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ISTANBUL SABAHATTIN ZAIM UNIVERSITY
GRADUATE EDUCATION INSTITUTE
DEPARTMENT OF BUSINESS ADMINISTRATION

THE CAUSES BEHIND JOB BURNOUT AND ITS IMPACT ON EMPLOYEES' PERFORMANCE: THE CASE OF COMMERCIAL INDUSTRY

MA THESIS

Areej Majdi Ahmad HAJ SALEH

Istanbul
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THESIS APPROVAL

This study has been approved in partial fulfilment of the requirements for MA Degree in English Language and Literature

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DECLARATION OF SCIENTIFIC ETHICS AND ORGINALITY

This is to clarify that this MA thesis titled "The Causes Behind Job Burnout and its Impact on Employees' Performance: The Case of Commercial Industry" is my own work and I have acted according to scientific ethics and academic rules while producing it. I have collected and used all information and data according to scientific ethics and guidelines on thesis writing of Sabahattin Zaim University. I have fully referenced, in both the text and bibliography, all direct and indirect quotations and all sources I have used in this work.

Areej Majdi Ahmad HAJ SALEH

Istanbul, January-2024

ACKNOWLEDGMENTS

I would like to express my gratitude to my supervisor, Dr. Nicoleta Isac for her support and guidance throughout my thesis time.

I'm sincerely appreciate the professors who contribute their times to this study.

I would like to offer my thanks to my family and friends for their encouragement and support.

Areej Majdi Ahmad HAJ SALEH

Istanbul, January-2024

ABSTRACT

THE CAUSES BEHIND JOB BURNOUT AND ITS IMPACT ON EMPLOYEES' PERFORMANCE: THE CASE OF COMMERCIAL INDUSTRY

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M. A., Business Administration

Supervisor: Asst. Prof. Dr. Nicoleta ISAC

January-2024, 143 pages

With the consequences of job burnout, organizations need to observe factors that lead to burnout to avoid the impact of the job burnout on the performance of employees. Exploring the impact of job burnout phenomenon on employees' performance was essential in organizations.

This study is proposed to examine the effects of job burnout on employees' performance, organizational performance, job satisfaction, turnover intention, work environment, and employee engagement in the commercial industry in Istanbul/Turkey. Furthermore, to find causes that lead to job burnout in organizations.

The primary data was collected via Online Google forms which included 177 participants residing in Istanbul city. Data was collected based on virtual snowball sampling. Multinomial logistics regression analysis and Spearman correlation analysis were applied to primary data to investigate the job burnout's impact on the previously mentioned variables.

The results find that job burnout had a statistical influence on employee performance, organizational performance, job satisfaction, turnover intention, work environment, and employee engagement. According to our results and findings, a negative relationship was found between job burnout and the performance of both employee and organization, it was also found a negative relationship between job burnout and job satisfaction, a positive relationship between job burnout and turnover intention, negative relationship between

job burnout and work environment, and a negative relationship between job burnout and employee engagement.

The conclusion of the research will assist organizations in understanding the causes of job burnout and considering any possible impact burnout may have on organizational performance, employee performance, job satisfaction, turnover intention, work environment, and employee engagement.

Keywords: Job burnout, causes of job burnout, employee performance, organizational performance, work environment

ÖZET

MESLEKİ TÜKENMİŞLİĞİN ARKASINDAKİ NEDENLER VE ÇALIŞANLARIN PERFORMANSI ÜZERİNDEKİ ETKİSİ: TİCARET SEKTÖRÜ ÖRNEĞİ

Areej Majdi Ahmad HAJ SALEH

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Tez Danışmanı: Dr. Öğr. Üyesi Nicoleta ISAC

Ocak-2024, 143 sayfa

Mesleki tükenmişliğinin sonuçlarıyla birlikte örgütlerin, mesleki tükenmişliğinin çalışanların performansı üzerindeki etkisini önlemek için tükenmişliğe yol açan faktörleri gözlemlemeleri gerekmektedir. Mesleki tükenmişliği olgusunun çalışanların performansı üzerindeki etkisini araştırmak organizasyonlarda çok önemliydi.

Bu çalışma, İstanbul/Türkiye'deki ticari sektörde Mesleki tükenmişliğinin çalışanların performansı, örgütsel performansı, iş tatmini, işten ayrılma eğilimi, çalışma ortamı ve çalışan katılımı üzerindeki etkilerini incelemek için önerilmektedir. Bunun yanı sıra, örgütlerde Mesleki tükenmişliğine yol açan nedenleri bulmak.

Birincil veriler, İstanbul şehrinde ikamet eden 177 katılımcıyı içeren Online Google formları aracılığıyla toplanmıştır. Veriler sanal kartopu örneklemesine dayalı olarak toplandı. Mesleki tükenmişliğinin daha önce bahsedilen değişkenler üzerindeki etkisini araştırmak için birincil verilere çok kategorili isimsek lojistik regresyon analizi ve Spearman korelasyon analizi uygulandı.

Sonuçlar, Mesleki tükenmişliğinin çalışan performansı, örgütsel performansı, iş tatmini, işten ayrılma eğilimi, çalışma ortamı ve çalışan katılımı üzerinde istatistiksel bir etkiye sahip olduğunu buldu. Sonuç ve bulgularımıza göre mesleki tükenmişliği ile hem çalışanın hem de örgütün performansı arasında negatif bir ilişki bulunmuştur. Ayrıca mesleki tükenmişliği ile iş tatmini arasında negatif bir ilişki, mesleki tükenmişliği ile işten ayrılma

eğilimi arasında pozitif bir ilişki, mesleki tükenmişliği ile iş ortamı arasında negatif bir ilişki ve mesleki tükenmişliği ile çalışan katılımı arasında negatif bir ilişki bulunmuştur.

Araştırmanın sonucu, kuruluşların mesleki tükenmişliğinin nedenleri anlamlarına ve tükenmişliğin örgütsel performans, çalışan performansı, iş tatmini, işten ayrılma eğilimi, çalışma ortamı ve çalışan katılımı üzerindeki olası etkilerini dikkate almalarına yardımcı olacaktır.

Anahtar Sözcükler: Mesleki tükenmişliği, mesleki tükenmişliğinin nedenleri, çalışan performansı, örgütsel performansı, çalışma ortamı

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LIST OF ABBREVIATIONS

MBI: Maslach Burnout Inventory

WHO: World Health Organization

HRM: Human Resources Management

MBI: Maslach Burnout Inventory

MBI-GS: Maslach Burnout Inventory- General Survey

SHRM: Society for Human Resources Management

SPSS: Statistical Package for the Social Science

CHAPTER I

INTRODUCTION

Organizations seek higher productivity and efficiency in the workplace; therefore, it is essential to highlight the needs of employees and to make their satisfaction higher (Barzegary, Zamini Sa., & Zamini So., 2011). According to studies regarding employees' psychological health, awkward conditions that happen in the workplace have left undesirable effects on both the mental and psychological health of workers (Gorji, 2011). Continuous pressure is the foundation of job burnout. Job burnout has the capability of making individuals sense of energy lack and the need for job position perseverance (Rupert & Kent, 2007). Job-related issues (such as pressures and psychological problems) are likely to cause mental and bodily effects on people and if we assume that continues, it will lead to job burnout (Gorji, 2011). Burnout issues can be seen in the workplace and society (Ahola & Hakanen, 2007). It is common that jobs in which employees have direct contacts with customers or often spend times with clients may highly include burnt-out employees (Clutterbuck, 2009). Burnout is seen as an annoying and dysfunctional condition in which there are desires to be changed by both individuals and organizations; in fact, the main interest in burnout is not about understanding what it is but working out what to do about it (Maslach & Goldberg, 1998).

This study makes some contributions to the phenomenon of burnout while explaining the relationship between job burnout and employees' performance. In this paper, we examine the factors that lead to job burnout and discuss them to help us avoid employee distractions that may occur in the workplace. The study intends to provide burnout's causes and its consequences for employees. The Findings of this study will contribute to preventing possible future burnout symptoms and help organizations execute strategies to handle burnout. In addition, to maintain a convenient work environment to obtain better outcomes and efficient employees.

Most of the previous studies were conducted in education, medical institutions, and banks. Thus, a gap has been found in conducting the study in the commercial industry. Though

burnout has been experienced by employees from different sectors, a lack of studies on employees relative to commercial industries.

The study aims to find the impact of burnout on employee & organizational performance, employee engagement, work environment, turnover intention, and job satisfaction in the commercial industry.

1.1 Statement of the problem and research question

The thesis focuses on figuring out factors that lead to job burnout besides the impact that burnout has on employees' performance. There are two questions regarding the topic of the thesis as following: -

How does job burnout influence the performance of employees and organizations?

What are the factors that cause job burnout?

1.2 Research Objectives

This study aims to analyse causes of burnout and find the impact of burnout on employees' performance.

The main research objectives are:

- Find out reasons for job burnout.

-Discuss the impact of job burnout on employee & organizational performance, job satisfaction, turnover intention, work environment, and employee engagement.

- Discuss factors that lead to job burnout.

1.3 Importance

The organization's success depends highly on employees' performance, therefore; organizations need to determine which factors may reflect negative impacts on employees' performance, the consequences of these impacts, and work on eliminating them. Burnout bears much risk for the work environment in an organization.

There is a lack of studies that examine job burnout phenomenon and its impact on the performance of employees and organizations. This study will identify factors of burnout and how they affect the performance of employees, thus, the organizational performance. In the upcoming study, we will examine the phenomenon by observing the role of job burnout in taking the organization to a higher or lower position.

1.4 Limitation

This study has some limitations which future researchers can avoid. This study focused on the commercial sector's employees. Thus, their perspective is presented. Employees in other sectors may have extremely different results. Future researchers may focus on other sectors and compare them to obtain accurate results and to contain inclusivity. This study focused only on the viewpoints of non-remote workers. Future researchers can consider both remote and non-remote employees so they can compare them and present accurate results.

This study targets different nationality of employees. There are questions regarding quitting jobs and turnover in the questionnaire, some of the respondents included in the sample are foreigners so their situation in Istanbul may affect their response about quitting jobs and turnover. Future researchers might avoid such obstacles by including only citizens in their conducting research to prevent any possible effects that respondents may face.

1.5 Research Hypothesis

The researcher developed six hypotheses based on the objectives of the research and questions.

The first hypothesis is to determine the negative effect of burnout on the performance of the organization. The second is to research the negative effect of burnout on the performance of employees. The third is to identify the negative effect that burnout leave on the job satisfaction of employees. The fourth is to identify the positive effect that burnout leaves on turnover. The fifth is to determine the negative effect of burnout in the

work environment. And finally, the 6th hypothesis is to determine the negative effect of job burnout on employee engagement.

Hypothesis 1: Job burnout has a negative impact on organizational performance.

Hypothesis 2: Job burnout has a negative impact on employee performance.

Hypothesis 3: Job burnout has a negative impact on job satisfaction.

Hypothesis 4: Job burnout has a positive impact on turnover intention.

Hypothesis 5: Job burnout has a negative impact on the work environment.

Hypothesis 6: Job burnout has a negative impact on employee engagement.

1.6 Thesis Structure

The thesis structure is divided into five chapters. The first chapter is about the introduction including the problem statement and research questions, research objectives, importance, and hypotheses. In the second chapter, a literature review and previous studies regarding the thesis topic were displayed. The third chapter includes research methodology, data collection method, data analysis, and hypothesis interpretation. The fourth chapter provides a discussion of the study findings and results being interpreted and compared with other previous studies results. The final chapter includes a conclusion in which outcomes and findings of the thesis are explained in general as a summarization, research contribution, and recommendations are also included in the final chapter.

CHAPTER II

LITREATURE REVIEW

2.1 Job burnout

The Maslach Burnout Inventory (MBI) was developed by Maslach and Jackson (1981, p. 2) by dividing burnout into three dimensions. Burnout is the outcome of the repeated emotional tension in keeping a sustained relationship with people for a long time (Kwon, 2015). The concept of burnout has appeared for almost 20 years in the psychological literature (Schaufeli, Maslach, & Marek, 2017). In 1974 in New York, the psychoanalyst Herbert Freudenberger suggested the burn-out concept for the purpose of characterizing some traits he noticed in his working period (Shepherd, Tashchian, & Ridnour, 2013). Traits that were observed by him are (negativism, cynicism. Inflexibility, boredom, and unhappiness). Job burnout's dimensions and measurements are based on Maslach's (1981) theoretical model.

Maslach (1981) defined a structure states that burnout which comes out of continuous work pressures that are not efficaciously processed involves these three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment.

Table 2.1: Burnout Dimensions

Dimension	Definitions
Emotional Exhaustion	It identifies the exhaustion feelings and sensations caused by various psychological efforts at the workplace. Moreover, it's described as tiredness, weariness, fatigue, and weakening. People who have that sense of feelings, suffer from the work environment while trying to adapt to it as they have a scarcity of emotional energy to deal with tasks at work.
Cynicism or Depersonalization	This dimension, which is burnout's interpersonal component, acts as a response to indifference, detachment, and concern against the performed work or the received people. It contains loss of idealism, negative attitudes, and avoidance of dealing with others (service users, patients, or clients).

