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**MODELING THE ROLE OF MEDIATORS OF ORGANIZATIONAL TRUST, COMMITMENT AND IDENTITY IN THE IMPACT OF SERVANT LEADERSHIP ON OCB
(CASE STUDY: ZABOL EDUCATION DEPARTMENT)**

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Abstract. The purpose of this study was to determine the impact of the servant leadership on organizational citizenship behavior (OCB) through the mediators of organizational trust, commitment and identity. The population included all education staff in Zabol city in the academic year 2016. Sampling was done using the Cochran sample size formula with limited population. Finally, 220 questionnaires were returned. The data was collected by the standard questionnaire of Gholipour et al (2009) to assess the servant leadership, the standard questionnaire of Yeganeh Mehr (2014) to measure organizational trust, the standard questionnaire of Porter (1979) to assess organizational commitment, Cheney's questionnaire (1983) to measure organizational identity, and the standard questionnaire of Oregon et al. (2006) to evaluate OCB. Also, inferential statistics and structural equation modeling were used to describe the data analysis and test the hypotheses. The data was analyzed via LaserLevel software. After the analysis, all of the six hypotheses were confirmed. The results of testing hypotheses show that the servant leadership has a positive effect on the organizational trust, commitment and identity. Moreover, organizational trust, commitment and identity have a positive impact on OCB.

Keywords: servant leadership, organizational commitment, organizational trust, organizational identity, OCB, Zabol Education Department.

Introduction. Organizational citizenship behavior (OCB) is a type of job performance. The precise and irreplaceable definitions of job performance have prevented the full coverage of this topic (Devonish & Greenidge, 2010). Overall, there are three categories of job performance: task performance, meta-function performance, inverse work behavior (Rotundo&Sackett 2002, Viswesvaran & Vance 2000). The task performance addresses the influence of

operators' activities (Biberman & Motoudlo, 1997). Meta-function performance usually refers to Organizational Citizenship Behavior (OCB), or structural performance that is a behavior to the benefit of the organization and goes beyond the responsibilities assigned to the employee (Organ, 1988). Through organizational citizenship behaviors, the person volunteers to do activities, and as a result, he is not punished because of failure (OCB, 2000). But it is not assumed that OCBs are self-sacrificing. Occasionally, OCB is self-centered because it occurs unconsciously. Those who do OCB are not formally encouraged. However, in modern and complex incentive systems, these behaviors are taken into account. OCBs should also have positive outcomes and enhance the efficiency and impact of the organization. Spector (2005) believes that OCB goes beyond and is beneficial to the organization. Organ (1988) defines OCB as individual optional behaviors not explicitly defined by the organization's formal reward system, while generally increasing the organizational efficiency (Lipin and Bachratch, 2000).

Understanding the organizational citizenship behavior requires learning other variables of the present study. Servant leadership is rooted in the belief that the full performance of employees depends on the direct contact of the leader with them to meet their needs. By inducing self-confidence and trust, as well as providing feedback information and resources, the servant leaders also help their followers exhibit their better performance. More importantly, servant leaders play the role of a model for their fellows (Lord & Brown, 2001). Hence, this leadership style is very different from the others because it makes long-term and close relationships with employees. Incentive elevates the personal interest (Greenleaf, 1977). Also, the advancement of others (Graham, 1991) with the interest in providing services to them is the main incentive force. An ideal leader is the one who always tends to serve followers and respect them and their position, cares about the growth and development of the organization and emphasizes on the capacity of the staff (Graham, 1991). Traditional approaches to leadership caused barriers to educating productive employees in organizations, while in the new approaches, particularly servant leadership, empowerment is a pivotal factor (Patterson, 2003). However the servant leadership is in the early stages of its conceptual formation, many scholars call it a valid theory of leadership in organization (Birkenmeier et al., 2003). For example, Bass sees the strength of the servant leadership theory as its development so that to play an important and vital role in future leadership of organizations and communities (Humphreys, 2005).

