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## Relationship between Role Ambiguity and Burnout: The Mediating Effect of Organizational Culture

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### Abstract

The main purpose of this study was to investigate the effects of organizational culture types on burnout both direct and through role ambiguity. Data were collected from a variety of organizations such as a hotel, a mining company, an insulation and construction materials company, an automotive parts manufacturer, and a tire marketing company in Turkey. In this study, we developed and tested a model which has interactions between organizational culture types, role ambiguity, and burnout. Some of our hypotheses were supported while others were not. The findings of the study showed a positive relationship between role ambiguity and burnout. On the other hand, the relationships between organizational culture types and both role ambiguity and burnout, were seen in different directions due to the types of organizational culture. In this context, the results indicated that the clan culture had a negative direct effect and a negative impact through role ambiguity on burnout. Similar results were found for the hierarchy culture. There was a negative relationship between the hierarchy culture and burnout, and role ambiguity also mediated this relationship. It was determined that the adhocracy culture affected the burnout by both direct and through role ambiguity. As predicted, a positive relationship was observed between the adhocracy culture and role ambiguity. On the other hand, the study's results indicated, the adhocracy culture increased the level of burnout.

**Key words:** Organizational culture, role ambiguity, burnout,

### 1. Introduction

Meaning, antecedents and consequences of burnout, and coping with it are among the important topics in the work settings since 1970s, and discussions on this issue are still ongoing (Maslach & Goldberg, 1998; Maslach *et al.*, 2001). High level of employee burnout has many negative effects on organizations and individuals such as decreasing in job satisfaction, organizational commitment, and job performance or increasing in intention to leave the job, absenteeism, anxiety, and depression (Dunegan *et al.* 1992; Scandura & Schriesheim, 1994; Bauer & Green, 1996; Maslach *et al.* 2001; Ardiç & Polatçı, 2008). Therefore, understanding the antecedents of burnout better is very important for coping with burnout at individual and organizational level. In their study, Maslach *et al.* (2001) classified the antecedents of burnout into the five main

headings: Job characteristics, occupational characteristics, organizational characteristics, demographic characteristics, and personality characteristics. In this context, job characteristics, occupational characteristics and organizational characteristics such as workload, role conflict, role ambiguity, occupational stressors, job standardization, arrangement of people and equipment, pressure to produce, decision making policy, social support, autonomy, performance reward link, feedback, coaching, socialization, and mentoring (Jackson *et al.*, 1987; Mills & Huebner, 1998; Greenglass *et al.*, 2001; Hsieh & Hsieh, 2003; Schaufeli & Bakker 2004; Sundin *et al.*, 2007; Thomas & Lankau 2009), demographic characteristics such as age (Brewer & Shapard, 2004; Garrosa *et al.*, 2008), sex (Ronen & Pines 2008), education level (Jackson *et al.*, 1987), and personality characteristics such as self-esteem, locus of control, emotional stability, extraversion, openness, agreeableness, conscientiousness, positive/negative affectivity, proactive personality, optimism, hardiness, and type A personality (Mills & Huebner, 1998; Ghorpade *et al.*, 2007; Alarcon *et al.*, 2009; Lamb, 2009) were investigated as antecedents of burnout in many studies.

In this context, one of the issues that needs to be examined about burnout is organizational culture which affects both individual and organizational behavior (Dosoglu-Guner, 2001; Cameron & Quinn, 2006) through shaping organizational context (Thompson *et al.*, 1996; Maslach *et al.*, 2001), hence determines the level of burnout (Schulz *et al.*, 1995). On the other hand, level and direction of this effect will vary depending on the types of organizational culture (Cameron & Quinn, 2006). While level of burnout may increase in certain types of organizational culture, it may reduce in other types of organizational culture. Deshpande and Webster (1989) defined organizational culture as a pattern of shared values and beliefs that helps individuals to understand the organizational functioning and the norms for behavior in the organization. As can be seen from this definition, organizational culture shapes the status and role behaviors within the organization. In this regard, it could be argued that organizational culture is one of the important determinants of role ambiguity in the organization. Taking into consideration the relationship between role ambiguity and burnout, it can be said that organizational culture has a direct effect on burnout, as well as an indirect effect through role ambiguity. In spite of these interactions, there are few studies investigated the association between organizational culture and burnout (Schulz *et al.*, 1995; Williams *et al.*, 2007), and we couldn't find any study clarifying the interactions between these three variables.

At the same time, another issue that needs to be dealt with is culture itself. We could encounter many different approaches about definition, dimensions, classification, and measuring of culture and organizational culture in the literature (Cameron & Quinn, 2006; Seymen, 2008). We preferred to use Competing Values Framework which was developed by Cameron and Quinn (2006) for measuring organizational culture. The reasons we have chosen this model are that it is useful for identifying the major approaches to organizational design, stages of life cycle development, organizational quality, theories of effectiveness, leadership roles and roles of human resource managers, and management skills (Cameron & Quinn, 2006), all of which are related to the antecedents of burnout.

The main purpose of this study was to investigate the effects of organizational culture types on burnout both direct and through role ambiguity. This study made two important contributions to the literature. First, few researches focused on the relationships between organizational culture and burnout (Schulz *et al.*, 1995; Williams *et al.*, 2007). This study filled this gap. At the same time, organizational culture itself is affected by the culture of the society the organization

operates in. Therefore, it would be useful to investigate these relationships in different societies and compare the results obtained from various countries. Thus, the second contribution of this study was to provide a foundation for future comparisons.

## 2. Literature Review

### 2.1 Organizational Culture

Although there are hundreds of definitions of culture, in almost all of them, culture is defined as a set of shared values, beliefs, and practices (Oudenhoven, 2001). According to Hofstede (1991), culture is a collective programming of the mind, which makes a group of people different from other groups. Collective programming might be seen at national or organizational level. National cultures separate its members from other nations whereas organizational culture separates its members from other organizations (Oudenhoven, 2001). In the related literature there is no agreement about the definition of organizational culture (O'Reilly *et al.*, 1991; Jones *et al.*, 2005), which is sometimes used as organizational culture, business culture or corporate culture. However, there is agreement that organizational culture is very important in terms of the fact that an individual obeys organizational context (O'Reilly *et al.*, 1991) and organizational culture is also important in terms of organizational performance and the efficiency of the organization in the long run (O'Reilly *et al.*, 1991; Cameron & Quinn 1999 in cited Kangas, 2005, p.35). While the definitions made about organizational culture differ according to the focus or research areas of the researchers, the definitions generally focus on tangible or intangible aspect of the concept (Ataman, 2001). In other words, intangible elements such as feelings or beliefs are highlighted in some of the definitions, whereas directly observable tangible elements (ceremonies, stories, clothes, language etc) are stressed in others (Ataman, 2001). For instance, while Hofstede (2001) defines organizational culture as collectively programmed thoughts, Deal and Kennedy define it as the way to do or execute the job (Deal & Kennedy in cited Seymen, 2008, p.35). So whether poor or strong, an organizational culture is quite effective in making many a great decisions from whom to be promoted or what decisions are to be made to what the employees should wear or what sports they should do (Deal & Kennedy 1982 in cited Erdem, 2007, p.64). For this reason organizational culture has been in the focal point of organizational studies for the last thirty years (Adler & Jelinek, 1986; O'Reilly *et al.*, 1991; Dastmalchian *et al.*, 2000). In spite of disagreement about defining and evaluating the concept (O'Reilly *et al.*, 1991; Jones *et al.*, 2005), it can be said that organizational culture has been widely accepted to be of great importance about fitting an individual to organizational context (O'Reilly *et al.*, 1991).

