

**A CORRELATIONAL STUDY BETWEEN JOB BURNOUT &
JOB SATISFACTION**

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Abstract

This report deals with the basic information about job burnout and job satisfaction and their correlation between them. This chapter has introduced the aim of this study as well as the objective that would enable to meet the aim. Furthermore, the background of the study as well as problems regarding the job burnout and job satisfaction is evaluated. The detailed literature review as well as the factors that are interconnected with job burnout and job satisfaction. Moreover, Maslach's theory of burnout and Maslow's hierarchy theory are also utilized for understanding the relationship and developing a framework. A conceptual framework and hypothesis is developed to meet the claim of the research. The different methods and tools that are used in the development of the data collection are precise and data analysis processes. In this research, the research has utilized the different tools such as The Burnout inventory and Job satisfaction scale for analysing the collected data and information. The dissertation contains the result and analysis part of the selected research topic. In this chapter, the collected data from the primary quantitative research method has been analysed and on the basis of the analysis, the prediction of the correlation between the dependent variable job satisfaction and the independent variable job burnout has been done. Analysis has been done using SPSS that helps in reaching the results and hypothesis. There is a significant relationship between employees' job satisfaction and their retention rate within an organization. Once employees are dissatisfied with their jobs, they start to leave organizations with significant impacts on organizations.

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Acknowledgment

I am overjoyed by having the chance to share my knowledge and research study based on the topic: *A Correlational Study Between Job Burnout & Job Satisfaction*. It is a quantitative study of UK/Ireland listed entities.

I would like to express my thanks to my supervisor *Miguel Flores*, for the assistance in completing my research project. It is amazing to witness your commitment, dedication and share knowledge to your students. Thank you for keeping me motivated by being an inspiration.

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List of Abbreviations

EE: Emotional Exhaustion

PA: Personal Accomplishment

DD: Depersonalisation disconnects

SPSS: Statistical package for social science

NCI Checklist

Abstract & Introduction	Did you remember to include an abstract?	
	Have you clearly presented the problem or issue which is to be addressed?	✓
	Have you stated why your research is worthy of study?	✓
	Have you given your research problem context? By this we mean, have you said what has been done previously or why this is an important area of study?	✓
	Have you given some indication regarding the key literature? Do you identify any gaps your research hopes to address?	✓
	Have you provided an overview of the structure of your dissertation?	✓
	Are there references in your introduction? There should be!	✓
	Literature Review	Is evidence of up-to-date material pertaining to your area of study included in your research?
Is the material mostly journal based rather than textbook based?		✓
Have you provided a synthesis, i.e., not a summary, of previous studies/research?		✓
Are you guilty of summarizing and/or describing what others have said? If so, you need to address this!		✓
Does each paragraph simply describe what someone else has said? For example, does it only contain one reference (albeit multiple times) to the same piece of work? If so, please revisit.		✓
Does your literature have a logical flow? Or, alternatively, does it jump from one section to another without any link?		✓
Does your literature review have interim conclusions?		✓
Research Question(s)		Do you have a clearly stated research question or hypothesis?
	Have you identified and explained the aims and objectives of your study?	✓

Research Methodology	Have you provided summaries of each possible research method without ever linking it to your own work? If so, please revisit.	✓
	This section should describe how the problem was investigated and why particular methods and techniques were employed. Have you done this?	✓
	Have you been able to link your methodological approach to other previous research, e.g., in terms of adopting a similar approach?	✓
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	Have you provided details of your sample? Who did you ask, and why these and not others?	✓
	What did you ask them? Provide clear information regarding your research instrument.	✓
	How did you ask them? Give details on your data collection.	✓
	What did you do with what you collected? Offer data analysis, i.e., how you treated the data. This is NOT what they actually said – that comes in the next section! Here you want to be clear about how you treated the data not what you found.	✓
	Did you pilot your data collection tool?	✓
	Does your methodology section address your research's ethical considerations?	✓
	Have you included a limitations section?	✓
	Findings & Analysis	Do your findings section simply list the answer to each question in your questionnaire/interview, etc., one after the other? If so, you need to address this!
Is there a logical flow to your findings?		✓
Have you linked your findings back to your literature?		✓
Have you highlighted for the reader what was important in your findings and how this relates back to previous studies/knowledge on your research topic?		✓

	Have you included practical implications (if appropriate)?	✓
	Have you considered the limitations of your study, including in terms of your methodological approach?	✓
Discussion	Have you included a separate discussion section or chapter with your submission? If not, why not?	✓
	Have you drawn upon your wider reading to support your deliberations?	✓
Conclusions	Have you provided a strong conclusion to your work?	✓
	Did you offer a summary regarding what you have found out in relation to each research question posed?	✓
	Is your conclusion section less than 1 page in length? If so, please revisit.	✓
	What are the next steps (e.g., future research possibilities)?	✓
Reference List	Have you included ALL of the references cited in your work?	✓
	Have you adhered to the Harvard referencing system?	✓
	Have you included all references in alphabetical order by their surname/name of the organisation?	✓
	Have you separated books from journals, etc.? If so, please revisit. All reference material should appear in alphabetical order irrespective of whether it is a book, a journal article, a working paper, etc.	✓
	Have you included material that is not directly referenced in your research report? If so, please revisit. Only material directly cited/referenced in your report should be included in your reference list. All other material consulted but not directly cited can appear in a bibliography should you choose to include one.	✓
In-text referencing	Have you ensured that all in-text references appear in your reference list?	✓

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	Have you included an author's initial in your in-text referencing? If so, please revisit. Only the surname and year should appear, as in (Surname, Year).	✓
Presentation (also known as housekeeping)	Have you checked your spelling and grammar?	✓
	Is your submission neat and tidy? Are there gaps, page breaks, etc., where there should not be? If so, please revisit.	✓
	Have you included your thesis declaration page and your thesis submission form?	✓

Introduction

1. 1 Introduction

The relationship between job burnout and job satisfaction is the main element of the research and that is beneficial for every organization to improve its management system for employees' effectiveness. Job burnout means the stress level of the employees that is reflecting an impact on their work and it can be influenced by the current management system of the company as a result, job satisfaction of the employees can be affected. An understanding of the internal and external factors can be gathered from the description of the factors and that is beneficial for the analysis of relationships. The aim of the study is to understand the impact of job burnout on job satisfaction of employees in organization and the chosen method is quantitative secondary method for data collection. The method is useful for gathering the required information that is going to be used for proper research report.

1.2 Background of study

Job burnout and job satisfaction are the main factors of this research report and the focus of this report are to analyse the relationship between job burnout and job satisfaction. Job burnout indicates the stress that is related to work pressure and it can reflect an impact on physical and emotional factors of employees. As opined by Abate *et al.* (2018), this job burnout should be minimized by organizations because it reflects an impact on the work efficiency of employees. Job satisfaction indicates the outcome of work that is received by employees from the organization and it is important for improving the performance of the employee. Job burnout and job satisfaction are related to each other because huge stress of the work is not good for employees and that is against the factors of job satisfaction.

Job burnout is a state of emotional exhaustion with less personal accomplishments and depersonalization of employees. This condition of employees can be very effective for their personal and professional lives and it reflects an impact on job satisfaction factors. Job satisfaction is related to the proper work environment, proper payment process, good relationship maintenance, and workload according to employees' capability. The relationship between job burnout and job satisfaction is very important for analysis because it helps to minimize the factors that can reflect an impact on employees' personal and professional lives. As stated by Alam and Asim (2019), stress is a very effective factor for employees because it can be harmful to physical conditions as well as mental conditions. Depression and other

mental issues can be seen in employees due to job burnout and that must be minimized for proper job satisfaction maintenance. Job satisfaction cannot be present if the employees have to deal with a huge amount of stress and the organization is responsible for this condition of the employees.

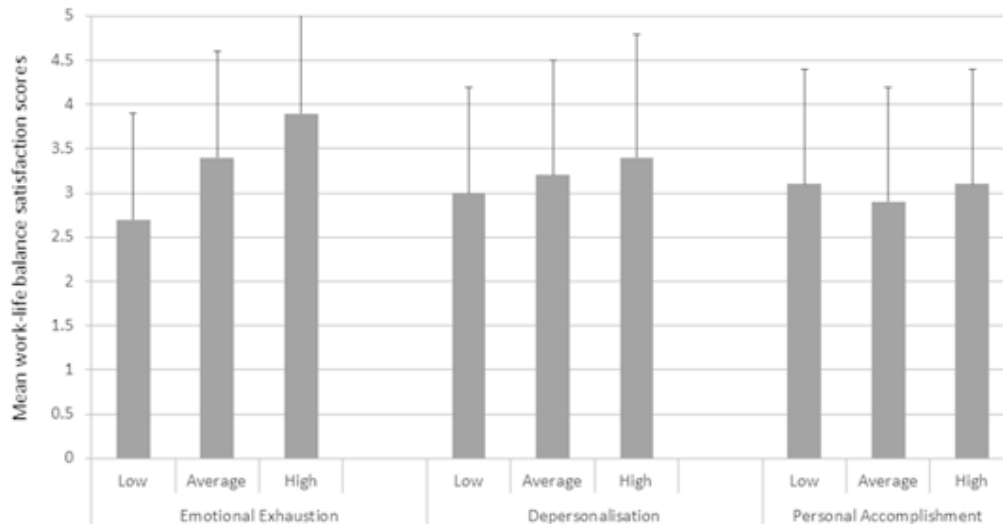


Figure 1: Relationship between job burnout and job satisfaction

(Source: Reserachgate.net, 2021)

The above image shows the relationship between job burnout and job satisfaction and it can be seen that the factors of job burnout like emotional exhaustion, depersonalization, and personal accomplishment are effective in job satisfaction. The graph scale of job satisfaction shows the impact scale of job burnout and according to it the satisfaction position can be understood.

1.3 Statement of the Problems

Statement of the problems means the issues that are present in the job satisfaction maintenance and the analysis of problems are helpful to maintain a strategy that can minimize the negative impact on employees' job satisfaction. **Promotion opportunities** are a factor that can increase the efficiency of employees in maintaining their work quality because it helps to motivate employees in improving their work quality. As opined by Ali and Anwar, (2021), the opportunity of getting a promotion is helpful to increase job satisfaction but job burnout is reflecting an impact on this factor. Employees are not getting the required opportunities and job burnout is one of the reasons for this issue. **Satisfaction with pay** can increase the factors that are related to job burnout and according to the employees' designation and workload

they should get proper payments. Job satisfaction can be affected by the payment amount and that can increase issues in employees' job satisfaction factors and for business organizations it is important. **Job security** is a major issue in employees' job satisfaction because security in the organization is important for increasing the work quality and employees can be motivated to maintain proper performance. As stated by Atmaca *et al.* (2020), job burnout can be seen because of this issue in business organizations, and for that, employees are not satisfied with their security-related factors. **Relationship with co-workers and supervisors** is very effective in maintaining proper job satisfaction there are issues in relationship maintenance and as a result, the employees are not motivated to maintain proper work efficiency. Job satisfaction of employees is helpful for organizations but the relationship between co-workers and supervisors is not maintained properly. Job burnout is the result of non-maintenance of relationships and employees cannot get job satisfaction in business management. These problems should be analysed properly to gather information about the factors that can reflect an impact on job satisfaction maintenance and minimize the impact on job burnout. The factors that can be useful to maintaining job satisfaction of employees are facing problems and for that, proper improvement in management should be done and the related factors of job burnout should be analysed (Navas and Vijayakumar, 2018).



Figure 2: Statement of problems

(Source: Developed by author)

1.4 Research questions

The research question indicates the main agenda of the research report and the research should be done on the basis of the questions. There are two questions are in this research report and they are:

- How job burnout and job satisfaction are correlated to each other?
- How do employees deal with them in the current times?

1.5 Aim & Objectives of the study

Aims of the study:

- The main aim of the study is to get a proper understanding of job burnout and its related factors. The detailed concept of job burnout helps to understand all internal and external factors and according to it, the impact can be controlled properly.
- Detailed knowledge of job satisfaction and the factors that are the basis of satisfaction maintenance needs to be gathered. There are many factors that are related to the maintenance of employees' job satisfaction and proper identification of the factors is helpful for this study.
- The relationship between job burnout and job satisfaction of employees are needed to be analysed in low-mid-top management. Every organization needs to understand the importance of job satisfaction and according to it, job burnout-related factors should be minimized properly.

Objectives of the study:

- The objective of the study is to understand the relationship between personal accomplishment and job satisfaction of employees. Personal accomplishment helps to improve the efficiency of the employees and for that, it reflects an impact on job satisfaction-related parts.
- The correlation between emotional exhaustion and job satisfaction of employees must be identified because emotional exhaustion can minimize the job satisfaction of employees. The factors that can reflect an impact on the emotional condition of the employees must be maintained efficiently.
- The impact of depersonalization on job satisfaction should be analysed for a proper understanding of employees' efficiency in organizations. This depersonalization is very effective in causing major issues in job satisfaction and for that, all related factors must be maintained properly.

1.6 Definition of the terms

There are important terms that should be adequately known because detailed knowledge about the main factors can increase the efficiency of the research report. The terms are:

- **Job burnout:** Job burnout is the high-level stress that is related to workload and works environment and for that, employees have to deal with physical and emotional exhaustion. This condition is very effective for the employees because they have to face exhaustion, depersonalization, and less personal accomplishments and it is capable of reflecting an impact on their mental health. As opined by Baroudi *et al.* (2022), the organization has to understand the factors that are causing job burnout and should improve them properly because employees are the main factors of management and it can reflect an impact on job efficiency. Job burnout has three dimensions and they are personal accomplishments, emotional exhaustion, and depersonalization these factors are very effective in causing major issues in employees' personal and professional lives. As stated by Capri and Guler, (2018), development in employees' work performance cannot be maintained because of job burnout because this high level of stress is harmful to their physical and mental health. Every factor-like workload, proper behaviour, payments, and others should be maintained properly because it can cause stress to employees and they cannot maintain work performance quality.
- **Job satisfaction:** Job satisfaction indicates the comfort and utility of the job that is being done by employees and it is very effective for improving the current position of the organization. This job satisfaction is dependent on some factors like proper payment, efficient work environment, the relationship between co-workers and supervisors, job security, and other factors. As opined by De Simone *et al.* (2018), these factors have to be maintained properly because they can reflect an impact on the job satisfaction of employees and they cannot be motivated to improve their work performance quality. Employees should get the appropriate payment according to their designation and the work environment should be friendly and workable because it is necessary for work quality maintenance. As stated by Demir (2018), proper analysis of the job security-related factors is important because it helps to understand the elements that can be helpful to increase job security, and relationships with others must be maintained properly. This effective maintenance of relationships is important

for the good mental health of employees and for that, every factor that can reflect an impact on relationship maintenance should be analysed properly and effectively.