Reduced personal achievement	This dimension mentions how an employee senses doubts about his /her ability to execute tasks and negatively evaluate results, which is about negative professional self-evaluation. It indicates lower capabilities, productivity, coping skills, and morale.

As a result of interpersonal stressors and chronic emotions, burnout produces, and consists of inefficacy, cynicism, and exhaustion (Beheshtifar & Omidvar, 2013). Depersonalization, low personal accomplishment, and emotional exhaustion are burn-out symptoms (Maslach C. , 1982). Depersonalizing is a way in which a burnt-out employee may exercise with co-workers or managers which makes him/her feels cold toward everyone in the organization (Jackson & Schuler, 1983). Low personal accomplishment is another aspect of burn-out which occurs when employees start working with high expectations about what they can provide and contribute to either the society or organization, finally end up with realizing different fact away from their expectations. Salespeople for example, who suffer from reduced personal accomplishment with high levels, or low personal accomplishment levels, tend to have characteristics of low self-esteem, low motivation, and inefficacy (Singh, Goolsby, & Rhoads, 1994). Emotional exhaustion occurs when someone starts feeling drained because of the daily contact with people in his/her working organization (Maslach & Jackson, 1986; Kaçmaz, 2005; Demir & Çavuş, 2010). The person who goes through emotional exhaustion considers that she/he is not effective, have no ability to pursue the needs anymore, or continues another day in the work (Schaufel, Maslach, & Leiter, 2001). The long-standing stress that an employee may face, is likely to pose the burnout's risk (Maslach & Jackson, 1981).

Job burnout is a concept identified a social problem which had various expressions that differ according to researchers, period, languages, and across countries, it also has existed for a long time (Lubbadeh, 2020). According to changes that occurred in the work structure such as the downsizing of employees, the burnout phenomenon was recognized (Khan & Zafar, 2013). The burnout of an employee is considered as a psychological process that shows what an employee is going through as an outcome of personal experience and job-related (Schuler & Jackson, 1983). Often, the interaction between the

staff and client is focused on the current problem of the client regardless these problems being social, psychological, or physical; hence, the interaction may contain feelings with various emotions such as anger, fear, embarrassment, and despair (Maslach & Jackson, 1981).

Employee burnout is known as a psychological process- comprised of attitudinal and emotional reactions that may appear in an employee cause of personal experiences and job-related (Jackson & Schuler, 1983). People suffering from burnout, tend to use alcohol, and other drugs in high doses in a manner to control their tension, hostility feelings, and depression (Maslach C. , 1978).

The definition of burnout was updated by the World Health Organization (WHO) in 2019, and instead of it being a mental or health disorder, it has been re-defined as a job-related phenomenon (Leitão , Pereira, & Gonçalves , 2021).

According to previous studies, the real estate form of work is quite stressful. Negative impacts resulted on real estate brokers by the harmful burnout effect (Goh, 2011).

Other reviews by Abiala (1999), that frequent interactions with customers make emotional labour necessary among salespeople, perhaps causing negative impacts for salespeople.

According to deep wisdom, the more enthusiasm for an employee at the beginning of his/her professional career, the bigger the burnout's risk later (Moczydłowska , 2016).

2.2 Organizational performance and its relationship with burnout:

The achievement level in an organization is measured by performance. Organizational performance is derived from the employee performance. Organizational performance depends on the leaders' controlling and producing a convenient and cooperative climate among their employees (Conţu, 2020). Behavioural science aims to comprehend employee behaviours and control them besides making future predictions, to raise the efficacy of employees, consequently raising the organizational efficacy (Çelik, Begenirbaş, & Turunç, 2011).

The increase of performance in an organizational context is a success issue, regardless of performance is influenced by various factors (Çelik, Begenirbaş, & Turunç, 2011).

According to research indications, performance and burnout are negatively related. A negative impact may occur on employees' performance due to occupational stress (Carlos & Pamela, 2019). Burnout which exceeds the endurance level of employees, negatively affects both the organization and its employees (Leung , Chan , & Olomolaiye, 2008). According to Bakker, Demerouti and Verbeke (2004), burnout diminishes self-confidence by reducing performance. However, according to Schaufeli and Taris (2005), burnout affects the desire for trying by influencing performance. Its role affects organizational performance. Serious damages are caused by job burnout to both employees and managers in commercial organizations, as poor leadership can be performed by managers and low performance by employees.

At the national level with sociocultural and economic ramifications, burnout should be seen as a collective phenomenon as Schaufeli suggests (2018). Burnout has been recognized as an organizational issue by organizations, which try to establish promoted teamwork in addition to stimulating the community's sense so that the organization can encourage commitment (Coplan, Smith, Gellert, McCall, & Essary, 2018).

A negative association has been outlined by Wright and Bonett (1997) between productivity and emotional exhaustion, in which job performance is predicted by burnout's primary dimension.

Based on previous empirical studies and theory, we propose the first hypothesis as:

Hypothesis 1: Job burnout has a negative impact on organizational performance.

2.3 Relationship between burnout and employee performance:

One of the significant matters for HRM is employee performance. Employee performance is considered one of the most important issues in organizations. Institutions seek high-performance employees to fulfil their duties otherwise a downsize will be expected soon. Thus, it's preferable for institutions to avoid factors that negatively affect the performance of employees. Employee performance should be subjected to evaluation and monitoring to sustain continuous improvement (Hanna & Brusoe, 1997). People get motivated by

elaboration through helping turnover their potential and ensure their self-confidence which in the end increases performance (Coşkun, 2002).

Burnout may have a huge impact on an employee's mood. The efficiency of employees gets worse which leads them to work ineffectively (Manochehri & Malekmohammadi, 2015). The willingness and openness of an employee to perform new aspects of the job are in some way tied to job performance which increases the productivity of an individual (El-Sabaa, 2001). Work stress and workload which came out of job burnout led to a decrease in the performance of an employee (Laeeque , 2014). The organization will have obstacles in achieving its desired goals beside a reduction will occur in employee performance if job burnout isn't immediately addressed (Wulantika, Ayusari, & Wittine, 2023).

As mentioned in the first section of the literature, burnout includes emotional exhaustion, depersonalization, and low accomplishment. When a worker feels exhausted, it needs efforts to have a sense of accomplishment (Maslach, Schaufeli, & Leiter, 2001).

Individuals with the ability to express clear emotions and repair emotions are notably added much to the success of an individual (Durán , Extremera, & Rey, 2004). Emotions can be managed by employees if they adjust their work environment perception and the environment's emotional stimuli; by exposing their emotional experiences to strength, prolongation, weakness, or shortness, they're able to get their desired achievements (Wong & Law, 2002). These can manage the burnout's sense of an employee and reduce it effectively at the workplace (Gong , Chen , & Wang, 2019). Without a doubt, workers who experience burnout will lower their performance at work and tend to perform in a passive and pessimistic manner when it's about fulfilling their tasks at work which leads them to become depressed (Harjanti & Todani, 2019). Happy employees recorded higher performance levels than unhappy employees did (Boehm & Lyubomirsky, 2008).

Previous research that investigated the job burnout phenomenon with its employees' performance relationship has contained the MBI and the MBI-GS to display job burnout for estimation; despite diverse criticisms which are confronted by MBI such as psychometric lapse, in which items in the MBI's three subscales are formulated in either positive worded questions or negative worded questions (Demerouti, Nachreiner,

Schaufeli, & Bakker , 2001). Exhaustion and disengagement, the two-dimension of job burnout is expected to reduce the contextual performance, and tasks of employees, increase the participation of employees toward actions decrease the productivity of the work behaviour (Lubbadeh, The Phenomenon of Job Burnout and its Relation to Employees' Performance: Empirical Evidence from the Jordanian Banking Sector with International Perspective, 2021). There are some consequences of burnout in the performance of employees, such as work absenteeism, lower level of effectiveness, lower quality service, loss the interest in the organization, marital and family issues, the consumption of drugs and alcohol, and depression (Harjanti & Todani, 2019). Therefore, it's important to recognize the syndrome besides its effects, and the attempts to stop it (Yirik , Oren , & Ekici, 2015). Thus, we propose the second hypothesis as:

H2: Job burnout has a negative impact on employee performance.

2.4 Relationship Between Job Satisfaction and Burnout:

In the 1930s, job satisfaction study has begun which first, this concept was proposed by R. Hoppock (The American Psychologist) in his job satisfaction book (Song , Xiang , Liu , & Yu, 2020).

Burnout is a serious issue in all sectors, as it is in the commercial sector. Several outcomes are influenced by job burnout such as disengagement, weak work performance, workplace, and depressed job satisfaction (Rožman, Treven, & Cingula, 2018). Burnout induces harm to job satisfaction. Job satisfaction combines employee's physiological, psychological, and environmental factors at the workplace (Bourne, 2020). Organizational and individual levels are the two inference levels of job happiness, in the corporate context, absenteeism, turnover, demand to change jobs, low level of job performance, product, service, customer satisfaction, and employee number, may cause resource damage, and discontent which by its role affect job satisfaction (Aldoghan , 2020). In an individual context, while some studies propose a relationship that is inconsistent between job satisfaction and life happiness, they also showed a negative relationship among anxiety, job satisfaction, and depression at the workplace and the well-being of an individual at work (Colombo, et al., 2018). The value of burnout and the work

environment at the workplace should be monitored by organizations to avoid possible job burnout's negative impact on the job satisfaction of employees (Tus, et al., 2021).

According to the study's finding, parameters that are related to work such as low job satisfaction, extra workload, problematic relationships with co-workers, disbalance between professional and personal life, besides different personal traits, lifestyle parameters, disorders such as stress and sleep, and stress-copying methods are all closely have a relationship with burnout (Boutou , Pitsiou, Sourla , & Kioumis , 2019). Several studies have emphasized the negative correlation of burnout with job satisfaction, and that the relationship between different dimensions of job burnout and job stress is mediated by job satisfaction (Wu , Ren , & Wang , 2020). Extreme workload causes less motivated employees and increases work pressures, which by its role leads to face difficulties in balancing between work and life, and ultimately produces burnout and leads to a reduction in job satisfaction (Song , Xiang , Liu , & Yu, 2020). Research has been conducted by Tamini and Kord (2011) which studies the relationship among life, job satisfaction, and job burnout, university of Sistan and Baluchestan applied a sample that got positive results on job and life satisfaction relationship, and a negative relationship between emotional exhaustion and depersonalization. However, a positive relationship among life, job satisfaction, and personal accomplishment exists.

Another study investigated by Sangganjanavanich and Balkin (2013), examined burnout and job satisfaction's correlation, and therapist educators were applied to the study. The result showed how the link between job burnout and job satisfaction is important, in which lowered scores resulted in job satisfaction among counsellor educators, and greater levels with the burnout's three dimensions, especially emotional exhaustion. Studies have confirmed the significant relationship between employee's satisfaction and job burnout in multiple organizations (Hunsaker , Chen Hsiu, Maughan , & Heaston , 2015; Jasperse , Herst, & Dungey , 2014; Leung , Rioseco , & Munro, 2015; Scanlan & Still , 2013).

Job satisfaction benefits organizations as it contributes to lower turnover intention which is considered positive work outcomes (Muchinsky & Tuttle , 1979; Porter & Steers, 1973).

Thus, we propose the third hypothesis as:

H3: Job burnout has a negative impact on job satisfaction.

2.5 Turnover Intention and its relationship with burnout

The employees' movement out of the organizations' boundaries is called turnover (Chen, et al., 2019). The decision of an employee to leave his job in an organization is exorbitant for both the individual and the organization (Inavalpotro, Pérez, & Quiroga, 2019). High turnover rates are accepted as bad as it's expensive and threaten the quality. (Salama , Abdou , Mohamed , & Shehata, 2022). Rich evidence has pointed out that in many professions, high-degree burnt employees are more likely to face turnover intentions (Huang , Chuang , & Lin, 2003).

Liu, Zhu, Wu, and Mao (2019) indicated that a positive impact of work stress on the employees' turnover intentions. Burnout is likely to cause a reduction in job satisfaction and an increase in turnover intention (Kahill, 1988). To comprehend burnout's impact on turnover intention and job satisfaction, a framework was established by resource conservation theory (Chieh Lu & Gursoy , 2013). The theory supposes that retain, obtain, foster, and protect will be searched by individuals (Hobfoll, 1989; Hobfoll, Social and psychological resources and adaptation. Review of General Psychology, 2002) and if resources face an actual or potential loss, it's going to produce an emotional exhaustion, which will lead to job dissatisfaction and turnover intention (Chieh Lu & Gursoy , 2013). This theoretical argument is in accordance with several previous studies which have identified the direct impact of burnout on turnover intention empirically (Jackson & Maslach, 1982; Lee & Ashforth, 1993).