Servant leadership theory was raised for the first time by Robert Greenleaf (1977) in a paper titled "servant role as leader" (Washington, 2006). The reverse pyramid model can also be considered as the essence of the servant leadership. Today, organizations in most sectors of the developed world have to attract talent, especially the workforce with the valuable and rare knowledge, while competing in an all-out war (Martin et al., 2005). According to Greenleaf, organizations do not serve societies as they should do (Hersman, 2001). Thus, he introduced the theory in order to encourage leaders to serve and affect the society. He considers the creation of a servant society as an ideal and the ultimate goal. The only way to achieve such a society is to have servant leaders for all organizations (Kuick, 1996).

The present study, following a review of literature and data collection through valid sources, aims to model the mediating role of organizational trust, commitment and identity in the impact of servant leadership on OCB and to answer the question "what is the impact of servant leadership on CBO"?

2. Review of literature

2.1 Theoretical framework. Trust atmosphere is shaped when managers accomplish what they are committed to, and their behavior is predictable. Russell believes that trust is the essence of servant leadership. Greenleaf also argues that servant leadership can be deemed as the beginning and fruit of organizational trust (Bobbie et al., 2014). Providing necessary contexts for the best role-play of servant leadership in the organization, including encouraging the staff, expressing sympathy and compassion, caring about their status, as well as delegating authority to them by the manager, creates a sense of trust among the employees. Therefore, the following hypothesis is suggested:

H1: Servant leadership has a positive impact on organizational trust.

Bass (2000) highlights the strength of a servant leader in focusing on learning, growth, autonomy and organizational commitment. Based on these features, he suggests that the leadership style of a servant can play a prominent role in the creation and development of committed organizations (Dehun, 2007). If corporate executives allow employees to implement their new ideas- even if good results are not achieved- and if they induce the desire to incorporate the employees' perspectives into the goals and outlooks of the organization, the context for employees' willingness to maintain a long-term relationship with the organization would be created. Therefore, the following hypothesis is suggested:

H2: Servant leadership has a positive impact on organizational commitment.

A servant leader affects organizational culture in the following ways: The way resources are allocated to the organization, and the criteria by which the leader decides on promotion, recruitment, dismissal and rewards of the staff. Organizational identity is heavily influenced by the culture. The servant leadership can give rise to organizational dynamism, improvement of strategy knowledge and internal communication; thereby, it gives identification to the employees (Anette, 2006). If a servant leader, through being a model, guides the employees, sacrifices his benefits for the interests of the organization, and so on, the employees will have a sense of affiliation to the organization and will not hesitate to try to make organizational progress. Therefore, the following hypothesis is suggested:

H3: Servant leadership has a positive impact on organizational identity.

According to previous studies, organizational trust brings about senses of justice among the staff, attention and support, non-opportunistic behavior of the organization against them. In such a situation, the employees would have a great fondness in participation and taking responsibility in organizational life and with the enthusiastic help of the

others would improve the overall performance of the organization (Shirazi et al., 2012). Fairness and justice in dealing with the behavior of employees, the commitment of the organization to the obligations towards them, and the honest behavior, free of deception, by the organization and managers all would trigger the staff to do activities outside their tasks scope with full diligence; thus, their job satisfaction would also increase. Therefore, the following hypothesis is suggested:

H4: Organizational trust has positive impact on OCB.

Large organizations like Education do encourage bureaucracy, dependency and flexibility, and suppress the initiation and decision-making capability. In such a situation, the formal organization needs empowerment. Since training human resources, which is the largest capital of each society, is a critical issue without frontier, as well as due to the compulsion of the education organization to work in a competitive environment in the new era, the performance of teachers needs to be enhanced with their commitment to the goals and values of the school and the willingness to go beyond the formal obligations of the job, that is, they should engage in organizational citizenship behavior. The committed people have a positive attitude toward the organization and bring positive results and high performance. Therefore, it is very important for the organization to be aware of the indicators that affect the positive outcomes. This is also crucial for educational organizations, because these organizations do need organizational meta-function (Yilmaz & Cook Lock, 2008). Then, the following hypothesis is suggested:

H5: Organizational commitment has positive impact on OCB.

