# Predicting Occupational Burnout Based on Management Style and Self-Efficacy

**Kiarash Azizi Zavar [1]\*, Maryam Bahrami Heidji [2], Farhad Jomehri [3]**

[1] Master of Industrial and Organization Psychology, Karaj Branch, Islamic Azad University, Karaj, Iran. [2] Assistant Professor, Department of Psychology, Karaj Branch, Islamic Azad University, Karaj, Iran. [3] Assistant Professor, Department of Psychology, Karaj Branch, Islamic Azad University, Karaj, Iran.

## Abstract

Occupational burnout is one of the organizational complications that must be tackled at an early stage. Therefore, attention to management styles and self-efficacy within the organization can eliminate or reduce the effect of burnout. In this regard, the present study aimed at predicting burnout based on managerial and self-efficacy styles. The research method was descriptive-analytical and the data was collected through library and field studies (standard questionnaire). For data analysis, descriptive statistics, frequency, percentages, mean, standard deviation, and dispersion coefficient were used. In addition, multivariate linear regression was used in the inferential section. The statistical population of the study included all Saipa employees (11180 people) in 2019 with a sample size of 371. The findings showed that the variable level of managerial styles, self-efficacy, and burnout along with all its components based on the 5-level spectrum ranged from 2.51 to 3.5 that is average. Regarding the effect of independent variables on the dependent variable, the results showed that the effect of management styles with a significant level of 0.017 on occupational burnout is significant. In addition, the effect of self-efficacy thinking with a significance of 0.010 on occupational burnout in Saipa Co. is significant. Therefore, by employing professional management styles and applying effective self-efficacy, managers can both influence employees' occupational burnout and contribute to productivity in the organization.

**Keywords:** Management, Management styles, Self-efficacy, Occupational burnout, Saipa Company

## PROBLEM STATEMENT

Today, due to the increasing acceleration of competition in the industrial environment, the proper use of modern tools and human capital of the organization and its emphasis on human resources and knowledge is regarded as the spiritual capital of the organization and provides an effective role in survival in this environment. However, unfortunately, the increasing number of organizations in terms of financial indicators and lack of attention to human factors has also caused problems for human resources. In other words, not providing the proper organizational environment for the workforce today provides more and more opportunities for staff burnout [1].

The phenomenon of occupational burnout is an inevitable part of professional life and derives from work-related experiences. This phenomenon can spread contagiously in the organization and make the organization in crisis [2]. This phenomenon causes dissatisfaction of the employed person and this, in turn, has a significant negative impact on occupational performance. Although work is a very important source of livelihood and social status, it can also lead to the depletion of one's physical and mental abilities, because the workplace is composed of physical, psychological, and social stimuli, each of which can lead to job burnout [3]. Occupational burnout affects different people in different occupations and results in deterioration in the quality of work and services provided by employees and can be a factor in dismissal, absenteeism, procedural redundancy, and liability. In addition, burnout correlates with personal concerns such as physical exhaustion, insomnia, increased drug use, and family problems [4].

**Address for correspondence:** Ms. Maryam Bahrami Heidji, Assistant Professor, Department of Psychology, Karaj Branch, Islamic Azad University, Karaj, Iran.
E-mail: Bahrami_h3@yahoo.com

Occupational burnout can be predicted through factors such as management styles and self-efficacy. Management style is the key to determining an employee's performance level in an organization and can lead to improvement or decline in his/her performance. This concept is one of the most important elements of leadership success and determines the atmosphere, culture, and strategies that govern the organization. Almost many management scholars agree that management styles are a set of managers' attitudes, traits, and skills that are shaped by the four elements of a value system, employee beliefs, leadership tendencies, and a sense of security in an ambiguous position [5]. In this regard, surveys have shown that management practices can influence work motivations in employees of subsidiaries [6]. In fact, the concern of managers in any organization is to create the appropriate mechanism necessary to achieve organizational goals. According to research, the most important factor in achieving goals is human resources. Given the combination of the workforce in any organization, the style of its managers can play an important role in reducing employees' occupational burnout [7].