The existence of the relationship between work turnover rate and work stress has been emphasized from the organizational justice perspective (Ahn & Chaoyu, 2019; Zahra & Khan, 2018). They explained the organizational justice's influence on unsteadiness negative effects which raise the work turnover rate, in addition to the revelation of the turnover intention and work pressure's direct connection.

High turnover rates are encountered by sales organizations, but the reason behind provoking attrition it's seldom to be diagnosed (Darmon, 1990). However, reasons may vary among organizations, yet the emotional and burnout impact should be considered by

organizations among members of the sales force, to avoid the fiscal loss of turnover and demoralization of employees (Darmon, 1990).

When burnout is having high levels in a specific industry, the staff starts to leave, employees are easily searching for new opportunities in the tight labor market in other industries or within the industry (Chan, Wan, & Kuok, 2015). Burnout and turnover intention relationship is positive significantly, emotional employees who confront perceived higher stress levels, report higher turnover rates (Chan, Wan, & Kuok, 2015). Several studies showed that employees and organizations are facing considerable costs because of burnout, on account of absenteeism, reduced productivity, and job turnover (Jackson & Maslach, 1982; Leiter, 1988; Maslach & Jackson, The measurement of experienced burnout., 1981).

Thus, we propose the fourth hypothesis as:

H4: Job burnout has a positive impact on turnover intention.

2.6 The Relationship Between Work Environment and Burnout

Employees in commercial industries or in any other industry can be influenced by many factors around them which will affect their performance in the organization. In the workplace, the environment is considered as the optimum state which contributes to supporting people with interesting, challenging, and significative tasks (Csikszentmihalyi, 1997). The negative interactions that occur between work atmosphere and employees lead to burnout (Demir & Çavuş, 2010). Let's assume having some burnt employees in a marketing institution, their attitudes and behaviours perhaps will contain drained emotions and that will reflect in their relationship with their co-workers or customers. Thus, in some way, they're spreading negative signs to the work environment, which in its turn influence negatively the other employees in the organization.

The work environment can also be called situations, conditions, or settings of a workplace (Olukunle & Oludeyi, 2015). Employees are willing to perform better in a safe working environment, as the work environment affects the thoughts and feelings of employees. (Jufrizen, 2020) Burnout which is determined as physical and emotional fatigue syndrome

affects the bad attitudes at the workplace, the skills, and interest deficiency (Aloja, et al., 2016). Aloja (2016)indicates that if individual needs are not met by the work environment, which refers to negative consequences' occurrence. An example of a negative consequence can be an employee's poor performance (Pradipto & Ibrahim, 2021). An employee can do specific skills that are called performance (Sinambela, 2018). We need the performance because it can show us how far the ability of employees to carry tasks which are burdened with it (Pradipto & Ibrahim, 2021). Many people are influenced by other people's emotions and feelings. As it's known, people around you may have a real impact on you. Based on the emotional cognation theory, it's concluded out of this theory, that work groups may face burnout, as long as they have shared emotions and beliefs which become at advanced levels as a result of their social interaction (Llorens & Salanova, 2011). Thus, organizations should avoid burnout and its bad impact on their employees by offering more attractive, less stressful, and more flexible tasks to burnt employees so it can improve their situation and protect other employees from receiving awkward signs.

Sedarmayanti (2011) Suggests that employees are affected by all circumstances in either direct or indirect ways, in which these circumstances are the working environment. The tangible working environment and intangible working environment were divided.

We propose the fifth hypothesis as:

H5: Job burnout has a negative impact on the work environment.

2.7 Employee Engagement and its Relationship with Burnout:

Employee engagement was defined by the Caterpillar Company as the employee's extent of work effort, desire, and commitment to stay in an organization. Employee engagement was defined by academic researchers as the organization members harness their selves to work roles; in which people express and employ themselves cognitively, emotionally, and physically during performance's role (Khan W. A., 1990).

It refers to employee engagement as the satisfying and positive state of mind, which have relation to the dedication, vigour, and absorption-related work, in which mental

endurance, high energy, the effort of investing in the work, besides persistence when facing adversity are characteristics of vigour; enthusiasm, inspiration, and sense of importance are characteristics of dedication; being engrossed, fully concentrated, having difficulty getting away from work, and time-pass quickly are characteristics of absorption (Schaufeli, Salanova, González, & Bakker, 2002). When engagement or commitment is experienced by employees, a lot of positive outcomes take place. Some of the engagement's outcomes are related to the affective responses of other employees to work (Storey, Welbourne, Wright, & Ulrich, 2008). A negative influence is caused by employee engagement on turnover intention, which indicates that highly engaged employees have a lower tendency to leave the organization (Saks, 2015). That shows us in another way the negative relationship between burnout and employee engagement and how burnout has a negative impact on employee engagement, as burnout positively influences turnover intentions.

At the same time with the SHRM field's development, researchers in both social psychology and psychology have shown interest in how employee engagement's attitudinal construct can explain the outcomes of individual performance (Shantzb, Soanec, Alfesdand , Delbridge, & Truss, 2013). Quantitative studies' basis has been accumulated by evidence to indicate that high engagement levels are associated with performance high levels, the well-being of individuals, and the behaviour of citizens (Christian, Garza, & Slaughter, 2011; Hakanen & Schaufeli, 2012; Soane, Truss, Alfes, Delbridge, & Shantz, 2013). As we previously conducted, burnout negatively impacts employee performance, and according to the mentioned studies, high engagement is positively associated with high performance which indicates that burnout and engagement are oppositely related.

The view of burnout-antithesis developed by Leiter and Maslach (1997) on engagement, suggests the opposite ends for burnout and engagement of a continuum. While features of burnout are cynicism, exhaustion, and reduced accomplishment; engagement is about energy, efficacy, and involvement. Instead of personal engagement, work engagement is referred to by the Utrecht team, besides their suggestion about the performance of engaged workers compared to disengaged peers (Schaufeli W. B., 2013). Literature showed that having a lower level of engagement or disengagement is problematic for both

organizations and individuals, in the individual context, impaired well-being, and in the organizational context, low-performance levels may occur (Christian, Garza, & Slaughter, 2011).

According to Maslach and Leiter (1997), the engagement's characteristics (involvement, energy, and efficacy) are the direct opposite of burnout's three dimensions. Conforming to the argument of these authors, in the burnout case, involvement turns into cynicism, energy into exhaustion, and efficacy into effectiveness. The scores on MBI-GS's three dimensions assess engagement by these scores opposite pattern: scores on cynicism and exhaustion are low, and scores on professional efficacy are high (Bakker, Demerouti, & Sanz-Vergel, 2014).

Thus, we propose the sixth hypothesis as:

H6: Job burnout has a negative impact on employee engagement.

2.8 Causes of Job Burnout:

Since the term burnout appeared in the scientific literature, inquiries have started about the reasons that lead to the appearance of burnout and its development. There are several empirical and explanatory burnout theories. They are social exchange theory, structural theory, social cognitive theory, emotional contagion theory, and job demands-resources theory.

2.8.1 Burnout's Theories

2.8.1.1 Social Cognitive Theory

The below figure 2.1, presents the approach in which a central role is given to individual variables, these can be self-confidence, self-concept, and self-efficacy in the burnout's evolution and development (Pines, 2002; Cherniss, 1993). Thus, doubts are harboured by workers regarding the effectiveness of their team or their own while accomplishing professional targets, this syndrome gets triggered (Llorens, García-Renedo, & Salanova, 2005; Manzano-García & Ayala-Calvo, 2013). These approaches were confirmed in a

study conducted with 274 samples of teachers from secondary school in a Spanish context, showing that the occurrence of burnout was after the crises of emergence professional efficacy (Llorens, García-Renedo, & Salanova, 2005). Negative experiences in past-related failure, the absence of reference models that crossed through alike experiences and deal with it, the insufficiency of the work's external reinforcement, extreme criticism, or lack of feedback on the completed work, and work difficulties are these circumstances that promote the development for both the efficacy crises and inefficacy expectations (Edú-Valsania , Laguía , & Moriano , 2022). On the wise, effectiveness crises would cause depressed professional fulfilment, which in the case of keeping it up, would produce emotional exhaustion after that cause cynicism or depersonalization to cope with stress.

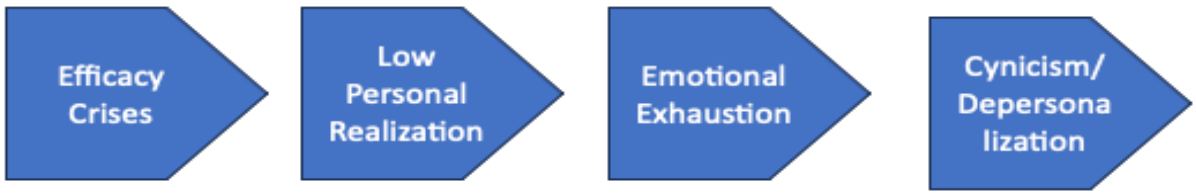

Figure 2.1: Burnout Development According to The Social Cognitive Theory of The Self-Efficacy

2.8.1.2 Social Exchange Theory

The below figure 2.2, shows the theory which believes that when the equity among contributions made, efforts, and the obtained result at work faces a lack by workers, burnout starts to occur (Schaufeli, Maassen, Bakker, & Sixma, 2011). This reciprocity's lack can take place with supervisors, colleagues, organizations, and service users, making it leading to the consumption of professionals' emotional resources which in turn contributes to the production of emotional exhaustion which becomes chronic (Edú-Valsania , Laguía , & Moriano , 2022). Along with this approach, some demands which are considered significant interpersonal ones those which are involved in dealing with users or clients, trigger burnout because they turn emotionally consuming (Edú-Valsania , Laguía , & Moriano , 2022). Consequently, workers use the strategy of coping with stress to elude the original source of cynicism or depersonalization, the discomfort that results

from the contact with them and generates a low personal fulfilment (Edú-Valsania , Laguía , & Moriano , 2022).

Figure 2.2: Burnout Development according to Social Exchange Theory

2.8.1.3 Organizational Theory

This approach considers that burnout is the result of work and organizational stressors besides strategies about individual coping (Cox, Kuk, & Leiter, 1993; Golembiewski, Munzenrider, & Carter, 1983). The alternative models exist in this theory to discuss the relationship between burnout's dimensions. Golembiewski (1983) suggest that the organizational stressors' existence or risk factors lead to burnout, such as role ambiguity, and work overload, in addition to some individuals who show a decrease in their commitments' organization as a coping strategy, which is equivalent to depersonalization and cynicism. Thereafter, low personal fulfilment and emotional exhaustion will be experienced by people at work which triggers the syndrome of burnout. So, burnout's first phase would be depersonalization, followed it low self-fulfilment, then emotional exhaustion. The alternative proposal was suggested by Cox, Kuk, and Leiter (1993), according to these authors, the outcome of continuous work stressors which is emotional exhaustion is this syndrome's initial dimension. To confront emotional exhaustion, depersonalization presents as a coping strategy, and the result is low personal fulfilment.

2.8.1.4 Demands-Resources Theory

This approach supposes that in the case of imbalance which takes place between resources and demands that are driven from work, burnout occurs (Bakker & Demerouti, 2017). Job factors that require mental, sustained, and physical efforts are part of job demands which are linked to specific physiological costs, for instance: reduce the attention of concentration, redefinition of the requirements of tasks, and subjective fatigue. Emotional labor, work overload, interpersonal conflicts, and time pressures are belonging to the common job demands (Edú-Valsania , Laguía , & Moriano , 2022). When confronting such demands is deficient or poor, that triggers a state of mental and physical exhaustion.

Furthermore, organizational, social, and physical aspects of work are referred to as work resources, which is the one responsible for the reduction of work demands in addition to the associated psychological and physiological costs, that when it comes to work objectives' achieving, it could be conclusive (Edú-Valsania , Laguía , & Moriano , 2022). Fatigue starts to occur once resources are exceeded by demands, in the case of maintaining this imbalance over time, chronic fatigue results, eventually the appearance of burnout. Consequently, a positive and direct relationship exists between both job demands and burnout, emotional exhaustion in particular, while job resources have a negative impact on depersonalization by reducing the use of it as a strategy of coping (Edú-Valsania , Laguía , & Moriano , 2022).

As mentioned in the table 2.2, work resources can be naturally organizational, but still, can be individual (Edú-Valsania , Laguía , & Moriano , 2022).

