Investigating job Burnout determinants influencing teaching employees in private educational institutions

Investigando os determinantes do Burnout no trabalho que influenciam os funcionários docentes em instituições educacionais privadas

Azam Malik

Abstract

Job Burnout among the teaching employees in private educational institutions has become a big issue in today’s scenario. Job stress, job satisfaction, hectic time schedule, work life balance, organization commitment factors are becoming more prevalent among employee’s decision to burnout the present job or the company. Educational institutions are not having focused strategies to retaining the employees as they are in the process of having turnover intention which lead to burnout. Investigating the relationships between job burnout, job stress, work engagement, job satisfaction, and organizational commitment among faculty members at private educational institutions in India is the main objective of this study. The present study conducted through primary data by preparing the suitable questionnaire and collected the responses from 171 teaching employees of different private educational institutions in India. This study analysed the data by different tools and techniques like average, mean, correlation and regression. The findings revealed a significant association between burnout and workplace stress, as well as between job satisfaction, work engagement, and job stress. Burnout and job satisfaction were found to be significantly associated. The results demonstrate the importance of these factors in connection to job commitment and burnout. The implication of the study focuses on management must devote a lot of efforts in

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assessing their physical and mental working conditions in order to give services with the highest level of quality in education institutes.


**Resumo**

O esgotamento profissional entre os docentes de instituições de ensino privadas tornou-se um grande problema no cenário atual. Estresse no trabalho, satisfação no trabalho, cronograma agitado, equilíbrio entre vida profissional e fatores de comprometimento com a organização estão se tornando mais prevalentes na decisão dos funcionários de esgotar o trabalho atual ou a empresa. As instituições de ensino não estão tendo estratégias focadas na retenção dos funcionários, pois estão em processo de intenção de rotatividade que leva ao esgotamento. Investigar as relações entre esgotamento profissional, estresse no trabalho, engajamento no trabalho, satisfação no trabalho e comprometimento organizacional entre docentes de instituições educacionais privadas na Índia é o objetivo principal deste estudo. O presente estudo foi conduzido por meio de dados primários, elaborando o questionário adequado e coletando as respostas de 171 professores de diferentes instituições de ensino privadas na Índia. Este estudo analisou os dados por meio de diferentes ferramentas e técnicas como média, média, correlação e regressão. Os resultados revelaram uma associação significativa entre burnout e estresse no trabalho, bem como entre satisfação no trabalho, engajamento no trabalho e estresse no trabalho. Burnout e satisfação no trabalho foram significativamente associados. Os resultados demonstram a importância desses fatores em relação ao comprometimento com o trabalho e ao burnout. A implicação do estudo centra-se na gestão que deve dedicar muitos esforços na avaliação das suas condições físicas e mentais de trabalho, a fim de prestar serviços com o mais alto nível de qualidade nas instituições de ensino.

Introduction

Job burnout is an effect that is bad for both the worker and the company. Educational institution in India are exposing their staff to greater levels of job pressure in effort to match strict requirements, hectic schedule and setting research goals (Yadav, 2021; Tsigilis, et al., 2006). Small size industrial companies in the present day must struggle to keep their best workers and look at measures to increase the number and strength of worker loyalty to their firm. Additionally, a single worker's skill cannot be passed down to or shared by another new worker, making it imperative for organisations to keep individuals in order to meet the difficulties of highly competitive world. An intentional Turnover Intention has risen to the top of small size industrial companies' concerns in Saudi Arabia. Since it might impair the worksite environment and result in decreased productivity, it definitely requires special consideration (Senbursa, 2021). Milgram and Budria (2021) the phenomenon of job shifts motivates firms to compete with other organizations for the best employees because of how quickly globalization is continuing to evolve. Companies didn't know that their goals had raised the degree of pressure at work and burdened the worker in order to maintain the company's survival in the highly aggressive international market (Hammonds et al., 2020).

Despite the fact that this topic has been the subject of several researches, employee turnover has not demonstrated a favourable rate (Ali et al., 2021; Kotler, 2019). Both internally and publicly, the organisation should be concerned about the consistently with more intention to leave. Furthermore, it has an impact on the small size industrial company's expenses, the retention rate of workers, worker unhappiness, and poor execution (Nawawi and Salin, 2018). Additionally, it will harm the organisations outside reputation and overall effectiveness. This research can serve as one of the examples used by other firms to monitor the elements influencing the likelihood of job changes. Companies may find it beneficial to develop retention plans for their staff, particularly for the skilled ones (Kurdi and Alshurideh, 2020). Additionally, firms are advised to keep their upper executives in place in moreover to lowering the purpose of worker skill fluctuation (Hadi and Ahmed, 2018).