There can be found a lot of classifications about classification of organizational culture in the literature. Among the mostly accepted models in the literature of management and organization can be counted Quinn and Cameron's "Competing Values Framework" based mainly on the relation between organizational effectiveness and organizational culture (Dwyer *et al.*, 2003). The framework claims that organizational cultures may change depending on dominant organizational attributes, binding mechanisms, leadership styles and overall strategic emphases (Dwyer *et al.*, 2003). These variables are also among the antecedents that influence role ambiguity and burnout (Rogers & Molnar 1976; Maslach *et al.*, 2001). For this reason we have used Quinn and Cameron's "Competing Values Framework" to find out the relations between organizational culture, role ambiguity and burnout in this study. The framework is made of the intersection of two axes. The vertical axis emphasizes the dimension of flexibility and dynamism at one extreme and stability, order and control at the other. The horizontal axis emphasizes the

dimensions of internal orientation, utility and integration at one extreme and external orientation and rivalry at the other (Dastmalchian *et al.*, 2000) (Figure 1).

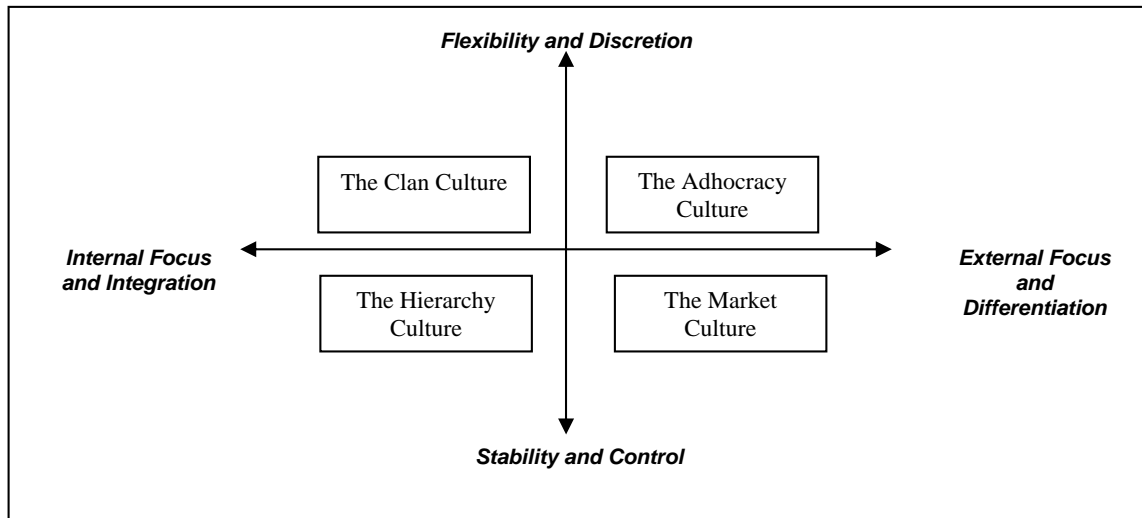


Figure 1. Competing Values Framework

Source: Cameron & Quinn, 2006, p.35.

*The Clan Culture:* The clan culture type is internally oriented and emphasizes informal governance (Dwyer *et al.*, 2003). The organization is a very friendly place to work where people share a lot of values among themselves. It is like an extended family in which the leaders, or the heads of the organization, are considered to be mentors and perhaps even parent figures. Success is defined in terms of sensitivity to customers and concern for people. In the organizations where this type of culture is dominant, the long-term benefit of human resources development is emphasized and a great importance is attached to cohesion and morale. Emphasis is placed especially on commitment, teamwork, cohesiveness (Dastmalchian *et al.*, 2000; Dwyer *et al.*, 2003). Cohesiveness and personal satisfaction as the measure of organizational effectiveness are more important than achieving financial goals (Dosoglu-Guner, 2001; Stoica *et al.*, 2004). The teamwork directed to the defined goals is so strong and evaluation of the contribution of employees to the system in the long run is so righteous in the clan culture typed organizations that the members naturally can't help serving the system (Ouchi, 1987 in cited Erdem, 2007, p.66).

*The Hierarchy Culture:* The organizational cultures where the hierarchy culture type is dominant adopt an internal orientation and an emphasis on mechanistic governance such that formal rules and policies are closely followed (Dwyer *et al.*, 2003). The workplace is regular and quite formal. The way any function should be realized is well defined by means of mechanisms such as work specifications, procedures and orders (Erdem, 2007). The hierarchical culture represents a bureaucratic structure, orders, rules, and uniformity (Dosoglu-Guner, 2001). Hierarchy culture stresses order and regulations. Leadership style is administrative. Tracking and control are emphasized relative to clearly stated goals (Stoica *et al.*, 2004). Effectiveness is based mainly on permanence and achieving clearly defined goals (Dwyer *et al.*, 2003). At this point achieving the defined goals and low cost are important success criteria (Dwyer *et al.*, 2003; Öcal & Ağca

2010). However, this structure causes alienation, reduces independent decision-making and terminates the feeling of goal (Erdem, 2007).

*The Adhocracy Culture:* The organizations where this culture type is dominant are characterized as an entrepreneur, creative and adaptable cultures that emphasize innovation, profitability and growth (Dosoglu-Guner, 2001). The culture has an advanced organic structure that organisational status and positions are not valued or considered temporary (Erdem, 2007). What keeps the organization together is commitment to experience and innovation. The organization's long-term emphasis is on growth and acquiring new sources. Success means gaining unique and new products or services. Being a product or service leader is important. Individual initiative and freedom are encouraged in this culture type. Shortly this type of organizations value entrepreneurship, creativeness and adaptability (Dastmalchian *et al.*, 2000; Dwyer *et al.*, 2003; Stoica *et al.*, 2004; Jones *et al.*, 2005).

*The Market Culture:* The market culture type has a formal governance structure and an external orientation. (Dwyer *et al.*, 2003). In the organizations where this type of culture is dominant, employees are competitive, goal-oriented and focus on their own benefit. The market mechanism working in the organization measures the contribution of employees to the organization and everyone takes whatever they contribute to the organization (Erdem, 2007). "The leaders are hand drivers, producers, and competitors. The glue that holds the organization together is an emphasis on winning. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration" (Dastmalchian *et al.*, 2000).

Considering the four culture type discussed above, it is possible to judge the features of an organization about motivation, leadership and effectiveness (Dwyer *et al.*, 2003). In some of the studies made in the field, some organizations are reported to have the four of these culture types (Deshpande & Farley, 2004); and in some of the studies some organizations are said to have some of the culture types more dominant than other culture types (Jones *et al.*, 2005).

