3 - DOES WORKPLACE CONFLICTS MEDIATE THE ORGANIZATIONAL CLIMATE-BURNOUT RELATIONSHIP? A STUDY ON UNIVERSITY EMPLOYEES

TEODORA MAIDANIUC-CHIRILĂ□ ,TICU CONSTANTIN
Alexandru Ioan Cuza University, Department of Psychology

Abstract

The present research investigates the relationships existing among organizational climate, burnout and conflicts in the workplaces.

A number of 151 (101/66.88% female and 44/29.13% male) Romanian employees from Alexandru Ioan Cuza University, Iasi, participated at the present study by completing the questionnaires measuring organizational climate, burnout and workplace conflicts.

The results showed significant correlations between organizational support, organizational justice, organizational decisions, workplace conflicts and burnout. Lower levels of organizational support, organizational justice and decisions correlated with higher levels of burnout and workplace conflicts. Moreover, the presence workplace conflicts correlated with high levels of burnout. Furthermore, workplace conflicts mediated the relationship between organizational climate and burnout. The more workplace conflicts exist in the university the more its employees experience more burnout symptoms.

These results have strong practical implications because they can help human resources practitioners to reduce the number of burned-out employees through more efficient training programs designed to increase knowledge about the relationship between organizational climate, workplace conflicts and burnout phenomenon.

Keywords: organizational support, organizational justice, organizational decisions, organizational climate, conflicts, burnout

∗Autor corespondent: Maidaniuc-Chirilă Teodora
  Email address: teodoramc09@gmail.com

1. INTRODUCTION/THEORETHICAL FRAMEWORK

Organizational climate has been identified as a critical component between the members of an organization (Guzley, 1992). "Climate" can be defined as "the relatively enduring quality of the internal environment of the organization that is experienced by its members, that influences their behavior and can be described in terms of values of a particular set of characteristics of the environment" (Taguiri, 1968, p.27). The climate thus sets the atmosphere in the organization that either encourages or discourages communication (Nordin, Sivapalan, Bhattacharyya, Hashim, Wan Ahmad & Abdullah, 2014). Organizations with supportive environments encourage worker participation, free and open exchange of information, and constructive conflict resolution (Nordin et al., 2014). In organizations with defensive climates, employees keep their views to themselves, make only guarded statements and suffer from reduced morale. Thus effective communications skills can be the most useful tool in dealing with organizational and personal conflicts (Nordin et al., 2014).

Worker burnout is a serious concern in human service organizations (Lee, Esaki, Kim, Greene, Kirkland & Mitchell-Herzfeld, 2013). Emotionally burnt-out employees are unhappy with their jobs and are more prone to leave (Dickinson & Perry, 2002; Drake & Yadama, 1996) resulting in disruptions in services for clients (Lee et al., 2013). A large body of literature is available on the antecedents of burnout (Boyas & Wind, 2010; DePanfilis & Zlotnik, 2008; Maslach, Schaufeli & Leiter, 2001) and significant advances have been made in understanding the pathways to burnout (Boyas & Wind, 2010; Leiter, Gascon & Martinez-Jarreta, 2010; Lizano & Morr Barak, 2012).

A growing interest in reducing or preventing burnout among various groups of human service workers has prompted researchers to examine a variety of organizational characteristics that might play a role in influencing this outcome (Leiter & Maslach, 2004). These include work load and work pressure (Leiter et al., 2010; Maslach et al., 2001), task orientation (Kotzer & Arellana, 2008) and supervisory support (Boyas & Wind, 2010; Swanson & Power, 2001; Yoo, 2002).

Building on recent advances in understanding the complex pathways to burnout (Boyas & Wind, 2010; Lee et al., 2013; Leiter et al. 2010) this study examines the process by which organizational climate influences worker burnout. We present a model testing the mediation role of conflicts on organizational

climate-burnout relationship on a sample of Romanian employees from Alexandru Ioan Cuza University, Iasi.