Job burnout has evolved into the primary issue facing companies. According to prior study done in the private industry, there are numerous unanswered issues about why workers leave a company (Michaelson, 2021). Keeping staff is a challenge that affects all businesses, large and small. Workers in the private industry regularly switch from their present job to a new one, a practice called "job-hopping" (Yadav, 2021). When a worker switches jobs
frequently, it is said that they are job-hopping. One important factor is that the company cannot satisfy the requirements of the worker (Saif and Siddiqui, 2019).

Over the years, businesses have looked for ways to enhance human resource practices, particularly in the goal of lowering and sustaining staff churn, particularly in the industrial sector. Academics and professionals have studied worker job satisfaction, organisational commitment, work engagement, lowering workplace pressure, as well as other methods of boosting worker wellbeing to enhance overall organisational effectiveness (Kim and Qu, 2019). The rate of burnout among in the educational institute in private sector is very high, particularly in India, usually stays significant despite recognition of the negative impact of worker job fulfilment on total organisational efficiency and output (Srivastava et al., 2019; Leitao et al., 2019; Allam et al., 2021). Moreover, scholars and professionals are still working to identify the elements that might help a business keep its human capital (Brenner, 2018). In order to handle their worker skill requirements and develop tactics that are successful and make a return on their investments, organisations are now at a loss for ideas. This is because organisations want to decrease burnout but are having trouble figuring out how to do so (Kangas et al., 2018). Therefore, the objective of this study is to identify the factors that contribute to teacher burnout in academic institutions.

**Objectives of the Study**

- To study the impact of Job Burnout on Job Stress, work engagement, job satisfaction and organization commitment among the faculty members of private educational institution in India.
- To study relationship between Job Burnout, Job Stress, work engagement, job satisfaction and organization commitment among the faculty members of private educational institution in India.

**Review of Literature**

In many private educational institutions with varying rates of burnout the decision to leave the job create a severe problem. Compared to the Government University or institutions, the private industry often has a higher rate of burnout. Depending on the population size in a certain location, the rate of job changes may vary. In areas with lower unemployment rates, people are more likely to switch jobs, which lead to a higher burnout rate (Boeri et al., 2020).
Numerous researches have looked at this topic, as was noted previously, yet a Turnover Intention has not yet diminished (Haan and Cardoso, 2020). Job burnout is a happens when an improperly organised mechanism and conflict over the role of work life, as well as an absence of desired growth that force people to disrupt the organisation's framework by leaving their jobs (Barinua et al., 2022). If employees had actually determined to leave the organization and their jobs, they would have thought about a variety of variables (Kim and Qu, 2019). Additionally, when workers are restless or uncomfortable with their current jobs, they choose to burn out (Charoensukmongkol and Phungsoonthorn, 2021). Employees decided to quit the company after considering the elements that drive them to do so (Maricuțoiu et al., 2016; Shaik et al., 2020).

According to Ngotgamwong (2019) an employees may purposefully quit a company due to a number of issues that have caused them to be unsatisfied, including poor workplace interaction, an unpleasant working atmosphere, assignments that were provided, and pay and benefits that were offered. Burnout may also be caused by extrinsic factors such as the nature of the sector, financial concerns, interpersonal problems, or prospects for career growth (Tsigilis, et al., 2006). Additionally, employees who remain at the organization will be impacted by job changes (Eliyana and Ma'arif, 2019). Losing a good employee is expensive in terms of the effect it will have on the industry's staff satisfaction (Kurdi and Alshurideh, 2020). Those who work in this industry may frequently experience demotivation, which lowers efficiency and work fulfilment (Al-Tkhayneh et al., 2019). Thus, it is crucial to understand the burnout trend in order to take the appropriate preventative and ways of implementing to address this tenacious problem.