Table 2.2: Main Demands and Job Resources' Summary

Job Demands	Job Resources
Clients and colleagues' interpersonal conflicts Job insecurity Temporary Pressures Work overload (qualitative and quantitative) The complexity of task	Autonomy Material resources Individual Organizational Creativity Job security Rewards

Personal occupational hazards Unfavourable changes on schedule	Socio-emotional skills Positive psychological capital (self-efficacy, optimism, hope and resilience) Technical knowledge and skills

2.8.1.5 Structural Theory

The below figure 2.3, shows approach considers burnout because of chronic stress job that comes out when an individual's coping strategy fails to handle the stressors of job. Like many start points, the stress at work will elicit several coping strategies' series, in the case of the employed coping strategy being unsuccessful, low personal fulfilment feelings, professional failure, and emotional exhaustion will result at work. Individuals start to adopt a different coping form while facing these feelings which the new form would be depersonalization. Thus, the health of organizations and individuals will have negative consequences (Edú-Valsania , Laguía , & Moriano , 2022). Different groups have been contrasted empirically by this model such as nurses and teachers (Manzano & Ramos, 2000).

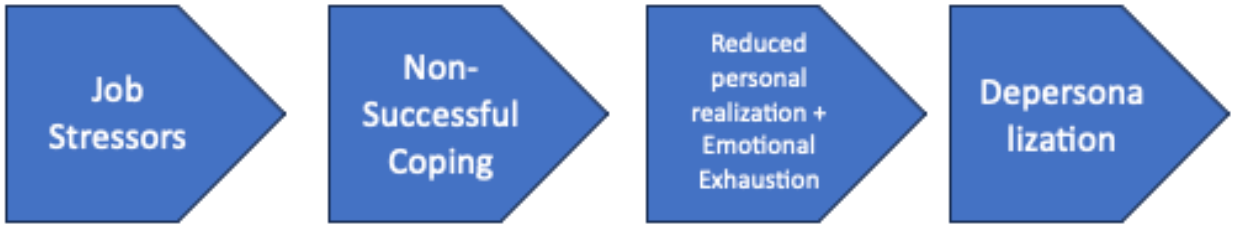

Figure 2.3: Burnout Development according to Structural Theory

2.8.1.6 Emotional Contagion Theory

In this approach, they explain emotional contagion as the tendency to synchronize and imitate automatically postures, facial expressions, movements, and vocalization that are related to other people, hence, emotionally being converged with them (Hatfield, Cacioppo, & Rapson, 1993). It's common for people to work in one environment where

they share collective emotions experiences, and situations, these can be fear, sadness, or exhaustion (Edú-Valsania , Laguía , & Moriano , 2022). It's concluded out of this theory, that work groups may face burnout, as long as they have shared emotions and beliefs which become in advanced levels as a result of their social interaction (Llorens & Salanova, 2011). Especially in health personnel and teachers have recorded this contagion of burnout (Bakker & Schaufeli, 2000). Also, between spouses when they are outside work. So, the development of burnout is influenced by emotional contagion inside the workplace and outside of it (Bouza, et al., 2020).

2.8.2 Factors Lead to Job Burnout

Many studies have indicated that burnout has been an influential factor over the years (Ghorpade, Lackritz, & Singh, 2007). Environmental factors, organizational factors, and individual factors are effective in job burnout (Beheshtifar & Omidvar, 2013). Job's inflexible rules, management style, promotion's few opportunities, and low job security are some of the organizational factors that generate job burnout. (World Health Organization, 1998).

Anthony (1982) stated that according to research findings, the following analysis related to job burnout's causes had the most attention:

The control over the destiny of someone: In impersonal and large organizations, decision-making process are not evolved by employees. Moreover, due to administrative policy, legal dictates, or funds, they may delay a simple task. When employees participate in the decision-making, it promotes their motivation and job attitudes, so they obtain effective performance.

Work overload or under-load: according to research findings, people who are under workloads, have high stress levels. Some work overload characteristics are high responsibility, long working hours, directly being in connection with difficult people without having enough relief, continuous crisis dealing, and supervision of many people, besides boring jobs.

Individual factors: There are personal factors that trigger one's stress on the job such as marital satisfaction, inflexibility, poor skills in stress management, financial stability, and

excessive shyness. Job burnout can result from the accumulation and mutual interaction of stressors related to both personal and occupational ones (Anthony , 1982).

2.8.2.1 Organizational Factors

The scientific literature reviews indicate that generally, task types and their organized way, and colleagues, clients, or bosses' relationships are considered potential triggers for burnout (Adriaenssens, De Gucht, & Maes, 2015).

a) Work Overload

A sustained effort is required when the load of qualitative and quantitative work is excessive, which brings costs such as psychological and physiological. People may experience burnout if they have such symptoms, so they use the mechanism of self-defence by psychologically distancing themselves from work (Maslach & Leiter, 2017).

b) Emotional Labour

Is the self-regulate psychological process to the emotions of an individual besides showing the emotion that the organization desires it. Hiding or controlling negative emotions are included in this process, such as irritation, anger, and discomfort to follow the organization's requirements, showing emotions are not actually felt to users or customers for example, sympathy, while the opposite is the real feelings of employees, therefore, a greater workload will be contained by emotional labour (Edú-Valsania , Laguía , & Moriano , 2022). Positive relationships have been shown between burnout and emotional labour by several studies in various professions, such as workers from the HR department (Mustafa, Santos, & Chern, 2016), and teachers (Kim, Kim, Choe, Kwak, & Song, 2018).

c) Lack of Autonomy and Influence at Work

Having no ability to influence any decision, as well as performing tasks with insufficient freedom has been associated with higher burnout levels positively (Edú-Valsania , Laguía , & Moriano , 2022). On the contrary, when workers can control their work and have

autonomy, lower rates have been recorded for burnout and professional fulfilment has higher rates (Maslach & Leiter, 2017). In alignment with this, negative relationships have been found between empowerment and burnout by several investigations, showing us when workers perceive greater empowerment, they experience lower burnout levels (Orgambídez & Almeida, 2019; Kaya & Altınkurt, 2018).

d) Ambiguity and Role Conflict

When the mission that a worker is assigned to do doesn't provide him/her with enough information, when has no idea what he/she is expected to do, and in the case of incompatible demands with tasks to fulfil, the level of burnout starts increasing (Acker, 2003).

e) Inadequate Supervision & Perception of Injustice

Inadequate supervision is unfair and excessively directive which takes place when they grab their focusing on only negative aspects without efforts and achievements' valuing, or the absence of directives, leads to an increase in burnout's developing (Edú-Valsania , Laguía , & Moriano , 2022). Conversely, when employees are fairly treated, the available resources increase, which negatively affects emotional exhaustion so, burnout symptomology is less likely developed by workers (Laschinger, Borgogni, Consiglio, & Read, 2015).

f) Lack of Perceived Social Support

Supervisors and co-workers' internal conflicts, alongside with social support lack from either supervisors or co-workers at work are one of the burnout's important triggers. It has been found that on this syndrome social support is acting like a brake (Boland, Mink, Kamrud, Jeruzal, & Stevens, 2019).

g) Poor Working Hours

Another trigger of burnout is the conditions of working hours which may affect the balance between family life and professional life. An example of it could be night work, long hours of working, high rotations, shift work, and overtime work are burnout's powerful triggers. These hourly characteristics are related positively to job dissatisfaction, health issues, sleep disorders, lower performance and attention, and the increase in accident risk (Maslach & Leiter, 2017).

2.8.2.2 Individual Factors

It has been investigated that individual factor such as coping strategies, sociodemographic, and personality traits, facilitate burnout development when some organizational factors exist (Edú-Valsania , Laguía , & Moriano , 2022).

a) Personality Traits

McCrae and Costa (1987) concluded that personality traits (extraversion, neuroticism, agreeableness, conscientiousness, and openness to experience) in the Big Five model relate to burnout significantly and differentially by several studies (Pérez-Fuentes, Molero Jurado, Martos Martínez, & Gázquez Linares, 2019; Galaiya, Kinross, & Arulampalam, 2020; Kim, Jörg, & Klassen, 2019). Consequently, a negative correlation has been found between components of burnout and extraversion, so it is considered burnout's protective factor. Emotional instability or neuroticism has been found positive correlations with burnout, in which people who have lower emotional stability, will face burnout more. Agreeableness is burnout's protective effect, which shows us that workers with higher levels of agreeableness suffer from burnout less than workers with lower levels of agreeableness. As for conscientiousness or what's explained as behaving in a responsible manner, reduces the burnout probability. People who are open to experience tend to be creative and have interests which means it produces protective effects against burnout as it is linked with professional efficacy positively and negatively with depersonalization.

b) Sociodemographic Variables

Studies reviews show that an inverse relationship has been found between age and burnout, explaining that when age increases, lower burnout levels will be experienced by people (Maslach & Leiter, 2017; Adriaenssens, De Gucht, & Maes, Determinants and prevalence of burnout in emergency nurses: A systematic review of 25 years of research., 2015). Noting that results can be different and not consistent. Related to the burnout's determinants, a systematic review found that increasing age is associated with increasing the risk of depersonalization, alternatively, a sense of personal accomplishment exists (O'Connor, Neff, & Pitman, 2018).

c) Coping Strategies

Burnout development is influenced by the coping strategies variable. (Lee, Kuo, Chien, & Wang, 2016; Friganović, Selič, Ilić, & Sedić, 2019). The most established coping strategies' classification is the distinction between emotion-focused and problem-focused coping (Lazarus & Folkman, 1984). When there is a stressful situation, problem-focused coping takes a direct act on it, but emotion-focused coping is about turning responses which are negative emotions to stressful events without the attempt to get into them and interfere. According to empirical evidence, a positive relationship exists among burnout, emotion-focused coping, and avoidance, whereas a negative relationship exists between burnout and problem-focused coping. On the other hand, not all the cases of emotion-focused coping led to an increase in burnout, in which religious support, reappraisal, and social support seeking can have protective effects in some cases against burnout (Boland, Mink, Kamrud, Jeruzal, & Stevens, 2019).

Referred to (Sand & Miyazaki, 2000), although taking into consideration that salespeople face stressful encounters continuously, numerous coping resources are available to them which decrease burnout propensity.

CHAPTER III

RESEARCH METHODOLOGY

In this chapter the methods and material which will be used in this research will be discussed. Meeting the study objectives by displaying the material and methods is the purpose of this section.

3.1 Research Design

It's a qualitative and deductive research to investigate the reasons and factors behind the burnout phenomenon and the burnout's impact on employee performance in the commercial industry. In addition, studying the impact of burnout in each of turnover intention, employee engagement, organizational performance, work environment, and job satisfaction. Relative to the study questions, the behaviours and attitudes are used to collect data, which involved in the qualitative approach. The quantitative approach was also followed to collect data in this research.

3.2 Targeted Population and Sample Size

To determine the sample size is important to define the targeted population first, as without the determination of the targeted population, sample size will not be determined. Referring to literature review, it has been found that there is a gap in studying the burnout's impact on employees' performance in organizations related to commercial industry. Hence, this investigation picked respondents work in a related organization. The population is targeted to involve employees working in commercial industry, regardless the province. Yet, employees from commercial industry which have been involved in the study are living in Turkey. The survey has been distributed to more than 350 employees, only 170 participants completed the questionnaire.

3.3 Sampling Technique

The process of data collection comes after the questionnaire designing and the determination of sample size. The sampling technique selected to this study was snowball sampling technique, as the questionnaire was shared on many groups in social media.

3.4 Data Collection Method

The sampling technique used in this investigation is the snowball sampling technique which aimed to have responses from employees working in commerce-related organization. The primary data of participants was gathered by online google forms. 170 employees have participated in the questionnaire.

3.5 Questionnaire Design and Pre-testing of the Questionnaire

The research is based on the collected primary data. An online survey was applied to get a higher and easier access to the targeted sample and to save time. The survey used as an instrument to have these collected data from participants. The researcher formed the questionnaire derived from similar studies' review. To guarantee the validation of the questionnaire, it has been shown to some expert. The questionnaire was written in English in a simple and understandable language to avoid any misunderstanding. The data was collected to investigate several variables. Employee performance, organizational performance, work environment, turnover intention, job satisfaction, employee engagement are the independent variables. In the other hand, burnout is the dependent variable. There are three sections of the questionnaire:

The background of participants (Their age, gender, level of education, and type of organization)

Measuring the burnout level of participant

Measuring the independent variables response to burnout for participants

After the designing process of questionnaire is done, an implement pre-testing should be conducted before starting in the data collection process. We make sure that the presented

questions in the survey are understandable, clear, for participants by investigation them, beside correct them in case a problem found. After the pre-tested process of the questionnaire and making sure that everything is working perfectly, we move to next stage which is data collection.

3.6 Development of Conceptual Models

The purpose of this study is to examine the impact of burnout on employee performance. In addition to its impact on each of the following: Organizational performance, turnover intention, employee engagement, work environment, and job satisfaction. Therefore, a conceptual framework was developed to illustrate the relationship between mentioned variables. A model has been developed for this study by the researcher. The conceptual framework model has been developed to clarifies the relationship between burnout and other variables. Based on the studied variables, the research hypothesis has been stated.

Research hypotheses are as following:

Hypothesis 1: Job burnout has a negative impact on organizational performance.

Hypothesis 2: Job burnout has a negative impact on employee performance.

Hypothesis 3: Job burnout has a negative impact on job satisfaction.