1.7 Dimensions

- **Personal accomplishment:** Personal accomplishment indicates the confidence that can be gathered by maintaining a way to achieve desired goals and it is helpful to maintain mental health. Job burnout has an impact on less personal accomplishment and that is causing issues in job satisfaction for that, the organization should give focus on the goal achievement process of employees (Friganović *et al.* 2019).
- **Emotional exhaustion:** Emotional exhaustion indicates the after the condition of completing work in organizations and the current state of employees like tiredness, poor energy, depression, mental tiredness, and others are caused by exhaustion. Job burnout is the cause of this current condition and that should be minimized because it reflects an impact on the emotional condition of employees (Fukui *et al.* 2019).
- **Depersonalization:** Depersonalization indicates the way an employee is maintaining relations with others and that is important for job satisfaction maintenance but high work level stress reflects an impact on employees' personality. The proper way of communication cannot be maintained for this job burnout and that should be minimized for better relationship maintenance in the organization (Irawanto *et al.* 2021).

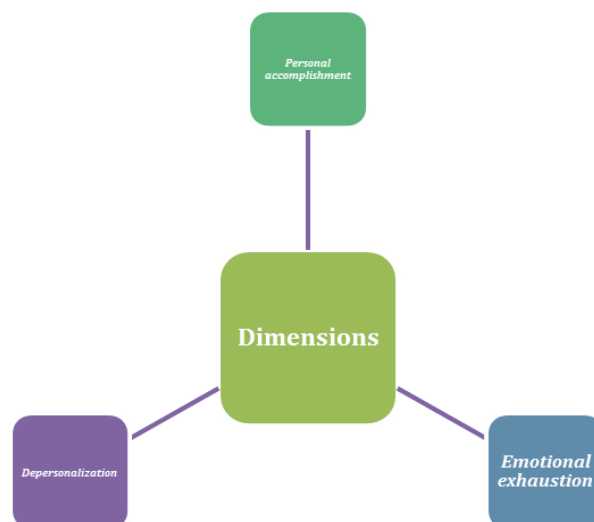


Figure 3: Dimensions

(Source: Created by Author)

1.8 Scope

The research report has the ability to improve the current work environment of any organization and that is required for proper maintenance of job satisfaction. Nowadays maximum employees have to face job burnout because of the work stress that is related to the workload and lack of efficiency in the work environment (Vasan, 2018). This analysis of the relationship between job burnout and job satisfaction is helpful to identify the factors that are causing major issues and according to it, the improvement strategies can be made and implemented in the organizations. Job satisfaction-related elements can be identified and can be maintained by minimizing the impact of job burnout causing factors and this is helpful for employees' physical and mental condition (Lepold *et al.* 2018).

1.9 Summary

The research report is based on the analysis of the correlation between job burnout and job satisfaction and that is based on some important factors like dimensions and the relationship-related elements. Job burnout has dimensions and they are personal accomplishment, emotional exhaustion, and depersonalization these are effective in reflecting an impact on employees' physical and emotional condition. The work stress level is the basis of analysing the current position of job satisfaction maintenance and it shows the relationship between job burnout and job satisfaction.

2. Literature Review

2.1 Introduction

The connection of burnout in office places with the satisfaction related to job is measured by using some variables which are mainly independent and dependent and that should be discussed for better understanding. There are four variables which are independent and one is a dependent variable to analyse the relationship-related factors and that is helpful for proper knowledge gathering.

2.2 Internal Factors of Job Burnout

Herbert Freudenberger, the American psychologist first laid the seeds, when the term "Burnout" was first introduced by him (Artz *et al.*, 2022). It was first used for academic purposes in 1974. In his article "Stuff burn-out" was mentioned when he was exploring the behaviour regarding the response of the stress which was displayed by the employees worked in the St Mark's Free clinic which is located in New York. He used this term to provide the idea of gradual degradation of physical and emotional aspects of the employees which reduces their efficiency, commitment and productivity. Herbert Freudenberger reported that the primary signature of this job burnout among the employees come when they start working hard for a longer period, but their output and the accomplishments become less and not up to the mark as per the company's demand (Ersayan *et al.*, 2022).

After Herbert Freudenberger, Christine Maslach and her colleagues independently and simultaneously conducted the study and developed the concept. She and her team contributed to this sector by pursuing thorough research. This research was too dedicated to the interpretation and also to the understanding of the aspect of burnout in different professions (Wu *et al.*, 2021). According to them, burnout defines as "a syndrome of emotional extortion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity" (Kong *et al.*, 2021).

The analysis showed that the tension regarding psychology for the people who worked in the sector where they need to interact with the people in a heavy amount has gone through severe impacts (Lubbadeh, 2020). Besides this study, several evaluations were pursued among the officers who are working in the police sector, engaged in law, in medical profession, and in the nursing profession who mainly deal with the people daily.

Job burnout is a very effective factor for organizations and employees and for that, all factors that can influence job burnout should be identified and analysed properly. The company should understand the importance of analysing internal factors and according to it, all changes and development in the management maintenance should be done. The elements or parts that are responsible for job burnout should be thoroughly analysed so that it can help to improve the current position of the company. As opined by SI Shbail *et al.* (2018), **Emotional Exhaustion** indicates the stress level, mental tiredness, depression, poor energy, and other factors that can be seen in employees due to job burnout and that must be minimized properly in the organization. The efficiency of employees is decreased by emotional exhaustion and that is effective for the business development and the factors like huge workload, poor work environment, bad relationship with co-workers, and others should be controlled properly. As opposed by Al Shbail *et al.* (2018), the physical and emotional health of the employees is important for the organization but job burnout reflects a negative impact on this health maintenance. **Depersonalization** indicates the changes in the personality of the employees after completing work in organizations and the negative impact on personality can be effective for personal development. As stated by Danaci and Koç, (2020), this factor must be maintained properly because employees are facing depression and the work environment is being affected by it for that, organizations should understand the importance of minimization of job burnout. The effectiveness of employees is dependent on the factors that are related to personality maintenance and job burnout has the efficiency in causing major issues in employees' personal lives. **Personal Accomplishment** means the achievement of desired goals of employees and that is important for motivation to work harder. As opposed by Ivancevic *et al.* (2020), every employee has some future goals that they want to achieve by working in an organization but job burnout reflects an impact on their efficiency, and issues can be seen. Employees become depressed and they are not willing to improve their work performance quality for better results and job burnout is causing these issues.

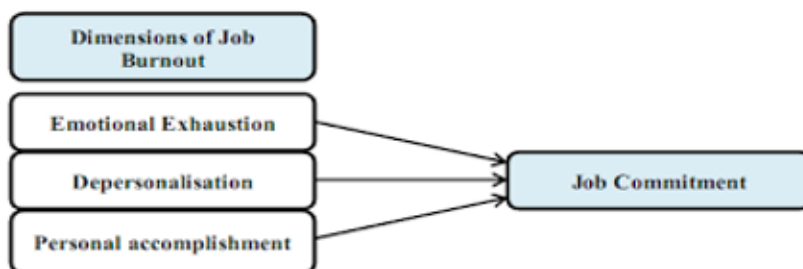


Figure 4: Internal Factors of Job Burnout

(Source: Maslach and Leiter, 2016)

The above image is helpful to understand the dimensions of job burnout and that is helpful for analysing the impact on job satisfaction. There are three parts in job burnout and they are emotional exhaustion, depersonalization, and personal accomplishment and every part is described properly.

2.3 Impact of Job Burnout on Organization

According to the research pursued by Maslach, Schaufeli and Leiter, it is observable that besides physical and mental disorders organizations also face severe problems due to job burnout problems (Maslach and Leiter, 2016). Their study showed that job burnout has two major parts: the first is exhaustion and the second is cynicism. Without employees' dedication, passion, urge for learning, efficiency, and hard work no company will uphold the position and be unable to stay for a longer period (Ozturk and Ay, 2018). Therefore, if the employees get exhausted, demotivated or under depressed conditions it starts hampering the company (Maslach and Leiter, 2016a).

If the employees are in moderate stress level which is known as stress or commonly known as constructive phase then their work efficiency increases, and they remain motivated and creative. It also brings diligence to work. The correlation of inefficiency which is known as reduced personal accomplishments with burnout as compared to the other factors is considered more complex (Ozturk and Ay, 2018; Maslach and Leiter, 2016b). In a few instances, it originates as a result or some consequences of either it is an exhaustion, disparagement or maybe the mixture of both the previously mentioned things. To erode one's sense of effectiveness a chronic situation related to work, irresistible stresses due to which employees start suffering from tiredness or disparagement. According to the evaluation performed by Safari *et al.* (2020), showed that the teachers who are intended to leave their jobs are mainly interlinked with the job burnout direction, especially high tiredness or disparagement (Safari *et al.*, 2020). From other analysis pursued by Shbail *et al.* (2018) examined exhaustion of emotion as the key factor in turnover and job performance. Their study found that the fatigue and tired employees showcase less job performance and finally quit the job. Zhou *et al.* (2014) studied the approach of facilitating related to burnout from the job due to the conflict of role and the performance in the work place among the employees of the hotel.

Job burnout reflects a huge impact on organizations and for that, there are some issues that have to be faced by the employees and it should be analysed properly to identify the factors

that are being affected. This impact of job burnout can be very effective in causing major problems in management and that should be minimized properly by gathering detailed knowledge of the impact of job burnout. As opined by Sarisik *et al.* (2019), ***Negative behaviours toward professional responsibilities*** indicate the negligence of employees towards the responsibilities that are given to them and as a result, the work efficiency of employees is decreasing. These negative behaviours are the result of job burnout and to change this behaviour the factors that are related to job burnout should be identified and optimized properly. Professional responsibilities are very helpful to maintain the efficiency of the employees and the organization can maintain its workflow properly. As opposed by Wu *et al.* (2019), ***Lack of interest*** means the employees are not interested in giving full efforts in completing any work with efficiency and job burnout reflects an impact on the interest. This factor is very effective in causing problems in maintaining workflow according to the time and that is capable of decreasing the business growth. Employees have to face stress because of job burnout and for that, they are not interested in giving their high-quality performance that must be developed by the organization. ***Declined performances*** are observable in any organization because of the job burnout and which is very effective for business maintenance and employees are affected by this stress level. As stated by Dai *et al.* (2021), they are not willing to maintain their efficiency in improving their performance and that is effective for business organization and its work maintenance. Employees are decreasing their efficiency and job burnout is the reason for its organizations should understand it properly and according to it, all changes and development should be done properly. ***Leaving the organizations*** has a major impact on organizations because employees are the main factor in the business management and if they leave the organization the business growth can be affected.



Figure 5: Impact of Job Burnout on Organization

(Source: Wu *et al.* 2019)

The above image indicates the job burnout impact on employees and that shows that 76% of employees have to face job burnout in their workplaces and they have least job satisfaction and the scale division is helpful for proper understanding.

2.4 Optimization of Job Burnout

It is necessary to immediately stop job burnout. It is because due to the negative impact of job burnout the employees start to quit their jobs. Owing to this job burnout employee mainly deal with the people every time they have to go through severe mental and physical problems. Otherwise, besides mental issues physically they also feel fatigued due to the high workload in public sectors like health, IT, police etc. Due to continuous interaction with the people, they start losing their concentration on work. Also, after a short time due to this continuous pressure, they have to suffer from type 2 level diabetes, cardiovascular problems, and high pressure which finally leads to death. Therefore, to intervene the negative impacts of the job burnout is considered an essential program in any sector for their employees either to uplift the life style of the employees or to stop the fatalities happening in the organization due to the consequences of this burnout which mainly leads to job turnover, dissatisfaction, and low performance (Safaeian *et al.*, 2022; Camero and Carrico, 2022).

Job burnout is very effective for organizational growth because it minimizes the efficiency of employees' work and job satisfaction cannot be maintained properly. Organizations should give attention to the factors or ways that can be helpful to optimize job burnout and for that, every element must be analysed properly and effectively. ***Monitoring Workloads & Scheduling*** is very effective for minimizing the stress of employees and for that, the management should give focus on the process of monitoring the workload and the schedule should be maintained properly. As opined by Bakker and de Vries, (2021), according to the capacity of the employees, the workload should be given because a huge workload can cause a high level of stress and that will increase job burnout. Scheduling helps to maintain the deadline or enough time to complete any task and that helps to minimize the high-level stress of the employees so that they can work with more efficiency. The ***provision of Work from Home Options*** is helpful in maintaining workload while staying at home and it is useful in minimizing the work stress and employees can work comfortably at their homes. As opposed by Topuzov *et al.* (2020), this factor must be analysed properly because it helps to maintain workflow with a minimum level of stress in the organization and it is useful to maintain job satisfaction. The option of doing work from home is beneficial to uplift the employee's

efficiency and the organization should maintain all related factors properly and effectively. **Enforce Management Training** indicates the process to maintain the training factors because it is beneficial to uplift the employee's efficiency and according to it, job burnout can be minimized. As stated by Žutautienė *et al.* (2020), the efficiency of the management training is helpful to understanding the factors that can reflect an impact on employees' work performance quality and that should be maintained properly and effectively. Management should give proper attention to the employees who are not efficient enough to maintain work quality and this training can improve their efficiency in work completion. The stress level that is increased by the inefficiency can be minimized with proper training and that should be provided by organizations. As opposed by Gesner *et al.* (2019), **Encouraging Employees to Use Vacation Time** is useful for minimizing their stress levels and that is beneficial for employees to take breaks from their professional lives and that is effective for workflow maintenance. Vacation helps to change the mind of the employees and that is useful for stress minimization organizations should give focus on the factors that can reflect an impact on employees break taking process.

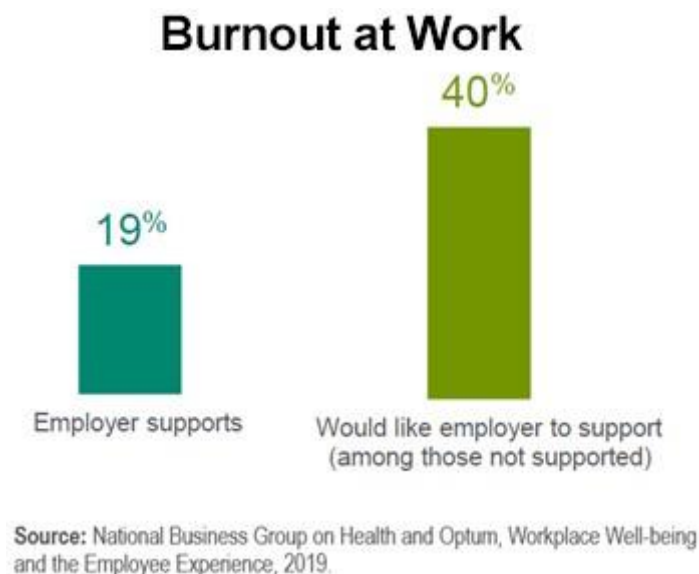


Figure 6: Burnout at Work

(Source: Businessgrouphealth.org, 2019)

The above image is helpful to understand the requirement of employer supports and the percentage shows that there is minimum rate of employees who are getting this support. The rate of burnout is increasing in organizations and that should be controlled for proper job satisfaction maintenance.