## 2.2 Role Ambiguity

Before discussing role as a concept, it will be better to have a look on the concept of status. Status is the positive or negative evaluation quality about the "place" an individual in a social system made by other members of the society. According to Linton, status is "the place an individual occupies in the social system". In other words, status is a position and a pattern of expectations for the people occupying that position (Tekarslan *et al.*, 2000). At this point the differences about culture and beliefs may change expectations from meanings and attitudes to status (Tekarslan *et al.*, 2000). The concept of role is a kind of net to bind appropriate behaviors to social positions and statuses (Hilbert, 1981). The concept is mostly used to imply the behaviors expected from people who occupy certain social categories. These categories include statuses (or positions) in official or non-official systems (Lynch, 2007). A role specifies "who" an individual is (Tekarslan *et al.*, 2000), whereas a position is the total of behaviors defined "what a person can or cannot do" in the limits statuses s/he occupies (Erdoğan, 1997). Roles are about statuses and statuses roles. However, a role alone cannot make a status (Tekarslan *et al.*, 2000).

In their seminal research on role dynamics and organizational stress that they open new horizons for researchers, Kahn and colleagues (1964) provide a definition of role ambiguity. They state that certain information is required for adequate role performance; this is, in order for a person to

conform to the role expectations held by members of his role set (Kahn *et al.*, 1964 in cited Tidd *et al.*, 2004). First an individual must know what these expectations are and second, he must know what activities he is expected to do to fulfill his responsibilities. The absence of this knowledge defines role ambiguity. Role ambiguity indicates the feelings of uncertainty or a lack of clarity about duties, responsibilities and objectives of one's work, which is a form of role stress (Orpen, 1977; McCleese & Eby, 2006).

Kahn *et al.* make a theoretical model taking two main dimensions of role ambiguity. These are uncertainty of duty (uncertainty of performance expected from an individual) and socio-emotional uncertainty (psychological result or dissatisfaction of failure in achieving role responsibilities) (Theodorakis *et al.*, 2010). Based on this model, Eys and Carron define role ambiguity as (Eys & Carron in cited Theodorakis *et al.*, 2010):

- Lack of necessary knowledge about role responsibility,
- Insufficient knowledge about musts to fulfill role responsibilities,
- Insufficient knowledge about procedures for evaluating role performances,
- Insufficient knowledge about what to do in case of unsuccess to fulfill role responsibilities.

Shortly, Role ambiguity lacks adequate information both about what his or her tasks are as well as how to accomplish them (Tidd *et al.*, 2004).

### 2.3 Burnout

Burnout syndrome which is defined as negative attitudes and feelings towards recipients of the service, emotional exhaustion, because of chronic work stress, is a subject of interdisciplinary area of occupational stress (Orgesta *et al.*, 2008). The term "burnout" was first used by Greene (1961) (Greene 1961 in cited Maslach *et al.*, 2001). Freudenberger (1977) defines burnout as a situation that all occupational groups can experience, as an occupational hazard, and failure, low accomplishment or burnout because of extreme demands for energy, power or sources. Maslach and Jackson (1981) defines the concept as a syndrome appeared with the reflection of negative attitudes towards the work done or other people committed in the process as a result of physical exhaustion, permanent tiredness, fatigue and hopelessness among people who are subjected to extreme demands in their jobs and among those who must work face to face with others.

There are different classifications about dimensions of burnout. Maslach *et al.* (2001) specify three dimensions of burnout as *emotional exhaustion*, *depersonalization* and *reduced personal accomplishment*. In this classification, *emotional exhaustion* defines end of energy and emotional sources (Bakker *et al.*, 2000); *depersonalization* defines lack of or low emotion among employees towards their colleagues or those who take service (Hayter, 2000), a feeling of unconcern to existence of others, ignorance of people's characteristic features, putting a distance between themselves and their clients considering the clients are not human but objects (Çalgan *et al.*, 2009). *Reduced personal accomplishment* defines reduced personal accomplishment is the "self-evaluation component" and is equated with reduced professional efficacy, productivity or capability, low morale, and an inability to cope with job demands. It represents a decline in one's feelings of competence and achievement at work (Schwarzer *et al.*, 2000; Çalgan *et al.*, 2009). According to Maslach and Jackson (1981) the clearest signal of burnout is the increase in the feeling of exhaustion. The employee feels used up from the job with little desire or motivation to go to work each day. Burnout employees, psychologically, lack the energy needed for the job and lose their emotional enthusiasm for the job over time (Maslach & Jackson, 1981; Lambert *et*

al., 2010).

Another classification of burnout was made by *Pines ve Aronson (1981)*. They define burnout as a feeling of physical, emotional and mental exhaustion appearing as a result of long-term emotional challenge or effort. Here *physical exhaustion* indicates low energy, chronic fatigue and weakness. *Emotional exhaustion* indicates desparation, hopelessness and a feeling of being trapped and *mental exhaustion* indicates improved negative attitudes to oneself, his work and his life (Pines & Aronson 1981 in cited Enzmann *et al.*, 1998).

#### *2.4 Relationships between Organizational Culture, Role Ambiguity and Burnout*

##### *2.4.1 Relationship between Organizational Culture and Role Ambiguity*

As discussed above, role is the total “what a person can do” or what he cannot do” in the status he occupies (Erdoğan, 1997). For this reason status is the essential factor in roles. At this point considering the roles the “place” of an individual in a society as negative or positive evaluation made by other members of the society, one can think that the roles, and dependently status are determined and formed by the society. In other words, the roles and status attitudes of individuals are made by other members of the society as well as the norms suggesting and approving these attitudes and the values these norms are based upon (Tekarslan *et al.* 2000). For this reason, as Linton says, roles are parts of a culture (Linton in cited Hilbert, 1981) and roles consist of the order of cultural environment individuals occupy (Lynch, 2007). As expressed about the role theory, responsibilities of all employees and [their] positions at work should be defined. Only under these circumstances the managers can direct employees; and, in turn, employees can report on their work and responsibilities (Fichter & Cipolla, 2010). Define organizational culture as “the pattern of shared values and beliefs that help give the members of an organization meaning, and provide them with the rules for behavior in the organization” (Dosoglu-Guner, 2001; Dwyer *et al.*, 2003; Stoica *et al.*, 2004). Organizational culture extremely affects the status in an organization and the role attitudes they are based on (Thompson *et al.*, 1996).

Organizational culture is one of the most influential reasons that employees do not know what their responsibilities are and how they must fulfill these responsibilities. There is a significantly relationship between organizational culture and role ambiguity. That’s to say, role ambiguity will increase in some organizations whereas it will decrease in some others.