Employees who possess the same identity with their organization have a positive attitude and reflect more useful behaviors in the workplace. Social thinkers believe that organizational identity embodies strong and latent motivational forces that can manifest itself in organizational behavior. In addition, studies have revealed that organizational identity is related to financial donation to the organization, continuity of service or the intention to leave the organization, which is an important prediction variable for attitudes and behaviors. In confirmation of this issue, Umifield (2008) at the University of Albania in a research titled "Effects of self-concept and organizational identity" found that the organizational identity has a different effect on OCB and the attitude variable (organizational identity) is a strong predictor of OCB than self-concept. Moshref-e Javadi and Yavrian (2011) have also investigated the impact of organizational identity and commitment on OCBs. The results revealed a positive and significant relationship of organizational commitment and identity with OCB. Organizational commitment and identity were considered as predictors of OCB. Therefore, the following hypothesis is suggested:

H6: Organizational identity has a positive impact on OCB.

2.2 Review of literature. Mohammadi et al. (2013), in a research titled " the relationship between the spirituality of the workplace and the staff's perception of the servant leadership" concluded that there is positive and significant relationship between the employees' assessment of the organization's atmosphere based on the components of spirituality in the workplace and their managers' assessment based on service components. Therefore, it can be expected that improving the spirituality in the workplace will enhance the service values of leaders. Seyed Javadin et al. (2013), conducted a study titled "the role of mediators of organizational trust and commitment in the relationship between organizational justice and OCB". With the presentation of the role and importance of citizenship behaviors in service organizations, extensive studies have been carried out on such behaviors and the factors affecting it. Citizenship behaviors are influenced by many variables, including organizational justice, leadership style, organizational trust, organizational commitment, and so on. Bambal (2014), in a study entitled "the relationship between servant leadership and OCB" revealed that organizational trust, commitment and identity models are potential factors that play mediating roles in the relationship between servant leadership and OCB. Nejat et al. (2009), in a study titled " relationship between OCB and the quality of services" realized that job satisfaction and employee's trust in managers are significantly associated with OCB; as well as, OCB has a positive relationship with the quality of customer perceived services. Gilstroep (2009) found that OCBs can enhance the performance of units and organizations, because such behaviors in a workplace can make employees and supervisors more productive, facilitate co-operation, help attracting and retaining employees, and develop social capital.

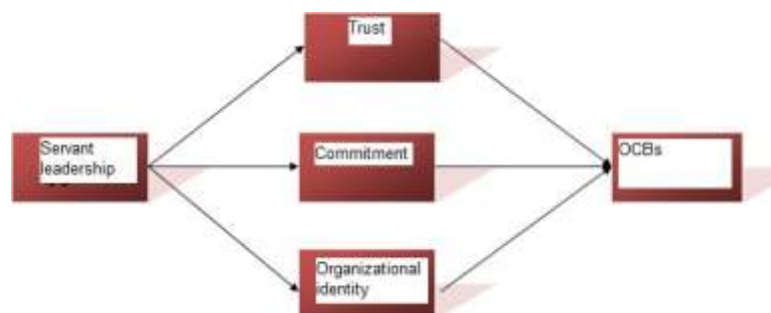


Figure1. Conceptual model

3. Methodology. This is a practical research in terms of purpose and a survey with a causal nature in terms of data collection. It adopts a covariance analysis among the correlation methods because of using structural equations.