2.5 Maintenance of Job Satisfaction

The research pursued by Maslach *et al.* (2016) showed that job satisfaction is highly associated with burnout. According to their study, job burnout is strongly correlated with job dissatisfaction. Among the three major pillars of burnout, emotional exhaustion is considered a more significant cause as compared to cynicism which leads to job dissatisfaction (Dey *et al.*, 2022). In New Zealand psychiatrists study the relation between burnout and job satisfaction as their national study. The consequences of burnout have a severe impact on an organization's overall productivity, growth, and achievement of the goal (Hussain *et al.*, 2018; Gong *et al.*, 2019).

The study done by Meyer and Allen (2018) showed that the employees have mainly three types of commitment towards their organization: one is an affective commitment like emotional attachment, the second is continuance commitment which involves the leaving cost of the organisation and the third commitment is a normative commitment which is the employee's sense of obligations to retain in the company (Mohamed *et al.*, 2020). In several pieces of research, it is observable that burnout reduces the commitment of the employees to the organizations (Khan *et al.*, 2019). The emotional exhaustion and also little amount of cynicism strongly reduce the commitment of the employees due to the high burnout rate in the organization. The demographic influence is also present in job burnout.

Maslach and Leiter (2016) showed the extensive connection of the job burnout with the company's turnover. Several authors also explored the optimistic connectivity between the burnout in job sectors with the intention of turnover (Nursalam *et al.*, 2020). Bakker *et al.* (2021) investigated the turnover of the employees and burnout in several settings; companies working related to the insurance, the funds of the pension, health-related the occupation and home care institutions. The researchers have confirmed the positive relationship the burnout in job sectors with the intention of turnover in their study (Bakker *et al.*, 2021).

In any employees working life this Job satisfaction is a very important part because without this job satisfaction they cannot maintain their work efficiency in organizations. Every employee must get satisfaction while working in an organization and that is dependent on major factors that can reflect on the quality of the performance of the employees. **Pay** is the main factor in job satisfaction maintenance because payment is the motivation for working hard and that should be given by organizations according to employees' designation and work efficiency. As opined by Wang *et al.* (2018), the payment process helps to improve the current work quality because employees work properly to get an efficient amount of payment

and that should be maintained by companies. Less payment can be effective for satisfaction maintenance because it influences issues in employees' motivation and that should be minimized properly. **Promotions and promotion opportunities** indicate the rewards to employees for their high quality of work and that is effective for increasing work satisfaction. Promotions should be given to all eligible employees because it helps to influence others to work hard and the rewards can be given to them. As opposed by Nazarov *et al.* (2019), employees should get opportunities to get promotions because only hard work cannot be efficient for getting promotions and they required opportunities to show their efficiency in work maintenance. As opposed by Rahmadi and Partiwi, (2021), **Work itself** is a very important part of employees' performance maintenance because the type of work or the requirement of the work reflects an impact on employees' efficiency n management. The quality of work is considered as an important factor for understanding the employee's efficiency and according to their capacity, the workload should be given and that is efficient in reflecting an impact on job satisfaction of employees in organizations.

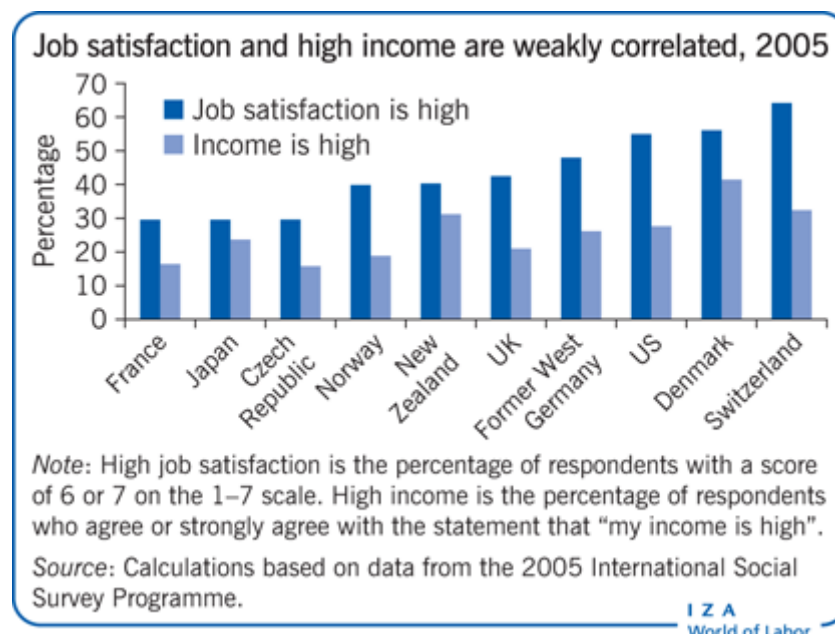


Figure 7: Maintenance of Job Satisfaction

(Source: Wol.iza.org, 2015)

The above image refers to the relationship of job satisfaction and high-income rate and there are results of different locations and that can be effective to understand the importance of job satisfaction maintenance in every organization.

2.6 Relationship between Job Burnout and Job Satisfaction

In recent times, the key concern for any companies is to maintain the economic growth in a sustainable way. The term sustainability for the organisation defined the development and economic growth will be viable for the long time period. It gives the organisation an advantage to remain in the competition (Kim and Hall, 2021). Though development in a sustainable way for the multi-national companies in this competitive environment is essential, maintaining sustainable business operation is very difficult. For the continuous development in sustainable way required a high consensus and the efforts of the stakeholders (Koirala and Pradhan, 2020). To attain the goal decided by the organisation the high-level authorities and managers have to take to responsibility (Yusof *et al.*, 2020; Gharakhani and Zaferanchi, 2019).

Researchers conducted thorough research for 8 years, regarding the relationship between the burnout in job sectors and the severe impact of it on employees (Gharakhani and Zaferanchi, 2019; Ugwoke *et al.*, 2018; Wu *et al.*, 2019). As opined by Demir (2018), the usefulness of the company is dependent on the work performance quality of employees, and this factor is affected by job burnout because stress and depression-related factors are reflecting an impact on employees' work maintenance. Organizations cannot maintain their efficiency in workflow management because employees are not satisfied in the organization and job burnout is the reason for this issue in employees' work quality. As opposed by Wu *et al.* (2019), a proper understanding of emotional exhaustion, depersonalization, and personal accomplishments are helpful to gather knowledge about the job burnout impact and according to it, organizations should change and develop their management factors. The efficiency of employees is important because it helps to improve the current business management and that is beneficial for business growth and job satisfaction can be useful to improve the work performance quality of employees. As stated by Li *et al.* (2019), effectiveness should be maintained by the employees but job burnout is causing major issues in the workflow management and that should be minimized by the organization because employees' job satisfaction cannot be maintained for this factor. A high rate of job burnout is capable of reflecting a negative impact on job satisfaction and that should be analysed properly for the company's growth maintenance. As opposed by Yuen *et al.* (2018), satisfaction in the workplace of the employees is effective in improving the work management and is beneficial for organizational development this satisfaction can be maintained with the identification of the related factors.

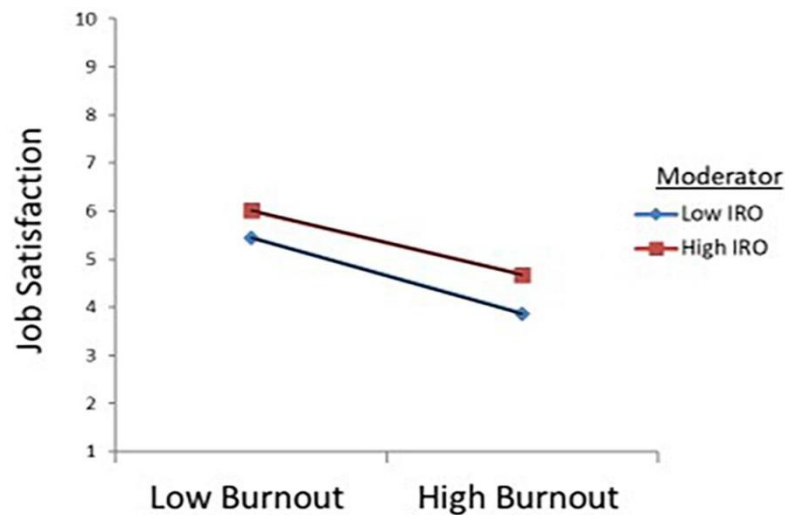


Figure 8: Relationship between Job Burnout and Job Satisfaction

(Source: Frontiersin.org, 2021)

The above image indicates the relationship between job burnout and job satisfaction and it can be seen that the low rate of burnout is helpful to increase job satisfaction and the high rate can be equally effective for satisfaction maintenance.

2.7 Hypothesis & Variables

Hypothesis:

- Personal accomplishment can reflect a positive impact on employees' job satisfaction in organizations
- Emotional exhaustion can reflect a negative impact on employees' job satisfaction in organizations
- Depersonalization can reflect a negative impact on employees' job satisfaction in organizations

Variables:

- Job burnout of employees in any organization
- Job satisfaction of employees in any organization

2.8 Theoretical Analysis

2.8.1 Maslow's needs hierarchy theory

Maslow's needs hierarchy theory is related to 5 parts that are effective in maintaining job satisfaction of employees and that should be analysed and maintained because it is helpful to business management growth. As opined by Desmet and Fokkinga, (2020), the parts are self-

actualization, esteem needs, belongingness & love needs, safety needs, and physiological needs and all these parts are effective in controlling job satisfaction and that must be observed by the organization. Self-actualization indicates the potential and creative ideas of the employees and that is beneficial for job satisfaction increment. As opposed by Louca *et al.* (2021), every factor that can reflect an impact on self-achievement should be analysed and maintained properly and according to it, job satisfaction can be improved. Esteem needs indicate psychological needs and that is important for motivation in the improvement of work performance quality and that must be maintained by the organization properly. As stated by Ghatak and Singh, (2019), belongingness and love need indicate the intimate relationship with co-workers and that is important for improving the work environment and as a result, they can improve job satisfaction-related factors. As opposed by Bridgman *et al.* (2019), safety need indicates job security and physical safety in the organization, and these parts must be maintained properly and effectively because they can improve job satisfaction. Physiological needs mean the basic needs that should be provided by the company and are as food, water, accommodation, and a break for taking rest and these are important for job satisfaction maintenance. Job satisfaction is helpful for maintaining the factors that can improve the current work performance quality of employees and that is beneficial for business growth. The efficiency of employees is dependent on job satisfaction and for that all related factors should be analysed and improved properly and effectively.

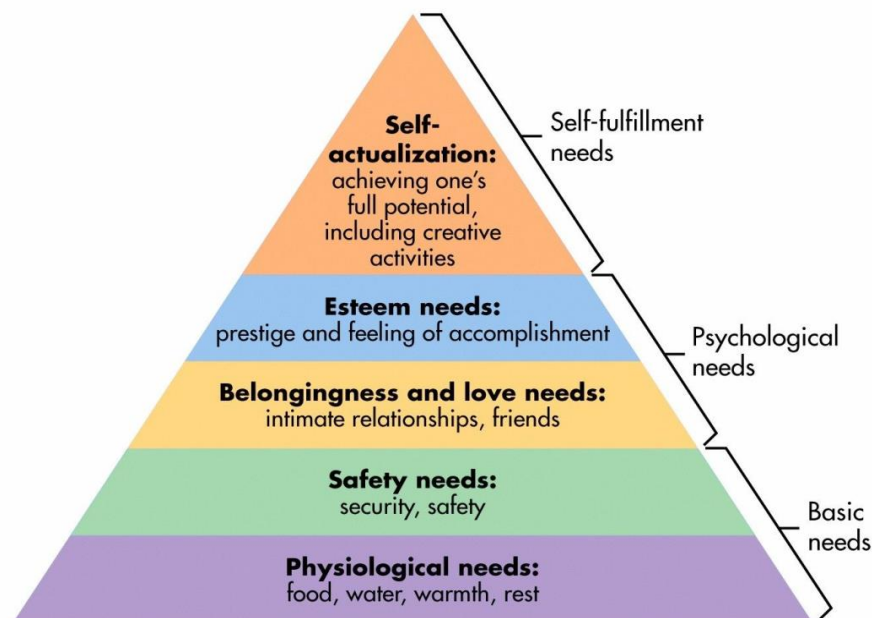


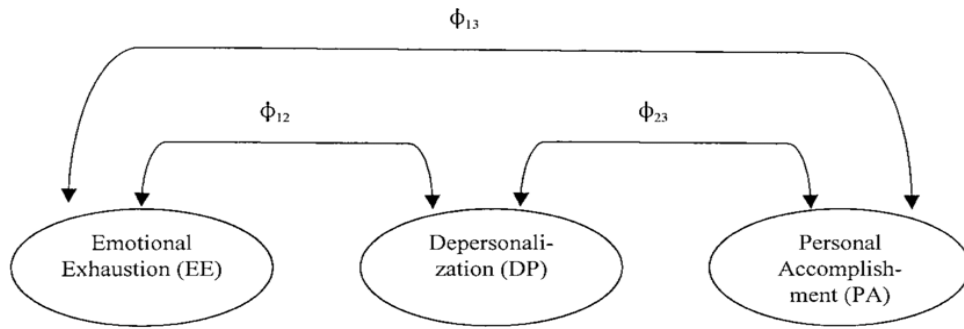
Figure 9: Maslow's Needs Hierarchy Theory

(Source: Simplypsychology.org, 2021)

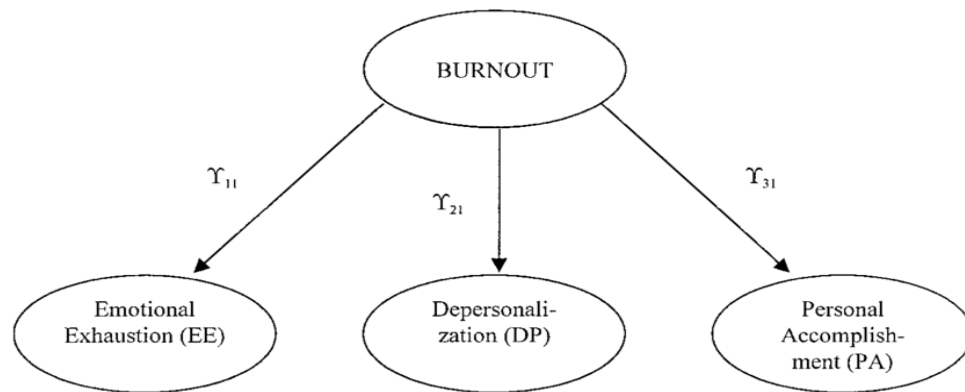
The above image is able to describe the main factors of Maslow's Needs Hierarchy Theory and every important part of this theory is effective for controlling the work experience of employees.

