Investigating the Relationship between Job Burnout and Job Development with Organizational Silence in Pasargad Oil Company

Ehsan Bakhshandeh, Shokoufeh Zare

Department of Management, Islamic Azad University, Larestan Branch, Larestan, Iran

Abstract— *This study was conducted to investigate the relationship between job burnout and job development with organizational silence in Pasargad Oil Company. For this purpose, to measure job burnout and its dimensions, Malinowski questionnaire (2013), job development, Kong et al. (2011) questionnaire and organizational silence, Malinowski questionnaire (2013) were used. Managers and employees of Pasargad Oil Company, distributed. The sample size was determined by Morgan table. The research method was descriptive-correlational. To answer the questions and test the research hypotheses with Smart-PLS software, the method of structural equation analysis and path analysis using partial least squares (PLS) method was used. The results show that job burnout and its dimensions (personality decline, reduction of personal achievements and emotional fatigue) have a positive and significant relationship with organizational silence. The results also show that job development has a negative and significant relationship with organizational silence.*

Keywords— *Job burnout, job development, organizational silence.*

I. INTRODUCTION

More and more organizations today want to be more creative, creative, and responsible in an ever-changing world where competition is fiercer, citizens 'and customers' expectations are higher, and quality is more emphasized. But while achieving this goal requires employee empowerment and open communication methods, many employees believe that their organizations do not support open communication channels and the sharing of information and knowledge. Among the main and obvious obstacles to management change programs are lack of information, lack of trust, and what Morrison and Milliken (2000) called organizational silence (Lizano & Barak, 2015).

Organizational silence is a common phenomenon in most organizations, of course, this lack of comment in the long run, deprives the organization of the power of innovation and creativity and continuous improvement (Li et al., 2015). Organizational silence has irreparable consequences for the organization; Because if organizational criticism and suggestions are silenced, the minds of employees who are the engine of organizational knowledge will stop working and when employees are silent, as a strategic asset of the organization, management must feel the great managerial risk. Some examples of these risks are: Limiting the quality of organizational decisions, slowing down the pace of change in the organization due to employee resistance to change, lack of negative feedback in the organization by employees and as a result the inability of the organization to correct errors. It is

the reduction of job satisfaction of employees and many other cases (Khan et al., 2014). Therefore, recognizing the relevant factors affecting organizational silence is very important.

One of the factors that can affect organizational silence is job development. Improving the scientific capacity and insight of employees and the formation of human capital in accordance with developments, is necessary for the continuation of organizational life and its dynamic interaction with the internal and external environment. Because organizational life largely depends on the different skills and knowledge of employees, and the more timely and optimal these skills are, the more the organization can adapt to the changing environment. Therefore, training and development of human resources not only plays an important role in creating special knowledge and skills in managers and employees, but also makes them contribute to improving the level of efficiency and effectiveness of the organization and adapt to changing environmental conditions (Abut et al., 2012).

Another organizational factor that may affect organizational silence is the breakdown of organizational staff. Paniz and Arnson consider burnout to be a syndrome of physical and emotional exhaustion that results from an increase in negative job attitudes and a loss of a sense of interest in coworkers (Chong & Monroe, 2015). Factors influencing burnout analysis include environmental, individual and organizational factors. Organizational factors that lead to burnout include management style, rigid work regulations, job insecurity, and limited opportunities for promotion (Guthrie & Jones, 2012). On the other hand, reviewing the findings and researches indicates the effect of occupational burnout analysis in reducing the efficiency of human resources and therefore it is necessary to study the factors affecting and affecting burnout analysis. Lambert et al. (2010) report that burnout is a negative response caused by the work environment (Lizano & Barak, 2015). Also, a person's high initiative in his job reduces burnout (Lin, 2013). Despite research in recent decades, there are still debates and ambiguities about burnout.

In Pasargad Oil Company, due to the lack of optimal use of intangible and human resources and capital of the company in order to improve employee productivity and waste of organizational capital by not paying attention to the phenomenon of organizational silence and unplanned efforts to prevent The rework and the loss of intellectual and material capital show the lack of attention to the vital and root element

of organizational silence, namely job burnout, as well as the element of job development to prevent it in the company. Therefore, the main question of this research is what is the relationship between job burnout and job development with organizational silence?

