

The Influence of Organizational Culture on Employee Stress And Burnout

Srivarshini S

Dept of Human Resource and Organizational Development
Madras School of Social Work, Egmore, Chennai.

Abstract- *This study explains the intricate relationship between organizational culture and employee stress and burnout. It delves into the specific components of organizational culture, such as leadership style and communication patterns, and their influence on employee well-being. Through a thorough review of data, the research uncovers the mechanisms through which organizational culture impacts stress levels and burnout among employees.*

Additionally, it examines the potential consequences of employee stress and burnout on organizational performance. By considering individual differences and diverse organizational contexts, the study offers practical recommendations for fostering a supportive culture that promotes employee resilience and well-being. Through empirical data analysis techniques, the research provides robust evidence to inform organizational strategies aimed at mitigating stress and burnout in the workplace.

I. INTRODUCTION

This research focuses on examining the specific components of organizational culture, such as leadership style, communication patterns, and reward systems, and their impact on employee stress levels and burnout. In today's dynamic work environment, organizations strive to optimize productivity while ensuring the well-being of their employees. However, the prevalence of stress and burnout among employees has become a significant concern, impacting both individual well-being and organizational performance. Recognizing the pivotal role of organizational culture in shaping employee experiences, this research aims to investigate the influence of organizational culture on employee stress and burnout.

Organizational culture encompasses the shared values, beliefs, and norms that define the identity and functioning of an organization. It influences how employees perceive their work environment, interact with colleagues, and cope with job demands. Moreover, organizational culture can either mitigate or exacerbate stressors, ultimately shaping the occurrence of burnout among employees. It also aims to elucidate the potential consequences of employee stress and

burnout on organizational performance, including decreased productivity, higher turnover rates, and diminished employee engagement.

Furthermore, this research seeks to explore the moderating role of individual differences, such as personality traits and coping strategies, in the relationship between organizational culture and employee stress and burnout. By considering diverse organizational contexts and industries, this study intends to provide insights into the generalizability of findings and the applicability of interventions across different organizational settings.

ORGANIZATIONAL CULTURE:

Organizational culture is the set of values, beliefs, attitudes, systems, and rules that outline and influence employee behavior within an organization. The culture reflects how employees, customers, vendors, and stakeholders experience the organization and its brand.

STRESS:

Stress is a state of worry or mental tension caused by a difficult situation. Stress is a natural human response that prompts us to address challenges and threats in our lives. Everyone experiences stress to some degree.

BURNOUT:

Burnout is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job. The three key dimensions of this response are an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment.

NEED FOR THE STUDY:

As employee well-being continues to be a growing concern, organizations must recognize the pivotal role of organizational culture in shaping employee experiences and responses to job demands. By examining how cultural factors

such as leadership style, communication patterns, and reward systems impact stress levels and burnout among employees, organizations can identify areas for improvement and implement targeted interventions to enhance employee well-being and productivity.

OBJECTIVE OF THE STUDY:

To study the influence of organizational culture on employee stress and burnout.

PRIMARY OBJECTIVE:

- To investigate the influence of organizational culture on employee stress and burnout.

SECONDARY OBJECTIVES:

- To identify specific cultural components such as leadership style, communication patterns, and reward systems, and their impact on employee well-being.
- To examine the potential consequences of employee stress and burnout on organizational performance.
- To examine the role of organizational values and norms in shaping employee coping mechanisms and resilience in the face of workplace stressors.

SCOPE OF THE STUDY:

This study seeks to explore the intricate relationship between organizational culture and employee stress and burnout within diverse industries and organizational contexts. By focusing on specific cultural components such as leadership style, communication patterns, and reward systems, the research aims to uncover the underlying mechanisms through which organizational culture influences employee well-being. Ultimately, the study aims to provide practical recommendations to assist organizations in cultivating a supportive culture that promotes employee well-being and resilience in the face of workplace challenges.

II. REVIEW OF LITERATURE

DIMITRIOS AND KONSTANTINOS, 2014

In the current global economic downturn triggered by the recent crisis, work stress primarily stems from feelings of insecurity and threat among employees, which can easily escalate into fear and panic. However, in today's context, work stress cannot be examined in isolation from other factors. Many employees are grappling with bitterness and frustration, with growing evidence pointing to increased

pressure that can lead to burnout syndrome. This syndrome doesn't manifest suddenly but builds up over time if the underlying conditions persist. Every job entails certain expected behaviors, which aren't always clear-cut and often conflicting. The fulfillment of a role within an organization can become stressful when individual expectations clash with organizational demands. However, strategies rooted in organizational culture can help mitigate these situations and assist employees in reducing job-related stress levels.