2.8.2 Maslach's theory of burnout

Maslach's theory of burnout indicates that job burnout is mainly a combined form of three major issues of employees and they are emotional exhaustion, depersonalization, and personal accomplishment. As opined by Baugh *et al.* (2020), these factors are the parts that can be seen in job burnout and it reflects a negative impact on employees and they are not able to get job satisfaction from the organization. As opposed by Bellanti *et al.* (2021), personal accomplishment is an important part of employees and that is affected by job burnout because they are not able to achieve their desired goals and that is effective for business management. As stated by Wati *et al.* (2019), emotional exhaustion is the part that is related to the physical and emotional health of employees and job burnout increases the stress level of employees. As opposed by Buunk and Schaufeli, (2018), these parts are the main elements of job burnout and according to it, every factor that is related to job satisfaction of employees is affected. Job burnout is very effective for maintaining job satisfaction and that is required for improvement in employees' work efficiency and this job burnout can cause major issues in work maintenance. Every element that can reflect an impact on employees' stress level must be minimised properly because it is capable of decreasing the efficiency factors.



A. First-Order Three-Factor Model



B. Higher-Order Factor Model

Figure 10: Maslach's Theory of Burnout

(Source: Researchgate.net, 2021)

The above image is useful to discuss the parts that are present in job burnout and the relationship among them and this knowledge helpful to minimize the impact of this job burnout and the development can be done.

2.8.3 Job Characteristics Model

Job Characteristics Model is the theory that helps to understand the importance of employees' motivation and that is beneficial for employees and as well as organizations because it is helpful to improve current performance level. There are three main parts of this theory and they are core job characteristics, critical psychological states, and personal & work outcome and every part is equally important and effective for increasing employees' motivation. Core job characteristics are divided in skill variety, task identification, task significance, autonomy, and feedback from others and these factors are helpful for proper analysis of reflecting elements (Buunk and Schaufeli, 2018). The relationship between employees can be effective in reflecting an impact on job satisfaction and that should be maintained properly and motivation towards improvement of work performance is useful for

this satisfaction maintenance (Alam and Asim, 2019). The theory is helpful to give proper knowledge about the characteristics and psychological states and outcomes that are effective in motivation of employees and according to it the development in employees' work efficiency can be seen.

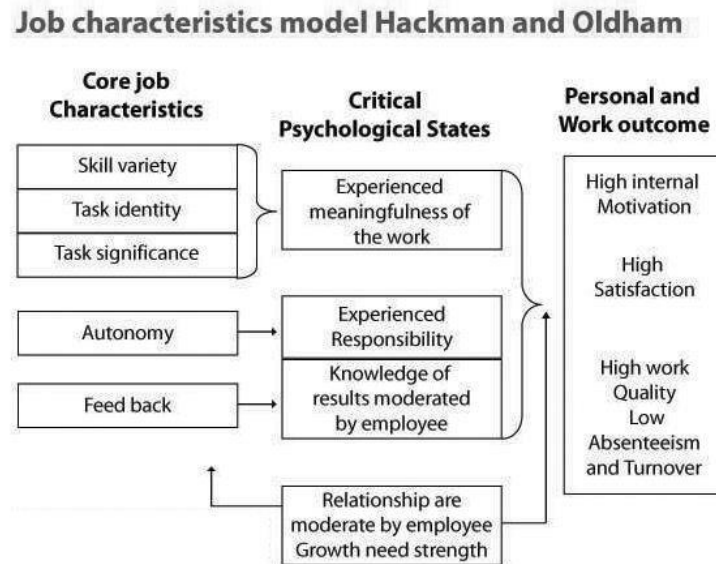


Figure 11: Job Characteristics Model

(Source: Researchgate.net, 2021)

The above image is related to Job Characteristics Model and the main factors like core characteristics, critical psychological states, and personal and work outcome should be analysed for proper work maintenance.

2.9 Theoretical and conceptual framework

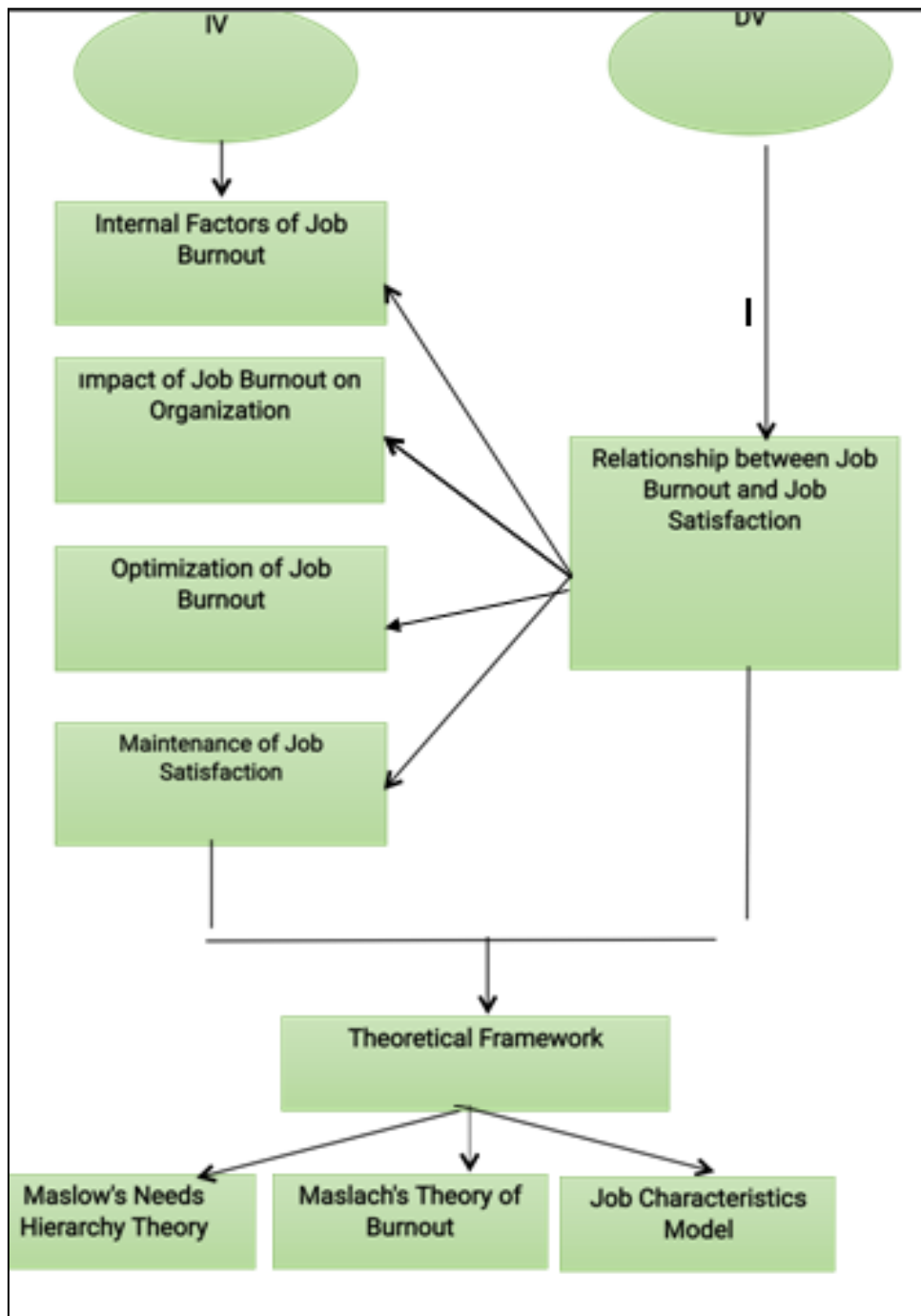


Figure 12: Theoretical and Conceptual Framework

(Source: Created by Author)

It is clear that Job burnout is a feeling that occurs occasionally due to tiredness, frustration, or maybe due to being overwhelmed with different issues related to an individual's job and it is not very uncommon. The employees who become burnout start to feel helpless, get emotionally exhausted and also lost their commitment, spirits and efficiency regarding work.

This Burnout has mainly three dimensions namely emotional exhaustion which is the core of job burnout, and it is exhibited as physical and mental exhaustion.

2.10 Literature Gap

The analysis of the relationship between job burnout and job satisfaction is the basis of this literature analysis but there are some issues in gathering proper articles that are related to this relationship maintenance. This analysis is being done with secondary data but if the data can be gathered from primary sources accurate information can be gathered. The efficiency of this report can be increased with data from questionnaires or surveys of employees and that can be beneficial for the proper data collection process. Primary data can be effective for improving the information quality and on the basis of this data the analysis can be more useful.

The primary source of data collection is very effective for every research report because it helps to understand the factors through questionnaires, interviews, or surveys and that is beneficial for identification of related factors. The topic of this research report is based on the relationship between job burnout and job satisfaction and the proper information can be gathered through the interview or communication with employees because employees can properly describe the issue influencing factors.

2.11 Summary

The analysis of the relationship between job burnout and job satisfaction can be done properly with a detailed analysis of independent and dependent variables. This literature review has all details about the variables and the related factors are discussed for gathering proper knowledge.

Chapter 3: Methodology

3.1 Introduction

In one sentence it can be said that the 'methodology' is the study of research methods. It has been defined in another way, that is it is the framework which is mainly based on philosophy. through using this way of framework various research has been conducted. A research methodology chapter has been included with different research approaches, research designs and methods of the various research. Here this study has been described elaborately in this research methodology as a deductive research approach, research design that has been expressed as a highlight in this study. Analysing the research design that is a part of the research methodology also has been said in detail about the advantages and disadvantages of this study.

3.2 Research approach

Research approach has been described as a significant way, that is it is the plans and procedures for research that have been executed through various methods such as data collection, data analysis and as well as data interpretation. In general, the research approaches have been described in three categories that are deductive approach, inductive approach and abductive approach (Mullen *et al.* 2018). Here would be described the deductive approach of research that has been concerned with a hypothesis that is developing and this hypothesis has been based on the existing theory.

The main aim of this category of the research approach is to conduct particular reasons for general reasons. In addition, deductive approaches have been described by the means of hypotheses that have been derived from prepositions of the theory (Vaamonde *et al.* 2018). On the other hand, the deductive conclusion that has been aligned with the premises or prepositions has become a part of the deductive approach. The category of the research approach is the deductive approach has been used to explain the relationship between the concepts and variables and these relationships have a casual being between its possible. It has been also used to measure concepts quantitatively that might be involved in data collection, and data analysis (Frew *et al.* 2018). The deductive approach also would facilitate the researcher to investigate the job satisfaction level of the employees in a scientific investigation. Furthermore, through empirical observation, the researcher also would be able to find out the reason of less job satisfaction and interpreted the data more appropriately.

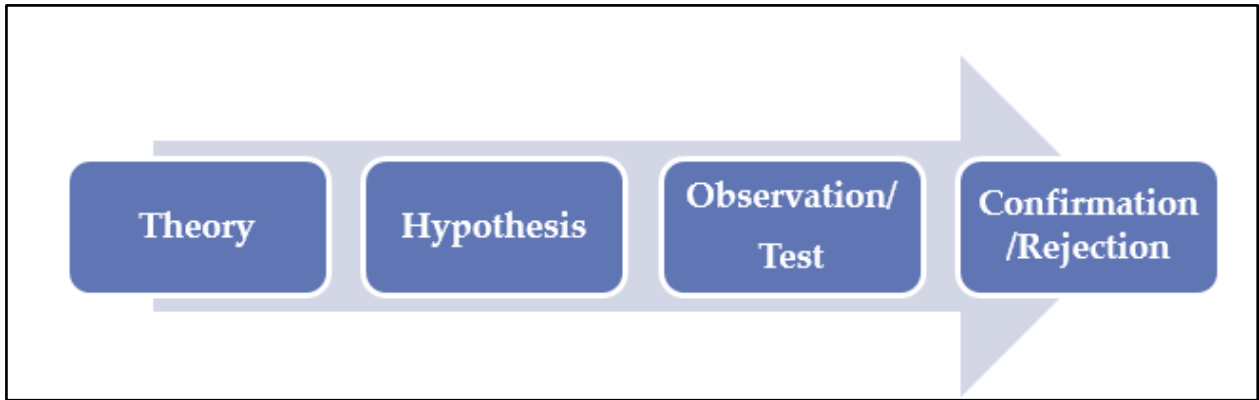


Figure 13: Research Approach

(Source: Research-methodology.net, 2022)

3.3 Research design

Correlation design has been described as a research design that helps to investigate two variables without applying any manipulating system or path or controlling of research (Bloomfield *et al.* 2019). In this research, quantitative research design has considered for developing the research and gathering information on the research topic. This research design would facilitate the research to conduct the research approximately and collect data on the variables more effectively. The research design also enables the researcher to go through the information in a systematic way to find out different patterns. These patterns would be much helpful for interpreting the data and information for understanding the impact of the variables (PA, DD, EE) on job satisfactions. The negative correlation has been described by varying the two variables changed at the opposite time as the moisture has been decreased while dryness has been more increased (Abutabenjeh *et al.* 2018). Zero relationships have been characterized by there is no change between two or more variables such as temperature has been increased and the pressure of the environment has not changed.

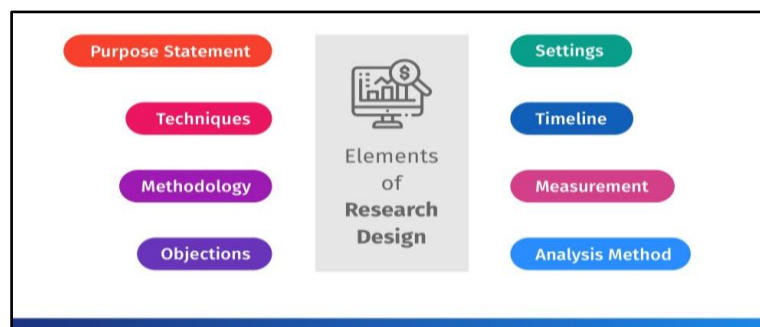


Figure 14: Research Design

(Source: Dannels, 2018)

Correlation has helped to gather data quickly from the natural setting and it also has helped for generalization of findings in a valid pathway which is external to real-life situations (Tu, 2018). The correlation is too important for various kinds of investigation upon the various comparing variables. It is helpful to investigate non-causal relationships as there are not any kind of findings between two variables or no association also (Dannels, 2018). Causal relationship exploration between two variables, this relation has existed with most costly for conducting any kind of experimental research for manipulating one of the variables. In addition, experimentation with new measuring tools has used correlation design significantly. Anyone can develop a new instrument by using one of the variables of correlation that has proved the exact concept that measurement tools are stable.