II. THEORETICAL FOUNDATIONS

A. Organizational Silence

Early definitions of silence equated the word with loyalty, stating that not expressing concerns and opinions was in fact a mistake; but new studies show that the atmosphere of silence in organizations can lead to adverse organizational phenomena (Son et al., 2014).

The silence of employees in the organization can be defined as the refusal of employees to express their sincere and true comments about the situation and organizational events to those who are in a position that can affect these conditions (Roche & Haar, 2013).

Pindero Hallus expresses organizational silence as a conscious, voluntary, purposeful and active behavior. In fact, organizational silence is an inefficient organizational process that is costly and effortless and can take various forms such as collective silence in meetings, low levels of pragmatism in the proposed plans and programs, low levels of collective voice, etc. (Roy & Avdija, 2012).

Although organizational silence in general refers to the intentional expression of employees' ideas, information, and opinions, its nature will vary depending on the employee's motivations for silence. Sometimes silence can be due to a person's submission to any situation, sometimes due to fear and conservative behavior, and sometimes to create opportunities for others to express their opinions (Roche & Haar, 2013).

Morrison and Millikan (2001) also consider organizational silence as a social phenomenon in which employees refuse to express their views and concerns about organizational problems (Son et al., 2014).

Wakol (2006) defines organizational silence as the refusal to express opinions and beliefs about organizational issues and problems (Roche & Haar, 2013).

Wakola and Dimitris (2005) define organizational silence as a collective phenomenon and employees' tendency not to express their views and concerns about organizational issues for fear of negative reactions or neglect (Son and Et al., 2014).

Pinder and Haroles (2001), who have done important studies on organizational silence, define it as people who work within an organization deliberately and purposefully comment on behavior, cognition, and emotional evaluations of situations. The organization to individuals (managers / leaders) or individuals who appear to be able to make changes or improvements; Refrain (Eriguc et al., 2014). The following tables show the evolution of organizational silence from the perspective of Greenberg & Edwards (2009):

B. Job Burnout

The technical and professional use of the term burnout dates back to Friedenberger in 1975, and Panis, along with

him in California, has contributed to the growing attention of psychologists to the various dimensions of the concept.

TABLE 1. The first wave of organizational silence

Idiom	The main focus	Level of analysis	Silence and voice in response to:
Organizational change	Voice	Individual	Dissatisfaction
Silence because of loyalty	Silence	Individual	Dissatisfaction
Tendency not to convey unpleasant news	Silence	Individual	Unpleasant information
The spiral of silence	Silence	Individual / group / organization	Opposition to public opinion / Avoidance of loneliness
Procedural justice	Voice	Individual	Fairness in payment

TABLE 2. The second wave of organizational silence

Idiom	The main focus	Level of analysis	Silence and voice in response to:
Organizational change Revelation	Voice	Individual	Observed errors
The main organizational opposition	Voice	Individual	Awareness of ethical slips in the workplace
Sales issue	Voice	Individual	Trying to influence the decisions of the organization
Complaint	Voice	Individual	Dissatisfaction
Organizational Citizen Behavior - Voice	Voice	Individual	Transparent improvement
Organizational Citizen Behavior - Focus on Silence	Silence	Individual	Altruistic motives
Social exclusion	Silence	Individual / group	Intended to deprive
Deaf Ear Syndrome	Silence	Individual	Organizational failures in reacting to employee complaints

TABLE 3. The third wave of organizational silence

Idiom	The main focus	Level of analysis	Silence and voice in response to:
Organizational silence	Silence	Organizational	Extensive source of silence in the organization
Employee silence	Silence	Individual	Based on fear, apathy and pre-social motivations

Whenever the activity is within the ability of the people and the work is done in suitable conditions, the resulting fatigue is natural and is usually relieved by sleep and rest. In fact, normal physiological fatigue can be compensated, but this simple fatigue may gradually become chronic as a result of monotonous and prolonged work and working in unfavorable conditions, and after a while, complications and disorders such as sleep apnea, fever, constipation, convulsions. And create a mood in the individual that if not treated at this stage, it becomes chronic fatigue, general fatigue and nervous exhaustion, and ultimately excessive fatigue and disrupts all physical and mental functions of the individual (Zhang, 2014).

In many organizations today, there are varying degrees of stress. One of the consequences of these factors is the

phenomenon of burnout. Job burnout increases as a result of stress. When fox motivation decreases, we experience job burnout (Chong & Monroe, 2015).