KOKT, D. AND RAMARUMO, R, 2015

The purpose of this paper is to investigate the impact of organizational culture on job stress and burnout in graded accommodation establishments. The demanding nature of work in the hospitality industry (e.g. long hours and shift work) renders job stress and burnout, a persisting challenge for the industry. Employees that are constantly subjected to a challenging work environment may experience increased levels of job stress and burnout or even leave the industry entirely. The Free State province of South Africa has a well-established hospitality sector, and this investigation shows the extent to which job stress and burnout are mitigated by a favourable organizational culture.

TOOBA MUSHTAQUE, DANISH AHMED SIDDIQUI, DANISH AHMED, 2019

This research explored the interplay among organizational culture, job stress, and employee engagement in Pakistan. Using the Competing Values Framework, the study identified four types of cultures: clan, adhocracy, hierarchy, and market. Data from 207 participants were collected through a Likert scale questionnaire covering demographics and questions on culture, stress, and engagement. Analysis employed PLS CFA and SEM techniques. Results indicated market culture as the most prevalent, positively associated with job stress and negatively with employee engagement. Hierarchy culture followed, with a negligible positive link to both stress and engagement. Clan culture ranked third, negatively linked to job stress and positively to engagement, while adhocracy culture was the least observed, with insignificant correlations. Job stress was significantly negatively associated with employee engagement. The study recommended organizations to foster clan culture for higher engagement and lower stress levels among employees.

YUEH-SHIAN LEE, WENG-KUN LIU, 2021

The purpose of this research was to find the employee welfare and loyalty of burnout employees, corporate culture and the role of employee turnover in the hotel industry.

A total of 330 questionnaires were sent out in the study and 257 valid questionnaires were adopted. The main results showed: (1) Employee loyalty and corporate culture have a negative impact on employee turnover; (2) The interaction between employee loyalty and corporate culture affects job burnout and affects the employee turnover rate; (3) Employee loyalty affects corporate culture Have a positive impact; (4) Influencing employee turnover rate through intermediary corporate culture; (5) When corporate culture and employee turnover have a moderating effect, that is, when employee benefits are high, employee burnout will affect job burnout; that is, when employee benefits are low, employee burnout will reduce job burnout; when employee benefits are low, employee burnout will affect job burnout. Therefore, in order to expand the development space of the catering industry, the quality and efficiency of the service industry must be improved, which requires a connection between professional talents and the rational use of human resources. This requires professionals and proper use of human resources to maintain relationships. Managers need to pay attention to environmental changes and social dynamics, changes in structure and employees so that they can flexibly adjust to meet the needs of employees.

MARI HUHTALA, ASKO TOLVANEN, SAIJA MAUNO & TARU FELDT, 2014

Ethical culture is a specific form of organizational culture (including values and systems that can promote ethical behavior), and as such a socially constructed phenomenon. However, no previous studies have investigated the degree to which employees' perceptions of their organization's ethical culture are shared within work units (departments), which was the first aim of this study. In addition, we studied the associations between ethical culture and occupational well-being (i.e., burnout and work engagement) at both the individual and work-unit levels. The questionnaire data were gathered from 2,146 respondents with various occupations in 245 different work units in one public sector organization. Ethical organizational culture was measured with the corporate ethical virtues scale, including eight sub-dimensions. Multilevel structural equation modeling showed that 12–27 % of the total variance regarding the dimensions of ethical culture was explained by departmental homogeneity (shared experiences). At both the within and between levels, higher perceptions of ethical culture associated with lower burnout and higher work engagement.

J. OLYNICK, H. LI, 2020

Despite a recent resurgence in the study of organizational culture, insufficient attention has been paid to

the impact of the types of organizational culture on employee well-being and productivity in Canadian settings. This study investigated which types of organizational culture are most closely related to employee levels of work-related stress, enjoyment of work and self-perceived productivity. A secondary research interest was to identify the dominant culture type at the studied university in northern Canada. A total of 193 staff members from various departments (e.g., academic services, facilities, student life) completed an online survey containing questions on organizational culture, stress, enjoyment of work and productivity. Three intriguing findings were generated from the data: (1) All four types of organizational culture – clan, hierarchy, adhocracy, market – were identified at the institution; (2) the hierarchy culture was most prevalent, followed by the adhocracy culture, the market culture and then the clan culture; and (3) the type of organizational culture was significantly related to stress, enjoyment of work and productivity. Employees working in a clan culture reported the lowest levels of stress, and highest levels of enjoyment and productivity, followed by those in the adhocracy and hierarchy cultures, lastly the market culture. Important implications include: (1) Organizational leaders need to take into account the role organizational culture plays in employee well-being and workplace functioning, and (2) Organizational leaders should implement strategies to create a workplace culture that promotes employee well-being and productivity.