3.1 Statistical population

Statistical population of the research included all employees of Education Department in Zabol city in the academic year of 2016. Sampling was completed randomly and the sample size was calculated using Cochran's formula. The number of samples was also determined via this relation:

$$n = \frac{NZ^2 \cdot p \cdot q}{(N-1)e^2 + Z^2 \cdot p \cdot q}$$

Where n= sample size, N= statistical population size, Z= the value of the normal variable corresponding to the confidence level of 95% (1.96), p= probability of success (5.), q= p-1, probability of failure (5.) and e= the error value (5%).

$$n = \frac{N(Z)^2 \cdot .5 \cdot .5}{(N-1)(.05)^2 + (Z)^2 \cdot .5 \cdot .5} = \frac{500 \cdot 0.9604}{499 \cdot 0.0025 + 0.9604} = \frac{480.2}{2.2079} = 217.49$$

According to the results obtained from the Cochran formula, 220 questionnaires were distributed and the sample size was obtained equal to 217.

3.2 Validity and reliability

The questionnaire used in this study is a standard questionnaire. With a relatively time consuming work on the indicators and considering the method of presenting the questions as well as the opinions of the experts, the validity of the questionnaire is high.

Cronbach's alpha coefficient, r, was used to measure the reliability of the questionnaire. Using SPSS, r was obtained equal to 0.890, indicating a fairly good reliability. The Cronbach's alpha coefficient for the various dimensions of the questionnaire is shown in the table below.

Table1. Cronbach's alpha coefficients

Variables	Number of questions (criteria)	r
Trust	1-23	0.872
Commitment	24-34	0.844
Organizational identity	35-49	0.876
Servant leadership	50-67	0.821
OCB	68-82	0.854

3.3 Data analysis

In this research, structural equation modeling was used to analyze the relationships among the model components. In the meantime, the researcher used structural equation modeling for confirmatory factor analysis. The hypotheses were analyzed by Lisrel software. A structural model describes possible causal relationships between variables.

4. Findings

H1: Servant leadership has a positive impact on organizational trust.

The path coefficient between the servant leadership and organizational trust has a positive effect of 0.42 and the corresponding t value is 1.96 <6.40. According to the t test with a critical value of 0.05 at the confidence level of 95%, the zero hypothesis can be rejected. As a result, the first claim of the researcher is confirmed and with a confidence of 95% it can be said that servant leadership has a positive impact on organizational trust.

H2: Servant leadership has a positive impact on organizational commitment.

The path coefficient between the servant leadership and organizational commitment is 0.61 and the corresponding t value is 1.96 <7.28. According to the t test with a critical value of 0.05 at the confidence level of 95%, the zero hypothesis can be rejected. As the result, the second claim of the researcher is approved and with a confidence of 95% it can be said that servant leadership has a positive impact on organizational commitment.

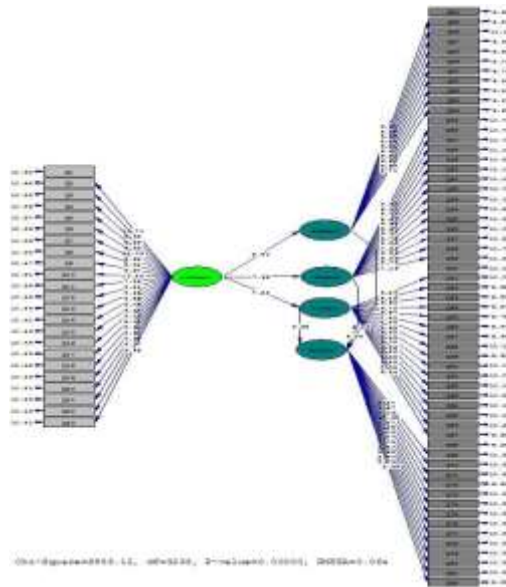


Figure2. Basic model with t values

H3: Servant leadership has a positive impact on organizational identity

The path coefficient between service leadership and organizational identity is 0.55 and the corresponding t value is 1.96 < 7.22. According to the t test with a critical value of 0.05 at the confidence level of 95%, the zero hypothesis can be rejected. Therefore, the third claim of the researcher is also confirmed and with a confidence of 95% it can be said that servant leadership has a positive significant effect on organizational identity.