Self-efficacy along with management styles for predicting burnout is also significant. Self-efficacy, however, is one of the most important components of success and compromise and is rooted in positive psychology [8]. In this regard, when people become empowered, they feel self-efficacy, or they feel they have the capability and skill to perform successfully. Powerful individuals not only feel competent but also feel confident that they can do the job efficiently [9]. In other words, self-efficacy influences performance, adaptive behaviors, choice of environment, and the conditions that individuals strive to achieve. Self-efficacy beliefs are the basis for motivation, well-being and personal achievement in all areas of life, and these beliefs regulate human performance through cognitive, emotional, motivational, and decision-making processes [10].

Saipa Company is one of the main production bases and is responsible for producing the needed cars for Iran. On the other hand, intra-organizational factors such as workforce are an essential element influencing production and production processes. Therefore, understanding their needs in inter-organizational functions plays a critical role in improving performance and reducing burnout in the company and in the industry as a whole. In this regard, the main concern of the researcher is to show how the management and self-efficacy styles have an impact on the burnout of Saipa employees in order to offer suggestions for reducing the burnout of the employees. Therefore, to clarify this issue, the research seeks to investigate this issue using scientific models and methods.

## THEORETICAL FOUNDATIONS OF RESEARCH
### Management styles:
Management style refers to the attitude and vision of management in performing tasks, decision-making functions, motivation methods, and communication patterns. This concept reflects the manager's perception of the organization

and its various variables and focuses on the extent to which and how power, control, support, and other organizational factors are used [11]. There are various management styles including transformational leadership style, participative leadership style, consideration leadership style, transactional style, and people-oriented style. In fact, in all of the above styles, managers focus on the human aspects of their subordinates' issues and the creation of high-quality working groups with great goals ahead. There are also many different theories of management styles, such as Chester and Barnard (1983), Bakke and Argyris (1954), Theory of Maslow's Hierarchy (1954 and 1970), McGregor's x and y theory (1960), and Herzberg Health Theory (1959). A review of scientific studies and research on various management theories and styles shows that many creative and innovative motivations and moods are influenced by managerial theories and styles. For innovation, not only the existence of creative and innovative managers and employees but also the structure, strategy, environment, technology, size and life cycle, power and monitoring of human resources, cultures and power holders, must also support innovation [12].

### Self-efficacy:
Self-efficacy is derived from the social cognition theory of renowned psychologist Albert Bandura and refers to one's beliefs or judgments about one's ability to perform tasks and responsibilities [13]. According to Bandura's (1997) theory of self-efficacy, the self-efficacy beliefs have three basic components, namely level (in terms of simple, medium or hard tasks), generality (a territory or a small part in which they consider themselves efficient), and strength (firm belief in self's abilities) [14]. According to Han (2010), a sense of self-efficacy empowers individuals to do extraordinary work using barrier skills. Richardson (2006) proposes the following three dimensions of self-efficacy: Social self-efficacy means one's perception of one's ability to reach social criteria and social communication. Emotional self-efficacy means the perception of one's ability to control and manage emotions and negative thoughts. Physical self-efficacy means one's perception of physical abilities, confidence in physical activity and skills, as well as the assurance of a positive physical impact on other people [15]. Therefore, perceived self-efficacy is an important factor for successful performance and the basic skills needed to perform it. Determining self-efficacy for a particular task has three dimensions of magnitude, resistance, and generality. The magnitude refers to the level of difficulty that one believes one can do. Resistance refers to a level of belief that holds one's beliefs to the task. Generality refers to the degree to which one believes in generalizing their ability to perform other tasks [16].