**Job Stress and Burnout**

Burnout is often believed to be organically linked to job factors, followed by personality elements (Bianchi, 2018). A person in a job today has a very challenging existence, and one of the major factors affecting how well they do is the stress of their job. No matter how big or little the firm is, stress will always be a problem that needs to be addressed. Stress may occur from a task's component changing drastically and quickly over the past few years and growing more complex (Shanafelt et al., 2017). It also refers to the negative behavioural experience the person had when the demands of the work were beyond what they could handle (Bakker and Demerouti, 2018). People from a variety of industries are typically affected by job pressure, which is frequently reported and ubiquitous. Job stress comes from a worker's...
unwillingness to satisfy the demands of their profession, which creates a state of physical and mental imbalance (Wu et al., 2019). Today's companies analyse the pressure control issue very carefully since it can affect worker unhappiness and, as a result, increase the likelihood of burnout (Aziz-Ur-Rehman and Siddiqui, 2019). Albougami et al (2020) suggested the cause is the ambiguity around the responsibilities that workers must play. This problem could be caused by workers not knowing what is required of them; how to satisfy those expectations does not depend on how each individual approaches their work (Yohannes, 2021; Javed et al., 2020). As a consequence of that, the individual experiences stress at work and has strong intentions of burnout.

**Work Engagement and Burnout**

Chakraborty and Ganguly (2019) having a strong competition approach is crucial for an organisation’s coming years, especially keeping retaining its employees. Fostering a solid work engagement may improve worker productivity and the efficacy of the workplace. According to Jha and Varkkey (2018), employees that work steadily and quickly adapt to their co-workers, suppliers, and customers are more likely to be around for an extended period of time. Work engagement is defined as a positive association between an individual's motivation and emotional connection to completing tasks related to their job (De Smet et al., 2020). A worker's willingness to put in effort will affect how long they stay with the organization, since Bentley et al. (2019) discovered a poor relationship between burnout and work participation. Businesses that received extremely educated applicants would be better able to deal with the lack of competent workers and minimise absences, which would lessen the company's burnout (Wiradendi Wolor, 2020; Rababah et al. 2022). According to (Kim and Qu, 2019) organisational study, motivated employees are less probably to look for new jobs. In contrast to mental and psychological involvement, behavioural involvement shows a poor association with burnout (Okolo, 2018). Instead, when workers experience a decline in their levels of vigour and enthusiasm as a result of overusing psychology assets, they are less inclined to interact in their present employment and willfully find alternative job opportunities to rekindle these feelings, which may influence their intentions to leave (Mahadi et al., 2020). In a related manner, emotionally detachment lowers an organisation’s assets and reduces workers' intentions to stay with the company rather than searching for another job somewhere (Al-dalahmeh et al., 2018).
Job Satisfaction and Burnout

Sudibjo and Sutarji (2020) job satisfaction has a key role in determining the relationship between burnout and other attributes. The definition of job satisfaction may be based on what an individual actually receives from an organization and what they anticipate and believe they get (Ilies et al., 2018; Tsigilis et al., 2006). Profitability of the company is heavily dependent on the revenue and quantity of their products, workers who are satisfied with their employment will give their best effort to work well to ensure that the company's purpose, aim, and target are met every year (Tsigilis, et al., 2006; Vuong et al., 2021; Ivanovic and Ivancevic, 2019). Choy and Kamoche (2021) job burnout occur when a worker is unhappy with their present position because of the work atmosphere. It might be challenging to comprehend how workplace difficulties like poor job safety, high job changes rates, and few prospects for promotion affect professional attributes like job happiness and intentions to quit the position (Malik and Allam, 2021; Khan et al., 2023). The study also emphasised how having an efficient execution of recruitment, development, and supervision programmes might improve worker fulfilment. This method may be used by managers as a gauge to raise employee job fulfilment. Worker retention or departure decisions may be influenced by job fulfilment. Hassan and Jambulingam (2019) also discovered an unfavourable and significant link between job fulfilment and propensity to burnout of employees.

Organisational Commitment and Burnout

The degree of a person's commitment to an organization also reflects how they feel about the organization as a whole. Employees with a higher level of organizational participation are less likely to leave the company unless they are required to perform duties that are beyond the call of duty (King and Sethi, 1997). Additionally, they are eager to contribute to the organisation, work harder; exhibit excellent behaviour at all times, and has a mindset of organisational citizenship. Organization commitment has a significant relationship between corporate learning environment and willingness to leave Saks (2019). The authors said that the upper executives needed to foster a climate of learning and help for workers in order to keep them from leaving the organisation. Additionally, motivating elements that promote higher performance may have an impact on the workers' mindset and dedication (Chien et al., 2020). Lower staff willingness to leave the organization is a sign that employees are sufficiently satisfied with the organization. High organisational commitment may shape
a sense of connection and ownership towards the organisation. Kalliath et al (1998) there is an unfavourable and substantial link between organisational engagement and intention of job changes. Organizational commitment is a crucial consideration in the discussion of intention to quit since it is commonly held that the more dedicated a company is to its employees, the less probable it is that employees will wish to leave (Redondo and Sparrow, 2021). Employee behavior toward the company, such as assurance, fidelity, and support for the achievement of business goals, may reveal the result from a mental point of view (Toksoz, 2021).