Job burnout has three components. The first component is personality decline. It is an emotional withdrawal from direct care of clients that leads to a kind of attitude, inattention and numbness towards others. In other words, one feels neglected by others. The second component is emotional exhaustion. Which is fatigue and bruising. The third component is reduced activity. Which is that the job person feels not doing a useful activity (Abut et al., 2012).

C. Career Development

Career development refers to a set of activities that lead to horizontal job development. Horizontal development means increasing new tasks and aligning with previous tasks. Its purpose is to increase job diversity (Abut et al., 2012). Job development is a program or activity that is developed to promote the professional growth of employees and includes pre-service training is a process for job development or improvement of employees that is offered with the aim of improving the performance of employees with job positions and responsibilities. This type of training promotes the professional growth and development of employees. The purpose of designing in-service training programs is to increase the capabilities and skills of employees while performing service duties (Chong & Monroe, 2015).

D. Conceptual Model of Research

All research studies are based on a conceptual framework, which identifies the variables and the relationships between them. This conceptual framework is the model by which the researcher theorizes about the relationships between the factors identified in creating the important problem. This theory may not necessarily be the word of the researcher and may logically be derived from the results of previous research on the issue. Since any field and survey research requires a mind map and conceptual model that is drawn in the form of appropriate analytical tools, variables and relationships between them, accordingly, according to the research literature and theories, an analytical model of hypotheses, Job burnout, job development and their impact on organizational silence are presented below:
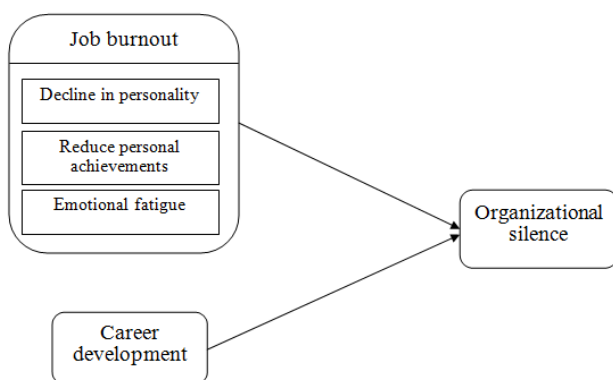

Fig. 1. Conceptual model of research

III. RESEARCH METHODOLOGY

Methodologically, this research is a correlational research. The present study is a descriptive research based on how to obtain the required data and in terms of research classification according to their purpose. This research is applied in terms of type and descriptive-survey method.

In this research, in order to compile the basics, definitions and theoretical concepts, library resources including existing scientific documents, books and articles were used. Also, a standard questionnaire was used to collect the data needed to test the research hypotheses. Information about measuring research data was collected with valid questionnaires. All measurement scales were adapted from previous studies. All items used in the present study were measured using a 7-point Likert scale (1 = strongly disagree to 7 = strongly agree). Finally, demographic information was requested for gender, age, income, education, marital status, and occupation. A standard questionnaire designed and developed by Malinowski (2013) was used to assess burnout and its dimensions. The Kong et al. (2011) standard questionnaire and the Malinowski standard questionnaire (2013) were used to measure job development. The job burnout questionnaire had 24 questions (8 questions were related to personality decline, 8 questions were related to reduced personal achievement and 8 questions were related to emotional fatigue), the job development questionnaire had 4 questions and the respondents were asked Who express their opinions on each question. The organizational silence questionnaire also includes 4 questions.

The questionnaire of this research was judged by several experts and professors of human resource management working in universities for the validity of the content. About 30 questionnaires were distributed in the statistical community and at first it was not possible for the respondents to understand a number of questions. Data collection tools were used.

In this study, the target population is all managers and employees of Pasargad Oil Company, whose number is about 3720 people. In the present study, a simple random sampling method is used to select the samples and the research questionnaire will be randomly distributed among the managers and employees of Pasargad Oil Company. Given that the size of the statistical population is limited and equal to 3720 people, Morgan table has been used to select the sample size. Therefore, the number of samples studied in this study is equal to 349 people. 400 questionnaires were distributed and 349 appropriate questionnaires were selected for analysis.