1.1. BRIEF DESCRIPTION OF BURNOUT

There has been considerable research investigating burnout among employees (Lee et al., 2013). Freudenberger (1974) introduces the term of "burnout" to describe emotional and physical exhaustion of staff members employed in the human services professions. Maslach (1976) developed the concept of studying emotions in the workplace by interviewing a wide range of human services workers about emotional stress generated by their jobs. More recently, burnout has been defined as a prolonged response to chronic emotional and interpersonal factor of stress on the job, and is characterized by three dimensions: exhaustion, cynicism (depersonalization), and inefficacy (Maslach et al., 2001). Emotional exhaustion has been studied the most and refers to feelings of being overextended and depleted of one's emotional and physical resources. Over 25 years of research on this construct has established its complexity, and places the individual stress experience within the larger organizational context as well as individual workers' perceptions of their jobs (Lee et al., 2013).

Burnout has been implicated in decreased job satisfaction, a desire to leave the job, and somatic and psychological symptoms (Greenglass & Burke, 1991; Koeske & Koeske, 1993; Martin & Schinke, 1998).

1.2. ORGANIZATIONAL CLIMATE AND BURNOUT

Much research has focused on organizational characteristics such as work load and work pressure and the role they play in mitigating or intensifying burnout (Um & Harrison, 1998; Yoo, 2002). Understanding the organizational effects of organizational climate has advanced a great deal in recent years identifying an array of factors that contribute to burnout, particularly the exhaustion dimension (Maslach et al., 2001; Reid, Johnson, Morant, Kuipers, Szmukler, Thornicroft et al., 1999). Task orientation, emphasis on good planning, efficiency and getting the job done, offsets some of the effects of work pressure (Lee et al., 2013). Kotzer and Arellana (2008) found that despite moderate work pressure perceived by nurses in a hospital settings, staff, overall, affirmed a highly positive work environment on their units. Of particular relevance was the influence of task orientation on concern about and commitment to the job (Lee et al., 2013). In another study among

medical professionals (Chan & Huak, 2004) task orientation was the only significant predictor of emotional health, among a number of work environments factors (Lee et al., 2013).

1.2.1. The role of supervisory support

Supervision is an integral part of many jobs. A group of individuals are often assigned to a supervisor who monitors their workload and performance. In return, a worker can rely on her/ his supervisor for support and guidance (Lee et al., 2013). Increased hours of direct supervision have been associated with better program retention (McGuigan, Katzev & Pratt, 2003) while reflective supervision has been associated with effective implementation (McAllister & Thomas, 2007).

Social support from supervisors has been shown to prevent burnout (Swanson & Power, 2001; Yoo, 2002). Frequent and sensitive supervision is crucial in maintaining morale and professional competence and increases the self-efficacy of the worker (Ellett, 2009). Research also indicates the significant bearing that supervisors have on subordinate job satisfaction, reduced psychological strain and decreased intention to leave the organization (O'Driscoll & Beehr, 1994).

Lack of supervisory support is related to higher intention to leave (Curry, McCarragher & Dellmann-Jenkins, 2005; Fakunmoju, Woodruff , Kim, Lefevre, & Hong, 2010) and higher stress (Boyas & Wind, 2010). Workers in both public and private child welfare organizations indicated higher levels of unmet expectations if they also rated supervisory support poorly (Kim, 2011). Support from supervisors was found to be more important than support from co-workers (Maslach et al., 2001). Supervisory support is particularly critical in reducing burnout for younger workers (Boyas, Wind & Kang, 2012).

While there is much evidence on the positive effects of supervisory support on reducing burnout, the question remains as to what degree the supervisor-supervisee relationship is influenced by organizational factors (Lee et al., 2013). Studies have shown that both organizational climate and supervisor support are associated with burnout, but not direction has been established (Hamama, 2012). On recent study's findings on the mediating role of supervision on burnout further suggests the importance of understanding supervisory support in the organizational context (Leiter et al., 2010).