##### *The clan culture and role ambiguity*

The clan culture emphasizes informal governance. The organization is held together through employee loyalty, morale and commitment (Dwyer *et al.*, 2003). In organizations where this type of culture is dominant, it can be said that written work specifications and requirements do not exist. This can be thought to increase role ambiguity but in fact the case decreases role ambiguity because agreement, teamwork and commitment are among the basic components of these organizations (Dastmalchian *et al.*, 2000; Dwyer *et al.*, 2003). The study made by Schuler (1977) indicates that there is a negative relationship between participation in decision making and role ambiguity. The following can be hypothesized then:

*H1a: The clan culture is positively related to role ambiguity.*

##### *The hierarchy culture and role ambiguity*

One of the main organizational structure types, formalization is the extent to which rules and procedures are established within an organization. Formalisation is the use of well-defined rules and regulations to govern the behavior of individuals so that actions within the organization become standardized. In other words formalization should help reduce the role ambiguity in the workplace. It is frustrating not knowing what needs to be done, how it is done, or what resources to use (Lambert *et al.*, 2010). The hierarchy culture type adopts an internal orientation and an emphasis on mechanistic governance such that formal rules and policies are closely followed (Dwyer *et al.*, 2003). The hierarchy culture represents a bureaucratic structure, orders, rules, uniformity and shortly formalization (Dosoglu-Guner, 2001). Formalization provides guidance and direction for employees in carrying out their jobs, and, as such, should reduce the unclear expectations of workers (Lambert *et al.*, 2010). The following can be hypothesized:

*H1b: The hierarchy culture is negatively related to role ambiguity.*

#### *The adhocracy culture and role ambiguity*

In the adhocracy culture, people are encouraged to stick their necks out, take risks and be independent (Dastmalchian *et al.*, 2000; Dwyer *et al.*, 2003). Flexibility and external orientation are valued. However, organizational status and positions are not valued or seen temporary. This culture type has an advanced organic organizational structure (Erdem, 2007). And this structure, together with lack of formalization, will increase role ambiguity (Morris *et al.*, 1979; Nicholson *et al.*, 1983; Podsakoff *et al.*, 1986). The following can be hypothesized:

*H1c: The adhocracy culture is positively related to role ambiguity.*

#### *The market culture and role ambiguity*

The organizations where the market culture is dominant, informal management structure and external orientation are valued. The organization is achievement focused and emphasizes competition (Dwyer *et al.*, 2003; Stoica *et al.*, 2004; Jones *et al.*, 2005). Chang *et al.* (2010) divides the market culture into three dimensions of behavior like customer orientation, competitor orientation and internal function coordination. They claim employees do not experience role ambiguity because of the fact that the employees focus on goal achievement about realizing the needs and desires of their customers which they really know well. In these organizations the necessary work specifications and formalizations are made clearly because formalization is the most important feature of the organization. The mechanic organizational structure in these organizations will reduce role ambiguity.

*H1d: The market culture is negatively related to role ambiguity.*

#### *2.4.2 The Relationship between Role Ambiguity and Burnout*

In explaining the relationship between role ambiguity and burnout can be used the role theory, and job demand-control model. The job demand control model which was developed by Karasek (1979) and Karasek and Theorell (1990) is a very important model to explain burnout (Karasek & Theorell 1990 in cited Sundin *et al.*, 2007, p.759; Thomas & Lankau, 2009). According to this model, the interaction between psycho-social job demand and job control determines the dimension of stress because of the job (Demiral *et al.*, 2007; Sundin *et al.*, 2007). In this model job demand defines workload and power used to achieve it including how fast you must fulfill it. Job control indicates employees' jobs as well as their knowledge, skill, proficiency, and the possibility to use them in workplace. It also indicates the authority the employees have about their job (Demiral *et al.*, 2007).

In workplaces with high job demand and low job control, the level of job stress is very high (Karasek, 1979). It is clear that under these circumstances employees will feel ambiguous about job demand because of role ambiguity. Furthermore, as employees do not have the necessary knowledge about how to fulfill their responsibilities, they will not get to know how well they are at the dimension of job control. It is probable that the employees under these circumstances will have permanent stress and anxiety depending on the level of ambiguity. According to role theory, ambiguity should increase the probability that a person will be dissatisfied with his role, and will experience anxiety (Rizzo *et al.*, 1970). Schuler *et al.* (1977) emphasize that role ambiguity is related to stress, unattendance, low job satisfaction and low expectations (Schuler *et al.* 1977 in cited Fichter & Cipolla, 2010, p.258). Similarly, according to Cordes and Dougherty (1993, 630) and Maslach *et al.* (2001) role ambiguity is one of the reasons of burnout. On the other hand, in case of disobedience to job requirements the earned status should be lost (Tekarslan *et al.*, 2000). If employees have socio-emotional ambiguity, this will result in psychologic problems and disorders (Theodorakis *et al.*, 2010). The findings of the studies about role ambiguity and burnout support positive relationship between role ambiguity and burnout (Fimian & Blanton, 1987; Emster & Harrison, 1998; Low *et al.*, 2001; Lu, 2008). Positive relationship has been found between role ambiguity and emotional exhaustion (Brookings *et al.*, 1985; Emster & Harrison, 1998; Kirk-Brown & Wallace, 2004; Liang & Hsieh, 2008; Tunc & Kutanis, 2009), depersonalization (Brookings *et al.*, 1985; Emster & Harrison, 1998; Gmelch & Gates, 1998; Liang & Hsieh, 2008; Tunc & Kutanis, 2009) and low personal accomplishment (Brookings *et al.*, 1985; Gmelch & Gates, 1998; Liang & Hsieh, 2008; Tunc & Kutanis, 2009). The following can be hypothesized:

*H2: Role ambiguity is positively related to burnout.*

#### *2.4.3 The Relationship between Organizational Culture and Burnout*

One of the important factors of job burnout is organizational characteristics (Maslach *et al.*, 2001; Lambert *et al.*, 2010). Organizational context affects burnout. Culture is one of factors affecting employees' behaviors (Thompson *et al.*, 1996). Schulz *et al.* (1995), indicate that organizational culture affects burnout. The relationship between organizational culture and burnout may be at different aspects depending on organizational culture type. That's, burnout may increase in some organizations whereas burnout may decrease in some others.

##### *The clan culture and burnout*

An important factor of job demands-control model is social support (Sundin *et al.*, 2007). Social support is the social and psychological support one has from around him (Yıldırım, 1997). At this point one can say that the support one will have from his colleagues and managers is very significant in the clan culture where integration is the most important factor, people share a lot among themselves, dependence is high like a big family, leaders and managers are thought mentors or parents (Dastmalchian *et al.*, 2000; Dwyer *et al.*, 2003), and where teamwork is at quite high level (Ouchi, 1987 in cited Erdem, 2007, p.66). The studies made on social support and integration show that these variables will reduce burnout (Sundin *et al.*, 2007; Lambert *et al.*, 2010). Besides, another important aspect of this culture is that commitment to the management is high. In a study made by Lambert *et al.* (2010, 138) a negative relationship was found between commitment to decision making and burnout. Furthermore cohesiveness and personal satisfaction are more significant than financial goals in this culture type (Dosoglu-Guner, 2001; Stoica *et al.*, 2004). Considering the reducing effect of burnout on organizational cohesiveness

and personal satisfaction (Kalliath *et al.*, 1998; Tan & Akhtar, 1998; Koustelios & Tsigilis, 2005; Tsigilis *et al.*, 2006; Griffin *et al.*, 2010), there is a negative and meaningful relationship between the clan culture and burnout. The following can be hypothesized:

*H3a: The clan culture is negatively related to burnout.*

#### *The hierarchy culture and burnout*

In the hierarchy culture, workplace is regular and formal. The order and rules are important. Every detail is given specifically about job satisfaction, procedures and orders so that everyone will know their responsibility about how to do what (Erdem, 2007). Shortly, formalization is high. From this aspect, this culture may cause alienation, reduce the feeling of goal achievement and cohesiveness to organization (Erdem, 2007). In this organizational culture type employees will have monotonous work, will not commit all processes of the job and will have a feeling of alienation towards their job, which is another common source of stress for employees (Lambert *et al.*, 2010; Okutan & Tengilimoğlu, nd). There was a positive relationship between formalization and emotional burnout in the study made by Lambert *et al.* (2010). However, there was a negative relationship between commitment to decision making and burnout in the same study (Lambert *et al.*, 2010). In other words, it can be maintained that employees will feel themselves burnout in the hierarchy culture representing centralization because of limited commitment to decision making processes. Okutan and Tengilimoğlu (nd) find that the mechanical organizational culture is a source of stress. From this point one can say that there is a negative effect of the hierarchy culture on burnout. The following can be hypothesized:

*H3b: The hierarchy culture is positively related to burnout.*

#### *The adhocracy culture and burnout*

The adhocracy culture encourages personal initiative, risk taking and freedom. In the centre of this culture type is entrepreneurship, creativeness and adaptability (Dastmalchian *et al.*, 2000; Dwyer *et al.*, 2003; Stoica *et al.*, 2004; Jones *et al.*, 2005). It has an advanced organic organizational structure (Ataman, 2001; Erdem, 2007). Employees can contribute to defined goals of the organization by using their knowledge and skills, can reach any necessary information or knowledge and take decisions when necessary (Ataman, 2001). In this type of culture local management and job autonomy are valued instead of the hierarchical structure. Job autonomy has been defined as the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out (Hackman & Oldham, 1976 in cited Grandey *et al.*, 2005). Researchers found that the employees who have the necessary job autonomy will experience less burnout (Grandey *et al.*, 2005; Griffin *et al.*, 2010; Miner *et al.*, 2010). Therefore, one can conclude that there is much less burnout among employees in the adhocracy culture.

*H3c: The adhocracy culture is negatively related to burnout.*

#### *The market culture and burnout*

One of the main features of the market culture is the market mechanism not only in but also out of the organization (Erdem, 2007). This will cause competition among employees, which may increase alienation and reduce teamwork and social support. They will become competitive and goal oriented. This will push them to burnout. Considering the negative relationship between

social support, adaptability and burnout (Sundin *et al.*, 2007; Lambert *et al.*, 2010), burnout will increase in the market culture.

*H3d: The market culture is positively related to burnout.*

#### *2.4.4 The Relationships between Organizational Culture, Role Ambiguity and Burnout*

As discussed above, it is projected that organizational culture affects role ambiguity. It is also thought that there is a relationship between role ambiguity and burnout. Organizational culture has an effect on burnout by means of role ambiguity, in other words, it can be said that role ambiguity has a medating effect on organizational culture and burnout. On the other hand, from the discussion above, it is clear that the relation between organizational culture and burnout is not limited to role ambiguity. That's to say that there are direct relationships between organizational culture and burnout except from the relationship between them and role ambiguity. The following hypotheses can be developed:

*H4a: Role ambiguity mediates the relationship between the clan culture and burnout.*

*H4b: Role ambiguity mediates the relationship between hierarchy culture and burnout.*

*H4c: Role ambiguity mediates the relationship between the adhocracy culture and burnout.*

*H4d: Role ambiguity mediates the relationship between the market culture and burnout.*

The conceptual model developed by these hypotheses can be seen in Figure 2.

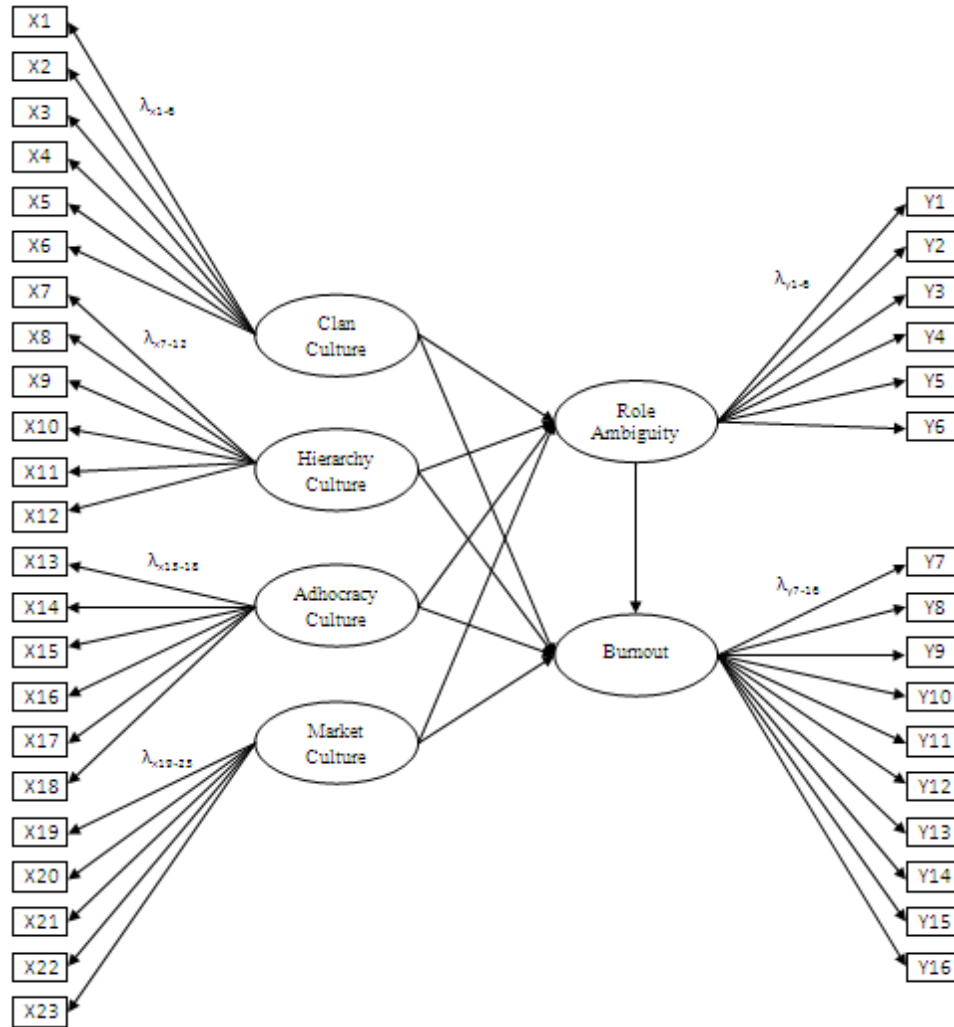


Figure 2. The conceptual model (error variances for observed variables, and measurement item-loadings omitted for clarity)