Hypothesis 4: Job burnout has a positive impact on turnover intention.

Hypothesis 5: Job burnout has a negative impact on work environment.

Hypothesis 6: Job burnout has a negative impact on employee engagement.

The below figure 3.1, shows us the research hypothesis and the relationship between the variables.

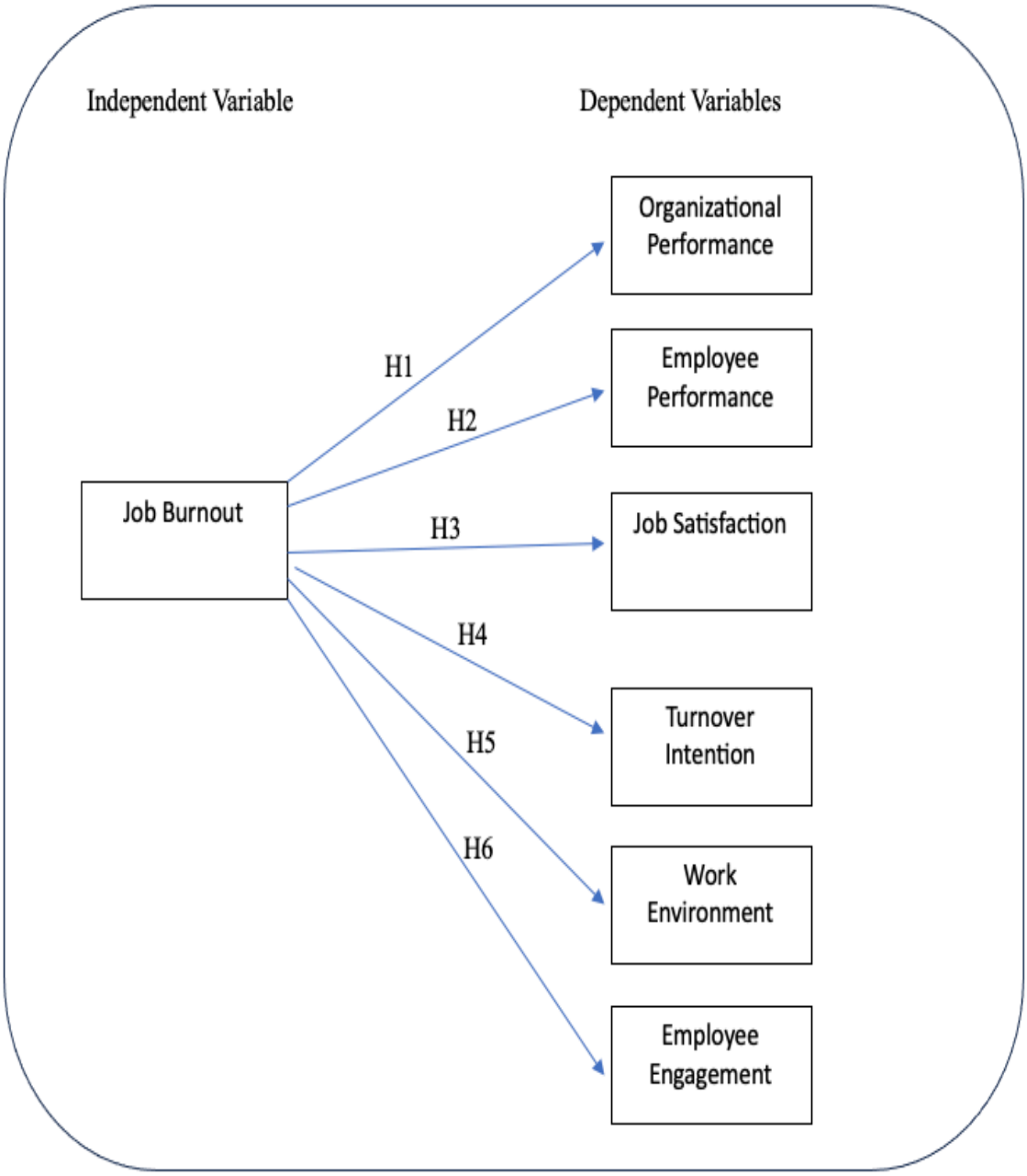

Figure 3.1: The Conceptual Framework of The Relationship Between Job Burnout and Organizational Performance, Employee Performance, Job Satisfaction, Turnover Intention, Work Environment, and Employee Engagement

3.7 Ethical Consideration

Ethical consideration should be considered when primary data are collected while conducting a survey. When considering this aspect, the negative impacts associated with respondents are decreased in this study. To ensure ethical consideration, we emphasized that the participation of respondents was voluntary in the survey, without any pressure and with the existence of their full consent. Biases and sensitive questions were avoided by the researcher. Respondents will be anonymous, and the collected respondent's personal information will not be published. Information will not be shared for any reason, except the research results will be published.

3.8 Definition of Variables

The correlation among variables have been examined in this research. There're two types of variables presented in the study independent and dependent as it presented in the below figure 3.2. Job burnout is presented as independent variable, whereas, organizational performance, employee performance, job satisfaction, turnover intention, work environment, employee engagement is the dependent variable. The research aims to study the impact of the independent variable on the dependent variable.

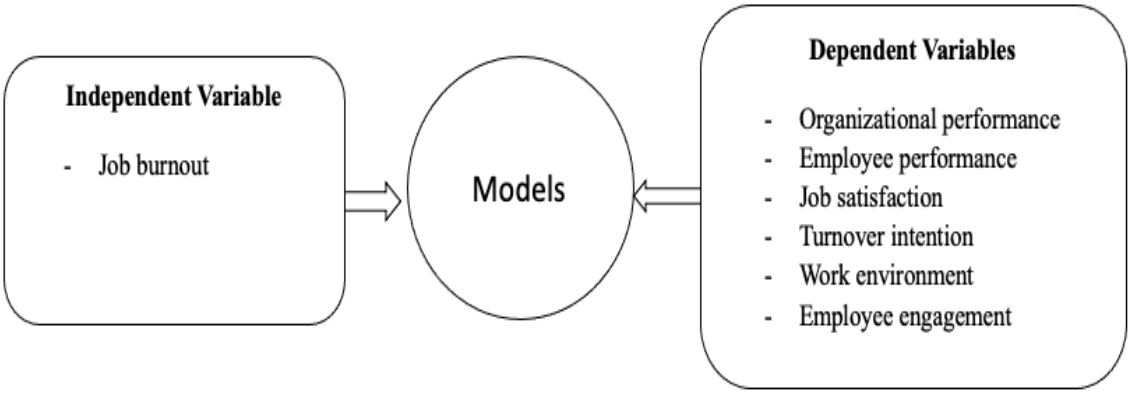

Figure 3.2: The Variable Used in The Study

3.9 Methods

3.9.1 Measurement of the variables

The aim of this research is to explore the impact of job burnout on organizational performance, employee performance, job satisfaction, turnover intention, work environment, and employee engagement. The five-point Likert scale is used in the survey, this scale assist in analysing each question's answers.

The used scale is as the following tables, table 3.1, table 3.2, table 3.3.

Table 3.1: The five-point Likert scale

Response to the statement	Code of statement
Never/no change	1
rarely	2
Sometimes	3
Often	4
Always/much change	5

The table 3.2 includes dichotomous question which has also been used in this survey to measure the affectedness level of participant by burnout.

Table 3.2: The Dichotomous Questions

Response to the statement	Code of statement
No	2
Yes	1

Another scale with 8 responses in the table 3.3 was applied in the survey to measure the emotions experienced by participant before starting and to figure their psychological state and how is related with burnout.

Table 3.3: Employees' Experienced Emotions Before Workday

Response to statement	Code of statement
Anger	8
Nervousness	7
Boredom	6
Excitement	5
Fear	4
Satisfaction	3
Indifference	2
Joy	1

3.9.2 Reliability

The variables' reliability must be tested. It's essential to measure reliability. The stability and the degree of consistency of an instrument are described by reliability. To evaluate reliability, the Cronbach alpha coefficient will be used as a test instrument in this study. The range of Cronbach alpha coefficient values from 0 to 1. Where the reliability is recognized as acceptable when gets a value above 0.6, and recognized as unacceptable when gets a value lower than 0.6. Which means a value more than 0.7 considered the reliability as excellent. Thus, if the reliability value of variables scores less than 0.60, variables will be immediately removed from the analysis.

3.9.3 Data Analysis Technique

This part explains a set of applied technique used to get results. After the collection of primary data, we initiated in editing, coding, cleaning process, and analysing.

The following techniques were applied to analyse the data:

3.9.3.1 Descriptive analysis

Descriptive analysis displays results after analysing the data. Descriptive analysis can be applied in several matters, such as description, organizing, and explaining data. There are

some variables which can be calculated or represented in the descriptive analysis such as standard deviation, maximum, minimum, average, graphs, standard errors, charts, etc.

3.9.3.2 Correlation Analysis

Correlation is used to determine the relationship between variables. In the first case, when an increase occurs in one variable, causes the other variable to increase in the same level, that's mean they are directly correlated. In the second case, when a decrease occurs in one variable, causes the other variable to increase in the same level, that's mean they are indirectly correlated. However, when the change of in independent variable doesn't cause any change in the dependent variable, it indicates that the independent variable and dependent variable are not correlated. Subsequently, the correlation represents positive correlation (direct correlation), negative correlation (indirect correlation), and zero.

In the current study, we aim to find whether association between two variables is exits, and to measure the relationship. We aim to investigate the positive or negative impact of job burnout on organizational performance, employee performance, job satisfaction, turnover intention, work environment, and employee engagement. Thus, hypothesis will be tested using the correlation analysis, to find out the correlation between the independent variable and the dependent variable by analysing each of the dependent variable with the independent variable separately.

3.9.3.3 Regression Analysis

Regression analysis is used to specify by what means the change in one variable influences the other variable. Regression is also practised to determine the cause and affect between two variables.

In the current study, we aim to find the relationship between the independent and dependent variables through using the regression analysis. To reveal the impact of job burnout on dependent variables, we applied the regression analysis. In this current study we only have one independent variable (Job burnout), in which we wish to analyse its effect on dependent variables that are organizational performance, employee performance, job satisfaction, turnover intention, work environment, and employee engagement.

CHAPTER IV

RESULTS AND DISCUSION

4.1 Introduction

SPSS Statistics Software version 29 is used to implement statistical techniques to the obtained primary data when the findings are interpreted and extracted to test hypothesises research. The empirical findings of the impact of job burnout on organizational performance, employee performance, job satisfaction, turnover intention, work environment, and employee engagement were reviewed and argued in this chapter. Texts, graphs, and tables are presented to explain results. This chapter includes several sections. The first section is the introduction, the second section presents us the profile of participants, and the third section contains correlation and regression analysis. Research hypothesises are tested by correlation and regression.

4.2 Profile of Respondents

The demographic characteristics of the participants are presented in the below table. The gender of the respondents is highly close, representing 50.6% of male, and 49.4% of female. The dominant age group of respondents is between 18-28 representing 50%. Participants with bachelor's degree represents 50%, and 30% of respondents have a postgraduate level of education.

4.2.1 Socio-demographic characteristics

The below table 4.1, shows us the demographic characteristics of the respondents for the current study.

Table 4.1: Demographic characteristics of respondents

Gender	Male	86	50.6%
	Female	84	49.4%
Age	18-28	85	50%
	28-30	24	14.1%
	30-40	36	21.2%
	40-50	14	8.2%
	50+	11	6.5%
Education	Bachelor	85	50%
	Master	51	30%
	Doctorate	16	9.4%
	High school	18	10.6%
	Trade	16	10%
	Retail	11	6.5%
	Economics	4	2.4%
	Finance	8	4.7%

Type of Industry	Marketing	17	9.4%
	Electronic Business	8	4.7%
	Communication	7	4.1%
	Distribution	7	4.1%
	Banking	2	1.2%
	Investment	12	7.1%
	E-commerce	10	5.9%
	Insurance	1	0.6%
	Warehousing	2	1.2%
	Advertisement	7	4.1%
	Wholesale	4	2.4%
	Real Estate	7	4.1%
	Other	47	27.6%

4.2.2 Descriptive analysis

The below figure 4.1, presents how often participants feel burdened by pressures and responsibilities in their organization. 17.6% of responses are always, 28.8% often, 30% sometimes, 17.6% rarely and 5.9% never.