1.2.2. The role of workplace conflicts

Literature states that conflicts within organizations can be viewed from two different perspectives as they can either be seen as normative or dynamic (Millar, Rogers & Bavelas, 1984). Normative models view conflicts as negative and require attention to resolve while dynamics models see conflicts as positive and in fact advantageous to the organizations (Nordin, et al., 2014). Jameson (1999) argued that whether conflicts are seen as negative or positive depends on the traits and attributes, the objectives and strategies in handling the conflicts. There are various ways to manage a conflict and Gross and Guerrero (2000) argue that an individual is perceived as competent in an organization should be able to manage conflicts in the most suitable and effective manner. Pondy (1967) measured conflict management styles through the Communication Conflict Instrument (OCCI) which focuses on communicative behaviors with the following underlying assumptions: „conflict strategies are those communicative behaviors, both verbal and non-verbal, that provide a means for handling conflict and the use of particular conflict strategy that is largely governed by situational rather than personality constraints " (Pondy, 1967).

Van de Vliert (1998) argued that the social climate (especially of personnel from various backgrounds and expert areas) at an organization could build conflict that could be destructive to organizations. Open communication climate can decrease uncertainty where it provides the personnel as interactants with some level of predictability (Bercerra & Gupta, 2003). Communication is seen vital to building trust within an organization (Atkinson & Butcher, 2003) resulting in reduced conflicts and increased positive organizational climate.

1.2.3. The role of organizational justice

Many behavioral scientists believe that organizations are the undeniable aspect of today's modern world (Aghaei, Moshiri & Sharhrbanian, 2012) and various forms of organizations are affected by the efforts of mental and physical abilities of their employees who are considered to be the main pillars of each organization (Hooman, 2003). Perceived inequities in the organization can leave devastating effects on the spirit of collective work, because they affect the effort and motivation of staff (Aghaei et al., 2012). Injustice and the distribution of unfair

gains and output of organization undermine the morale of employees and reduce their spirit of effort and activity so that justice implementation is the code of survival and stability of the organization and the development of its employees (Abdolzahra & Hossein, 2004).

The stress among employees and its effects in organizations has been considered recently by many researchers (Aghaei et al., 2012) and the main employment issues among employees that usually can be seen in the shape of reaction to occupational and organizational stress is the phenomenon of burnout (Greenberg, 1990).

Burnout determine the employees to lose interest in their work, to reduce their efficiency, to undermine inputs and performances of themselves or others (Aghaei et al., 2012). Burnout is a psychological cognitive process that occurs under conditions of severe stress and its manifested through emotional exhaustion, depersonalization and decreased motivation (WHO, 1998).

It seems that feelings of justice is one of the factors affecting staff burnout (Aghaei et al., 2012) Undoubtedly it is not possible to find an employee, who accepts unfairness, and probably he/she will react to this unfairness and if he/she can't react to this unfairness, he/she will feel fatigue. Ivone and Helenides (2009) revealed that the relationship between organizational justice and burnout is mediated by commitment. The more the employees were involved into their job the more burned out they were when they perceived injustice within their organizations. The results of Aghaei and colleagues (2012) showed a negative relationships between organizational justice and burnout. The more employees perceived justice within their organizations the less burnout they experienced. Binns (2008) showed that when organizational management care about organizational justice among their employees, this reduce the mental and emotional problems, work discouragement and personal failure among employees.

Therefore it is suggested that compliance with such as fairness in pay and bonuses to staff, the enforcement procedure, involving employees in organizational decision making, ethical consideration, respect and honesty when dealing with employees provide a good understanding of organizational justice on behalf of employees (Aghaei et al., 2012).