### 3. Method

#### 3.1 Sample

Data were collected from a variety of organizations such as a hotel, a mining company, an insulation and construction materials company, an automotive parts manufacturer, and a tire marketing company in Turkey. Seven hundred questionnaires were distributed individually by a research team to employees, who were given seven days to complete them. In order to assure confidentiality, the research team collected completed questionnaires from the employees. Employees worked in departments, such as the front office, food and beverage, housekeeping, human resources, accounting, sales and marketing, and security etc. for the hotel; acid production department, tribune department, boric-acid pumping station, borax dehydration station etc. for the mining company, production, marketing, accounting, finance, sales and

marketing etc. for the insulation and construction materials company, an automotive parts manufacturer, and a tire marketing company; production department, R&D department, logistic department for the automotive parts manufacturer, and marketing, finance, accounting for the tire marketing company. Four hundred and eighty-four employees completed the questionnaires, resulting in a response rate of 69 percent. Incomplete questionnaires were excluded from the analyses. 3.4 percent of the sample was under 20 years, 54.8 percent was 21-40 years, 39.4 percent was 41-50 years, and 2.4 percent was 51 years and over. Tenure ranges of the sample were 13.9 percent under 1 year, 21.1 percent 1-5 years, 14.3 percent 6-10 years, 9.4 percent 11-15 years, 7.9 percent 16-20 years, and 33.4 percent 21 years and over. 90 percent (n = 422) of the sample was male, 10 percent (n = 47) was female; 77 percent was married; 5.1 percent had a secondary school diploma, 62 percent had a high school diploma, 13.4 percent had a vocational high school diploma, 16 percent had a bachelor's degree; and 3.5 percent had a graduate degree. The rate of full time employees was 69.3 percent.

### 3.2 Measures

*Organizational culture:* Organizational culture was measured using the Competing Values Scale of Cameron and Quinn (2006). The scale is composed of four subscales: the clan culture, the hierarchy culture, the adhocracy culture and the market culture. The sample items were "The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves" for the clan culture, "The organization is a very controlled and structured place. Formal procedures generally govern what people do" for the hierarchy culture, "The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks" for the adhocracy culture, and "The organization very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented" for the market culture (Cameron & Quinn, 2006). Coefficients were .88 for the clan culture, .80 for the hierarchy culture, .83 for the adhocracy culture, and .72 for the market culture.

*Role Ambiguity:* Role ambiguity was measured using 6-item scale developed by Rizzo *et al.* (1970). The alpha reliability for this scale was .80 and the scale was one-dimensional. An example item was, "I know what my responsibilities are". Items of the scale were positively worded. Therefore, all items were reverse-coded for data consistency prior to data analyses. In this case, higher scores are associated with perceptions of role ambiguity.

*Burnout:* Burnout was measured by the short version of Pines and Aronson's the burnout measure (Malach-Pines, 2005). This short version was developed by Malach-Pines from Pines and Aronson's original scale, and the items used in the short version converted into phrases by Bolat (2011). For example, "hopeless" item was converted as "I feel hopeless because of my job". The scale of Pines and Aronson is one of the widely used scales to measure burnout in the literature (Enzmann *et al.*, 1998; Malach-Pines, 2005), and it was developed for use with all occupations as well as non-occupational groups (Malach-Pines, 2005). The sample item was, "I feel hopeless because of my job". Higher scores indicate burnout of employees (Malach-Pines, 2005). An exploratory factor analysis was performed for burnout scale in SPSS 15.0, because of items in original scale were converted into phrases by Bolat (2011). Kaiser-Meyer-Olkin measurement of sampling adequacy was .92, indicating sufficient inter-correlations. Bartlett's Test of Sphericity was significant (Chi-square = 2095.71,  $p < .001$ ). Exploratory factor analysis indicated that one factor with Eigenvalues was greater than 1.0, and the total variance explained was 51.85% of the total variance. The alpha reliability of the burnout scale was .89.

All items in the measurement scale were measured on a five point scale, ranging from 1 = “strongly disagree” to 5 = “strongly agree”.

#### 4. Results

##### 4.1 Preliminary Analyses

Before analyzing the hypothesized relationships, a confirmatory factor analysis was conducted to test the measurement model. Six-factor measurement model (the clan culture, the hierarchy culture, the adhocracy culture, the market culture, role ambiguity, and burnout) in which all parameters were freely estimated, was compared against three alternative models – a structural null model which relationships between variables were fixed to zero; a three factor model that combined the hierarchy culture, the clan culture, the adhocracy culture, and the market culture items into a single factor, with items related to role ambiguity and burnout as separate factors, and a one-factor model was specified where all items loaded on a single factor (Esinberger, 2009; Harvey & Martinko, 2009; Mckee-Ryan *et al.*, 2009) (Table 1). Chi-square difference tests demonstrated that six-factor model fit the data better than the structural null model ( $\Delta\chi^2(15) = 2357.40, p < .05$ ), three-factor model ( $\Delta\chi^2(12) = 265.76, p < .05$ ), and one-factor model ( $\Delta\chi^2(15) = 4872.38, p < .05$ ). Besides, Harman’s one-factor test which is one of the most widely used statistical techniques to detect common methods variance, was performed on 40 variables (Podsakoff *et al.*, 2003; Carr & Kaynak, 2007). Five factors with eigenvalues greater than 1.00 together accounted for 54.27 percent of cumulative variance; largest factor did not account for a majority of the variance (%33). Thus, no general factor is apparent. One-factor model also supported this result. One-factor measurement model had much worse fit indices than the measurement model ( $\chi^2 = 6174.14, df = 702, p = .000, RMSEA = .129, CFI=.93, NFI = .91$ ). Therefore, there was not a significant presence of common method variance.

**Table 1. Confirmatory factor analysis of measurement variables**

Model	$\chi^2$	df	RMSEA	CFI	NFI	$\chi^2_{diff}$	$df_{diff}$
Six-factor measurement model	1301.76**	687	.044	.98	.97		
Structural null model	3659.15**	702	.095	.93	.91	2357.40	15**
Three-factor model	1567.52**	699	.052	.98	.96	265.76	12**
One-factor model	6174.14**	702	.129	.93	.91	4872.38	15**

N = 469; \*\* p < .01

##### 4.2 Descriptive Statistics and Intercorrelations

Table 2 shows the means, standard deviations, reliabilities, and intercorrelations for the study variables. The results show that all of the organizational culture types are negatively and significantly related to role ambiguity and burnout. Besides, significant positive correlation was observed between role ambiguity and burnout. Some of the correlations between study variables such as the hierarchy culture and burnout, were in the unexpected directions.

**Table 2. Means, standard deviations, reliabilities, and correlations among variables**

Variables	Mean	SD	1	2	3	4	5
1. The clan culture	3.23	1.00					
2. The hierarchy culture	3.46	.80	.768**				
3. The adhocracy culture	3.13	.93	.870**	.694**			
4. The market culture	3.29	.76	.711**	.721**	.779**		
5. Role ambiguity	2.25	.88	-.532**	-.561**	-.464**	-.426**	
6. Burnout	2.17	.96	-.415**	-.443**	-.327**	-.265**	.447**

\*  $p < 0.05$ ; \*\*  $p < 0.01$  (two-tailed);  $N = 139$ .