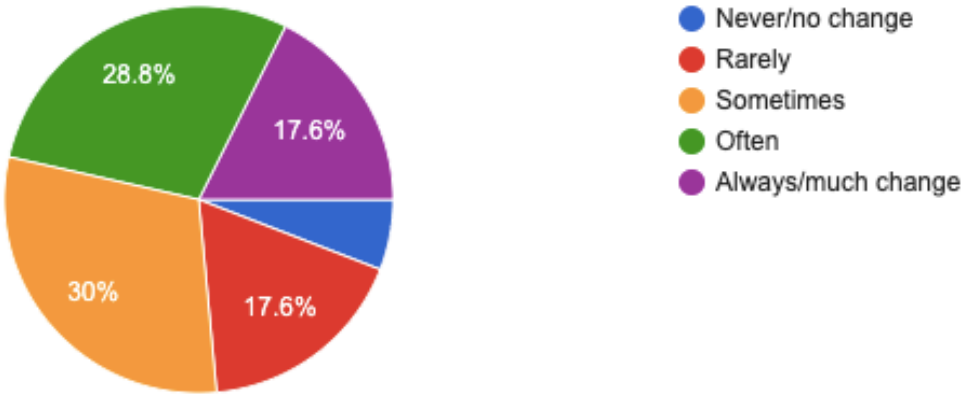

Figure 4.1: Burdened Participants by Pressures And Responsibilities

Below figure 4.2, explains what kind of emotions participants feel before they start their workday. As it's shown in below figure, 20% of respondents feel indifference, 16.5% feel nervousness, 15.3% feel excitement, 12.9% feel joy, 12.4% feel satisfaction, 10.6% feel fear, 10% feel boredom, and 2.4% feel anger.

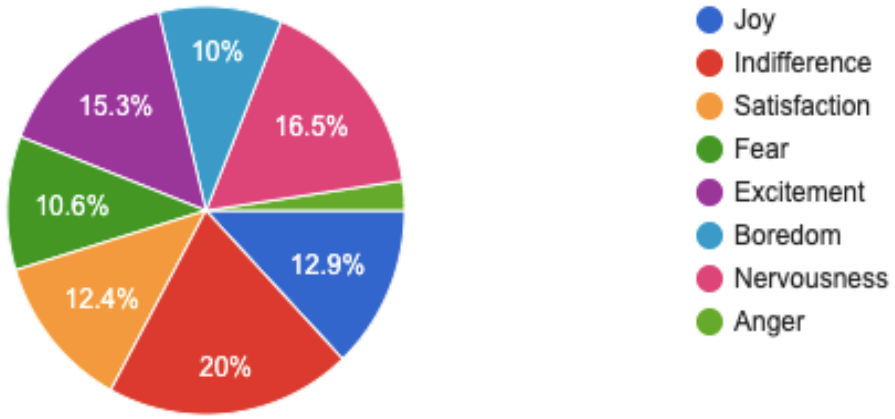

Figure 4.2: Emotions Experienced by Respondents Before Starting Workday

The following figures 4.3 and 4.4 indicate how often participants are experiencing the mentioned burnout's symptoms. 43 participants chose never for the option isolating oneself from the environment, 25 chose rarely, 53 chose sometimes, 29 chose often, and 20 chose always. For the option annoyance, responses are 19 for never, 45 for rarely, 48 for sometimes, 44 for often, and 14 for always.

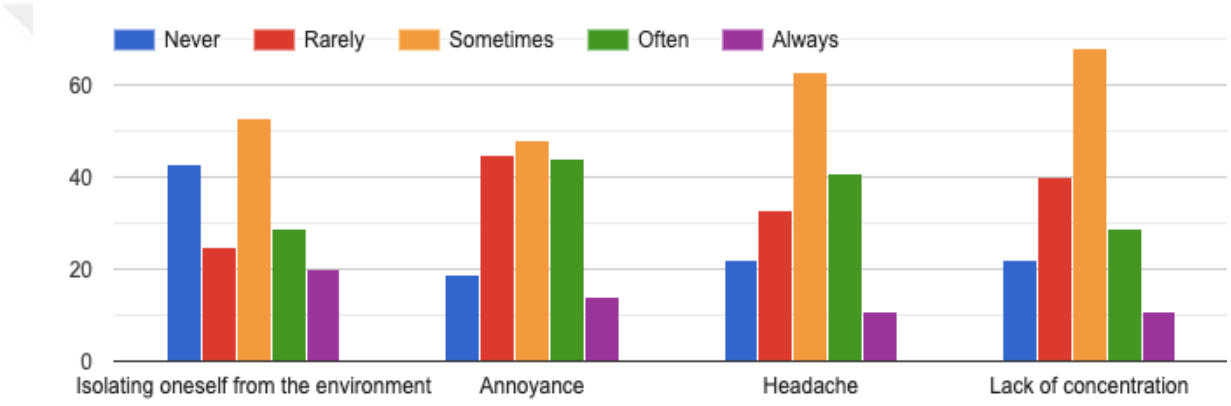

Figure 4.3: Experienced Burnout's Symptoms by Respondents

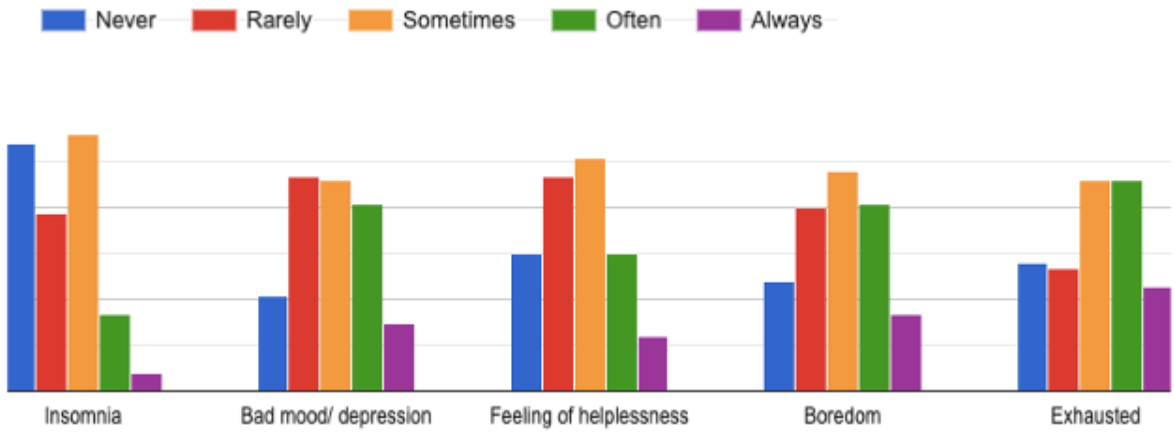

Figure 4.4: Experienced burnout's symptoms by respondents

4.2.3 Correlation Analysis between Variables

Correlation analysis is applied between the independent variable (job burnout) and each of the dependent variable(s). Correlation analysis is applied to determine the relationship between the variables. Spearman correlation analysis is used in this study.

Our research hypothesises will be tested by using correlation.

Research hypothesis to be tested:

Hypothesis 1: Job burnout has a negative impact on organizational performance.

Hypothesis 2: Job burnout has a negative impact on employee performance.

Hypothesis 3: Job burnout has a negative impact on job satisfaction.

Hypothesis 4: Job burnout has a positive impact on turnover intention.

Hypothesis 5: Job burnout has a negative impact on work environment.

Hypothesis 6: Job burnout has a negative impact on employee engagement.

4.2.3.1 Correlation Analysis Between Job Burnout and Organizational Performance

The table 4.2 shows the correlation coefficient between job burnout and organizational performance is -0.330. Job burnout and organizational performance have a relationship and are connected.

The significant value is less than 0.05, that's why a significant correlation between job burnout and organizational performance exists.

Nonparametric Correlations

Table 4.2: Correlation Analysis of Job Burnout and Organizational Performance

Spearman's rho		Job burnout	Organizational Performance
Job burnout	Correlation Coefficient	1.000	-.330**
	Sig. (2-tailed)	.	<.001
	N	170	170
Organizational performance	Correlation Coefficient	-.330	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

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

4.2.3.2 Correlation analysis between Job burnout and Employee performance

Table 4.3 shows correlation analysis between job burnout and employee performance is -0.411.

As the significant value is less than 0.05, there is a significant correlation between job burnout and employee performance. Job burnout and employee performance have a relationship and are connected.

Result shows that the performance of employees is influenced by the level of job burnout. It is not surprising to see that the performance of employees is likely to be low when they have symptoms of job burnout, as it may affect their concentration level and make them feel exhausted during the work.

Exhaustion and disengagement, the two-dimension of job burnout are expected to reduce the contextual performance, tasks of employees, and increase the participation of employees toward actions decrease the productivity of the work behaviour. (Lubbadeh, 2021).

Nonparametric Correlations

Table 4.3: Correlation Analysis of Job Burnout and Employee Performance

Spearman's rho		Job burnout	Employee Performance
Job burnout	Correlation Coefficient	1.000	-.411**
	Sig. (2-tailed)	.	<.001
	N	170	170
Employee performance	Correlation Coefficient	-.411	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

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

4.2.3.3 Correlation analysis between Job burnout and Job satisfaction

Table 4.4 shows correlation analysis between job burnout and job satisfaction is -0.285. Job burnout and job satisfaction have a relationship and are connected. There is a significant correlation between job burnout and job satisfaction.

Result shows that burned employees are likely to show lower level of job satisfaction. Employees experience pressures and high workload, tend to be less motivated and exhausted. Thus, they start to show lower level of job satisfaction.

Several studies have emphasized the negative correlation of burnout with job satisfaction, and that the relationship between different dimensions of job burnout and job stress are mediated by job satisfaction. (Wu , Ren , & Wang , 2020).

Nonparametric Correlations

Table 4.4: Correlation Analysis of Job Burnout and Job Satisfaction

Spearman's rho		Job burnout	Job satisfaction
Job burnout	Correlation Coefficient	1.000	-.285**

	Sig. (2-tailed)	.	<.001
	N	170	170
Job satisfaction	Correlation Coefficient	-.285**	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

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

4.2.3.4 Correlation Analysis Between Job Burnout and Turnover Intention

Table 4.5 shows correlation analysis between job burnout and turnover intention is 0.495. Based on the correlation result job burnout and turnover intention have a relationship and are connected. There is a significant correlation between job burnout and turnover intention.

Burnout and turnover intention's relationship is positive significantly, emotional employees who confront perceived higher stress levels, report higher turnover rate. (Chan, Wan, & Kuok, 2015).

As expected, respondents reported higher turnover intentions when they experience job burnout in their organizations. If we observe what emotions employees feel when they are experiencing burnout, or when they have symptoms of burnout, then it's expected that they may have intentions to quit their job.

Nonparametric Correlations

Table 4.5: Correlation Analysis of Job Burnout and Turnover Intention

Spearman's rho		Job burnout	Turnover intention
Job burnout	Correlation Coefficient	1.000	.495**
	Sig. (2-tailed)	.	<.001

	N	170	170
Turnover intention	Correlation Coefficient	.495**	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

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

4.2.3.5 Correlation Analysis Between Job Burnout and Work Environment

Table 4.6 shows correlation analysis between job burnout and work environment is -0.448.

Based on the correlation result, there is a significant correlation between job burnout and work environment.

As previously mentioned, when employees get burned in the organization they work in, they may highly affect other employees in the work environment by their drained emotions or perhaps their reactions or attitudes which by its turn may spread negative signs to the work environment.

Nonparametric Correlations

Table 4.6: Correlation Analysis of Job Burnout and Work Environment

Spearman's rho		Job burnout	Work environment
Job burnout	Correlation Coefficient	1.000	-.448**
	Sig. (2-tailed)	.	<.001
	N	170	170
Work environment	Correlation Coefficient	-.448**	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

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

4.2.3.6 Correlation Analysis Between Job Burnout and Employee Engagement

Table 4.7 shows correlation analysis between job burnout and employee engagement is -0.328. There is a significant correlation between job burnout and employee engagement.

While features of burnout are cynicism, exhaustion, and reduced accomplishment; engagement is about energy, efficacy, and involvement. Based on the correlation result job burnout and employee engagement have a relationship and are connected.

Previously mentioned in the literature review part, literature showed that having lower level of engagement or disengagement is problematic for both organizations and individual, in the individual context, an impaired well-being, in the organizational context, low performance levels may occur. (Christian, Garza, & Slaughter, 2011). Low performance level is aligned with high job burnout levels.

Nonparametric Correlations

Table 4.7: Correlation Analysis of Job Burnout and Employee Engagement

Spearman's rho		Job burnout	Employee engagement
Job burnout	Correlation Coefficient	1.000	-.328**
	Sig. (2-tailed)	.	<.001
	N	170	170
Employee engagement	Correlation Coefficient	-.328**	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

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

4.2.4 Regression Analysis

In this study we use regression analysis to measure the relationship's strength between an independent variable and dependent variable. Ordinal Logistic Regression and Multinominal Logistic Regression models will be used in this study to determine the strength affect that the independent variable may bear against the dependent variable. This analysis will further help us to figure out the change on the dependent variable when we change the independent variable. We will use apply regression between the independent variable and each dependent variable in separate cases.

4.2.4.1 Multinomial Logistic Regression Analysis Between Job Burnout and Organizational Performance

There are seven output sections represented by the regression analysis. The first section presents case processing summary which show us the cases included in the analysis technique. In this study we have 170 respondents.