IV. DATA ANALYSIS

In this research, structural equation modeling has been used with the help of partial least squares method and PLS software to test the hypotheses and accuracy of the model. PLS is a variance-based approach that requires fewer conditions than similar techniques to structural equations such as LISREL and AMOS. Its main advantage is that this type of modeling requires fewer samples than LISREL. It is also considered as a powerful method in situations where the number of samples and measurement items is limited and the

distribution of variables can be uncertain. PLS modeling is done in two steps. In the first stage, the measurement model should be examined through validity and reliability analyzes and confirmatory factor analysis, and in the second stage, the structural model should be examined by estimating the path between variables and determining the model fit indices.

A. Step 1: Measurement model

The measurement model test is related to checking the validity and reliability of measuring instruments.

a. Validity

To evaluate the convergent validity, AVE (average variance extracted) and CR (composite reliability) were used. The results of this criterion for the dimensions of the six research variables are shown in Table (4). Composite reliability higher than 0.7 and mean variance higher than 0.5 are two necessary conditions for convergent validity and correlation of structures. As can be seen from Table (2), all composite reliability values are higher than 0.7 and the values

of mean variance are higher than 0.5, and this confirms that the convergent validity of the present questionnaire is acceptable.

In the divergent validity part, the difference between the indices of one structure and the indices of other structures in the model is compared. This is calculated by comparing the AVE root of each structure with the values of the correlation coefficients between the structures. To do this, a matrix must be formed in which the principal diameter values are the square matrix of the AVE coefficients of each structure and the lower values of the principal diameter are the correlation coefficients between each structure and other structures. This matrix is shown in Table (5, 6). As can be seen from Table (5, 6), the AVE root of each structure is greater than the correlation coefficients of that structure with other structures, which indicates that the divergent validity of the structures is acceptable.

TABLE 4. Results of mean variance extracted from research structures

Variable / Criterion	Job burnout	Career development	Organizational silence	Decline in personality	Reduce personal achievements	Emotional fatigue
AVE	0.552	0.796	0.737	0.761	0.735	0.747
CR	0.844	0.865	0.837	0.882	0.890	0715

TABLE 5. Comparison of the square root of one variable with the degree of correlation of that variable with other research variables for the main variables

	Job burnout	Career development	Organizational silence
Job burnout	0.743		
Career development	0.417	0.692	
Organizational silence	0.587	397	0.895

TABLE 6. Comparison of the AVE root of a variable with the correlation of that variable with other research variables for sub-variables

	Decline in personality	Reduce personal achievements	Emotional fatigue
Decline in personality	0.872		
Reduce personal achievements	0.418	0.857	
Emotional fatigue	0.269	0.318	0.864

b. Reliability

In addition to Cronbach's alpha coefficient, which is presented in Table 7 and confirms the appropriate reliability of the questionnaire, the PLS method was used to evaluate the reliability of the questionnaire. The PLS method uses index reliability. The reliability of the index is also measured by measuring the factor loads by calculating the correlation value of the indices of a structure with that structure, which if this value is equal to or greater than 0.6, confirms that the reliability in The case for that is an acceptable measurement model. However, if the value of the factor load between a question and the relevant dimension is less than 0.6, that question can be removed from the model and subsequent

analyzes. As can be seen in Figure (2, 3), all values of factor loads between structures and questions are greater than 0.6, which shows a high correlation.

B. Second stage: structural model and testing of hypotheses

Structural model test, which is related to testing research hypotheses and the effect of hidden variables on each other. To confirm the research hypotheses, the Bootstrapping command of Smart PLS software was used, which shows the output of t-coefficients (Figure 4, 5). When the values of t in the range are more than +1.96 and less than -1.96, it indicates the significance of the relevant parameter and subsequently confirms the research hypotheses.

TABLE 7. Cronbach's alpha coefficient

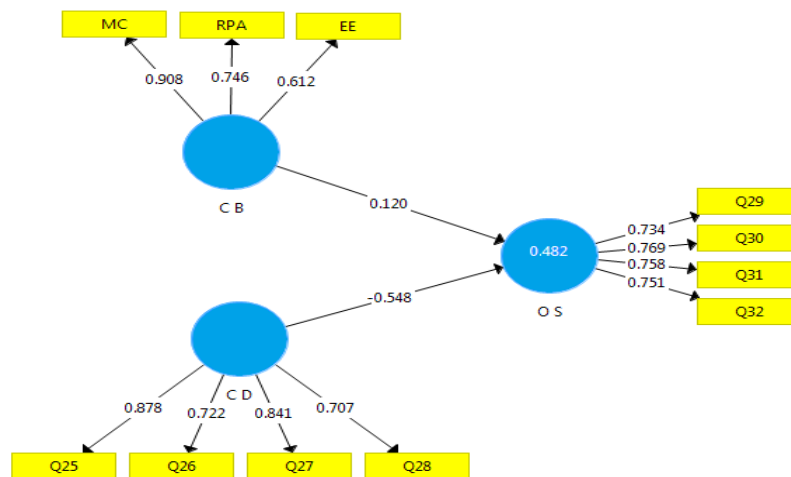| Research structures	Job burnout	Career development	Organizational silence	Decline in personality	Reduce personal achievements	Emotional fatigue
Cronbach's alpha coefficients	0.846	0.811	0.866	0.854	0.852	0.823