1.2.4. Workplace conflicts and burnout

Conflicts are a natural part of everyday life in organizations (Varhama & Bjorkvist, 2004). Thomas and Schmidt (1976) claim that managers spend 20% of their working hours dealing with conflicts. Einarsen, Raknes, Matthiesen and Hellesoy (1994) found that 38% of employees had experienced conflicts between superiors and subordinates. Conflicts and internal competition increased in workplaces in the latest years and fifty-six percent of employees had had conflicts with their colleagues and 60% had had conflicts with their superiors (Vartia, 2001). The number and severity of conflicts increased with the size of the company. Bjorkvist and Osterman (1996) reported that about 40% of Finnish employees of universities experienced severe conflicts.

2. OBJECTIVE AND HYPOTHESES

The present study aims at exploring the mediation role of conflicts on the relationship between organizational climate and burnout. Furthermore, this study proposes a mediation model where workplace conflicts mediate the organizational climate-burnout relationship.

3. METHOD

3.1. PARTICIPANTS

A number of 151 (101/66.88%-female and 44/29.13% -male) Romanian employees from Alexandru Ioan Cuza University participated at the present study. From these employees 44 worked in admnisitrative department, 87 worked in education and research, six at rector's office and eight in auxiliary departments. Three of them had an work experience under a year, 13 had an work experience between one and three years, five of them had an work experience between three and six years, and 124 employees had an work experience for more than six years. 57 were professors, eight were researchers, 53 were administrative personnel and 23 worked on others department.

3.2. INSTRUMENTS

a. Organizational Climate (Ćonstantin, 2014) was measured with a local questionnaire developed to measure 14 dimensions from which only three dimensions were used for the present study, such as: support is understood as the efforts of organization to provide with the appropriate organizational resources to ensure employees' performances, the organization's efforts to create good working conditions and the organization's efforts to develop an efficient reward system for performing employees (e.g. *Those who have serious professional initiatives can get the resources needed to implement these initiatives*.), justice is understood as being employees' perception on the justice with which some organizational decisions were taken and also justice referring to the way work-tasks were delegated and the way its employees are treated so that their dignity remain intact (e.g. *In order to get a job, professional competence is the only thing that counts.*), decisions refers to employees' ability to organize their daily work-tasks they way they want to and their ability to participate to organizational decisions processes (e.g. I *can organize my work tasks as I think it is better for the firm.*). These items were measured on a five-point Likert scale from which 1-to a very small extent and 5- to a very big extent.

b. Conflicts (Constantin, 2014) were measured through one question with yes or no answer (e.g. In the latest 12 month have you been exposed to conflicts at work?) and its impact was measured on a five-point Likert scale on which 1- very little, 2-little, 3-medium, 4-much, 5-very much.

c. Burnout (Constatntin, 2014) was measured through four questions (e.g. *Do you feel exhausted? Do you feel tired?*) measured on a five-point Likert scale where 1-all the time, 2-the most part of the time, 3-most of the time, 4-sometimes, 5-never.

3.3. PROCEDURE

The questionnaires were administrated in a paper and pencil format during six months in 2015 (January 2015-July 2015) and they were returned to psychology department via postal service.

4. RESULTS

The results were calculated using SPSS 20.00 and AMOS 20.00. The study was being presented as being one interested in the importance of organizational climate on employees' levels of well-being at work.

Table 1. The Descriptive statistics for organizational support, organizational justice, organizational decisions, conflicts and burnout

Variable	Mean	Std. Deviation
1. Organizational support	2.76	.75
2. Organizational justice	2.70	.86
3. Organizational decisions	3.03	.79
Worplace conflicts	12.04	3.44
9. Burnout	2.86	1.22

Table 2. The correlation matrix of the variables

Variable	1.	2.	3.	4.	5.
1. Organizational support	1.00				
2. Organizational justice	.73**	1.00			
3. Organizational decisions	.65**	.69**	1.00		
4. Workplace conflicts	.09*	.18*	.22**	1.00	
5..Burnout	-.17*	.18*	-.17*	-.28**	1.00

$*p < .05, **p < .01$

Organizational support correlates negatively with conflict's impact and positively with burnout, organizational justice correlates negatively with conflict's impact and positive with burnout and organizational decisions correlates negatively with conflict's impact and positively with burnout and burnout correlates negatively with conflict's impact.