FERESHTEH FARZIANPOUR, MAHYA ABBASI, ABBAS RAHIMI FORUOSHANI AND EBRAHIM JAFARI POOYAN, 2016

Organizational culture plays a supportive role in modification of structure and implementation of new management systems. So, the management of organizational culture with cultural elements recognition plays an important role in improving the efficacy and effectiveness of the organization. On the other hand, the health sector requires healthy and motivated practitioners and staff to achieve these goals. Job burnout as a response to environmental stressors causes some changes in attitude and behavior towards work and work environment, and factors such as organizational culture effect on it.

This study aimed to clarify the relationship between organizational culture and employee's burnout. This is a descriptive and cross-sectional study. The study population included all clinical staff (physicians and nurses) and nonclinical (administrative and financial) in hospitals affiliated to Tehran University of Medical Sciences in 2014-2015. Among them, 387 participants were selected using simple stratified random sampling. In order to collect the

required data, the Maslach Burnout Inventory (1981) and Hofstede’s organizational cultural questionnaire (1988) were used. Also Cronbach’s alpha obtained 0.836 and 0.913 for them, respectively. In order to analyze the data, the Kolmogorov-Smirnov test, multiple regression, independent t-test and binomial test were performed using SPSS 20. Results showed that organizational culture in studied population were masculine, collectivism with high uncertainty avoidance and relatively equitable power distance. Mean score for emotional exhaustion was (31.4) and most of participants 315 (40.6%) had average emotional exhaustion. Mean score for depersonalization was (21.16) and most of participants 315 (82.1%) had high depersonalization. Mean score for personal accomplishment was (30.02) and most of participants 280 (73.2%) had high personal accomplishment. Multiple correlation coefficient showed that there is a significant relationship between the components of organizational culture including masculinity/femininity, individualism/collectivism, uncertainty avoidance and power distance with job burnout ($r=0.305, p>0.001$). R2 also showed that 9.3 percent of the variance of job burnout is related to the mentioned factors.

MARI HUHTALA, ASKO TOLVANEN, SAIJA MAUNO, TARU FELDT, 2015

Ethical culture is a specific form of organizational culture (including values and systems that can promote ethical behavior), and as such a socially constructed phenomenon. However, no previous studies have investigated the degree to which employees’ perceptions of their organization’s ethical culture are shared within work units (departments), which was the first aim of this study. In addition, we studied the associations between ethical culture and occupational well-being (i.e., burnout and work engagement) at both the individual and work-unit levels.

The questionnaire data were gathered from 2,146 respondents with various occupations in 245 different work units in one public sector organization. Ethical organizational culture was measured with the corporate ethical virtues scale, including eight sub-dimensions.

Multilevel structural equation modeling showed that 12–27 % of the total variance regarding the dimensions of ethical culture was explained by departmental homogeneity (shared experiences). At both the within and between levels, higher perceptions of ethical culture associated with lower burnout and higher work engagement.

The results suggest that organizations should support ethical practices at the work-unit level, to enhance work

engagement, and should also pay special attention to work units with a low ethical culture because these work environments can expose employees to burnout.

RESEARCH DESIGN:

The research design involves survey to collect quantitative data on employee’s perceptions of organizational culture, stress levels, and burnout where, the survey involves a structured questionnaire to gather data.

RESEARCH SETTING:

The study setting encompasses diverse sectors, including but not limited to technology, healthcare, finance, and education, where employees are invited to participate in the survey through various organizations and networks.

SAMPLE SIZE:

The research involves surveying 102 employees across different industries, including technology, healthcare, finance, and education, to gather insights into organizational culture, stress, and burnout.

SOURCE OF DATA:

The source of data for this study is a structured questionnaire administered to participants, which provides quantitative metrics that measure employee perceptions of organizational culture, stress levels, and burnout.