**Framework for Research**

Numerous researches have established the relationships between job pressure, work involvement, job happiness, organisational engagement, and desire to leave the company. For example, De Clercq et al. (2020) emphasised that a worker's desire to quit an organisation would rise if they experience job-related pressure. Additionally, discovered that workers are less likely to be engaged with their present employment and consciously begin looking for new employment opportunities in order to resurrect such feelings as decisions that influence their desire to quit. Based to an additional study, employees who are very happy in their current roles are more likely to be with the company for a very long period (Davidescu et al., 2020). If employees are not content and have the opportunity to work for a more advanced organization, they will eventually depart the firm. Last but not least, the majority of earlier studies discovered factor that lower burnout the organisation is a result of high organisational commitment, which shows up if the workers are sufficiently happy with the organisation. According to the explanation above, the four key determinants of burnout—job pressure, work involvement, job fulfilment, and organisational engagement have a significant impact. Four hypotheses were therefore proposed, and the study framework below was created:
Hypotheses

H1: Job Stress has an impact on employees' Burnout.
H2: Work involvement has a significant impact on Burnout of Employees.
H3: Job Satisfaction has a significant impact on Burnout of Employees.
H4: Organisational Commitments have a detrimental impact on Burnout of Employees.
H5: Job Burnout, Job Satisfaction, Job Stress, Work Engagement, and Organization Commitment are all correlated to each other.

Methodology

A quantitative study was done among a sample of purposefully selected teachers from higher education institutions using a survey design and a self-administered questionnaire. An independent questionnaire was given to the responders (Malik, 2023). At the conclusion of the information gathering procedure, 171 out of the 220 completed questionnaires were received and declared useful. This study modified the tools developed by other research to measure the necessary parameters of burnout of employees. To measure employee burnout, the six items from the Scale of Job Burnout on University Teachers (Wang and Gao, 2010) were utilized. Job Satisfaction 6 items have adopted from Koustelios and Bagiatis (1997). The scale for occupational stresses on College Teachers (Li, 2008) was used to measure workplace stress by adopting 6 items. The other items adopted by (Luyckx et al., 2010) for work engagement. Internal validity and reliability of the items used to measure the factors were evaluated using Cronbach's alpha (α). The findings showed that all factors had achieved
admissible alpha values (0.80<α<0.90). This study used mean and standard Deviation correlation and multiple regression examine the data and in order to evaluate the hypotheses.

**Findings**

Questionnaire was divided into two parts one consists of Demographic and other part contains the items evaluated on Likert’s scale. Item was evaluated as Strongly Agree, Agree, neutral Disagree and strongly disagree on scale of 5 to 1 respectively. 171 teaching employees from the various academic institutions were contacted. The table 1 below showed the demographic profile of the respondents.

<table>
<thead>
<tr>
<th>Demographic Factors</th>
<th>Number of Respondents</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lecturer</td>
<td>56</td>
<td>32.74%</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>78</td>
<td>45.61%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>37</td>
<td>21.63%</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>106</td>
<td>61.98%</td>
</tr>
<tr>
<td>Female</td>
<td>65</td>
<td>38.01%</td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>122</td>
<td>71.34%</td>
</tr>
<tr>
<td>Unmarried</td>
<td>46</td>
<td>26.90%</td>
</tr>
<tr>
<td>Divorced</td>
<td>3</td>
<td>1.75%</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-29</td>
<td>22</td>
<td>12.86%</td>
</tr>
<tr>
<td>30-39</td>
<td>96</td>
<td>56.14%</td>
</tr>
<tr>
<td>40-49</td>
<td>37</td>
<td>21.63%</td>
</tr>
<tr>
<td>50 and Above</td>
<td>16</td>
<td>9.35%</td>
</tr>
<tr>
<td>Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-5</td>
<td>33</td>
<td>19.29%</td>
</tr>
<tr>
<td>5-10</td>
<td>87</td>
<td>50.87%</td>
</tr>
<tr>
<td>10-15</td>
<td>39</td>
<td>22.80%</td>
</tr>
<tr>
<td>15 and above</td>
<td>12</td>
<td>7.01%</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post Graduate</td>
<td>69</td>
<td>40.35%</td>
</tr>
<tr>
<td>PhD</td>
<td>102</td>
<td>59.64%</td>
</tr>
</tbody>
</table>