H4: Organizational trust has a positive impact on OCB

The path coefficient between organizational trust and OCB is 2.40 and the corresponding t value is 1.96 < 6.25. According to the t test with a critical value of 0.05 at the confidence level of 95%, the zero hypothesis can be rejected. Therefore, the fourth claim of the researcher is approved and with a confidence of 95% it can be said that organizational trust has a positive and significant effect on OCB.

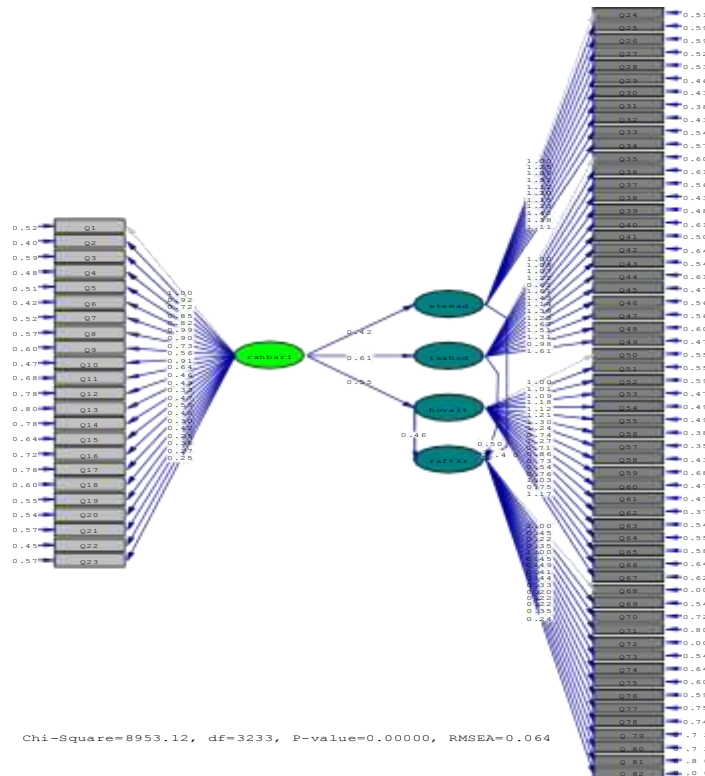


Figure3. Basic model with path coefficients

H5: Organizational commitment has a positive impact on OCB.

The path coefficient between organizational commitment and OCB is 0.50 and the corresponding t value is 1.96 < 6.54. According to the t test with a critical value of 0.05 at the confidence level of 95%, the zero hypothesis can be rejected. As a result, the fifth claim of the researcher is approved and with a confidence of 95% it can be said that organizational commitment has a positive and significant impact on OCB.

H6: Organizational identity has a positive impact on OCB.

The path coefficient between the organizational identity and OCB is 0.46 and the corresponding t value is 1.96 < 5.25. According to the t test with a critical value of 0.05 at the confidence level of 95% , the zero hypothesis can be rejected. Thus, the sixth claim of the researcher is also approved and with a confidence of 95% it can be said that organizational identity has a positive and significant impact on OCB

Suggestions. The theoretical framework presented in this study is useful and effective in understanding the organizational factors affecting OCB. According to the results of testing the hypotheses and accepting the positive impact of servant leadership on organizational commitment and identity, as well as on the employees' OCB, the following suggestions are provided to the directors and administrators of the Education Department of Zabol city to develop and improve the employees' organizational citizenship behavior. Given the first hypothesis confirmation, the below recommendations are presented:

1. The atmosphere of human relationships should be improved since it leads to the effectiveness of leadership and enhance the organizational citizenship behavior through the organizational commitment and identity.

A) Being a servant can't be dedicated to a leader. Rather, modeling the features and characteristics of the servant leaders will be very influential. Training programs should be developed to arrange and enhance servant leadership skills and to provide special privileges for managers who can successfully complete these courses.

B) Managers should allow employees to increase their responsibilities by making decisions independently.

C) The manager should allow the staff to implement their new ideas, even if they do not achieve good results.

Given the confirmation of the second hypothesis, the following suggestions are presented:

A) Managers should express their interest in the presence of employees in the organization and encourage it.