The more employees have the organizational support the less burnout they feel, the more employees are affected by workplace conflicts the less organizational support they perceive. Furthermore, the more employees perceive organizational justice the less burnout they feel and the more employees are affected by workplace conflicts the less organizational justice they perceive. Moreover, the more employees have the chance to participate to organizational decisions the less burnout they feel and the more employees are affected by workplace conflict the less participation to organizational decisions they will have. Furthermore, the more employees are affected by workplace conflicts the more burnout they will feel.
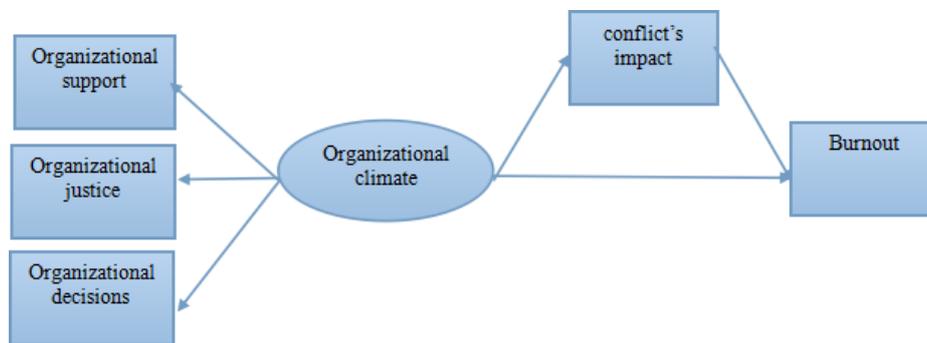
Figure 1. The mediation model proposed

This mediation model have very good relative and absolute feet indices (Χ2(4)=4.439, p=.350; NFI=.983; IFI=.998; CFI=.998; RMSEA=.013[.000; .061]) meaning that the mediation model is valid and feet the data.

The direct relationship (β=.81) demonstrates that organizational climate have a significant impact on employees' symptoms of burnout. When workplace conflict is introduced as mediator the indirect relationship (β=-.70) is also significant eventhough is smaller that the direct impact. This means that workplace conflict partially mediate the relationship between organizational climate and there are others mediator that can better explain this relationship.

5. CONCLUSIONS

The aim of the present study was to explore the relationships existing between organizational climate (with its three dimensions organizational support, organizational justice and organizational decisions), impact on employees of existing conflicts in the organization and employees' burnout.

Previous research have shown that poor organizational climates are associated with employees health problems(Aghaei et al., 2012) and with a high degree of conflicts between employees (Bjorkvist & Osterman, 1996). Moreover, Ivone and Helemider (2009) have shown that the direct relationship between organizational climate and burnout is mediated by commitment. As workplace conflicts negatively impact commitment at work, the present research study explored the mediation role of workplace conflicts in the relationship between organizational climate and employees' burnout.

The results showed that the more employees are affected by the conflicts existing in the organizations the more burnout they will experience. Furthermore,

37

when there are conflicts in organization which affects its employees, they will perceive less organizational support, less organizational justice and few opportunities for employees to involve in the organizational decisions.

These results confirm Van de Vliert (1998) statement that the presence of conflicts in organizations are perceived as having a negative impact not only on employees but also on the entire organization. Furthermore, these results empirically sustains previous researchers' assumptions that a negative organizational climate in which conflicts are present and affects employees have also a negative impact on employees' well-being at work (Aghaei et al., 2012; Greenberg, 1990; Hamama, 2012; Ivone & Helenides, 2009; Nordi et al., 2014).

From the perspective of these results, conflicts are seen as having a negative impact not only for employees but also for the entire organization. Furthermore, a perceived negative organizational climate lead to employees feelings of burnout. Furthermore, the presence of conflicts in organization lead to feelings of fatigue, emotional exhaustion, physical and emotional burnout.