Occupational burnout: Occupational burnout was first defined by Freundenberger in the late 1960s when he observed symptoms of fatigue in his employees. He called this phenomenon the physical and emotional breakdown syndrome that occurs in people working in the auxiliary professions who spend a lot of time working in close contact with other people [17]. Burnout is a psychological symptom,

including Emotional exhaustion (feelings of being in a state of emotional loss and unable to communicate with colleagues), depersonalization (violent and depraved behaviors toward colleagues with negative attitudes toward them and perceiving individuals as inhumane objects) personal accomplishment (individuals have a negative perception of their job efforts and feel that they have not progressed in their careers) [18]. In fact, burnout is a prominent issue in most countries and at least one clinical diagnosis in some countries [19]. According to Maslach et al. (2001), if the symptoms of burnout are ignored and no action is taken to treat them, both the individual and the organization in which he or she works will be affected [20]. Gough and Patterson (2003) regard job burnout as overworked fatigue, and job frustration that results from work self, work environment, and work environment [21]. Finally, according to Bordbar's (2008) study, it can be argued that burnout reduces staff quality of service and can be considered as a cause of irresponsibility, absenteeism, and morale [22].

## RESEARCH BACKGROUND

Aloe et al. (2014), in a paper entitled Management Self-efficacy and Job Burnout, concluded that there was a significant relationship between classroom self-efficacy and job burnout dimensions [23]. Arnold et al. (2015), in an article entitled Management Leadership Styles, Emotional Adjustment, and Burnout found that there was a significant relationship between management leadership styles and emotional adjustment, but there is no significant relationship between management leadership styles and burnout. Ernest (2007), in a study entitled The Relationship between Self-efficacy and Intent to Leave during Organizational Downsizing in an Insurance Organization, concluded that there was a significant relationship between willingness to quit and self-efficacy [24].

Friedman (2003), in a study, entitled Self-Efficacy and Burnout in Teaching: The Importance of Interpersonal-Relations Efficacy, showed that there is no significant relationship between self-efficacy and burnout in education discussion [25].

Abi Hassanpour et al. (2018), in a study entitled Explaining the Role of Self-efficacy in the Relationship Between Burnout and Psychological Empowerment, showed that there was a positive and significant relationship between psychological empowerment and self-efficacy, there was a negative and significant relationship between psychological empowerment and burnout, and there was a negative and significant relationship between self-efficacy and job burnout [26].

Kouhi et al. (2018), in a study entitled Modeling the Relationship between Management Styles, Creativity and Organizational Commitment with Job Satisfaction of Managers, concluded that there was a positive significant relationship between transformational management style, exchange management style, creativity and emotional commitment with job satisfaction [27].

Shafizadeh et al., (2017), in a study entitled The Relationship between Management Styles with Job Stress of Mashhad Police Officers, showed that there is a relationship between all aspects of management style (despotic, benevolent, consultative and cooperative) and job stress [28].

Safi et al. (2015), in their study entitled The Relationship between Managers' Leadership Style with Job Satisfaction and Job Burnout in North Tehran Health Center, showed that managers' leadership style has a direct and significant relationship with employees' job satisfaction [29].

Almasian and Rahimi Kia (2012), in a study entitled The Relationship between Managers' Leadership Style and Staff Burnout in Lorestan University of Medical Sciences in 2011, concluded that there is a significant inverse relationship between managers' leadership style and employees' job burnout with over 99% confidence [30].