3.4 Variables and hypothesis

Variable

Variables that have been captured are characterized by many different values that have been in existence with dependable or undependable values (Hwang *et al.* 2019). Here have been discussed three variables on attaching the job burnout and job satisfaction.

- **Emotional exhaustion (EE)**

Emotional exhaustion has occurred from the emotional tiredness that has been expressed through various kinds of syndromes. After working with full concentration, the exhausted feeling has appeared in various sites such as apathy, tiredness, depression, a loss of energy, others irritating symptoms might occur. Besides, this leads to the reduction of motivation and other feelings also exist such as a disappeared interruption has been worked to resist the hard work for doing furthermore. Emotional tiredness has also come to a disappearing difficulty among the people, for that result the people have no bearing or energy for doing the next task. In many times, increased stress states to accumulate extreme level of negativity in individual's mind. At this situation, people start to feel emotionally worn out and drained and posse's greatest threat to concentration. Therefore, as definite consequences, people with emotional exhaustion state leads witness reduced job satisfaction. In this research, the EE value has been calculated through the addition of the specific survey questions value. 1, 2, 3, 6, 8, 13, 14, 16, and 20 question's value would be added for getting the value of EE [Referred to appendix 2]. In this case, there are three different range present or EE: $EE < 17$, $18 < EE > 29$, and $EE > 30$. The first range shows that low degree, the second rand shows

moderate degree, and third range shows high degree. The lower the degree would be, the level of emotion exhaustion would be low and vice versa.

- **Depersonalization (DD)**

Depersonalization is nothing but it is the loneliness of mankind that learns to a man that detaches himself from the surrounding individual (Prasetio *et al.* 2019). As a result, this kind of depersonalization has made the man become an object and also learnt to earn extra space for himself from others. In the other sentence, it can be said that depersonalization has become a procedure by which a man can easily isolate himself from others. This severe irregularity has come from immense pressure from their colleagues, employees, and consumers. Depersonalisation is often regarded as derealisation that is often triggered by actuates stress and traumatic event. Depersonalisation disconnects thoughts and creates an imbalanced condition between body and mind of an individual. It leads to anxiety disorder, and it becomes chronic often with significant threat to mental instability.

Similarly, the value of DD also would be calculated through addition method of some specific question's value. In this case, value of question 5, 10, 11, 15, and 22 would be added for calculating DD value [*Referred to appendix 2*]. In the case the level range is different and that are; $DP < 5$, $6 < DP < 11$, and $DP > 12$. The higher value means higher degree and lower value means low degree of DD.

Burnout level	Emotional exhaustion	Depersonalisation	Personal accomplishment
High	≥ 27	≥ 10	0–33
Moderate	19–26	6–9	34–39
Low	0–18	0–5	≥ 40

Figure 15: Classification of Maslach Burnout

(Source: Dannels, 2018)

- **Personal Accomplishment (PA)**

Personal accomplishment has occurred due to attaining goals which are desirable goals. This sensation is an accomplishment that is mostly the outcome of the pride of a man from his working complex. In the simplest sentence, personal accomplishments are heavily aligned with own goals and objectives which are linked with hard work and dedication. When a work is completed, a feeling of accomplishment rises from the sense of personal accomplishments.

All these variables have been developed based on the Maslach Burnout inventory model so that the job satisfaction level can be identified appropriately. In calculating the value of the PA would be summing the value of question 4,9, 12, 17, 18, 149, and 21. The range of different degree is $PA < 33$, $34 < PA > 39$, and $PA > 40$. In this case, the lower value implies less satisfaction and higher value include higher satisfaction which is different from other two variables. Personal accomplishment act as safety valve and develop a positive view of professional achievement.

Hypothesis

- Emotional exhaustion can reflect a negative impact on employees' job satisfaction in organizations.
- Depersonalization can reflect a negative impact on employees' job satisfaction in an organization.
- Personal accomplishment can reflect a positive impact on employees' job satisfaction in an organization.

3.5 Tools description

Here are the tools that have been required for describing the job satisfaction and job burnout process. The equipment which has been used in this study is Maslach's burnout inventory and job satisfaction scale.

The Burnout inventories

The Maslach Burnout Inventory has been developed by a group of scientists and it has been built up based on the self-administer exam to enter respondents the level of burnout. This Maslach Burnout inventory has three subscales that have been described significantly. Emotional exhaustion (EE) has been discussed as a feeling of tiredness that has been created by a lot of depression, drowsiness, fatigue, loss of appetite, and energy loss. After working hard, anyone can face this kind of problem because as they are doing a lot of dignity a person has lost their general lifestyle due to tiredness and poor energy and other syndromes. Besides, this emotional exhaustion has many side effects such as motivation to reduce is one type of diversion from the target of the work. There has been a persistent feeling that has interrupted work furthermore. The burnout inventory has been utilized in this research to gather the information about the variables. In this case, there would be 22 different questions would be developed for the EE, DD, and PA. In this case, adding the value of different questions for get the value of the variables.

Depersonalization has become a part of the negative impact on employees that have been provided especially in their job sectors. Depersonalization is loneliness or in one sentence it is also called a chronic disease of the human body (Shi *et al.* 2022). This type of disease has been caused by sudden pressurization from various job b areas on their personal lifestyle. The employee has achieved a lot of reputation from their organization, and it does not happen when an employee has been burnt out by his organization, he feels different such as low motivation and has been working fast (Lo *et al.* 2018). The personal accomplishment subscale has been worked through to examine the sense of capability and accomplishment in their job with others.

Job satisfaction scale

Job satisfaction scale has been used for evaluating the attitude of the employee by seeing the job background and specific aspects of their job.

3.6 Sampling

In a research study sampling is the selection of a subset of a population and it has been said that sampling is a selection method of a member of a population who has been selected in the study. The sample size of this study is 148. According to Robinson, (2019) the sample size or the survey should be more than 100, as from this point of view it can be said that the sample size or survey has been appropriated. In this research, random sampling technique would be developed more effectively for collecting data from the population. the random sampling technique has facilitated the researcher to distribute appropriately. It has been seen that the technique facilitates the equal distribution of the questionnaires to the population it general facilitate equal probability and opportunity for reflecting their perspective individually to the questions. In this case, the gathered data and information from the population would be more precise and appropriate that would contribute to accurate analysis process. As the random sampling size is large, the result researcher can create a sample size as per their requirement (Bhardwaj, 2019). This sampling method does not require any technical knowledge, it is the fundamental method for collecting the data. This sampling method has been seen as a well-informed data collection method.

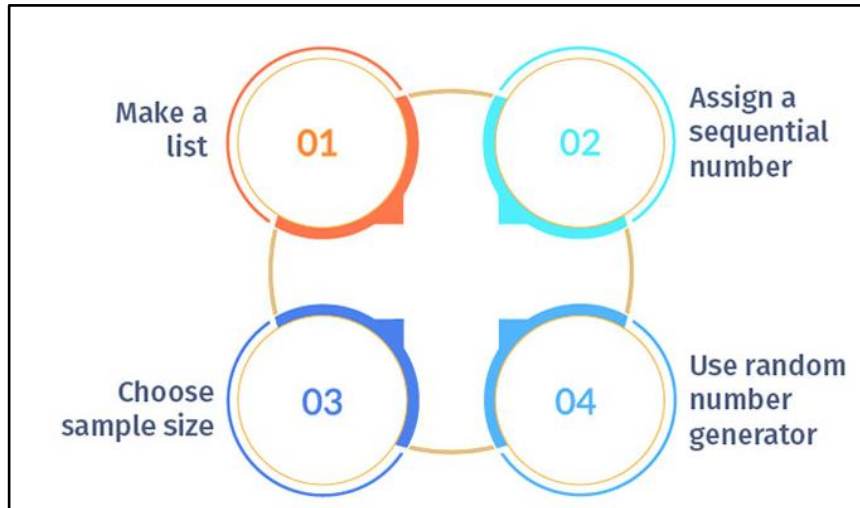


Figure 16: Simple random sampling

(Source: Istockphoto.com, 2022)

In this research, research population is considered as 148 and the questionnaires would be distributed to the population equally. Although there were some other techniques also present such as systematic, convenience, cluster, stratified and so on. However, these sampling techniques would not facilitate the researcher to achieve the individual perspective on the survey question. Hence, these were not considered for the research as a sampling technique.

3.7 Data collection method

This process mainly depends on the various formats of mathematical calculation with the assistance of closed-ended questions for questionnaires, mean, median mode and correlation and regression method. In the data collection processes, survey method is considered in this research through a pre-developed questionnaire for the in-dependable variables and dependable variables. In this regard, two different types of questionnaires have been developed for data collection process one for burnout inventory and second for job satisfaction. The survey questionnaires have been distributed using emails and other social media platforms. The survey focuses on analysing the socio-economic backgrounds of the participants too with the help of a demographics section. It has been seen that the standardization of this method is of a higher level and makes it easy to compare the findings (Sileyew, 2019). This research study focuses on the establishment of a correlation between job burnout and job satisfaction hence the primary quantitative data collection method is suitable for the information gathering. The method has been justified to conduct the study in the required aspect.

3.8 Data analysis

The data analysis method is considered to be very significant for a research study. In this process, the logical and statistical techniques are applied systematically so that the data can be condensed, described, illustrated, recapped and evaluated step by step. The data analysis process is divided into two types such as quantitative data analysis and qualitative data analysis. Data analysis process that has been considered in this research that is statistical analysis through statistical software. SPSS software is utilized for analysing the data appropriately. It would facilitate the demonstration of the frequencies and different relation between the variables can be gained. Through the statistical analysis, correlation, regression, validity, normality and reliability are analysed. Normality test would be done for understudying the distribution of the data and validity test would be done to understand the validity of the data. It would provide better inspection on the data and information from the population. furthermore, correlation test is also done for understand the relation between the job satisfaction and the impacting variable like EE, DD, and PA.

In this study, the Pearson's correlation coefficient has been calculated as the covariance of the two variables divided by the product of the standard deviation of each data sample. It is the normalization of the covariance between the two variables to give an interpretable score. The approach of the quantitative method usually correlates to support or reject the formulated hypothesis by finding suitable evidence (MacInnes, 2020). The quantitative analysis process requires critical analysis for the numerical findings, and it needs to be compared with the other findings associated with the research study.

Moreover, the burnout inventory data also would be analysed to analyse the job satisfaction level of the employees or the populations. The value of the undependable variables would be utilized through a formula to get the value of job satisfaction level. The equation is like-

$$(Average\ of\ variable's\ value/sample\ size) * 100$$

Through this equation, the job satisfaction value would be calculated to. According to Ugwoke *et al.* (2018), the job satisfaction value should be under 100 and near to 100 indicate higher productivity. In this case, the near 100 values of the employees would be considered as much satisfied and lower values would be considered as low productivity or less satisfied.

This process has proven to be valid and reliable to establish the correlation between the dependent variable job satisfaction and the independent variable job burnout. Quantitative data analysis can be considered to be very helpful for testing the hypothesis and finding the solution to the research question appropriately which has been the focus of the study (Hair *et*

al. 2019). In this case, it can be said that the approach of quantitative data analysis is properly justified.

3.9 Research Ethics

One of the most significant parts of any research is known to be research ethics, without the ethical consideration a dissertation can fail to achieve its purpose. The set of principles that is being followed in a research study in order to guide the research design as well as the practices is known to be an ethical consideration (Barrow *et al.* 2021). It has been seen that the research study often uses the understanding of real-life phenomena, behavioural investigation, confidential information and so on. The ethical consideration mainly works on protecting the rights of the participants of the research study, enhancement of research validity as well as maintenance of scientific integrity. Research ethics matters the most so that it can be made sure that the participant chosen for the study is well informed, voluntary on its own and safe to study for the research purpose. The use of ethical research procedures can be a fruitful method for a balanced persuasion of research objectives.

3.10 Summary

Data collection process has been done using a primary quantitative data collection method so that the correlation between job burnout and job satisfaction can be established. On the basis of the collected data of primary resources where Close-ended questions have been used, are finally analysed. The primary quantitative data analysis method has been chosen for the collected data analysis using logical and statistical techniques. The whole research study has been conducted after getting the ethical approval of the institute so that the participants' human rights and dignity can be protected and the whole work is considered to be morally valued. This study has described the research approaches in various ways and the research design can also be described here elaborately. Besides this part, it has been analysed by the part of the variable and hypothesis that it has involved a correlation between job burnout and job satisfaction. In this variable and hypothesis part has been described in detail the variables which have been included are emotional exhaustion, depersonalization, and personal accomplishment. This study has also expressed the advantages of random sampling.

Chapter 4: Result and analysis

4.1 Introduction

Quantitative research can be defined as the objective measurement where consideration of statistical calculations and mathematical analysis are the foremost. As this entire research is based on the primary quantitative research method, necessary data are collected from questionnaires and in this chapter, all collected data are analysed and computed based on SPSS. For calculating these big primary quantitative data, using SPSS has been extremely beneficial for ease of complex calculations. Using this software is purposeful for fostering rational analysis of data with composite quantitative data showing. Moreover, all these data are computed to understand the existent relationship between job burnout and job satisfaction. In addition to this, job burnout is a significant emotional, emotional and physical state of an employee which influences job satisfaction in a definite way. Often this is regret as an exhaustion condition which is primarily caused by prolonged and excessive stress. In general science, the higher stressed condition of employees becomes a victim of high job burnout which directly impacts poor job satisfaction.

4.2 Response rate

It can be said as the percentage of the population of a researcher and indicates the number of people connected with the research data collection processes. The identification of research respondents is much necessary as it provides the inspection of research appropriateness. However, some of the time the number of respondents gets lowered due to inappropriate communication and interest in the research data collection process. This research is developed having a 99.33% response rate among the 150 population of this research. This implies that the research data collection and analysis have positively impacted in the conclusion development.

4.3 Demographic analysis

4.3.1 Gender

Gender can be said as the identification of a person in a society who is distinguished by the society. It plays a significant role in the development of knowledge and gathering information about any phenomena as gender changes the perspective on a thing. Hence, it is considered in this research to identify the impact of job burnout on job satisfaction (Mullen *et al.* 2018).