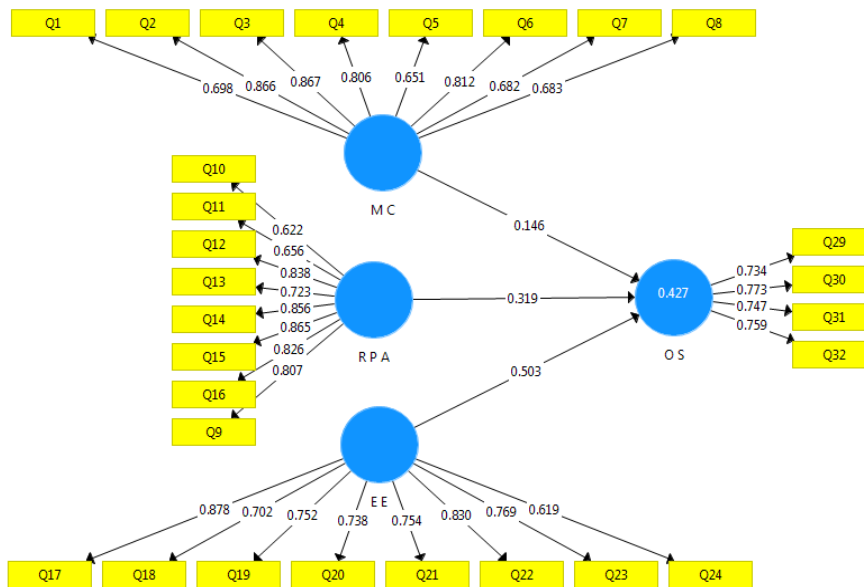Fig. 2. Research model in the case of estimating standard coefficients for the main hypotheses

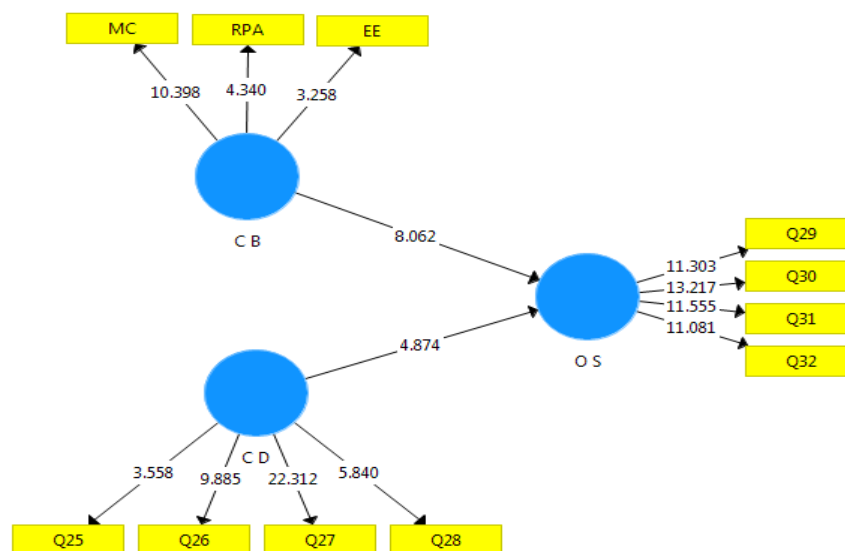Fig. 3. Research model in the case of estimating standard coefficients for sub-hypotheses