## METHODOLOGY

The time and place of this research were in Saipa Company in 2019. The research method was descriptive-analytical and the data were obtained through library and field research. The survey consisted of completing a questionnaire. The questionnaire was Likert-type (strongly disagree (1), disagree (2), no idea (3), agree (4), and strongly agree (5)). The statistical population of the study consisted of all Saipa employees (11180) and the sample size was determined 371 by Cochran formula at a confidence level of 95%. To reduce statistical errors, the number of samples increased to 400. The research tools were: Luthans (1989) standard questionnaire of management styles in two components (human-oriented, task-oriented) with 35 items; Sharer's Self-Efficacy Scale in two components (self-esteem, self-assessment) with 17 items; and Maslach & Jackson (1993) burnout inventory in three components (emotional exhaustion, personal achievement, and depersonalization) with 22 items (Figure 1). The dimensions and items in this study were selected based on the relevant literature and its validity considering the importance of each item to the study area was evaluated and confirmed by 7 experts in psychology (industrial and organizational). Cronbach's alpha coefficient was used to determine the reliability of dimensions and items. The calculated coefficient should be greater than 0.70 to increase the reliability of the items. The alpha values for the variables of management styles were 0.88, self-efficacy 0.76, and burnout 0.83 (Table 1). SPSS software was used to analyze the research data in the descriptive section (central tendency indices such as mean and absolute and relative abundance explanations and dispersion indices such as standard deviation and dispersion coefficient). Structural equation modeling and AMOS software were used to analyze the theoretical model.

**Table 1:** Evaluation of Cronbach's alpha for the variables and research components

| Variable | Component | Item | Number of items | Cronbach's alpha value | |
|---|---|---|---|---|---|
| Management styles | Human-oriented | 1-15 | 15 | 0.92 | 0.88 |
| | Task-oriented | 16-35 | 25 | 0.90 | |
| Efficacy | Self-esteem | 1-8 | 8 | 0.85 | 0.76 |
| | Self-assessment | 9-17 | 9 | 0.88 | |
| Burnout | Emotional exhaustion | 1-9 | 9 | 0.90 | 0.83 |
| | Personal achievement | 10-17 | 8 | 0.71 | |
| | Depersonalization | 18-22 | 5 | 0.79 | |
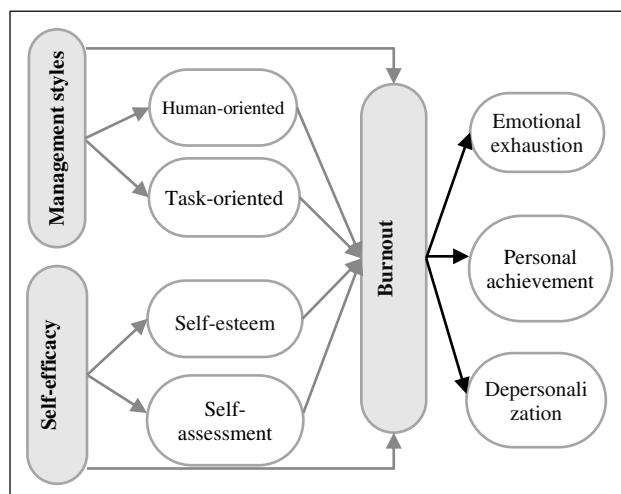


**Figure 1:** Conceptual model of research

## CONCEPTUAL MODEL OF RESEARCH

According to the discussions, the conceptual model for the present article is shown in Fig. 1. This model introduces the components of management styles, including human-oriented and task-oriented, as the first independent variable. Self-efficacy components including self-esteem and self-assessment were also introduced as the second independent variable and their effects on job burnout including the components of emotional exhaustion, personal achievement, and depersonalization were evaluated.

## FINDINGS

Characteristics of the sample under study: Among the sample population, 86.2% were male and 13.8% were female; 88.5% were married and 11.5% were single. 5.3% had a diploma and less than a diploma, 19.7% had an associate degree, 45.4% had a bachelor's degree, 26.3% had a master's degree, and 3.3% had a doctorate degree. The minimum age in the sample was 28 years and the maximum age was 50 years. The mean age was 40 years, half of the numbers were lower than 40 and the other half was over 40, and the most repeated age was 40 years. The minimum work experience was 2 years and a maximum of 28 years. The mean work experience was 16.83 years, half of the work experience numbers were above 17 and the other half were under 17 years. The most repeated work experience was 18 years.