Table 1: Demographics of the Respondents
Source: Authors results

Table 1 The demographic profile of the respondents, as showed above regarding the position of the most teachers are having the position of Assistant Professor 78 (45.61%), followed with lecturer 56 (32.74%) the minimum of Associate Professor 37 (21.63%). The majority of respondents are male 106 (61.98%) followed by females 65 (38.01%). Marital status of the respondents showed that majority of them are married 122 (71.34%) followed by unmarried 46 (26.90%) and the least are divorced 3 (1.75%). The age of the majority respondents are between 30-39, 96 (56.14%) followed by age group between 40-49, 37 (21.63%) and the third age group is between 20-29, 22 (12.86%) and the least respondents are in age group of 50 and above 16 (9.35%). Majority of respondents have an experience between
5-10 years, 87 (50.87%) followed by 10-15, 39 (22.80%) and the least number of experience are 15 and above. The education profile showed that majority of teachers have PhD degree 102 (59.64%) followed by post graduate 69 (40.35%).

Descriptive, Correlations and Regressions Analyses

Table 1 displays the means and standard deviations for each of the five variables that were examined. Respondents gave the highest scores to job satisfaction (mean = 2.98; S.D=0.81), job stress (mean=2.92; S.D=0.79), organizational commitment (mean =2.80; S.D=0.71), and work involvement (mean =2.40; S.D=0.73) when asked about the factors influencing their plans for leaving their present employer. It's noteworthy to note that the employees also reported feeling of burnt out at work (mean =3.08; S.D=0.69).

The Pearson correlation was used to ascertain the relationships between two or more factors in (Table 2). The findings showed that there was a strong correlation between all of the factors (0.395 r 0.703; sig 0.01). The findings also demonstrated that multi-collinearity was not a problem because the highest R-value is 0.703. There is a strong positive correlation between job satisfaction and job burnout 0.703. Job stress is also having the positive relationship between job burnout (r=0.490; sig 0.01)

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>STD Dev.</th>
<th>Job Burnout (JB)</th>
<th>Job Stress (JS)</th>
<th>Job Satisfaction (JS)</th>
<th>Work Engagement (WE)</th>
<th>Organizational Commitment (OC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Burnout (JB)</td>
<td>3.08</td>
<td>0.69</td>
<td>1</td>
<td>-0.453**</td>
<td>-0.412**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Job Stress (JS)</td>
<td>2.92</td>
<td>0.79</td>
<td>-0.490**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Engagement (WE)</td>
<td>2.40</td>
<td>0.73</td>
<td>-0.412**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction (JS)</td>
<td>2.98</td>
<td>0.71</td>
<td>-0.666**</td>
<td>-0.614**</td>
<td>0.416**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment (OC)</td>
<td>2.80</td>
<td>0.72</td>
<td>-0.618**</td>
<td>-0.638**</td>
<td>0.0395**</td>
<td>0.703**</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 2: Showing the Mean, Average, Standard Deviation and Correlations
** Correlation is significant at the 0.01 level (2-tailed)
Source: Authors results

Multiple linear regressions were used in the analysis to explore the four hypotheses (H1, H2, H3, and H4), as shown in the table 3 below. The summary of the findings are given in the table 3 which showed that framework was statistically significant, as demonstrated by the F-value gain of 45.145 (sig. 0.01). The independent variable could contribute as much as
55.8% of the variation explained in employees' job burnout, according to the R2 of 0.558. Except for job stress, which had a positive impact on job burnout, all the independent variables were shown to have a negative impact in the study. The other three independent variables—job satisfaction (−0.410; sig.0.01), organisational commitment (−0.372; sig.0.01), and work engagement (−0.191; sig.0.05)—had a significant impact, whereas job stress (−0.010; sig.>0.05) had no effect. Job satisfaction was shown to be highly significant than organisational engagement and work engagement in influencing the job burnout decision among the employees in private institute. Therefore, the analytical findings demonstrated that H1 was not accepted whereas H2, H3, and H4 were accepted.