Starting by the case summary in below table 4.8, it presents case processing summary for job burnout and organizational performance which shows us the numbers and percentage of respondents. 28.8% of respondents see that job burnout may sometimes have negative consequences on organizational performance, whereas 24.7% of respondents see that as often, 19.4% see that as always, 16.5% as rarely, and 10.6% as never.

Job burnout section shows us how often respondents are influenced by job burnout. 27.6% of respondents are often affected by job burnout phenomenon, 27.6% of respondents are sometimes affected by job burnout, 17.1% of respondents are always affected by this phenomenon, 17.6% of respondents are rarely affected, and 10% of respondents are never affected by job burnout.

Table 4.8: Organizational Performance and Job Burnout's Case Processing Summary

Case processing summary	Scales	N	Marginal percentage
Organizational performance	Never	18	10.6%
	Rarely	28	16.5%
	Sometimes	49	28.8%
	Often	42	24.7%
	Always	33	19.4%
Job burnout	Never	17	10%
	Rarely	30	17.6%
	Sometimes	47	27.6%
	Often	47	27.6%
	Always	29	17.1%
Valid		170	100%
Missing		0	
Total		170	
Subpopulation		25[a]	

a. The dependent variable has only one value observed in 6 (24%) subpopulations.

Table 4.9: Organizational Performance and Job Burnout's Model Fitting Information

	Model Fitting Criteria			Likelihood Ratio Tests		
Model	AIC	BIC	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	239.768	252.311	231.768			
Final	216.354	291.613	168.354	63.414	20	<.001

The model fitting information in the table 4.9 should present a significance value less than 0.05. The table is statistically significant as the p value is less than 0.05.

As the model is significant that's mean a significant improvement exists in fit. We conclude that the model shows a good fit.

There is a significant difference between Baseline model to the final model as the significance value for this table is less than 0.05.

Table 4.10: Organizational Performance and Job Burnout's Pseudo R-Square

Cox and Snell	.311
Nagelkerke	.326
McFadden	.120

In the above table 4.10, R-square demonstrates the variance proportion which interpreted in the Regression model by independent variable on dependent variable. In other words, it shows how much proportion of variance in which independent variable explains on dependent variable.

Pseudo indicates that the variation is not technically explained. Yet, it can be acted as approximate variation in the variable's criterion.

There is no standard R-square in a logistic regression. However, different ways exist to look at the version of Pseudo. In the case of Nagelkerke, it says that 32.6% of the variance that we observe in the outcome can be explained by the independent variable that we've included in this model.

Table 4.11: Organizational Performance and Job Burnout's Likelihood Ratio Tests

	Model Fitting Criteria			Likelihood Ratio Tests		
Effects	AIC of Reduced Model	BIC of Reduced Model	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	216.354	291.613	168.354[a]	.000	0	.
Age	222.612	285.328	182.612	14.258	4	.007
Job burnout	234.167	259.253	218.167	49.812	16	<.001

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Likelihood Ratio Test shows that the independent variable was significant which indicates that the independent variable or predictor significantly contribute to the final model.

In the above table 4.11, we can see that age and job burnout have significant impact on the model.

Table 4.12: Organizational Performance and Job Burnout's Parameter Estimates

								95% confidence interval for Exp(B)	
Organizational performance		B	Std.Error	Wald	df	Sig.	Exp(B)	Lower Bound	Upper Bound
Never/ no change	Intercept	1.216	.790	2.370	1	.124			
	Age	-.586	.296	3.912	1	.048	.557	.311	.995
	{Job burnout= 1}	-1.716	1.010	2.887	1	.089	.180	.025	1.302
	{Job burnout= 2}	-2.096	1.250	2.809	1	.094	.123	.011	1.426
	{Job burnout= 3}	-.439	.851	.267	1	.606	.644	.112	3.415
	{Job burnout= 4}	-.303	.917	.110	1	.741	.738	.122	4.453
	{Job burnout= 5}	0[b]	.	.	0	.	.	.	.
Rarely	Intercept	-.608	.834	.533	1	.465			
	Age	.164	.208	.623	1	.430	1.178	.784	1.772
	{Job burnout= 1}	-2.000	1.254	2.543	1	.111	.135	.012	1.581
	{Job burnout= 2}	-1.522	1.275	1.426	1	.232	.218	.018	2.654
	{Job burnout= 3}	.162	.843	.037	1	.848	1.176	.225	6.132

	{Job burnout= 4}	1.246	.852	2.139	1	.144	3.476	.655	18.452
	{Job burnout= 5}	0[b]	.	.	0	.	.	.	.
Sometimes	Intercept	1.513	.682	4.925	1	.026			
	Age	-.444	.209	4.511	1	.034	.641	.426	.966
	{Job burnout= 1}	-21.884	.000	.	1	.	3.132 E-10	3.132 E-10	3.132 E-10
	{Job burnout= 2}	-.637	.794	.644	1	.422	.529	.112	2.507
	{Job burnout= 3}	-.039	.724	.003	1	.957	.962	.233	3.974
	{Job burnout= 4}	.715	.754	.899	1	.343	2.045	.466	8.970
	{Job burnout= 5}	0[b]	.	.	0	.	.	.	.
Often	Intercept	-.168	.774	.047	1	.829			
	Age	-.026	.178	.021	1	.885	.975	.687	1.382
	{Job burnout= 1}	-.362	.873	.173	1	.678	.696	.126	3.849
	{Job burnout= 2}	1.133	.828	1.872	1	.171	3.104	.613	15.728
	{Job burnout= 3}	.719	.811	.786	1	.375	2.052	.419	10.049
	{Job burnout= 4}	.226	.922	.060	1	.807	1.253	.206	7.637
	{Job burnout= 5}	0[b]	.	.	0	.	.	.	.

a. The reference category is: Always/much change.

b. This parameter is set to zero because it is redundant.

In the above table 4.12, [Job Burnout=1], [Job Burnout=2], [Job Burnout=3], [Job Burnout=4], and [Job Burnout=5] indicate how respondents are affected by job burnout, 1= never, 2=rarely, 3=sometimes, 4=often, 5= always. The first set of coefficients presents responses of employees who never think that job burnout has negative consequences on organizational performance and all the job burnouts.

The age is a negative, significant predictor (b= -.586; p= .048) in the model. The odds ratio of 0.557 explains that when age increases by one unit, the odds for employees who never think that job burnout has negative consequences on organizational performance changed by a factor of .557, meaning that odds are decreasing.

[Job Burnout=1] is negative and non-significant predictor (b= -1.716, p= .089) for employees who never think that job burnout has negative consequences on organizational performance.

[Job Burnout=2] is negative and non-significant predictor (b= -2.096, p= .094) for employees who never think that job burnout has negative consequences on organizational performance.

[Job Burnout=3] is negative and non-significant predictor (b= -.439, p= .606) for employees who never think that job burnout has negative consequences on organizational performance.

[Job Burnout=4] is a negative and non-significant predictor (b= -.303, p= .741) for employees who never think that job burnout has negative consequences on organizational performance.

-The second set of coefficients presents responses of employees who rarely think that job burnout has negative consequences on organizational performance and all the job burnouts.

The age is a positive, and non-significant predictor (b= 0.164; p= .430) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -2.000, p= .111) for employees who rarely think that job burnout has negative consequences on organizational performance.

[Job Burnout=2] is negative and non-significant predictor (b= -1.522, p= .232) for employees who rarely think that job burnout has negative consequences on organizational performance.

[Job Burnout=3] is positive and non-significant predictor (b= .162, p= .848) for employees who rarely think that job burnout has negative consequences on organizational performance.

[Job Burnout=4] is positive and non-significant predictor (b= 1.246, p= .144) for employees who rarely think that job burnout has negative consequences on organizational performance.

-The third set of coefficients presents responses of employees who sometimes think that job burnout has negative consequences on organizational performance and all the job burnouts.

The age is a negative, and significant predictor (b= -.444; p= .034) in the model. The odds ratio of .641 explains that when age increases by one unit, the odds for employees who sometimes think that job burnout has negative consequences on organizational performance changed by a factor of .641, meaning that odds are decreasing.

[Job Burnout=1] is negative (b=-21.884) and has a Std.Error of 0.000 which indicates that no random error exists in the statistic. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who sometimes think that job burnout has negative consequences on organizational performance decreased by a factor 3.132-10.

[Job Burnout=2] is negative and non-significant predictor (b= -.637, p= .422) for employees who sometimes think that job burnout has negative consequences on organizational performance.

[Job Burnout=3] is negative and non-significant predictor (b= -.039, p= .957) for employees who sometimes think that job burnout has negative consequences on organizational performance.

[Job Burnout=4] is positive and non-significant predictor (b= .715, p= .343) for employees who sometimes think that job burnout has negative consequences on organizational performance.

-The fourth set of coefficients presents responses of employees who often think that job burnout has negative consequences on organizational performance and all the job burnouts.

The age is a negative, and non-significant predictor (b= -.026, p= .885) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -,362, p= .678) for employees who often think that job burnout has negative consequences on organizational performance.

[Job Burnout=2] is positive and non-significant predictor (b= 1.133, p= .171) for employees who often think that job burnout has negative consequences on organizational performance.

[Job Burnout=3] is positive and non-significant predictor (b= .719, p= .375) for employees who often think that job burnout has negative consequences on organizational performance.

[Job Burnout=4] is positive and non-significant predictor (b= .226, p= .807) for employees who often think that job burnout has negative consequences on organizational performance.

Table 4.13: Organizational Performance and Job Burnout's Classification

	Predicted					
Observed	Never	Rarely	Sometimes	Often	Always	Percent Correct
Never	0	2	12	2	2	0%
Rarely	0	7	13	7	1	25%
Sometimes	0	8	31	10	0	63.3%
Often	0	3	12	22	5	52.4%
Always	0	1	13	10	9	27.3%
Overall percentage	0%	12.4%	47.6%	30%	10%	40.6%

The above table 4.13 is classification statistics to figure out which one of the observed options are best predicted by model.

employees who sometimes think that job burnout has negative consequences on organizational performance are best correctly predicted 63.3% of the time by the model. employees who often think that job burnout has negative consequences on organizational performance are correctly predicted 52.4% of the time. Those who always think that job burnout has negative consequences on organizational performance are correctly predicted 27.3% of the time, and 25% of the time for rarely. However, a predicting of poor job has made by the model for employees who never think that job burnout has negative consequences on organizational performance.

4.2.4.2 Multinomial logistic regression analysis between job burnout and employee performance

Table 4.14: Employee Performance and Job Burnout's Case Processing Summary

Case processing summary	Scales	N	Marginal percentage
Employee performance	Never	15	8.8%
	Rarely	26	15.3%
	Sometimes	36	21.2%
	Often	46	27.1%
	Always	47	27.6%
Job burnout	Never	17	10%
	Rarely	30	17.6%
	Sometimes	47	27.6%
	Often	47	27.6%
	Always	29	17.1%
Valid		170	100%
Missing		0	
Total		170	
Subpopulation		25[a]	

a. The dependent variable has only one value observed in 5 (20%) subpopulations.

The table 4.14, presents case processing summary for job burnout and employee performance which shows us the numbers and percentage of respondents. 27.6% of respondents clarify that their mood always affects their performance at workplace, whereas 27.1% of respondents clarify that their moods often affect their performance at workplace. 21.2% of respondents' mood is sometimes affects their performance, 15.3 of respondents' mood is rarely affects their performance, and 8.8% of respondents' mood is never affects their performance.

Job burnout section shows us how often respondents are influenced by job burnout. 27.6% of respondents are often affected by job burnout phenomenon, 27.6% of respondents are sometimes affected by job burnout, 17.1% of respondents are always affected by this phenomenon, 17.6% of respondents are rarely affected, and 10% of respondents are never affected by job burnout.

Table 4.15: Employee Performance and Job Burnout's Model Fitting Information

	Model Fitting Criteria	Likelihood Ratio Tests		
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	233.921			
Final	180.255	53.666	20	<.001

The model fitting information in the above table 4.15 should present a significance value less than 0.05. The table is statistically significant as the p value is less than 0.05.

As the model is significant that's mean a significant improvement exists in fit. We conclude that the model shows a good fit.

There is a significant difference between Baseline model to the final model as the significance value for this table is less than 0.05.

Table 4.16: Employee Performance and Job Burnout's Pseudo R-Square

Cox and Snell	.271
Nagelkerke	.284
McFadden	.103

R-square in the above table 4.16 demonstrates the variance proportion which interpreted in the Regression model by independent variable on dependent variable. In other words, it shows how much proportion of variance in which independent variable explains on dependent variable.

Pseudo indicates that the variation is not technically explained. Yet, it can be acted as approximate variation in the variable's criterion.

There is no standard R-square in a logistic regression. However, different ways exist to look at the version of Pseudo. In the case of Nagelkerke, it says that 28.4% of the variance that we observe in the outcome can be explained by the independent variable that we've included in this model.