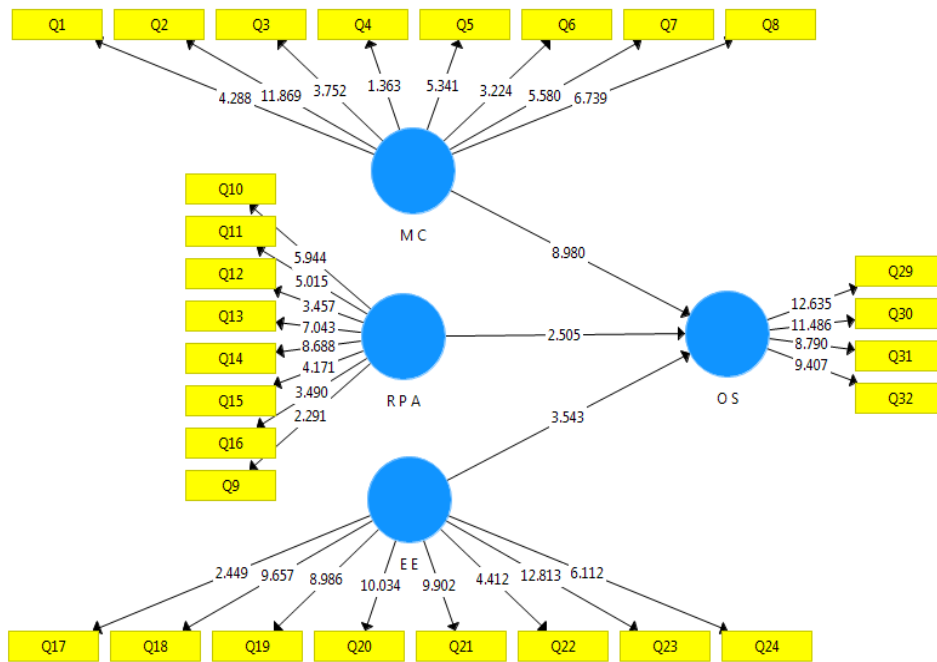Fig. 4. Significance coefficients of the main hypotheses in the model

Fig. 5. Significance coefficients of sub-hypotheses in the model

C. Quality test of measurement model or subscription index

This index is calculated by the cross-validity subscription index. This index actually measures the ability of the path model to predict observable variables through the values of their corresponding hidden variables. Since all values are positive, the model is of good quality.

TABLE 8. Quality test of measurement model or subscription index

Variables	1-sse/sso
Job burnout	0.321
Career development	0.431
Organizational silence	0.487
Decline in personality	0.321
Reduce personal achievements	0.528
Emotional fatigue	0.547

a. Fit or Fit PLS model

One of the main differences between LISREL and PLS is the inadequacy of the available indicators to fit the models estimated using PLS. Although existing PLS algorithms report fit statistics, such as the normalized fit index of Bentler and Bount, they are based on the assumption that the estimated model parameters are observed to reduce the difference between covariance matrices and are reproduced. Assumption not in PLS. Of course, Tennen House et al. (2005) have introduced a general fit index to examine the fit of the model. The general fit criterion (GOF) can be obtained by calculating the geometric mean of the subscription mean and R2.

$$GOF = \sqrt{avrage\ (Comunalitie) * R2}$$

According to Tannhaus et al. (2005), the GOF index in the PLS model is a practical solution to this problem by examining the overall fit of the model and acts like the fit indices in methods based on covariance and can be used to assess the validity or quality of the PLS model in general. This index also acts like the fit indices of the LISREL model and is between zero and one, and values close to one indicate the appropriate quality of the model. Of course, it should be noted that this index, like the chi-square indices in LISREL models, does not examine the degree of fit of the theoretical model with the collected data. Rather, it examines the overall predictive power of the model and whether the tested model was successful in predicting endogenous latent variables.

TABLE 9. Communality test

Variables	Communality
Job burnout	0.801
Career development	0.841
Organizational silence	0.886
Decline in personality	0.921
Reduce personal achievements	0.879
Emotional fatigue	0.902

The average value of the Common Values Index from the following forum is:

$$Communality = 1 / N * \sum Communality$$

The subscription amount is: 0.872

The value of R2 is also equal to 0.482. This value can be seen based on the output of path coefficients in standard mode. According to the GOF calculation formula we have:

$$GOF = \sqrt{0/872*0/482} = 0/648$$

The GOF index is between zero and one. Wetzels et al. (2005) introduced three values of 0.01, 0.25 and 0.35 as weak, medium and strong values for GOF, respectively. According to the value of 0.648, the research model has a strong desirability.