From the below table, it can be seen that there are three different categories present in the section that are male, female, and others. The male distinguishes phenomena more deeply and develops his own conclusion after appropriate examination whereas males do differently to identify their conclusion. Hence, the frequency of gender in this research is 59 female, 88 male and 1 other. Their cumulative percentage of the participants is .7%, 40.5%, and 100%.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	.7	.7	.7
Valid Female	59	39.9	39.9	40.5
Male	88	59.5	59.5	100.0
Total	148	100.0	100.0	

Table 4.1: Percentage of the gender of total respondents

(Source: Self-created)

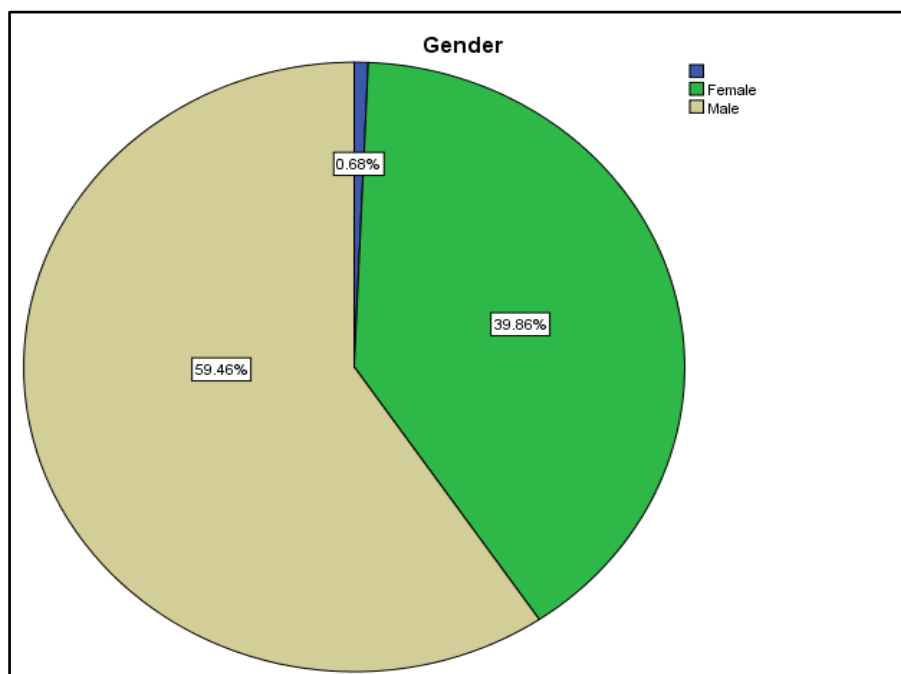


Figure 17: Percentage of gender of total respondents

(Source: Self-created)

The above figure is the evidence of different percentages of the people who were connected with the, hence, their percentage is .7%, 39.9%, and 59.5% respectively. From the percentage of the participants, it can be seen that the different data and information are collected that contain different types of mature and normal information about the impact of job burnout on job satisfaction.

4.3.2 Age

Besides gender, age is also another important demographic profile that can provide huge amounts of information as well as data from phenomena. In the view of Ulutas, (2018), the age category plays a significant role in collecting data and more age implies more experience and provide more accurate data and information. In this case, the age category is considered for collecting data and information on the impact of job burnout on job satisfaction. In this case, there are different types of age categories that are considered for collecting data. It has been seen that for correlational research design the 22 to 75 age group is the most suitable age group for collecting data.

	Frequency	Percent	Valid Percent	Cumulative Percent
	3	2.0	2.0	2.0
23.	2	1.4	1.4	3.4
24.	1	.7	.7	4.1
25.	7	4.7	4.7	8.8
26.	13	8.8	8.8	17.6
27.	5	3.4	3.4	20.9
28.	9	6.1	6.1	27.0
29.	15	10.1	10.1	37.2
30.	8	5.4	5.4	42.6
31.	5	3.4	3.4	45.9
32.	9	6.1	6.1	52.0
33.	8	5.4	5.4	57.4
Valid 34.	14	9.5	9.5	66.9
35.	6	4.1	4.1	70.9
35yrs	1	.7	.7	71.6
36.	7	4.7	4.7	76.4
37.	3	2.0	2.0	78.4
38.	6	4.1	4.1	82.4
39.	3	2.0	2.0	84.5
40.	4	2.7	2.7	87.2
41.	1	.7	.7	87.8
42.	1	.7	.7	88.5
43.	4	2.7	2.7	91.2
44.	1	.7	.7	91.9
45.	1	.7	.7	92.6

49.	2	1.4	1.4	96.6
50 years	1	.7	.7	97.3
50.	1	.7	.7	98.0
55.	1	.7	.7	98.6
57.	1	.7	.7	99.3
67.	1	.7	.7	100.0
Total	148	100.0	100.0	

Table 4.2: Percentage of the age of total respondents

(Source: Self-created)

From the above table it can be observed that there are 25 to 67 aged people who are considered for collecting data and information. The frequency of the age group is 3, 2, 1, 7, 13, 5, 9, 15, 8, 5, 9 and so on for the distinct age participants from the table respectively.

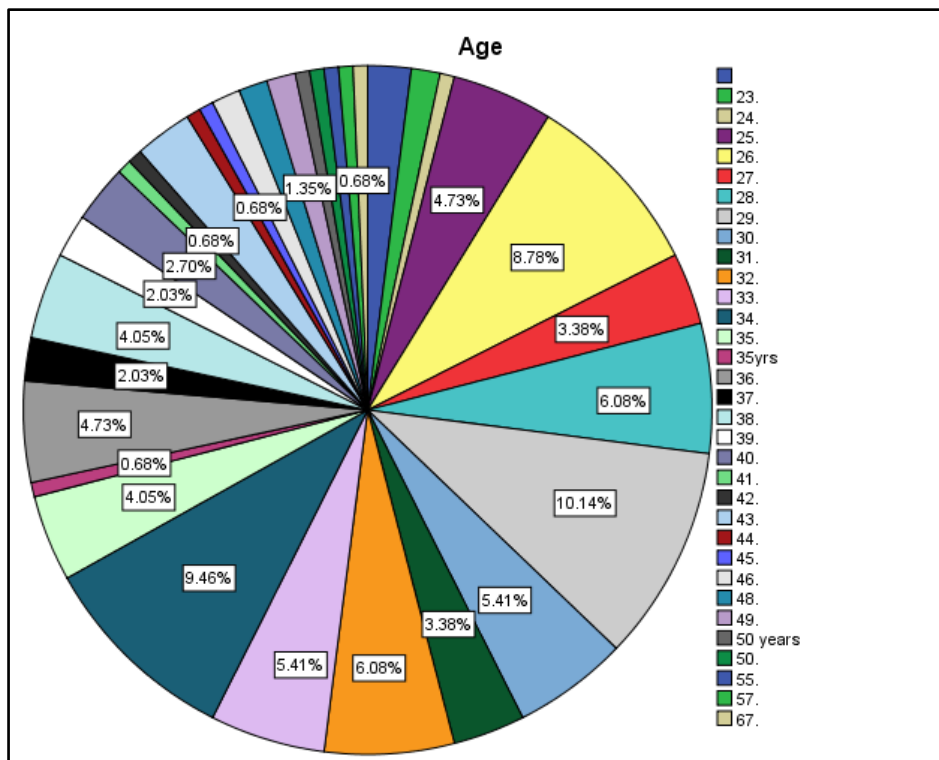


Figure 18: Percentage of the age of total respondents

(Source: Self-created)

The above figure is evidence of the different percentages of the different aged people who are engaged with this research. Hence, it can be said that the percentage of the participants are

2.0%, 1.4%, .7%, 4.7%, 8.8%, 3.4%, 6.1%, 10.1%, 5.4%, 3.4%, and so on according to 23 to 67 ages respectively.

4.3.3 Designation

As a demographic profile, it also plays a significant role in the collection processes of data and information about a phenomenon. It has been observed that the different sectors provide different experiences about job satisfaction. In the view of Chen *et al.* (2020), different sectors take different initiatives for improving productivity which is the main reason for developing job burnout. In this case, different sectors are considered for analysing the job burnout on job satisfaction of the employees. Besides this, it also would provide a better development of information analysis processes.

From the above table, it can be seen that 148 different designations are considered for collecting data and information about the impact of job burnout on employee satisfaction. The table implies that there are different sectors such as accounting and finance, accounts, admins, analytical research and development, architecture, assurance and so on whose frequency are .7%, 4.1%, .7%, .7% and so on. Mainly Human resource management, HR, inventory, IT, operations, and sales are counted as most of the job burnout games in this sector according to the responses. Their percentages are 4.7%, 7.4%, 2%, 3.4%, 5.4%, and 12.8%.

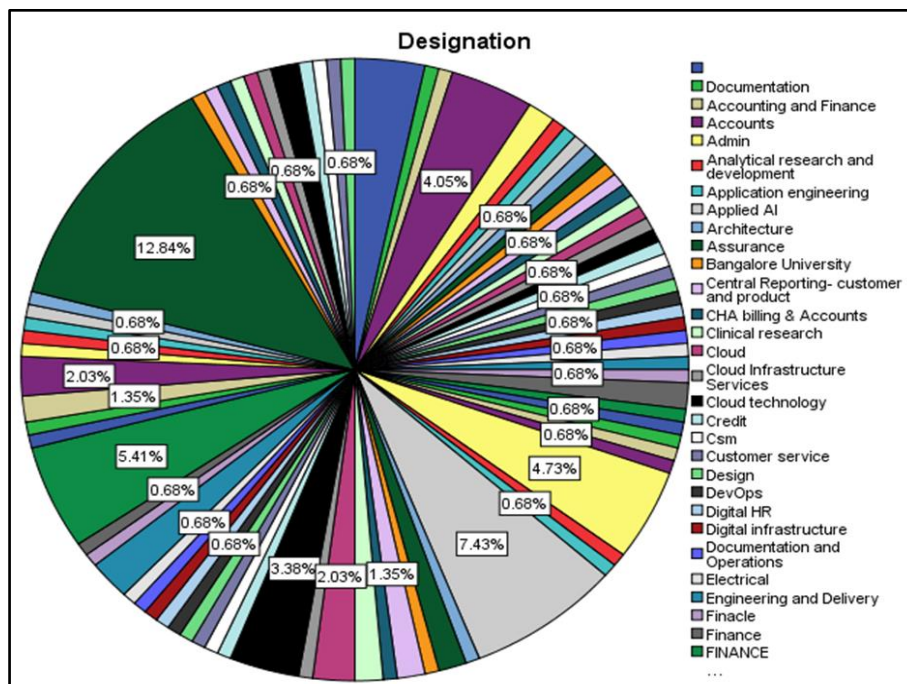


Figure 19: Percentage of designation of total respondents

(Source: Self-created)

The above picture is the percentage rate of the different designation of the sectors which are considered for this research. In this case, the most effective sectors' valid percentages are 3.4% (others), 4.7%, (HR), 7.4% (Human Resource), 3.4% (IT), 5.4% (operation), and 12.8% (sales).

4.3.4 Company

Company is another type of demographic profile of the employee that is surveyed as stress likely to be different in different organizations. It has been observed that different sectors and organizations play different roles in the development of job burnout as it mostly depends on the working environment of the organization (Gerich and Weber, 2020). In this case, a total of 40 organizations have been considered for developing their works more efficiently.

The above table shows the frequency of different organizations that are considered whose frequencies are 5, 1, 6, 13, 1, 1, and so on according to the table respectively. In this case, the highest frequency organizations are Accenture (6), Adecco (13), Intralinks (17), and Pharmacy. In (13), and so on. Hence, their cumulative percentages are 3.4%, 16.9%, 45.9%, 64.9%, and so on.

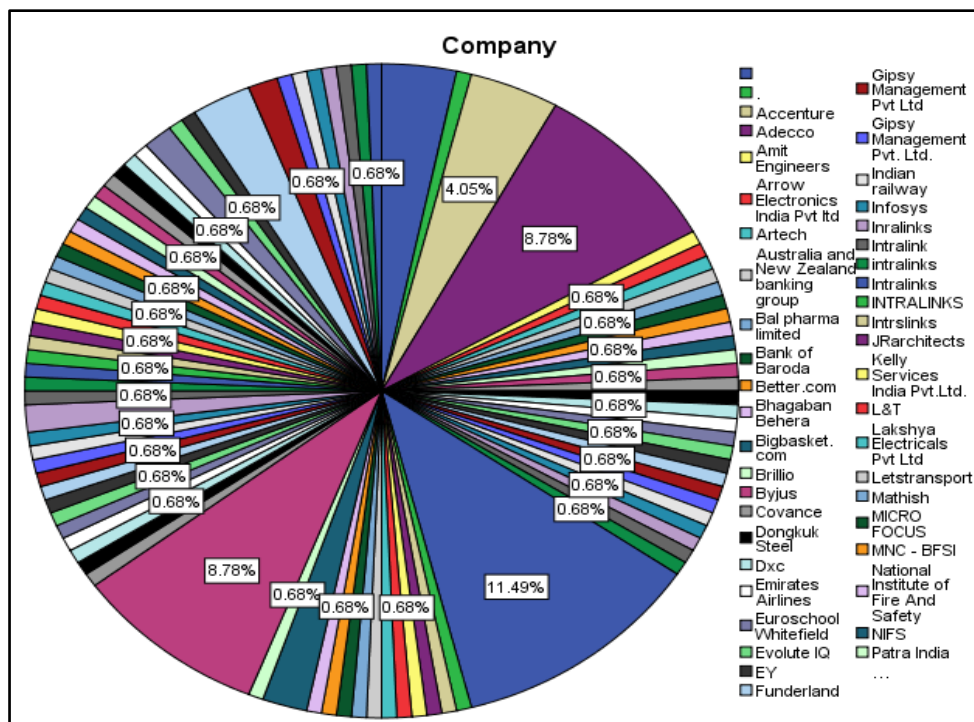


Figure 20: Percentage of the company of total respondents

(Source: Self-created)

From the above picture, different percentages of the organizations are distinguished which provides the evidence of capturing different companies for the research. The percentage of the highest organizations among 40 companies are 3.4, 4.1%, 8.8%, 11.5%, 8.8%, and so on.

4.3.5 Designation

In this variable, different variables of the respondents have been identified appropriately for understanding the impact of job burnout and its impact on the employee's job satisfaction. It has been observed that the designations also would provide better data and information about job burnout as it can vary from designation to designation. In this research, different designations of the respondent are considered that are different from each other.

From the above table, the different designations can be identified for the people that have provided much data and information about the phenomena. In that case, the various designation such as account executive, accountant, AGM, DGM, associate director, BD manager and so on. The table shows the frequencies of the designation where the highest counted designation frequencies are Architect, Consultant, executive, recruiters, program coordinator and so on. Hence tier cumulative percentages are 14.2%, 29.1%, 34.5%, 54.7%, 65.5% and so on.