## Descriptive analysis of research variables:

Status assessment of leadership styles variable, consisting of 2 components (human-oriented management style and task-oriented management style), was conducted through the following domains: 1-1.5 completely weak, 1.51-2.5 weak, 2.51-3.5 moderate, 3.51-4.5 good, and 4.51-5 perfectly good. The results are presented in Table (2). The results showed that the status of this variable was evaluated as follows: 20 (5%) completely agree, 156 (39%) agree, 182 (45.5%) no idea, 39 (9.8%) disagree, and 3 (0.8%) completely disagree. Therefore, the final score showed that the variable management style in Saipa Company, along with all its components based on the 5-level range, ranged from 2.51 to 3.5, that is, average. In addition, the dispersion coefficient index shows that the least inequality in the distribution of responses or sample population perception is related to the component of human-oriented management style (0.284) and the highest deviation or inequality in the distribution is related to the component of the task-oriented management style (0.286).

**Table 2:** Distribution of component values of management styles variable

| Variable | | Completely agree | Agree | No idea | Disagree | Completely disagree | Total | Mean | SD | Dispersion coefficient |
|---|---|---|---|---|---|---|---|---|---|---|
| Management styles | Number | 20 | 156 | 182 | 39 | 3 | 400 | 3.37 | 0.759 | 0.225 |
| | Percentage | 5 | 39 | 45.5 | 9.8 | 0.8 | 100 | Average | | |
| Human-oriented management style | Number | 70 | 169 | 106 | 36 | 19 | 400 | 3.58 | 1.02 | 0.284 |
| | Percentage | 17.5 | 42.3 | 26.5 | 9 | 4.8 | 100 | Agree | | |
| Task-oriented management style | Number | 75 | 167 | 96 | 47 | 15 | 400 | 3.6 | 1.03 | 0.286 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Percentage** | 18.8 | 41.8 | 24 | 11.8 | 3.8 | 100 | Agree |

Source: statistical calculations of authors

Status assessment of self-efficacy variable, consisting of 2 components (self-esteem and self-assessment), was conducted through the following domains: 1-1.5 completely weak, 1.51-2.5 weak, 2.51-3.5 moderate, 3.51-4.5 good, and 4.51-5 perfectly good. The results are presented in Table (3). The results showed that the status of this variable was evaluated as follows: 5 (1.3%) completely agree, 172 (43%) agree, 168 (42%) no idea, 53 (13.3%) disagree, and 2 (0.5%) completely disagree. Therefore, the final score showed that

the variable self-efficacy in Saipa Company, along with all its components based on the 5-level range, ranged from 2.51 to 3.5, that is, average. In addition, the dispersion coefficient index shows that the least inequality in the distribution of responses or sample population perception is related to the component of self-assessment (0.259) and the highest deviation or inequality in the distribution is related to the component of self-esteem (0.291).

**Table 3:** Distribution of component values of self-efficacy variable

| Variable | | Completely agree | Agree | No idea | Disagree | Completely disagree | Total | Mean | SD | Dispersion coefficient |
|---|---|---|---|---|---|---|---|---|---|---|
| **self-efficacy** | **Number** | 5 | 172 | 168 | 53 | 2 | 400 | 3.31 | 0.732 | 0.221 |
| | **Percentage** | 1.3 | 43 | 42 | 13.3 | 0.5 | 100 | Average | | |
| **self-esteem** | **Number** | 41 | 193 | 109 | 28 | 29 | 400 | 3.47 | 1.01 | 0.291 |
| | **Percentage** | 10.3 | 48.3 | 27.3 | 7 | 7.2 | 100 | Average | | |
| **self-assessment** | **Number** | 58 | 189 | 110 | 29 | 14 | 400 | 3.62 | 0.938 | 0.259 |
| | **Percentage** | 14.5 | 47.3 | 27.5 | 7.2 | 3.5 | 100 | Agree | | |

Source: statistical calculations of authors

Status assessment of job burnout variable, consisting of 3 components (emotional exhaustion, personal achievement, and depersonalization), was conducted through the following domains: 1-1.5 completely weak, 1.51-2.5 weak, 2.51-3.5 moderate, 3.51-4.5 good, and 4.51-5 perfectly good. The results are presented in Table (4). The results showed that the status of this variable was evaluated as follows: 29 (7.2%) completely agree, 200 (50%) agree, 166 (41.5%) no idea, 5 (1.3%) disagree, and 5 (1.3%) completely disagree.