The results of the present study emphasize the important role of good conflict management policies and of a good communication management.

Study limitations

The present research study have several limitations. A first limit refers to the fact that conflict was measured using a single item. Further research studies should take address this limit by using a more complex scale to measure different aspects of workplace conflicts.

A second limit refers to the fact that these relations are obtained with the aid of cross-sectional data. The impact of a conflict on employees is better measured with the aid of longitudinal data. Further researcher can fulfill this gap by using data measuring in at least two different moments.

REFERENCES

Abdolzahra, N. & Hossein, S. (2004). Examination of simple and multiple relationships between organizational justice and job satisfaction in employees of an industrial enterprise. *Journal of Educational Sciences and Psychology of Chamran Universities*, 1(2), 57-70.

Aghaei, N., Moshiri, K. & Shahrbanian, S. (2012). Relationship between organizational justice and job burnout in employees of Sport and Youth Head Office of Tehran. *Advanced Applied Science Research,* 3(4), 2438-2445.

Atkinson, S. & Butcher, D. (2003). Trust in managerial relationships. *Journal of Managerial Psychology*, 18(4), 282-304.

Binns, A.R. (2008). An examination of the effects of organizational justice on work behavior after negotiation and salary arbitration. A dissertation for the degree of Doctor of Philosophy. Harvard University, Department of Sociology.

Bercerra, M. & Gupta, A.K. (2003). Perceived trustworthiness within the organization: the moderating impact of communication frequency on trust ot and trustee effects. *Oraganization Science*, 14(1), 32-44.

Bjorkvist, K. & Osterman, K. (1996). *Psychosocial Workplace Inventory.* Vasa, Finland: Abo Academy University.

Boyas, J. & Wind, L.H. (2010). Employment-based social capital job stress and employee burnout: A public child welfare employee structural model. *Children and Youth Services Review*, 2, 380-388.

Boyas, J., Wind, L.H. & Kang, S.Y. (2012). Exploring the relationship between employment-based social capital, job stress, burnout, and intent to leave among child protection workers: An age-based path analysis model. *Children and Youth Services Research*, 34(1), 50-62.

Chan, AOM & Huak, CY. (2004). Influence of work environment on emotional health in health care settings. *Occupational Medicine* (Oxford, England), 54(3), 207-212.

Constantin, T. (2014). *ECO System-Organizational Climate Assessment Manual*. All rights reserved-for permission or collaboration opportunities should be addressed to Ph.D. Ticu Constantin, e-mail: tconst@uaic.ro, phone: +(40)744643467/0332402327.

Curry, D., McCarragher, T. & Dellmann-Jenkins, M. (2005). Training, transfer, and turnover: Exploring the relationship among transfer of learning factors and staff retention in child welfare. *Children and Youth Services Review*, 27(8), 931-948.

DePanfilis, D. & Zlotnik, J.L. (2008). Retention of front-line staff in child welfare: A systematic review of research. *Children and Youth Services Review,* 30(9), 995- 1008.

Dickinson, N.S. & Perry, R.E. (2002). Factors influencing the retention of specially educated public child welfare workers. *Journal of Health and Social Policy*, 15(3/4), 89-103.

Drake, B. & Yadama, G.N. (1996). A structural equation model of burnout and job exit among child protective services workers. *Social Work Research*, 20, 179-187.

Einarsen, S., Raknes, B.I., Matthiesen, S.B. & Hellesoy, O.H. (1994). *Mobbing og harde personkonflikter.Helsefarlig samspill pa arheidsplassen*. Bergen, Norway: Sigma Forlag.

Ellett, A.J. (2009). Intentions to remain employed in child welfare: The role of human care, self-efficacy beliefs, and professional organizational culture. *Children and Youth Services Review*, 31(1), 78-88.

Fakunmoju, S., Woodruff, K., Kim, H.H., Lefevre, A. & Hong, M. (2010). Intention to leave a job: The role of individual factors, job tension, and supervisory support. *Administration in Social Work*, 34(4), 312-328.