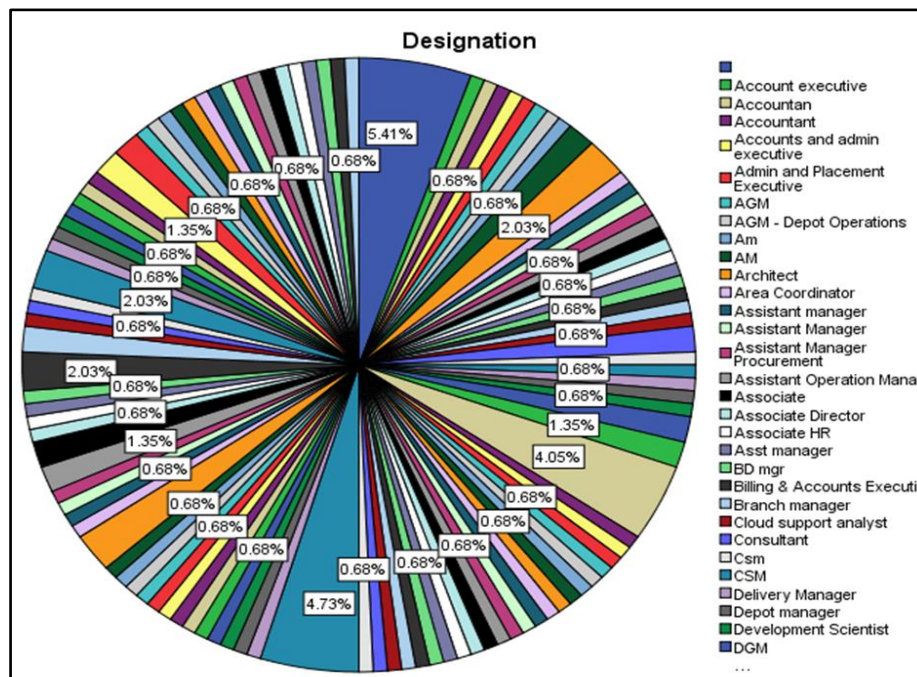


Figure 21: Percentage of designation of total respondents

(Source: Self-created)

From the above table, different types of designation percentages can be seen which are very important. The figure shows that most of the designation's percentages are 0.68% whereas some of the designation present with higher percentages are 5.41%, 2.03%, 4.73%, and so on.

4.4 Data screening

The significant process to understand whether the data are clear and ready before conducting the statistical analysis can be considered the data screening. In addition to this, data needs to be screened in such a way which is readable, easy to calculate and reliable, usually towards testing the causal theory. Moreover, checking various errors and further testing the use is fundamental for eliminating such errors from the complex statistical calculations (Shih *et al.* 2018). However, for fostering better integrity amongst the collected data, data screening has been done in the present study based on certain calculations. These may incorporate normality, validity, reliability, correlation, and regression. For clear conceptualization, these are explained below to understand burnout and job satisfaction (JS) relation in a systematic manner.

4.4.1 Normality

In descriptive statistics, a test of normality has significant deficiencies that are effective to depict whether the data are distributed normally or not. However, the normal distribution of data can be regarded as the 'Gaussian distribution' where the probability distribution is symmetrical about the mean. It means that data are closer to the mean value, and these are frequent in the occurrences. In the statistical graph, the results of normally distributed data appear as a bell-shaped curve and this test is widely used to test the null hypothesis (Mishra *et al.* 2019). On the other hand, conducting normality tests is a prerequisite as normal data remains as assumptions in parametric testing. However, the foremost aim to foster the normality test is to determine whether the data sets are well modelled by normal distribution or not (Nosakhare and Bright, 2017). Therefore, statistical tests for normality generally remain more precise than the actual probabilities that are calculated.

For this study, the test of normality has been calculated through two different processes. These are 'Kolmogoriv Smirnoiv' and 'Shapiro Wilk' tests. In statistical calculation, the Kolmogorov Smirnov test is mainly a nonparametric test that depicts the equality of probability distribution. Moreover, this test is extremely beneficial to understanding the distance between empirical distribution functions and cumulative distribution function of different two samples. The goodness of fit the test is the primary concern of the Kolmogorov

Smirnov test were testing the estimated parameters becomes easier (Afeezet al. 2018) The average range of this test of normality generally lies between 0.0 to 1.0 where better fitting of value improves 3 when the values are nearer to 1 and vice versa. As per the table, the calculated significance of Kolmogorov Smirnov for EE, DD and PA are 0.008, 0.23 and 0.042 respectively. The closest value near 1 is seen in Personal accomplishment (PA), a dimension of job burnout. The lowest value is seen as 0.008 for Emotional exhaustion towards job satisfaction.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EE	.087	148	.008	.966	148	.001
DD	.080	148	.023	.980	148	.032
PA	.075	148	.042	.970	148	.003
JS	.044	148	.200*	.995	148	.892

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 4.3: Test Results of Normality including Kolmogorov Smirnov and Shapiro-Wilk

(Source: Self-created)

On the other hand, Shapiro-Wilk is another method of connecting normality tests that aims to depict whether the continuous values or datasets follow a normal distribution or not. Therefore, this is an effective manner to understand whether random sampling comes for normal distribution or not (Quraisy, 2020). Analysing whether data sets have normal distribution or not is extremely substantial for selecting the base of a statistical method for uncovering investigation findings. This method is thus beneficial for selecting normality or non-normality of data set in the investigation process; however, the calculated significance value (p) of the Shapiro-Wilk test for collected primary quantitative data for EE, DD and PA are 0.001, 0.032 and 0.003 respectively. The average range of significance of the P-value is less than or equal to 0.05. Depersonalization (DD) value has 0.032 which is ne4ar to 0.05 and proves its significance to job satisfaction.

4.4.2 Validity

As per the statistical analysis, validity takes a major stand as it helps in characterizing the extent of the measurement procedure that is supposed to measure in a systematic way for understanding the validity of a questionnaire to analyse job burnout and job satisfaction relation, conducting this test has high rationality undoubtedly.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.069
	Approx. Chi-Square	1263.460
Bartlett's Test of Sphericity	Df	6
	Sig.	.000

Table 4.4: Test Results of Validity including KMO and Bartlett's test

(Source: Self-created)

For this investigation, a validity test has been done based on two methods. These are KMO and Bartlett's tests where inclusion of significance values. In addition to this, the Kaiser Meyer Olkin test has been performed in determining the adequacy of sampling amongst the gathered primary quantitative data series. Moreover, this statistical calculation is fundamental for explaining how well suited the data is for conducting the Factor analysis. The average range of the KMO test generally lies in between 0 to 1 where a nearer to 1 value suggests the data have adequacy in the factor analysis. As per the table, it can be said that the calculated KMO test results in job burnout dimension and job satisfaction is 0.069 which is quite nearer to 1. Therefore, the validity of collected data about job burnout and satisfaction is significant as per the KMO result. The approx. Chi-Square result is calculated as 1263.460 while the significance value of Bartlett's test is 0.000. According to Stosic *et al.* (2020), the homogeneity of variances in a distribution can be understood by Bartlett's test of validity. It tries to depict whether there are equal variances of continuous variables across the groups of categorical independent variables. The significance value of the Bartlett test of validity is signified by P which lies within 0.05. Validity lower than 0.05 suggests its significance and the calculated P-value is 0.000. Therefore, as this value is less than 0.05, the homogeneity of variances of collected data is ensured for this research (Aslam, 2020).

4.4.3 Reliability

In order to measure the overall consistency of the data, consideration of reliability is extremely fundamental. Therefore, emphasizing on reliability testing in this statistical calculation, a measurement obtained on sitting can be stable and representative over time.

Reliability Statistics

Cronbach's Alpha	N of Items
.765	4

Table 4.5: Test Results of Reliability based on Cronbach's Alpha

(Source: Self-created)

In this investigation, the Cronbach alpha method has been followed in the reliability test which is a significant way of understanding reliability based on the value of shared variances. Identification of appropriately shared variances out of the multiple variances, Cronbach alpha plays an important role. As a group how closely, the variables can be referred to as internal consistency which is an important foundation of reliability testing. In addition to this, following the Likert scale is an important consideration while performing the Cronbach alpha test of reliability. Often this tool is highly appreciable and considered the best scale of reliability. Fostering Cronbach alpha calculation has been followed in this investigation due to its various beneficial impacts. These may incorporate a unique estimation of internal consistencies rather than an estimation of possible reliability (Amirrudin *et al.* 2021). However, in the calculated reliable statistics, the recorded Cronbach alpha is 0.765 for the 4 different items. These items are Emotional Exhaustion (EE), Depersonalization (DD), Personal accomplishments (PA) and Job Satisfaction (JS). The average range of Cronbach alpha reliability tests generally lies between 0 to 1 while closer to 1 significant (p) value suggests better internal consistency (de Vet *et al.* 2017). As the calculated value of 0.765 is closer to 1, it can be stated that the 4 variables are internally consistent and reliable.

4.4.4 Correlation

Correlation is the statistical measure that intends in explaining linearity between two different variables. Changes within these variables can be seen at a constant rate while this statistical tool is pivotal to describing the simple relationship without making any conclusion regarding effects and its possible causes. Correlation between variables is measured based on statistical

significance by quantifying the strength of the relationship between variables (Akoglu, 2018). On the other hand, the dependency between variables can be measured through this technique too which encompasses the size and direction of it. There are mainly three types of correlation such as positive, negative and zero while the correlation values range from +1 to -1 (Chatterjee *et al.* 2021). Values nearer to +1 indicate a strong positive relationship between variables whereas values nearer to -1 demarcates poor or weaker relationships between variables.

In this research, the correlation between job burnout and job satisfaction is shown by using the table of Pearson Correlation Sig (2-tailed). Here job burnout has been shown in three dimensions that are Emotional exhaustion (EE), Depersonalization (DD), and Personal Accomplishment (PA). In the table, the relationship between Emotional exhaustion (EE), Depersonalization (DD), Personal Accomplishment (PA) and Job Satisfaction (JS) has been shown by using a matrix.

Correlations

	EE	DD	PA	JS	
EE	Pearson Correlation	1	-.150	.784**	.861**
	Sig. (2-tailed)		.068	.000	.000
	N	148	148	148	148
DD	Pearson Correlation	-.150	1	-.071	.319**
	Sig. (2-tailed)	.068		.390	.000
	N	148	148	148	148
PA	Pearson Correlation	.784**	-.071	1	.838**
	Sig. (2-tailed)	.000	.390		.000
	N	148	148	148	148
JS	Pearson Correlation	.861**	.319**	.838**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	148	148	148	148

** . Correlation is significant at the 0.01 level (2-tailed).|

Table 4.6: Test Results of Correlation

(Source: Self-created)

From the above-mentioned table, it can be seen that the correlation of Emotional exhaustion (EE) and Job Satisfaction is .861, it can be considered a positive correlation. The correlation

between Depersonalization (DD) and Job Satisfaction is .319, it is a moderately positive correlation. In case of Accomplishment (PA) and Job Satisfaction correlation value is .838, that is a positive correlation.

4.4.5 Regression

It has been seen that each and every selected variable is connected with others which is leading to the impact on job satisfaction. Depending on the SPSS analysis, the correlation between the variables can be identified which implies a between the development of the conclusion on the topic. It also would facilitate the undressing of appropriate analysis of the job burnout dimensions such as emotional exhaustion (EE), depersonalization (DD), and personal accomplishment (PA). In this case, the regression facilitates the underlying relationship between the variables. In the view of To and Mandracchia (2019), multiple regression also known as linear regression is utilized in the analysis processes for understanding the connection between the variables. In this research, for understanding job satisfaction, the job burnout dimensions are considered for analysing the relation between them that would provide the opportunity for analysing the impact on the job satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	.211	.104		2.037	.043	
1	EE	.665	.003	.638	225.521	.000
	DD	.667	.003	.441	250.581	.000
	PA	.675	.005	.370	131.831	.000

a. Dependent Variable: JS

Table 4.7: Coefficient

(Source: Self-created)

The above-mentioned table has shown the test result of the regression, where the value of significance of Emotional exhaustion (EE), Depersonalization (DD) and Personal Accomplishment (PA) is shown as .000 (Pardoe, 2020). This resulting value from calculation determines the good relationship between the independent variables and the dependent variable that is.

R-squared (R^2) is known to be the statistical measurement which represents the variation of proportions of the dependable variables from the prediction of the independent variable. It is a statistical measure that is generally used for forecasting future outcomes and hypothesis testing. R^2 coefficient determines how well the prediction of regression has been done by approximating the real data point (Kumari and Yadav, 2018). R^2 is known to be the square of coefficients having multiple correlations, the range of its value is from 0 to 1. If R^2 is 1 it can be said that the movements of a dependable variable are completely explained by the independent variable's movement. If the value of R^2 is 0 then it can be determined that the independent variables are unable to explain the dependent variables (Montgomery *et al.* 2021).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	1.000 ^a	1.000	1.000	.283	1.000	110556.152	3	144	.000

a. Predictors: (Constant), PA, DD, EE

Table 4.8: Regression Model summary

(Source: Self-created)

From the table mentioned above it has been seen that in model 1 R^2 is 1.000 and the standard error of estimation is .283, along with that the significant change is .000. The calculated data of the test result is justified as the R^2 change is 1 as the dependent variable can be explained by an independent variable appropriately without any error.

4.4.6 Hypothesis testing

Hypothesis testing can be said as the process of statistical analysis to understand whether the developed assumptions on the variable are right or not. In the view of Kumari and Yadav, (2018), hypothesis testing can be more effective for analysing the assumptions and developing a dependent's validity. It can also be utilized for understanding the relationship between the variables so that appropriate conclusions can be developed and claims of the research can be met. In this case, the hypothesis or the assumptions is developed with the help of the presence of 'sequential population indicators.' Furthermore, the process has been employed by the gathered data and information to understand the respective nature of the data

assumptions. Purwanto, *et al.* (2021) have said that hypothesis testing is process that facilitates the assist of the plausibility of the developed hypothesis with the help of sample data. Through the collected data and information, the impact of job burnout would be calculated for testing the variability in the job satisfaction of the employees. In this case, the below table is formed for analysing the value of the variables from the correlation test for occurring the connection between them.

Hypotheses	Significant	Result
H1: Personal accomplishment can reflect a positive impact on employees' job satisfaction in organizations	0.003	Supported
H2: Emotional exhaustion can reflect a negative impact on employees' job satisfaction in organizations	0.003	Supported
H3: Depersonalization can reflect a negative impact on employees' job satisfaction in organizations	0.005	Supported

Table 4.9: Hypothesis testing

(Source: Self-created)

The standard value that is considered for analysing the test that is lower than 0.5. From below table it can be said that the coefficient value is 0.03. For the first hypothesis the value is lower than 0.05 which pimpls it to satisfy the hypothesis testing value, hence, this hypothesis is supported and can impact job satisfaction effectively. Besides this, the second hypothesis's P-value also can be seen as 0.03 which satisfies the standard value; hence, it can be said that the hypothesis is also supported. Similarly, the third value of the hypothesis is also 0.005 which satisfies the value which implies having a significant impact on the job satisfaction of the employee due to job burnout.