Therefore, the final score showed that the variable job burnout in Saipa Company, along with all its components based on the 5-level range, ranged from 2.51 to 3.5, that is, average. In addition, the dispersion coefficient index shows that the least inequality in the distribution of responses or sample population perception is related to the component of personal achievement (0.389) and the highest deviation or inequality in the distribution is related to the component of emotional exhaustion (0.425).

**Table 4:** Distribution of component values of job burnout variable

| Variable | | Completely agree | Agree | No idea | Disagree | Completely disagree | Total | Mean | SD | Dispersion coefficient |
|---|---|---|---|---|---|---|---|---|---|---|
| **Job burnout** | **Number** | - | 29 | 200 | 166 | 5 | 400 | 2.63 | 0.635 | 0.241 |
| | **Percentage** | - | 7.2 | 50 | 41.5 | 1.3 | 100 | Average | | |
| **Emotional exhaustion** | **Number** | 36 | 103 | 47 | 174 | 40 | 400 | 2.8 | 1.19 | 0.425 |
| | **Percentage** | 9 | 25.8 | 11.8 | 43.5 | 10 | 100 | Average | | |
| **Personal achievement** | **Number** | 21 | 84 | 74 | 164 | 57 | 400 | 2.62 | 1.02 | 0.389 |
| | **Percentage** | 5.3 | 21 | 18.5 | 41 | 14.2 | 100 | Average | | |
| **Depersonalization** | **Number** | 12 | 74 | 49 | 209 | 56 | 400 | 2.44 | 1.03 | 0.422 |
| | **Percentage** | 3 | 18.5 | 12.3 | 52.3 | 14 | 100 | Disagree | | |

Source: statistical calculations of authors

### Inferential analysis of research variables:

In the first part, the influence of the main variables (management styles and self-efficacy) and its components on

burnout was analyzed. The multivariable linear regression model was used for this purpose. The results in the main variables section according to Table (5) showed that the

constant-coefficient (a) is 8.788 and the value of b (B) for managerial variables is -0.277 and for self-efficacy is 0.003. The results showed that the effect of all research variables including management styles (0.017) and self-efficacy (0.010) on job burnout in Saipa Company is not significant and direct.

Also, the results in the sub-variables section according to Table (6) showed that the constant-coefficient (a) equals

8.652 and the value b (B) for the human-oriented management style component is -0.162, for the task-oriented management style component is -0.075, for the self-esteem component is -0.020, and for the self-assessment component is 0.036. The results show that the effects of human-oriented (0.041), task-oriented (0.038) and self-evaluation (0.041) components on burnout in Saipa Company are significant and direct. In this regard, the effect of self-esteem (0.82) on burnout in Saipa Company is not significant and direct.

**Table 5:** The intensity of main variables influence on burnout

| Model | | Coefficients<sup>a</sup> | | | t | P-value |
|---|---|---|---|---|---|---|
| | | Not standardized | Standardized | | | |
| | | B | Std. Error | Beta | | |
| | (Constant) | 8.788 | 0.567 | - | 15.490 | 0.000 |
| Main variables | **Management styles** | -0.277 | 0.115 | -0.120 | -2.399 | 0.017 |
| | **Self-Efficacy** | 0.003 | 0.120 | 0.001 | 0.028 | 0.010 |
| | | a. Dependent variable: burnout | | | | |