### 4.3 Model Comparisons

Before conducting specific hypothesis tests, following Anderson and Gerbig (1998) a series of alternative models was evaluated (Ito & Brotheridge, 2001; Lance & Bennet, 1998): a conceptual model in which all parameters were freely estimated (M1), a structural null model in which covariances among exogenous variables were freely estimated, but no causal effects were estimated between them and the endogenous variables or among the endogenous variables (M2), a direct effect model in which mediational paths were fixed to zero (M3), a completely mediated model (the direct paths between organizational culture types and burnout were fixed to zero (M4), a completely mediated model in which the path from the market culture to role ambiguity was fixed to zero (M5), a partial mediated model in which the paths from the market culture to role ambiguity and burnout were fixed to zero (M6), and a partial mediated model in which the path from the market culture to role ambiguity was fixed to zero (M7). As shown in Table 3, the conceptual model indicated acceptable fit to the data. On the other hand, the path between the market culture and role ambiguity did not reach significance. That’s why we developed the last three models in which the paths between the market culture, role ambiguity and burnout were fixed or unfixed to zero (model 5-7).

Firstly, the conceptual model was compared against a structural null model (M2). The result of this comparison showed that there is a significant *chi-square* difference, supporting the conceptual model. Secondly, the conceptual model was tested against model 3. As Table 3 indicates, a significant *chi-square* difference was observed, indicating support for the conceptual model. Third comparison was made between model 1 and model 4 for determining whether a completely or partially mediated model fit the data best (M4). The result indicates, a significant *chi-square* difference was observed. The conceptual model demonstrated a significantly lower *chi-square* than the fully mediated model, supporting the inclusion of the direct-effect and mediational paths. On the other hand, due to the nonsignificant path between the market culture and role ambiguity, extra comparisons were made for determining whether with or without the market culture models fit the data best. In that case, the conceptual model was tested against completely mediated model in which the path from the market culture to role ambiguity was fixed to zero. As Table 3 indicates, a significant *chi-square* difference was observed, and the conceptual model demonstrated a significantly lower *chi-square* than alternative model 5.

Another comparison was made against model 6 (a partial mediated model in which the paths from the market culture to role ambiguity and burnout were fixed to zero). We observed a significant  $X^2$  difference, and the conceptual model demonstrated a significantly lower *chi-*

square than alternative model 6. Finally, we made a comparison between the conceptual model and alternative model 7 (a partial mediated model in which the path from the market culture to role ambiguity was fixed to zero). In this comparison nonsignificant *chi-square* difference was observed. The alternative model 7 was more parsimonious than the conceptual model. In this point, we concluded that alternative model 7 (the partial mediation model –the path from the market culture to role ambiguity was restricted to zero) provided the best fit of the models we evaluated.

**Table 3. Chi-square difference test for alternative models**

Models	$X^2$	<i>df</i>	RMSEA	CFI	NFI	$X^2_{diff}$	<i>df_{diff}</i>
M1.The conceptual model	1301.76**	687	.044	.98	.97		
M2.Structural null model	1637.51**	696	.054	.97	.96	335.76	9**
M3.Direct effect	1457.70**	692	.049	.98	.96	155.94	5**
M4.Completely mediated model	1333.42**	691	.045	.98	.97	31.66	4**
M5.Completely mediated model -the path from the market culture to role ambiguity was fixed to zero-	1333.88**	692	.045	.98	.97	32.12	5**
M6.Partial mediation -the paths from the market culture to role ambiguity and burnout were fixed to zero-	1310.49**	689	.044	.98	.97	8.74	2*
M7.Partial mediation -the path from the market culture to role ambiguity was fixed to zero-	1302.37**	688	.044	.98	.97	.61	1 <sub>ns</sub>

*N* = 469, \* *p* < .05, \*\* *p* < .01, ns = nonsignificant

#### 4.4 Hypothesis Tests

The retained model is shown in Figure 3. As the figure indicates, the clan culture ( $\lambda = -.47, p < .05$ ) and the hierarchy culture ( $\lambda = -.62, p < .001$ ) were associated with role ambiguity in a significant negative direction, whereas a positive relationship between the adhocracy culture and role ambiguity ( $\lambda = .43, p < .05$ ) in the expected directions. On the other hand, no relationship between the market culture and role ambiguity was seen. Taken together, these results support H1a, H1b, and H1c, and do not support H1d. As Figure 3 also indicates, a positive relationship between role ambiguity and burnout ( $\lambda = .55, p < .01$ ), as predicted H2.

The Figure 3 shows, the clan culture ( $\lambda = -.77, p < .01$ ) and the hierarchy culture ( $\lambda = -.53, p < .01$ ) were associated with burnout in a significant negative direction, whereas the adhocracy culture ( $\lambda = .55, p < .05$ ) and the market culture ( $\lambda = .45, p < .05$ ) were positively and significantly related to burnout. These relationships between organizational culture types and burnout are in expected directions for the clan culture and the market culture, and in unexpected directions for the hierarchy culture and the adhocracy culture. These findings support H3a and H3b, and not support H3c and H3d. Finally, all of these results taken together, partially mediating effects of role ambiguity were also observed between organizational culture types and burnout except the market culture, supporting H4a, H4b, and H4c and not supporting H4d.

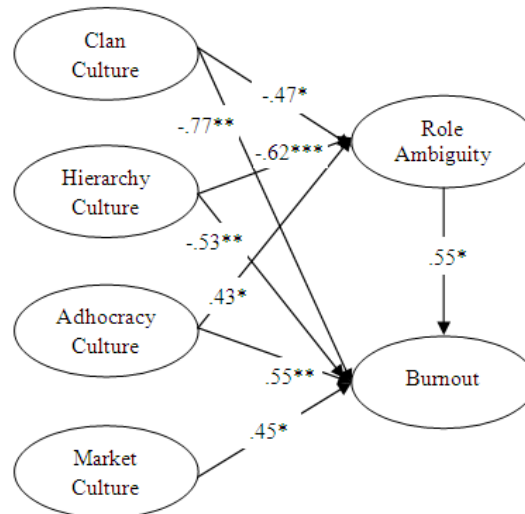


Figure 3. Retained Model.

### 5. Discussion

In this study, we developed and tested a model which has interactions between organizational culture types, role ambiguity, and burnout. Some of our hypotheses were supported while others were not. As hypothesised, the findings of this study showed a positive relationship between role ambiguity and burnout. This result is consistent with the findings of Fimian and Blanton (1987), Shulz *et al.* (1995), Emster and Harrison (1998), Low *et al.* (2001), and Lu (2008). This relationship was observed in all the organizational culture types of competing values framework, except the market culture. As role ambiguity increased, so did burnout. On the other hand, the relationships between organizational culture types and both role ambiguity and burnout were seen in different directions due to the types of organizational culture. In this context, the results indicated that the clan culture had a negative direct effect with the features such as a very friendly place to work where people share a lot of themselves, and deeming of cohesiveness and personal satisfaction were more important than achieving financial goals (Dosoglu-Guner, 2001; Dwyer *et al.*, 2003; Cameron & Quinn, 2006), and had a negative impact through role ambiguity on burnout with the features such as teamwork, participation and consensus (Dastmalchian *et al.*, 2000; Stoica *et al.*, 2004; Cameron & Quinn, 2006). This finding is consistent with the results of Shulz *et al.* (1995). Shulz *et al.* (1995) found that the clan culture leads less burnout. Although not the same, the results of the study are also similar to the findings of Schuler (1977) on participation and burnout relationship, and the findings of the studies examined the associations of participation in management, job satisfaction, and organizational commitment with burnout (Sundin *et al.* 2007; Lambert *et al.*, 2010) (Kalliath *et al.*, 1998; Tan & Akhtar, 1998; Koustelios & Tsigilis, 2005; Tsigilis *et al.*, 2006; Griffin *et al.*, 2010).