<table>
<thead>
<tr>
<th></th>
<th>(Beta)</th>
<th>(t)</th>
<th>(Sig.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Stress (JS)</td>
<td>-0.010</td>
<td>-0.103</td>
<td>0.810</td>
</tr>
<tr>
<td>Work Engagement (WE)</td>
<td>-0.191</td>
<td>-3.887</td>
<td>0.002</td>
</tr>
<tr>
<td>Job Satisfaction (JS)</td>
<td>-0.410</td>
<td>-5.014</td>
<td>0.001</td>
</tr>
<tr>
<td>Organizational commitment (OC)</td>
<td>-0.372</td>
<td>-4.204</td>
<td>0.002</td>
</tr>
<tr>
<td>R = 0.791a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R Square = 0.558</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R square = 0.506</td>
<td></td>
<td></td>
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<tr>
<td>Std. Error of the Estimate = 0.48921</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>a. Predictors: (Constant), Job Stress, Work Engagement, Job Satisfaction, Organizational commitment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b. Dependent Variable: Job Burnout</td>
<td></td>
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</tbody>
</table>

Table 3: Regression Analysis between Job Burnout, Job Stress, Organization Commitment Job Satisfaction and Work Commitment

Source: Authors results

Discussion

The objective of this study is to investigate the relationships between job burnout, organisational commitment, work involvement, and job satisfaction among teachers working in private Indian educational institutions. Four hypotheses were subsequently put forth in this study to examine the connections between the various factors. The purpose of this study's first hypothesis is to ascertain the relationship between job stress and job burnout. According to table 3, there is no relationship between job stress and job burnout in the academic institution. The intention to resign may not always or definitely come from job stress (Tan et al., 2020; Pearson and Moomaw, 2005; Jamal and Baba, 2000) As a result, this research likewise concluded that job stress is not a determinant of job burnout. Additionally, they made the case
that teaches would prefer to continue working for the institution because finding a new job is difficult and being jobless is undoubtedly a last choice for everyone.

Additionally, there is a strong connection between work engagement and job burnout, with the result that as involvement in work activities rises, job burnout declines. According to Tsigilis, et al. (2006) work involvement and job burnout have a direct and inverse relationship (Luyckx et al., 2010). Furthermore, it has been demonstrated that there is a negative and significant relationship between job satisfaction and job burnout. The finding is similar with earlier research and shows that if workers are unsatisfied, their desire to job burnout would increase (Tsigilis, et al., 2006). An inverse and strong association between organizational involvement and job burnout was also shown. The finding demonstrated how worker desire to depart will reduce when organisational engagement among workers rises. The identical results were also noted by Freeney and Tiernan (2006).

Conclusion, Suggestions and Implication

Numerous ideas for enhancement that might aid the progress of study and practitioners have been drawn from this study. One of the earliest attempts to establish a relationship between burnout, work satisfaction, and organizational commitment among teachers was made in this study, which developed and tested a model for burnout and its impact on job satisfaction and the resulting impact of job satisfaction and organizational commitment. Future researchers can take into account the other determinants that affect job burnout since, while this research's autonomous factors account for 52% of the explanation of job burnout, the enduring 48% is provided by additional determinants that were not examined. In addition, suggested that social help and strength and conditioning factors may be investigated more in a future research.

By giving all employees, at every level, with satisfying and happy work environments, challenging and relevant occupations, work-life balance, and a work environment that shows the organization's involvement. Employment longevity is higher among those who feel appreciated and a part of the organization. When employees have higher levels of job satisfaction, involvement at work, and organizational engagement, they are less likely to plan to burnout on the job. There should be two-way or transparent interaction between teachers and the higher authority in the institutes. When teachers are encouraged to share their opinions with the institution, they do so with all of their vigor and passion. It will gradually improve a person's impression of their relationship to their organization and place of employment. To
decrease the likelihood of job burnout, the authorities can also increase employee involvement. The degree of work involvement among teachers should be routinely evaluated by management, according to (Bostjancic and Slana, 2018). The results of this assessment will help educational institutions determine the current level of staff work involvement and then take necessary corrective action.

The results of the investigation have implications for educational institutions’ management because employee burnout could have serious negative effects on the institution. Teachers are an important resource for educational institutions, thus management must devote a lot of efforts in assessing their physical and mental working conditions in order to give services with the highest level of quality.

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