D. Answer to research hypotheses

According to the results of path coefficient and t-statistic, all research hypotheses were confirmed, and the results

showed that job burnout and job development have a significant relationship with organizational silence. The results also show that personality decline, decrease in personal achievement and emotional fatigue are significantly associated with organizational silence.

TABLE 10. Direct effects, t-statistic and the result of research hypotheses

Hypothesis	Standardized path coefficient β	statistics T	Meaningful	No rejection or Reject
Job burnout → Organizational silence	0.120	8.062	Sig<0.05	approved
Career development → Organizational silence	- 0.548	4.874	Sig<0.05	approved
Decline in personality → Organizational silence	0.146	8.980	Sig<0.05	approved
Reduce personal achievements → Organizational silence	0.319	2.505	Sig<0.05	approved
Emotional fatigue → Organizational silence	0.503	3.543	Sig<0.05	approved

V. CONCLUSIONS AND SUGGESTIONS

Here, according to the results obtained from the research and review of researches and studies that have been done in job burnout and job development and the effect they have on organizational silence, and the results of internal and external articles on research related topics to The field has been written, practical suggestions are presented to Pasargad Oil Company as the subject of study in this research and other companies.

According to the literature and different theories about organizational silence and the issues mentioned, organizational silence is a common phenomenon in organizations and an existing and tangible reality for managers and employees. The important point is that different motivations of employees lead to a certain type of organizational silence or noise, and as a result, employees intentionally refuse to provide their information, opinions, ideas and beliefs, and a form of They create silence or sound.

Researchers in communication sciences also believe in the positive aspects of silence as a fundamental factor in social interactions and acknowledge that silence is an important factor in effective communication. At the same time, most researchers and scholars of sociology, management, and organization have criticized silence according to different perceptions and approaches and from their own point of view, and have pointed out its positive and negative consequences. In this regard, researchers have suggested that what causes silence in organizations is a function of the process that a number of managerial and organizational variables have a significant impact.

According to the results of this study, burnout and its dimensions have a positive and significant effect on organizational silence (the first main hypothesis). Therefore, any factor that leads to increased job burnout in employees will eventually lead to organizational silence. Therefore, the managers of Pasargad Oil Company, considering the factors that lead to personality decline, reduction of personal achievements and emotional fatigue of employees, and efforts to Solving them, it is possible to control the organizational silence in the organization to some extent.

As the results of this study showed, job development has a negative and significant effect on organizational silence (the second main hypothesis). Creating solutions for the development of jobs and professions in Pasargad Oil Company and also paying attention to indicators such as having enough authority to manage job responsibilities and feeling satisfied in terms of organizational position, appointing people alternately and according to the needs of the organization in positions. In turn, a person's satisfaction with the financial support of the organization for the work he does in the organization and full information of the organization about the vacancies in the organization that can be promoted to occupy them, can lead to improved career development process in the organization. And ultimately reduce organizational silence.

As the results of this study showed, personality decline has a significant relationship with organizational silence (first sub-hypothesis). Therefore, the company should try to avoid negative behaviors such as behaviors such as feeling customer (client) such as inanimate objects, indifference to customers (client), neglect of the supervisor, feeling rigid towards the supervisor, Reduce the feeling of being heartbroken in dealing with colleagues, feeling insensitive to colleagues, feeling less sympathy for top managers than in the past, feeling of alienation from top managers and feeling of inappropriate performance to satisfy the needs of customers (clients) in employees. And to eliminate them with training programs and in-service training.

According to the research results that the reduction of personal achievements has a significant relationship with organizational silence (second sub-hypothesis), so trying to behave negative behaviors such as feeling unable to solve customer problems (client), feeling insignificant For the supervisor, the feeling that the supervisor devalues the participation and cooperation of the person in the organization, the feeling that the colleagues devalue the cooperation of the person in the organization, the feeling of lack of positive impact on colleagues, the feeling that many demands of top managers are not met by the person. Lack of effective participation in top managers to achieve their goals and the tediousness of working with customers (clients) can lead to a reduction and thus control the organizational silence in the organization.

According to the results of the study, which states that emotional fatigue has a significant relationship with organizational silence (sub-hypothesis 3), it is suggested that the company pay attention to employees and empower them to reduce destructive behaviors such as feeling that it is difficult for customers. (Client) works, a lot of stress in working with the manager, feeling tired due to the pressures that the boss

puts on the person, feeling useless because of working directly with colleagues, feeling that in order to satisfy colleagues It works hard, the feeling of anxiety due to the movements of top managers and the feeling of extreme tiredness due to trying to meet the expectations of top managers can significantly control organizational silence in the company.

