (P) is greater than the significance level of the research ($\alpha = 0.05$), then we assume zero and if the meaningful value obtained (P) is smaller than the significance level Investigating ($\alpha = 0.05$), we obtain the hypothesis of one.

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Table 5- Testing the main hypothesis of the research

The main hypothesis	Path coefficient	T Statistics	standard error	obtained Significant value P	Test result
The effect of organizational cynicism on organizational silence	-0.41	-7.24	0.06	P<0.05	Theory proved

As the results of the table above show, the path coefficient between organizational cynicism and organizational silence is 0.41. Since the significant value obtained is smaller than the significance level of the research (P <0.05), the hypothesis H0 is rejected and the H1 hypothesis is confirmed. Therefore, it concludes that "Organizational cynicism affects organizational silence". Also the relationship shows that cynicism has a negative effect on organizational silence.

Study of the first sub hypothesis of research

The first sub hypothesis is expressed as follows:

"Organizational cynicism has an impact on occupational burnout."

: 0H Organizational cynicism does not affect occupational burnout.

 : 1: Organizational cynicism affects occupational burnout.

If the significant value obtained (P) is greater than the significance level of the research (α = 0.05), then the hypothesis is zero, and if the meaningful value obtained (P) is smaller than the significance level Investigating (α = 0.05), we obtain the hypothesis of one.

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Table 6 - Testing the first hypothesis of research

First sub hypothesis	Path coefficient	T Statistics	standard error	obtained Significant value P	Test result
The effect of organizational cynicism on occupational burnout	0.43	9.16	0.05	P<0.05	Theory proved

As the results of the table above show, the path coefficient between organizational and burnout is 0.43. Since the significant value obtained is smaller than the significance level of the research (P <0.05), the hypothesis H0 is rejected and the H1 hypothesis is confirmed. Therefore, it concludes that "Organizational cynicism has an impact on occupational burnout." also

For the relationship, there is a positive effect on occupational burnout.

Study of second hypothesis of research

The second sub-hypothesis is expressed as follows:

"Occupational burnout affects organizational silence."

: 0H Occupational burnout does not affect organizational silence.

: 1H Occupational burnout affects organizational silence.

If the significant value obtained (P) is greater than the significance level of the research ($\alpha =$ 0.05), then the null hypothesis is the result

And if the obtained significant amount (P) is smaller than the significance level of the research ($\alpha = 0.05$)

We shall assume a result of one.

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Table 7 - Testing the 2nd hypothesis of research

2nd sub hypothesis	Path coefficient	T Statistics	standard error	obtained Significant value P	Test result
The effect of occupational burnout on organizational silence	-0.44	-7.12	0.06	P<0.05	Theory proved

As the results of the table above show, the coefficient of travel between burnout with organizational silence is 0.44. Since the significant value obtained is smaller than the significance level of the research (P <0.05), the hypothesis H0 is rejected and the H1 hypothesis is confirmed. Therefore, it concludes that "burnout affects organizational silence." also

For the relationship, job burnout has a negative effect on organizational silence.

Conclusion

The following three hypotheses were tested in this study.

Main hypothesis (Ha): Organizational cynicism affects organizational silence.

First sub-hypothesis (Hb1): Organizational cynicism affects occupational burnout.

Second sub-hypothesis (Hb2): Occupational burnout affects organizational silence.

Out of the total analysis of these three hypotheses, the results are:

Organizational cynicism has a negative effect on organizational silence. This means that employees of the organization, when they are suspicious of the proportion of organizational laws and principles, are silent about protesting existing injustices.

Organizational cynicism has a positive effect on occupational burnout. This means that employees of the organization, when they are suspicious of the positions of the organization, consider their

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career path to be a tedious path, they actually suffer from burnout, which we explained in the literature section of the research.

3. Occupational burnout has a negative effect on organizational silence. This means that when employees of an organization are burned down, they keep silent about existing positions.

Suggestions

Since the organization was a hospital and also due to the results obtained, the hospital officials should be precise at the time of personnel recruitment due to continuous involvment with personnel, so that personnel are not burnt down. Other things that the organization's officials have to adhere to include increased commitment and confidence building within the organization, which results in decreasing cynicism and, on the other hand, reduces occupational burnout.

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