4.5 Summary

In this chapter the result of the calculation and analysis of the findings has been done using the qualitative research approach where the analysis has been done for the forecasting of the correlation of the dependent and independent variables. This research studies the correlation

between job burnout and job satisfaction has been established where job burnout is the independent variable and job satisfaction is the dependent variable. SPSS has been used to calculate the data for forecasting which is based on real findings of the present relationship between job burnout and job satisfaction. The key parts of demographic analysis such as gender, age, designation, and company had been using pie charts. Along with that, the data screening calculation has been done for the analysis of the normality, reliability, correlation, regression and validity.

It has been seen that the frequency of gender is 59 female, 88 male and 1 other and according to the finding of the research the cumulative percentage of the participants are .7%, 39.9% and 59.5%. According to the research study, the analysis shows that the 22 to 75 age group is the most appropriate group for the research data collection. In this research study 148 different designations are considered for collecting data where it has been seen that the human resource management, inventory, it, operations and sales are seen to be the most job burnout games according to the findings of responses. Here the 40 organizations have been taken for improving work efficiency, where the highest percentage of the highest organization is 3.4% and the lowest organization percentage is below 8.8%. According to the highest count of designation frequencies, the first three are Architect, Consultant and Executive. The normality of the independent variables EE, DD and PA has been calculated as 0.008, 0.23 and 0.042 respectively. whereas the calculated value of reliability has been shown as 0.765 and the correlation of EE, DD and PA are 0.861, 0.319 and 0.838 respectively.

Chapter 5: Discussion

5.1 Introduction

This chapter deals with the discussion part on the research topic based on the data analysis processes where different types of aspects have been analysed. Furthermore, the developed hypotheses have also been analysed based on the data analysis to understand the relation between job burnout and job satisfaction. Based on the hypothesis, this chapter is developed to discuss all the intellectual things that are underlying the relation between job satisfaction.

5.2 Discussion

5.2.1 H1: Personal accomplishment can reflect a positive impact on employees' job satisfaction in organizations

The analysis has shown different aspects in the development of a positive impact on the employee's job satisfaction. The hypothesis testing has proved that the personal accomplishment of employees can increase positivity among employee satisfaction in an organization. Basically, personal accomplishment can be said as the achievement of desired goals and objectives in their job roles (Wang *et al.* 2020). An employee's life is significantly impacted by their level of job satisfaction. It greatly affects the pleasure and health of the employee. It is impossible to expect highly motivated, effective, profitable, or long-term employees who are not satisfied with their jobs. Psychological empowerment, genuine interest, achievement motivation, self-efficacy for work performance, consciousness, tenacity, perseverance, and endurance are some of the character traits linked to job happiness for intrinsic components.

5.2.2 H2 Emotional exhaustion can reflect a negative impact on employees' job satisfaction in organizations

Among other factors, emotional exhaustion also can be more effective in terms of analysis of job satisfaction of employees in an organization. This study has included this factor as a job burnout dimension. The analysis has shown that the employees who have higher emotional execution possess lower job satisfaction. Hence, it can be said that emotional exhaustion can facilitate a negative impact on employee satisfaction. In the view of Wu *et al.* (2021), there are several reasons for developing this emotional exhaustion among employees. Nowadays,

the work pressure has increased significantly. Long-time pressure due to job purposes also can be developed emotional exhaustion and reduce the performance of the company. Furthermore, it also has been observed that lack of promotion, including less opportunity to grow in an organization, also can be a reason for emotional exhaustion. Meeting the needs of the employees is the main target of the employees from a job; when it does not get satisfied, employees get dissatisfied with the job. As a result of this, the employees do not want to devote their 100% to the organization, which often turns into emotional execution.

5.3.3 H3: Depersonalization can reflect a negative impact on employees' job satisfaction in organizations

Depersonalization is also another aspect of job burnout which can also influence employee job satisfaction negatively. In this case, the hypothesis testing has provided that the assumption that is developed is correct, and depersonalization can have a negative impact on the research (Al Shbail, 2018). Furthermore, it also includes a significant influence on job satisfaction as it developed due to several reasons, which generally increase negativity among the employees in an organization. There are several reasons present in the development of depersonalization in an employee, such as huge work pressure, fewer wages, less opportunity and so on (Gharakhani and Zaferanchi, 2019). This research has shown that the employees who have less depersonalization include higher job satisfaction among the employees. When it comes to establishing and sustaining job happiness in employees, several aspects (both intrinsic and external) are involved. An increased job satisfaction results in better performance in an organization where the job burnout dimension should stay lower among employees. Furthermore, it also has been seen that job satisfaction is low for those employees who have higher depersonalization. Hence, depersonalization can have a negative impact on the employee's job satisfaction rule.

5.3 Summary

It can be summarized from the above discussion that the hypothesis that has been set based on the relation between job burnout and job satisfaction is positive. It also negatively impacts the employee in developing job satisfaction in an organization. In this case, the organization needs to develop their workforce more effectively to increase job satisfaction among the employees. However, this research has developed almost produced same result as where the job burnout and job satisfaction have a positive relationship. The factor of job burnout has

severe impact on the job satisfaction which are also provided by previous research which makes it similar. However, this research has insight on some portion which make it slightly different. This research has used the practical processes of developing job satisfaction and also the statistical analysis to make the information more efficient and critical.

Chapter 6: Conclusion and Recommendation

6.1 Conclusions

Job burnout is a significant type of work-related stress amongst employees that leads to serious emotional and physical exhaustion. Organizations with poor HR strategies motivate employees to accelerate job burnout issues by making the working environment favourable for employees. Uncontrolled and continuation of such unproductive situations causes a reduced sense of accomplishment and gradual lowering of personal identity. Employee burnout is a significant syndrome of emotional extortion, including a poor sense of depersonalization and reduced self-esteem. Emotional extortion is the ultimate result of low energy conditions, poor concentration, and tiredness which makes an employee unproductive. Besides, changes in personalization are associated with depersonalization, while personal accomplishment makes employees satisfied with their jobs. The feeling that can be felt after completing any task by an employee is known as job satisfaction. Ensuring employees' satisfaction is of the utmost important bathing for an organization to retain talent in the long term. The scopes and opportunities regarding innovation and higher performances are directed by the job satisfaction level of employees.

Implementation of strategies to reduce burnout rates can be achieved through improving the motivation level of employees. Satisfied and motivated employees are less likely to leave organizations in the long term.

6.2 Recommendations

6.2.1 Recommendations for organizations

Several steps or approaches can be taken by the organization to decrease different dimensions of job burnout to increase employee motivation which is discussed below.

- The organization would need to focus on the development of an appreciative workforce where all the employees have equal opportunities to grow in that company. It will lead to better development of the organization as well as transparency and employee enhancement. Apart from that, it also includes the development of suitable job satisfaction among the employees.
- The organization would need to develop a reward system more efficiently to increase the motivation of the employees. It has been seen that an appropriate reward system

can be effective in increasing the attention of employees toward work. As a result of this, their engagement, as well as job satisfaction, also can be increased (Atmaca *et al.* 2020).

- Sharing feedback on their work also can be more effective in terms of increasing job satisfaction and increasing engagement with work. It has been observed that most employees are more prone to the appreciation system as it motivates them to work harder. In this case, having an appropriate feedback system for the employee can be helpful in developing motivation and enthusiasm for their work.
- By increasing communication between hierarchy and employees, a better relationship can be gained. In the view of Duan *et al.* (2019), communication is one of the fundamental things in increasing the effectiveness of employees. It also would result in increased transparency among the employees, which would result in decreasing job burnout dimensions among the employees.

6.2.2 Recommendation for research

- This research has been developed in a short time with a small amount of population, which is a significant limitation of this research. Hence, increasing population size and time for research can be more effective in gaining better results on the relation between job burnout and job satisfaction.
- Only primary processes are utilized in this research, whereas the inclusion of secondary data analysis also could be included, which would make the research more effective. The incorporation of two types of analysis facilitates better comparison with each other's results (Abate *et al.* 2018).
- In the primary analysis processes, a standard method is used, whereas other primary processes also can be done to gain more efficiency in analysing the data and information.

6.3 Limitation of the study

This research is done based on a primary quantitative method to gain access to the dataset from the population. In this case, the collected data and information are analysed in a specific method to understand the relation between job satisfaction and job burnout. However, the most accurate result has not come from this research to develop the most suitable conclusion. Hence, this is one of the most significant limitations of to study. Besides this, only three

variables have been considered as job burnout factors in the analysis method. In this case, more other information also needed to be used, which is also another limitation of this study.

7. CIPD Requirements Section

7.1. Recommendation for Future Research

This study looked into the rewards and advantages to determine the connection between job satisfaction and burnout. This research found that salary and flexibility are the most significant financial and non-financial rewards across all cohorts analysed. This was accomplished through understanding what employees desire, as opposed to what people feel is delivered. Although it is a talent, quantitative research does not examine the thinking or experiences that went into respondents' responses. Even though they weren't directly related to the main research question, the following fascinating topics were briefly mentioned in the frequencies questions and merited further investigation:

Service increments while transferring to a new business, service increments as a retaining factor, and service time completed for benefit eligibility were examined by those who claim that service-based compensation is no longer desirable. In order to understand why service increments are attractive to employees leaving their current employer but may not always help the organisation retain staff, it would be fascinating to investigate these pathways in further detail through qualitative research.

Many respondents thought their salary and benefits were satisfactory, but they also believed that not everyone in their organisations was entitled to the same level of benefits, despite the fact that they thought their pay and benefits were satisfactory. Perhaps a study focusing on employee grades might provide a deeper understanding of the rewards and perks employees at various organisational and professional levels are drawn to, as well as determining how this particular cohort perceives equity. Alternately, focusing the same study on a specific business or sector may allow for a more focused analysis of the research results and the discovery of variations in the relative attractiveness of rewards.

7.2. Costing

According to this study, health insurance and pension contributions were the third and fourth most alluring financial perks for mixed cohorts of employees. Due to factors like benefit in kind tax consequences or having an existing insurance in place with better/more appropriate coverage for their requirements, not all employees enrol in employer-funded healthcare, as I have learnt from experience working in a payroll department. Enrolment in pension plans is

typically low due to varied nationality mixtures and a higher proportion of younger employees. This is due to the fact that international workers frequently want to retire in their home countries and would prefer to save money instead of investing it in a pension fund. It is seen that in this research project approximately \$1400 required for this thesis paper. It is seen that the researchers are also provide the medical facility for peoples are associated with the data collection or the interview associated works. The medical facility also provide by the researchers for the peoples are associated with this data collection process directly and indirectly.

7.3 Personal Learning Statement

This issue was completely new to me, but I found the idea behind it to be quite intriguing because it underpins every other aspect of the psychological contract and is a key exchange in the job relationship. I'm pleased I picked a subject that interested me and that I believed could inform practically every choice I would make as a human resource professional. My hardest academic difficulty to date has been this dissertation because I have never finished one for a degree. I gained new skills in research, evaluation, and critical analysis, and I also learned a lot about diverse research approaches. I am appreciative of the chance to learn new abilities and will be able to apply them at work. This study is also helps to understand the importance of work and life balance directly and indirectly and their application also analysed in an effective manner. The impact of Covid19 was a devastating blow to a dyslexic student who significantly relied on in-college assistance and resources because it meant losing access to actual library facilities, physical materials, and a quiet area to study. The ransom ware attack that rendered the systems inoperable for the final five weeks of the semester added to this concern. I never thought I'd have to finish a master's without access to any online books, with restricted access to journals, and without a method to get to a nearby library when I signed up for this programme in 2021. Because Covid19 meant losing access to genuine library facilities, physical materials, and a quiet location to study, it was a terrible blow to a dyslexic student who heavily relied on in-college support and resources. This worry was increased by the ransom ware attack that shut down the systems for the final five weeks of the semester. When I enrolled in this degree in 2021, I never imagined that I'd have to complete a master's without any access to online books, with restricted access to journals, and without a way to get to a nearby library.

I, therefore extract these few things from my time:

1. Constantly establish objectives and challenges for yourself; otherwise, you'll never know what you might have accomplished.
2. Take your inner critic with a grain of salt; try not to be so harsh on yourself.
3. Make the best of every situation because every learning opportunity exists.

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Appendices

Appendix 1: Questionnaires for job satisfaction

Survey questions

JOB SATISFACTION SCALE Scott Macdonald, Peter Macintyre						
INSTRUCTIONS: The job satisfaction scale is a 10-item scale to assess employee's attitudes about their job and aspects of their job. For each statement, please circle the number to indicate your degree of agreement i.e, from 1-5, 1 being strongly disagree, 2-disagree, 3- don't know, 4-agree and 5 being strongly agree.		STRONGLY DISAGREE	DISAGREE	DON' T KNOW	AGREE	STRONGLY AGREE
1	I receive recognition for a job well done.	1	2	3	4	5
2	I feel close to the people at work.	1	2	3	4	5
3	I feel good about working at this company	1	2	3	4	5
4	I feel secure about my job.	1	2	3	4	5
5	I believe management is concerned about me.	1	2	3	4	5
6	On the whole, I believe work is good for my physical health.	1	2	3	4	5
7	My wages are good.	1	2	3	4	5
8	All my talents and skills are used at work.	1	2	3	4	5
9	I get along with my supervisors and colleagues.	1	2	3	4	5
10	I feel good about my job.	1	2	3	4	5

Appendix 3: Questionnaires for burnout inventory

Demographic question

1. What is your company name?
2. What is your department?
3. What is your designation?
4. What is your gender?
5. What is your age?

Survey question

How often: 0-never, 1-a few times a year or less, 2- once a month or less, 3-a few times a month, 4- once a week, 5- a few times a week, 6- everyday.

HOW OFTEN: 0-6 *Statements:*

1. _____ I feel emotionally drained from my work.
2. _____ I feel used up at the end of the workday.
3. _____ I feel fatigued when I get up in the morning and have to face another day on the job.
4. _____ I can easily understand how my recipients feel about things.
5. _____ I feel I treat some recipients as if they were impersonal objects.
6. _____ Working with people all day is really a strain for me.
7. _____ I deal very effectively with the problems of my recipients.
8. _____ I feel burned out from my work.
9. _____ I feel I'm positively influencing other people's lives through my work.
10. _____ I've become more callous toward people since I took this job.
11. _____ I worry that this job is hardening me emotionally.
12. _____ I feel very energetic.
13. _____ I feel frustrated by my job.
14. _____ I feel I'm working too hard on my job.
15. _____ I don't really care what happens to some recipients.
16. _____ working with people directly puts too much stress on me.
17. _____ I can easily create a relaxed atmosphere with my recipients.
18. _____ I feel exhilarated after working closely with my recipients.
19. _____ I have accomplished many worthwhile things in this job.
20. _____ I feel like I'm at the end of my rope.
21. _____ In my work, I deal with emotional problems very calmly.
22. _____ I feel recipients blame me for some of their problems.