Source: statistical calculations of authors

**Table 6:** The intensity of sub-variables influence on burnout

| Model | | Coefficients<sup>a</sup> | | | t | P-value |
|---|---|---|---|---|---|---|
| | | Not standardized | Standardized | | | |
| | | B | Std. Error | Beta | | |
| | (Constant) | 8.652 | 0.660 | - | 13.108 | 0.000 |
| **Sub-variables** | **Human-oriented** | -0.162 | 0.086 | -0.095 | -1.879 | 0.041 |
| | **Task-oriented** | -0.075 | 0.086 | -0.044 | -0.868 | 0.038 |
| | **self-esteem** | -0.020 | 0.087 | -0.011 | -0.224 | 0.82 |
| | **self-assessment** | 0.036 | 0.096 | 0.019 | 0.377 | 0.041 |
| | | a. Dependent variable: burnout | | | | |

Source: statistical calculations of authors

## DISCUSSION AND CONCLUSION

Organizations have played an important role in systematizing and targeting human societies since the beginning of their formation, and management is the most important factor in the life, growth, and destruction of organizations. It is the manager that facilitates the process of moving from status to desirable. Managers in organizations play different roles that vary depending on the time, place, and type of work, and identifying these roles can greatly improve performance and achieve organizational goals as well as organizational prospects. Therefore, some believe that organizations can succeed without having managers and relying on their own power, while social scientists have not yet found an institution that is stable without a managerial hierarchy.

Self-efficacy is also the most important and recent theoretical construct of social cognition. Self-efficacy describes the assurance of one's ability to perform the behaviors necessary to achieve the goals or meet the needs of a stressful event.

Self-efficacy acts as a mediator against stressors by increasing one's motivation to seek more resources and use them more effectively. In this regard, the overall objective of this study was to predict job burnout based on management styles and self-efficacy in Saipa Company.

In this regard, the results of this study indicate that job burnout is predictable through management styles and self-efficacy. The results of this study are in line with the research by Aloe et al. (2016), Arnold et al. (2015), Ernest (2007), Friedman (2003), Abi Hassanpour et al. (2018), Koohi et al. (2018), Shafizadeh et al. (2017), Safi et al. (2015) and Almasian and Rahimi Kia (2012) [23-30]. In explaining the research hypotheses, it can be stated that if managers have sufficient knowledge and skills, choose appropriate management styles to manage the organization and create the right learning environment, and interact with their subordinates, given the organization's position and understanding of other relevant factors, they will be able to create more self-efficacy for them. This is because self-

efficacy relates to a reassessment of one's job and is also viewed as a positive mood for one's continued work and career. In addition, it is often used to describe the general attitudes of a working group rather than an individual. In this regard, self-efficacy is one of the most important variables in the field of organizational behavior and it is not possible to achieve organizational goals without self-efficacy. One of the most important tasks of managers in organizations is to identify the potential talents of employees and to provide them with areas of growth and prosperity that will help to improve productivity and ultimately prevent burnout. Managers who give their employees the opportunity to highlight their capabilities across a wide range of tasks, and to some extent challenging and varied, will lead to greater self-efficacy. These managers have a good relationship with the employees and have a cooperative attitude towards the employees and, in general, managers who incorporate the human resources into the workforce increase their self-efficacy by keeping employees in mind.

At the end of this discussion, it can be stated that individual, organizational and environmental factors influence burnout prevention. Some of the ways to prevent burnout include selecting the right people for the job, training people on the job, giving them bonuses and privileges appropriate to their performance, addressing welfare and health issues, eliminating discrimination and discrimination. Taking the norm instead of the relationship.

Finally, with regard to the results of the practical and executive proposals, the following results are presented:
- By providing the right context, such as creating a secure work environment and fair pay, self-efficacy can be created in the organization.
- Managers use more participatory styles and styles that are more attentive to employees.
- Managing styles and self-efficacy of staff together and with senior managers are important factors in enhancing the organization; senior managers should pay particular attention to this.
- Providing in-service training and paying particular attention to management and self-efficacy styles and sharing in the organization will help achieve goals and prevent burnout.
- Burnout prevention programs should be supported by senior managers.

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