Freudenberger, H.J. (1974). Staff burnout. *Journal of Social Issues*, 30(1), 159-165.

Greenberg, J. (1990). Organizational justice: yesterday, today and tomorrow. Handbook of industrial and organizational psychology, Chicago: Rand McNally.

Greenglass, E. & Burke, R.J. (1991). A longitudinal study of progressive phases of psychological burnout. Journal of Health and Human Resources Administration, 13(4), 390-408.

Gross, M.A. & Guerrero, L.K. (2000). Managing conflict appropriately and effectively: An application of the competence model to Rahim's organizational conflicts styles. *The International Journal of Conflict Management*, 11(3), 200-226.

Guzley, R.M. (1992). Organizational Climate and Communication Climate: Predictors of Commitment to the Organization. *Management Communication Climate Quarterly*, 5(379), 379-402.

Hamama, L. (2012). Burnout in social workers treating children as related to demographic characteristics, work environment and social support. *Social Work Research*, 36(2), 113-125.

Hooman, H. (2003). Preparation and construction of standard measures of job satisfaction, Tehran Center for Public Management.

Ivone, F. & Helenides, M. (2009). Burnout em professores universitarios: impacto de percepcoes de justica e comprometinento afetivo, Psicologia: Teoria e Pesquisa, Psic: Teor. e Pesq. 25(4), Brasil.

Jameson J.K. (1999). Toward a comprehensive model for the assessment and management of intraorganizational conflict: Developing the framework. *International Jorunal of Conflict Management*, 10, 268-294,

Kim, H. (2011). Job conditions, unmet expectations, and burnout in public child welfare workers: How different from other social workers? *Children and Youth Services Review,* 33(2), 358-367.

Koeske, G.F. & Koeske, R.D. (1993). A preliminary test of a stress-strain-outcome model for reconceptualizing the burnout phenomenon. *Journal of Social Service Research*, 17(3/4), 107-135.

Kotzer, A.M. & Arellana, K. (2008). Defining an evidence-based work environment for nursing in the USA. *Journal of Clinical Nursing,* 17(12), 1652-1659.

Lee, E., Esaki, N., Kim, J., Greene, R., Kirkland, K. & Mitchell-Herzfeld, S. (2013). Organizational climate and burnout among home visitors: Testing mediating effects of empowerment. *Children and Youth Services Review,* 35, 594-602.

Leiter, M.P. & Maslach, C. (2004). Areas of worklife: A structure approach to organizational predictions of job burnout. In P.L. Perrewe & D.C. Ganster (Eds).

Emotional and physiological processes and positive intervention strategies: research in occupational stress and well-being. Vol. 3 (pp. 91-134). Oxford, UK: Elsevier.

Leiter, M.P., Gascon, S. & Martinez-Jarreta, B. (2010). Making sense of work life: A structural model of burnout. *Journal of Applied Social Psychology*, 40(1), 57-75.

Lizano, E.L, & Morr Barak, M.E. (2012). Workplace demands and resources as antecedents of job burnout among public child welfare workers: A longitudinal study. *Children and Youth Services Review*, 34(9), 1769-1776.

Martin, U. & Schinke, S.P. (1998). Organizational and individual factors influencing job satisfaction and burnout of mental health workers. *Social Work in Health Care*, 28(2), 51-62.

Maslach, C. (1976). Burned-out. *Human Behavior*, 5(9), 16-22.

Maslach, C., Schaufeli, W.B. & Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology,* 52(1), 397.

McAllister, C.L. & Thomas, T. (2007). Infant mental health and family support: Contributions of Early Head Start to an integrated model for community-based early childhood programs. *Infant Mental Health Journal*, 28(2), 192-215.

McGuigan, W.M., Katzov, A.R. & Pratt, C.C. (2003). Multi-level determinants of retention in a home-visiting child abuse prevention program. *Child Abuse and Neglect*, 27(4), 363-380.