B) Managers should appreciate the staff and their good behaviors in the organization.

Given the confirmation of the third hypothesis, the following suggestions are presented:

(A) The staff should participate in making organizational decisions. Delegating service authority increases the sense of organizational belonging among the staff.

(B) Managers should listen to their employees' speeches and votes in their daily routines, so that employees do feel that managers value them.

Given the confirmation of the fourth hypothesis, the following suggestions are presented:

(A) Managers and leaders can enhance the atmosphere of commitment in the organization by reflecting their honesty. In addition, they can strengthen the volunteering behavior by engaging the employees in important responsibilities and creating the sense of belonging to the organization among them.

B) Adherence and compliance of managers and leaders with their commitments and promises makes the employees feel the necessary credibility in the organization and being a part of the organization and ultimately promotes their organizational citizenship behavior.

Given the confirmation of the fifth hypothesis, the following suggestions are presented:

(A) Managers can maintain the morale of commitment to the organization through respect and showing sympathy for their employees and by the ability to establish open and honest relationships along with geniality; thereby, they can improve OCBs.

B) The appreciation of others' efforts is an important feature of the servant leadership. Therefore, managers and leaders can foster organizational commitment through valuing and encouraging the staff and thus help improve citizenship behaviors in the organization.

Considering the confirmation of the sixth hypothesis, the following suggestions are presented:

(A) Employees must feel that they are a part of the organization and their interests are based on organizational interests, so the attention to their problems is very important in creating a sense of organizational affiliation.

B) Empowerment and delegating authority, if accompanied with trust, can be a strong and effective incentive for employees, and ultimately bring about an increased sense of commitment and affiliation to the organization and thus lead to organizational citizenship behaviors.

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MODELING THE MEDIATING ROLE OF JOB BURNOUT IN INFLUENCE OF JOB STRESS ON THE COMMITMENT AND TURNOVER OF EMPLOYEES OF BRANCHES OF SADERAT BANK IN ZABOL

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Abstract. The purpose of this study was to examine the effect of job stress on the commitment and turnover of the employees of Saderat Bank in Zabol by considering the mediating role of job burnout. The statistical population of this study consists of all employees and managers of branches of Saderat Bank in Zabol, who are currently working. According to the prosecution, the size of the population is estimated 1248 people. For sampling, the Cochran sample size formula with limited population was used. Finally, 295 statistical units were analyzed. The data collection instrument used in this study was a series of standard questionnaires. Additionally, in order to describe the data analysis and to test the hypothesis of the research, inferential statistics and structural equation modeling method have been used and analyzed via LISREL. After analyzing the data, the results of research hypothesis testing indicate that job stress has a positive effect on job burnout and job stress has positive effect on turnover. In addition, the negative effect of job burnout on organizational commitment was accepted.

Keywords: Job Stress, Job Burnout, Organizational Commitment, Branches of Saderat Bank in Zabol.

Introduction. In today's organizations, any given day employees are faced with different requests that do not have enough power to respond to them. This causes job stress. Long-term job stress causes burnout, health problem and an increase in resignation, with the replacement cost of experienced staff to the extent that has led researchers to more than keep them in the organization (Wong and Laschinger 2015). Executive staff have a duty to improve the quality of services and provide safe and secure working conditions (Brown et al. 2013). A high level of studies suggests that executive staff is associated with organizational feedback and customers (Cummings et al., 2010). Executive staff face a huge amount of demands from customers (clients) and extensive control by superiors, but in many cases they do not have the legal authority to make decisions for these matters (Kath et al., 2012). Job stress occurs when a person is faced with many job demands, but has no control over the type of processing (Kain and Jex 2010). High job stress lead to burnout, illness, undesirable performance, and eventually job cessation (Karasek and Theorell, 1990). Job demands have the potential to cause job stress, followed by negative physical, emotional and organizational returns (Karasek and Theorell, 1990). Occupational demands are stressors that have psychological roots, such as the amount of acceptable