Similar results were found for the hierarchy culture. There was a negative relationship between the hierarchy culture and burnout, and role ambiguity also mediated this relationship. It is clear that how hierarchy culture reduces the role ambiguity with its typical features such as formalized and structured work-place, orders, formal rules, and uniformity (Dwyer *et al.*, 2003; Stoica *et al.*, 2004; Cameron & Quinn, 2006). The negative relationship between the hierarchy culture and role ambiguity was expected direction and consistent with previous findings (Dzamba, 1977). On

the other hand, while the hierarchy culture was associated with burnout, the direction of the relationship was the opposite to that which was predicted.

It was determined that the adhocracy culture affected the burnout both directly and through role ambiguity. As predicted, a positive relationship was observed between the adhocracy culture and role ambiguity. On the other hand, the study's results indicated, the adhocracy culture was characterized as dynamic, entrepreneurial, and creative work-place (Dosoglu-Guner, 2001; Cameron & Quinn, 2006), increased the level of burnout, contrast to our hypothesis.

When we evaluated the interactions between the marketing culture, role ambiguity, and burnout, we found no relationship between the marketing culture and role ambiguity, and a negative association between the marketing culture and burnout. At this point, we made a several comparison for the conceptual model against alternatives model, and we saw that the partial mediation model -the path from the market culture to role ambiguity was restricted to zero, and the path from the market culture to burnout was free estimated- provided the best fit of the models we evaluated. When we completely removed the market culture from the analysis, we observed a significant *chi-square* difference, and the conceptual model demonstrated a significantly lower *chi-square* than alternative model. Hence, although the market culture had no significantly impact on burnout through role ambiguity, direct effect of the market culture on burnout made a significantly contribution to the retained model.

Taken together these results, it will be useful to examine both the hierarchy culture and the adhocracy culture's associations with burnout. When looking at features of these organizational culture types, it can be seen that these two organizational culture types are completely opposite of each other (Cameron & Quinn, 2006). In this context, the results about both culture types were opposite to our hypotheses, are significant. Therefore, the explanation of reasons that led to the opposite results, may be same for the hierarchy and market culture. This situation may be explained by taking into consideration the characteristics of the hierarchy and the adhocracy cultures. As might be remembered, whereas the management of employees is concerned with secure employment and predictability in the hierarchy culture, people stick their necks out and take risks (Cameron & Quinn, 2006), and the leaders are considered innovators and risk takers in the adhocracy culture (Dastmalchian *et al.*, 2000). These cultural features are directly related to uncertainty concept. Uncertainty has been defined as "an individual's perceived inability to predict something accurately" (Milliken, 1987), or "the psychological state of doubt about what current events mean or what future events are likely to occur" (Watson, 2004). The relationships between both the hierarchy and the adhocracy culture, and burnout can be examined by uncertainty avoidance concept which is one of the Hofstede's cultural dimensions. According to Hofstede (2001), uncertainty avoidance refers to a society's stress level in the face of an unknown future, and different societies have adapted to unstructured situations in different ways. In a high uncertainty avoidance society like Turkey, people prefer their lives to be structured, well organized, and secure. They rely on rules and institutionalized procedures to reduce stress and anxiety when facing ambiguity and uncertainty (Brodbeck & Frese, 2008). Therefore, people in this study had a less burnout level in the hierarchy culture as uncertainty level weak than in the adhocracy culture as uncertainty level high. Herewith, it can be said that the relationships between both the hierarchy culture and the adhocracy culture, and burnout vary from society to society, and uncertainty avoidance moderates these relationships. Thus, in accordance with uncertainty avoidance level, we could see a negative association between the hierarchy culture and burnout in a high uncertainty avoidance society, and opposite to this, a

positive relationship in a weak uncertainty avoidance society. Similarly, whereas we might observe a positive association between the adhocracy culture and burnout in a high uncertainty avoidance society, a negative relationship could be seen in a weak uncertainty avoidance society.

At this point, Lambert *et al.* (2010) found a positive relationship between formalisation and emotional burnout, which they had not expected in their study conducted in US. They connected this unexpected result to their measurement, and denoted they might measure the perceptions of bureaucratic red tape rather than formalisation. Also they found a negative association between “input into decision making (decentralization)” and “emotional burnout”. In fact, with a view point of uncertainty avoidance, both the results of Lambert *et al.* (2010) are valid for a weak uncertainty avoidance society like US, and our results are suitable for a high uncertainty avoidance society like Turkey.

On the other hand, the above explanations appear in a conflict with our hypotheses about role ambiguity, and the results obtained. In fact, although ambiguity is quite similar to uncertainty, these two terms should not be confused. This is because ambiguity implies that alternatives are known, while uncertainty implies that the alternatives are potentially unknown or even unknowable (Clampitt & Williams, nd). Therefore, people generally desire a clarity in their roles, and feel discomfort and disquiet in an ambiguous work place regardless of level of uncertainty avoidance. For example, Bauer and Spencer (2003) found no difference between role ambiguity and need for clarity between Germany (a high uncertainty avoidance society) and US (a weak uncertainty avoidance society).

Derived from these findings, there is a need for further studies to investigate how the hierarchy and the market cultures are associated to burnout in different societies. Future researches also should examine the moderating effect of uncertainty avoidance on relationships between organizational culture types and both role ambiguity and burnout.

As with every study, there are also potential limitations for this study. First, the results of the study should not be generalized to other societies, as the survey was administered in Turkey. Future studies should, therefore, allow for generalizations regarding this subject and must cover different countries (Bolat & Yılmaz, 2009). Secondly, sample size might be another limitation of this study, since structural equation modeling needs a large sample size. Thus, small sample size may produce biased results (Theodorakis, 2010). In the study, chi-square, RMSEA, CFI ve NFI fit indices were used for analyzing the data and comparing to models. According to Tanguma (2001, 775), GFI, AGFI, NFI and chi-square indices were unstable for smaller sample. In this situation, chi-square ve NFI values could be affected by sample size. On the other hand, CFI and RMSEA indices which were used for comparisons between the conceptual model and alternative models were the least sensitive fit indices to sample size (Fan *et al.*, 1999; Tanguma, 2001). Thus, used of CFI and RMSEA indices in the analysis could reduce probability of biased results.

In conclusion, in this study, we determined that the organizational culture types had an effect on burnout both directly and through role ambiguity and directions of these effects were changes due to organizational culture types.

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