Millar, F.E., Rogers, E. & Bavelas, J.B. (1984). Identifying patterns of verbal conflict in interpersonal dynamics. *Western Journal of Speech Communication*, 48, 231-246.

Nordin, S.Md., Sivapalan, S., Bhattacharyya, E., Hashim, H., Wan Ahmad, W.F. & Abdullah, A. (2014). Organizational Communication Climate and Conflict Management: Communications Management in an Oil and Gas Company. *2nd World Conference on Business, Economics and Management (WCBEM 2013). Procedia Social and Behavioral Sciences,* 109, 1046-1058.

O'Driscoll, M.P. & Beehr, T.A. (1994). Supervisor behaviors, role stressors and uncertainty as predictors of personal outcomes for subordinates. *Journal of Organizational Behavior,* 15(2), 141-155.

Pondy, L.R. (1967). Organizational Conflict: Concepts and Models. *Administrative Science Quartely*, 12(2), 296-320.

Reid, Y., Johnson, S., Morant, N., Kuipers, E., Szmukler, G., Thornicroft,G. et al. (1999). Explanations for stress and satisfaction in mental health professionals: A qualitative study. *Social Psychiatry and Psychiatric Epidemiology*, 34(6), 201.

Swanson, V. & Power, K. (2001). Employees' perceptions of organizational restructuring: The role of social support. *Work and Stress*, 15(2), 161-178.

Taguiri, R. (1968). The Concepts of Organizational Climate, in R. Taguiri and G.H. Litwin (editors), *Organizational Climate: Exploration of a Concept, Boston*: Harvard University Press.

Thomas, K.W. & Schmidt, W. (1976). A survey of managerial interests with respect to conflict. *Academy of Management Journal*, 19, 315-318.

Um, M.Y. & Harrison,D.F. (1998). Role stressors, burnout, mediators and job satisfaction: A stressor-strain-outcome model and an empirical test. *Social Work Research*, 22(2), 100-115.

Van de Vliert, E. (1998). *Conflict and conflict management.* In Drenth, P.D., Thierry, H. and de Wollf, J. (Eds). *Handbook of Work and Organisational Psychology, Personnel Psychology*, East Sussex Psychology Press Ltd.

Varhama, L.M. & Bjorkvist, K. (2004). Conflicts, workplace bullying and burnout problems among municipal employees. *Psychological Reports,* 94, 1116-1124.

Vartia M. (2001). Consequences of workplace bullying with respect to well-being of its targets and the observers of bullying. *Scandinavian Journal of Work , Environment and Health*, 27, 63-69.

WHO (1998). Guidelines for the primary prevention of mental neurological disorders: staff burn out division of mental health. Geneva, WHO, 91-1108.

Yoo, J. (2002). The relationship between organizational variables amd client outcomes: A case study in child welfare. *Administration in Social Work,* 26(2), 39-61.

REZUMAT

Studiul de față explorează relațiile existente între climatul organizațional (i.e. suportul organizațional, justiția organizațională, deciziile organizaționale), conflictele de la locul de muncă și epuizarea profesională a angajaților din universitatea Alexandru Ioan Cuza, Iași. Studiul propune un model de mediere al acestor relații având ca mediator conflictele de la locul de muncă. La acest studiu au participant 151(101/66.88% gen feminin and 44/29.13% gen masculin) angajați ai universității Alexandru Ioan Cuza. Rezultatele au arătat corelații seminificative între variabilele de interes și, mai mult, conflictele de la locul de muncă mediază relația dintre climatul organizațional și epuizarea resimințită de angajați. Cu cât conflictele sunt mai prezente la locul de muncă, cu atât climatul organizațional este perceput ca fiind mai deficitar și simptomele de epuizare sunt mai frecvent experimentate la locul de muncă.

Cuvinte cheie: *suport organizațional, decizii organizaționale, justiție organizațională, conflicte, epuizare profesională.*