Therefore, according to the issues raised and recognizing the silence and its destructive and dangerous effects on organizations, it is up to the managers of Pasargad Oil Company to consider this common phenomenon more carefully and according to the variables that cause it in this study, Evaluate their organization and correct them if there are any of these conditions. Considering the variables affecting organizational silence, the following suggestions are recommended to reduce this behavioral phenomenon in Pasargad Oil Company:

Establishing programs to improve human resource management to train decision-making and problem-solving skills;

- Making group decisions and giving importance to working groups and committees in organizations;
- Organizing communication skills workshops for managers and supervisors;
- Changing the culture of organizations in the direction of learning organizations and organizational learning;
- Identifying the capabilities and capabilities of individuals and using them in executive affairs and decision-making;
- Establishing an appropriate reward system for creative ideas and suggestions;
- Identify the personal and personality characteristics of individuals to delegate responsibility to them;
- Develop regulations to support staff feedback and encourage staff to submit feedback.

REFERENCES

[1] Abut, Y. C., Kitapcioglu, D., Erkalp, K., Toprak, N., Boztepe, A., Sivrikaya, U., & Bilen, A. (2012). Job burnout in 159 anesthesiology trainees. Saudi journal of anaesthesia, 6(1), 46.

[2] Chong, V. K., & Monroe, G. S. (2015). The impact of the antecedents and consequences of job burnout on junior accountants' turnover intentions: a structural equation modelling approach. Accounting & Finance, 55(1), 105-132.

[3] Eriguc, Gulsun; Ozer, Ozlem; Turac, Ilkay Sevinc and Songur Cuma. (2004). Organizational Silence among Nurses: A Study of Structural Equation Modeling, International Journal of Business, Humanities and Technology, Vol. 4 No. 1.

[4] Greenberg, J., & Edwards, M. S. (Eds.). (2009). Voice and Silence in Organizations. International Journal of Humor Research, 12(1), 117-141.

[5] Guthrie, C. P., & Jones III, A. (2012). Job burnout in public accounting: understanding gender differences. Journal of Managerial Issues, 390-411.

[6] Khan, F., Rasli, A. M., Khan, S., Yasir, M., & Malik, M. F. (2014). Job burnout and professional development among universities academicians. Science International Lahore, 26(4), 1693-1696.

[7] Li, X., Kan, D., Liu, L., Shi, M., Wang, Y., Yang, X., & Wu, H. (2015). The mediating role of psychological capital on the association between occupational stress and job burnout among bank employees in China. International journal of environmental research and public health, 12(3), 2984-3001.

[8] Lin, T. L. (2013). The relationships among perceived organization support, psychological capital and Employees' Job burnout in international tourist hotels. Life Sci J, 10(3), 2104-12.

[9] Lizano, E. L., & Barak, M. M. (2015). Job burnout and affective wellbeing: A longitudinal study of burnout and job satisfaction among public child welfare workers. Children and Youth Services Review, 55, 18-28.

[10] Malinowski, A. J. (2013). Characteristics of job burnout and humor among psychotherapists. Humor: International Journal of Humor Research, 26(1), 117-133.

[11] Morrison, E. and Milliken, F. (2000). Organisational Silence: A Barrier to Change and Development in Pluralistic World. Academy of Management Review, 25(4), 706-725.

[12] Roche, M., & Haar, J. M. (2013). Leaders life aspirations and job burnout: a self-determination theory approach. Leadership & Organization Development Journal, 34(6), 515-531.

[13] Roy, S., & Avdija, A. (2012). The effect of prison security level on job satisfaction and job burnout among prison staff in the USA: an assessment. International Journal of Criminal Justice Sciences, 7(2), 524.

[14] Son, S., Kim, D. Y., & Kim, M. (2014). How perceived interpersonal justice relates to job burnout and intention to leave: The role of leader–member exchange and cognition-based trust in leaders. Asian Journal of Social Psychology, 17(1), 12-24.

[15] Zhang, X. C., Huang, D. S., & Guan, P. (2014). Job burnout among critical care nurses from 14 adult intensive care units in northeastern China: a cross-sectional survey. BMJ open, 4(6), e004813.