DEMOGRAPHICAL DETAILS:

GENDER:

Male	Female	Others
69(67.6%)	32(31.4%)	1(0.98%)

AGE:

21-41 years	42-62 years	63 years and above
59	28	15

III. MAJOR FINDINGS

- Approximately 35% of respondents reported sometimes feeling micromanaged in their work and responsibilities.
- About 38% of respondents perceive a fair sense of equity in the distribution of work assignments and resources within the organization.
- Around 39% of respondents are fairly satisfied with the support provided by the organization for professional development and growth opportunities.
- 32% of respondents rated their overall organizational climate as 4 out of 5.
- About 31% of respondents believe that their organizational policies and procedures effectively promote work-life balance.
- 40% of respondents sometimes feel pressured to work outside their regular working hours.
- 41% of respondents sometimes feel that their workload exceeds their capacity to manage effectively.
- Approximately 36% of respondents feel that their organization fairly rewards and recognizes employees' contributions and achievements.
- About 38% of respondents are fairly satisfied with the communication channels within the organization.
- Around 39% of respondents sometimes experience stress due to workload demands.

IV. SUGGESTIONS

- **Address Micromanagement:** Address the concerns of the 35% of employees who feel micromanaged by providing more autonomy and trust in their work responsibilities, allowing them to excel without feeling overly monitored.
- **Enhance Equity in Work Distribution:** Ensure that work assignments and resources are distributed fairly across the organization to maintain a sense of equity and prevent feelings of favoritism or unfair treatment.
- **Boost Support for Professional Development:** Increase support for professional development and growth opportunities to meet the needs of the 39% of employees who are fairly satisfied but may benefit from additional resources and opportunities for advancement.
- **Improve Work-Life Balance Policies:** Review and enhance organizational policies and procedures to better promote work-life balance, addressing the concerns of the 31% of employees who feel that current policies are not fully effective.
- **Mitigate Pressure to Work Outside Regular Hours:** Take steps to reduce pressure on employees to work outside their regular hours, ensuring that workloads are

manageable and realistic to prevent burnout and maintain employee well-being.

- **Manage Workload Effectively:** Address the concerns of the 41% of employees who feel that their workload exceeds their capacity by providing support, resources, and training to help employees manage their tasks more effectively.
- **Recognize Employee Contributions:** Increase efforts to recognize and reward employee contributions and achievements, ensuring that employees feel valued and appreciated for their hard work and dedication.
- **Improve Communication Channels:** Enhance communication channels within the organization to facilitate transparency, collaboration, and information sharing, addressing the concerns of the 38% of employees who are fairly satisfied but may benefit from clearer and more effective communication.
- **Provide Stress Management Support:** Offer stress management resources and support to help employees cope with workload demands and reduce stress levels, ensuring that employees feel supported and equipped to manage their well-being effectively.

V. CONCLUSION

The data reveals various aspects of employee perceptions within the organization. Notably, a significant portion of respondents reported experiencing micromanagement and pressure to work outside regular hours. While there is a fair perception of equity in work distribution and support for professional development, concerns remain regarding workload management and stress levels. Although communication channels are generally satisfactory, there is room for improvement in recognizing employee contributions and promoting work-life balance.

The findings highlight both positive aspects and areas for improvement within the organizational culture. To enhance employee well-being and satisfaction, addressing issues such as micromanagement, workload management, and work-life balance is crucial. Additionally, improving communication channels and recognition systems can foster a more positive and supportive work environment. By implementing targeted interventions based on these findings, organizations can strive to create a culture that promotes employee engagement, productivity, and overall organizational success.

REFERENCES

- [1] Mari Huhtala, Asko Tolvanen, Saija Mauno, Taru Feldt in " The associations between ethical organizational culture, burnout, and engagement: A multilevel study" (2015).

- [2] Belias Dimitrios, Varsanis Konstantinos in "Organizational culture and job burnout—a review" (2014).
- [3] Deseré Koko, Relebohile Ramarumo in "Impact of organisational culture on job stress and burnout in graded accommodation establishments" (2015).
- [4] Janna Olynick, Han Z Li in "Organizational culture and its relationship with employee stress, enjoyment of work and productivity" (2020).
- [5] Yueh-Shian Lee, Weng-Kun Liu in "The moderating effects of employee benefits and job burnout among the employee loyalty, corporate culture and employee turnover" (2021).
- [6] Tooba Mushtaque, Danish Ahmed Siddiqui in "Impact of organizational culture on job stress and employee engagement" (2019).
- [7] Fereshteh Farzianpour, Mahya Abbasi, Abbas Rahimi Foruoshani, Ebrahim Jafari Pooyan in "The relationship between hofstede organizational culture and employees job burnout in hospitals of tehran university of medical sciences 2014-2015 " (2016).