Table 4.17: Employee Performance and Job Burnout's Likelihood Ratio Tests

	Model Fitting Criteria	Likelihood Ratio Tests		
Effects	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	180.255[a]	.000	0	.
Age	183.129	2.874	4	.579
Job burnout	230.606	50.351	16	<.001

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Likelihood Ratio Test shows us that the independent variable was significant which indicates that the independent variable or predictor significantly contribute to the final model.

In the above table 4.17, we can see that the job burnout has a significant impact on the model.

In the below table 4.18, [Job Burnout=1], [Job Burnout=2], [Job Burnout=3], [Job Burnout=4], and [Job Burnout=5] indicate how respondents are affected by job burnout, 1= never, 2=rarely, 3=sometimes, 4=often, 5= always.

The first set of coefficients presents responses of employees who never see that their mood affects their performance at work and presents all job burnouts.

Table 4.18: Employee Performance and Job Burnout's Parameter Estimates

								95% confidence interval for Exp(B)	
Employee performance[a]		B	Std.Error	Wald	df	Sig.	Exp(B)	Lower Bound	Upper Bound
Never/ no change	Intercept	-21.383	.909	553.195	1	<.001			
	Age	.157	.232	.458	1	.498	1.170	.742	1.845
	{Job burnout=1}	21.295	1.079	389.760	1	<.001	1772050184	213950526	1.468E+10
	{Job burnout=2}	20.861	1.013	423.810	1	<.001	1147372581	157459730	8360638244

	{Job burnout =3}	20.409	.944	467.807	1	<.001	730147609	11487499	464083163
	{Job burnout =4}	19.105	.000	.	1	.	198170441	198170441	198170441
	{Job burnout =5}	0[b]	.	.	0	.	.	.	.
Rarely	Intercept	-1.216	.670	3.296	1	.069			
	Age	-.096	.212	.207	1	.649	.908	.599	1.376
	{Job burnout =1}	1.702	.950	3.212	1	.073	5.488	.853	35.315
	{Job burnout =2}	2.074	.783	7.013	1	.008	7.957	1.714	36.930
	{Job burnout =3}	1.027	.776	1.752	1	.186	2.793	.610	12.777
	{Job burnout =4}	-.541	.941	.330	1	.565	.582	.092	3.684
	{Job burnout =5}	0[b]	.	.	0	.	.	.	.
Sometimes	Intercept	-1.887	.821	5.284	1	.022			
	Age	-.109	.193	.321	1	.571	.896	.614	1.309
	{Job burnout =1}	2.622	1.050	6.236	1	.013	13.762	1.758	107.747
	{Job burnout =2}	2.410	.952	6.407	1	.011	11.132	1.722	71.938
	{Job burnout =3}	2.642	.867	9.294	1	.002	14.047	2.569	76.800
	{Job burnout =4}	1.407	.883	2.541	1	.111	4.085	.724	23.047

	{Job burnout =5}	0[b]	.	.	0	.	.	.	.
Often	Intercept	-1.096	.567	3.732	1	.053			
	Age	.138	.172	.649	1	.420	1.148	.820	1.608
	{Job burnout =1}	-.330	1.245	.070	1	.791	.719	.063	8.247
	{Job burnout =2}	.611	.811	.568	1	.451	1.843	.376	9.036
	{Job burnout =3}	1.045	.639	2.677	1	.102	2.844	.813	9.947
	{Job burnout =4}	1.257	.569	4.868	1	.027	3.513	1.151	10.726
	{Job burnout =5}	0[b]	.	.	0	.	.	.	.

a. The reference category is always.

b. This parameter is set to zero because it is redundant.

The age is positive, and non-significant predictor (b= .157, p= .498) in the model.

[Job Burnout=1] is positive and significant predictor (b= 21.295, p= .001) for employees who see that their mood never affects their performance at work. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who never see that their mood affects their performance at work increased by a factor of 1772050184.

[Job Burnout=2] is positive and significant predictor (b= 20.861, p= .001) for employees who see that their mood never affects their performance at work. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout

2), odds of employees who never see that their mood affects their performance at work increased by a factor of 1147372581.

[Job Burnout=3] is positive and significant predictor (b= 20.409, p= .001) for employees who see that their mood never affects their performance at work. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who never see that their mood affects their performance at work increased by a factor of 730147609.

[Job Burnout=4] is positive and STD.Error presents 0 (b= 19.105, S.E.= .000) for employees who see that their mood never affects their performance at work. Odds ratio indicates that when there is an increase in employees who are often affected by job burnout (job burnout 4), odds of employees who never see that their mood affects their performance at work increased by a factor of 198170441.

-The second set of coefficients presents responses of employees who rarely see that their mood affects their performance at work and presents all job burnouts.

The age is a negative, and non-significant predictor (b-.096, p= .649) in the model.

[Job Burnout=1] is positive and non-significant predictor (b= 1.702, p= .073) for employees who see that their mood rarely affects their performance at work.

[Job Burnout=2] is positive and significant predictor (b= 2.074, p= .008) for employees who see that their mood rarely affects their performance at work. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout 2), odds of employees who see that their mood rarely affects their performance at work increased by a factor of 7.957.

[Job Burnout=3] is positive and non-significant predictor (b= 1.027, p= .186) for employees who see that their mood rarely affects their performance at work.

[Job Burnout=4] is negative and non-significant predictor (b= -.541, p= .565) for employees who see that their mood rarely affects their performance at work.

-The third set of coefficients presents responses of employees who sometimes see that their mood affects their performance at work and presents all job burnouts.

The age is a negative, and non-significant predictor (b= -.109, p= .571) in the model.

[Job Burnout=1] is positive and significant predictor (b= 2.622, p= .013) for employees who see that their mood sometimes affects their performance at work. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who see that their mood sometimes affects their performance at work increased by a factor of 13.762.

[Job Burnout=2] is positive and significant predictor (b= 2.410, p= .011) for employees who see that their mood sometimes affects their performance at work. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout 2), odds of employees who see that their mood sometimes affects their performance at work increased by a factor of 11.132.

[Job Burnout=3] is positive and significant predictor (b= 2.642, p= .002) for employees who see that their mood sometimes affects their performance at work. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who see that their mood sometimes affects their performance at work increased by a factor of 14.047.

[Job Burnout=4] is positive and non-significant predictor (b= 1.407, p= .111) for employees who see that their mood sometimes affects their performance at work.

-The fourth set of coefficients presents responses of employees who often see that their mood affects their performance at work and presents all job burnouts.

The age is positive, and non-significant predictor (b= .138, p= .420) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -.330, p= .791) for employees who see that their mood often affects their performance at work.

[Job Burnout=2] is positive and non-significant predictor (b= .611, p= .451) for employees who see that their mood often affects their performance at work.

[Job Burnout=3] is positive and non-significant predictor (b= 1.045, p= .102) for employees who see that their mood often affects their performance at work.

[Job Burnout=4] is positive and significant predictor (b= 1.257, p= .027) for employees who see that their mood often affects their performance at work. Odds ratio indicates that when there is an increase in employees who are often affected by job burnout (job burnout 4), odds of employees who see that their mood often affects their performance at work increased by a factor of 3.513.

Table 4.19: Employee Performance and Job Burnout's Classification

	Predicted					
Observed	Never	Rarely	Sometimes	Often	Always	Percent Correct
Never	2	4	6	3	0	13.3%
Rarely	1	10	8	3	4	38.5%
Sometimes	1	7	16	10	2	44.4%
Often	0	4	9	26	7	56.5%
Always	0	5	11	15	16	34%
Overall percentage	2.4%	17.6%	29.4%	33.5%	17.1%	41.2%

The above table 4.19 is classification statistics to figure out which one of the observed options are best predicted by model.

employees who see that their mood often affects their performance at work are best correctly predicted 56.5% of the time by the model. employees who see that their mood sometimes affects their performance at work are correctly predicted 44.4% of the time. Those who rarely see that their mood affects their performance at work are correctly predicted 38.5% of the time. Those who always see that their mood affects their performance at work are correctly predicted 34% of the time, employees who never see that their mood affects their performance at work are correctly predicted 13.3% of the time.

4.2.4.3 Multinominal Logistic Regression Analysis Between Job Burnout and Job Satisfaction

Table 4.20: Job satisfaction and job burnout's Case Processing Summary

Case processing summary	Scales	N	Marginal percentage
Job satisfaction	Never	66	38.8%
	Rarely	41	24.1%
	Sometimes	43	25.3%
	Often	14	8.2%
	Always	6	3.5%
Job burnout	Never	17	10%
	Rarely	30	17.6%
	Sometimes	47	27.6%
	Often	47	27.6%
	Always	29	17.1%
Valid		170	100%
Missing		0	
Total		170	
Subpopulation		25[a]	

a. The dependent variable has only one value observed in 6 (24%) subpopulations.

The case processing summary of the above table 4.20 for job burnout and job satisfaction shows us the numbers and percentage of respondents. 38.8% of respondents clarify that they would never be satisfied with their job when they are burnt-out, whereas 24.1% of respondents clarify that they would rarely be satisfied with their job when they are burnt-out. 25.3% of respondents' they would sometimes be satisfied with their job when they are burnt-out. 8.2% of respondents would often be satisfied with their job when they are burnt-out, and 3.5% of respondents would always be satisfied with their job when they are burnt-out.

Job burnout section shows us how often respondents are influenced by job burnout. 27.6% of respondents are often affected by job burnout phenomenon, 27.6% of respondents are sometimes affected by job burnout, 17.1% of respondents are always affected by this phenomenon, 17.6% of respondents are rarely affected, and 10% of respondents are never affected by job burnout.

Table 4.21: Job Satisfaction and Job Burnout's Model Fitting Information

	Model Fitting Criteria	Likelihood Ratio Tests		
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	182.035			
Final	148.828	33.207	20	0.032

The table 4.21 is statistically significant as the p value is less than 0.05.

As the model is significant that's mean a significant improvement exists in fit. We conclude that the model shows a good fit.

Table 4.22: Job Satisfaction and Job Burnout's Pseudo R-Square

Cox and Snell	.177
Nagelkerke	.189
McFadden	.071

R-square in the above table 4.22 demonstrates the variance proportion which interpreted in the Regression model by independent variable on dependent variable. In other words, it shows how much proportion of variance in which independent variable explains on dependent variable.

Pseudo indicates that the variation is not technically explained. Yet, it can be acted as approximate variation in the variable's criterion.

There is no standard R-square in a logistic regression. However, different ways exist to look at the version of Pseudo. In the case of Nagelkerke, it says that 18.9% of the variance that we observe in the outcome can be explained by the independent variable that we've included in this model.

Table 4.23: Job Satisfaction and Job Burnout's Likelihood Ratio Tests

	Model Fitting Criteria	Likelihood Ratio Tests		
Effects	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	148.828[a]	.000	0	.
Age	154.642	5.814	4	.213
Job burnout	176.569	27.740	16	.034

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Likelihood Ratio Test in the above table 4.23 shows us that the independent variable was significant which indicates that the independent variable or predictor significantly contribute to the final model. In the above table, we can see that job burnout has a significant impact on the model.

In the below table 4.24, [Job Burnout=1], [Job Burnout=2], [Job Burnout=3], [Job Burnout=4], and [Job Burnout=5] indicate how respondents are affected by job burnout, 1= never, 2=rarely, 3=sometimes, 4=often, 5= always.

The first set of coefficients presents responses of employees who would never be satisfied with their job when they are burnt-out and presents all job burnouts.

Table 4.24: Job Satisfaction and Job Burnout Parameter Estimates

								95% confidence interval for Exp(B)	
Job Satisfaction[a]		B	Std.Error	Wald	df	Sig.	Exp(B)	Lower Bound	Upper Bound
Never/ no change	Intercept	20.733	4373.058	.000	1	.996			
	Age	.146	.320	.209	1	.648	1.158	.618	2.169
	{Job burnout=1}	-20.399	4373.058	.000	1	.996	1.383E-9	.000	.[b]
	{Job burnout=2}	-.805	.968	.691	1	.406	.447	.067	2.982

	{Job burnout=3}	-19.920	4373.058	.000	1	.996	2.233E-9	.000	.[b]
	{Job burnout=4}	-.402	1.060	.144	1	.705	.669	.084	5.340
	{Job burnout=5}	0[c]	.	.	0	.	.	.	.
Rarely	Intercept	19.993	4373.058	.000	1	.996			
	Age	-.157	.331	.225	1	.635	.855	.447	1.636
	{Job burnout=1}	-18.976	4373.058	.000	1	.997	5.741E-9	.000	.[b]
	{Job burnout=2}	.366	1.038	.124	1	.725	1.442	.189	11.023
	{Job burnout=3}	-18.724	4373.058	.000	1	.997	7.382E-9	.000	.[b]
	{Job burnout=4}	.512	1.131	.205	1	.651	1.669	.182	15.328
	{Job burnout=5}	0[b]	.	.	0	.	.	.	.
Sometimes	Intercept	19.512	4373.058	.000	1	.996			
	Age	-.004	.321	.000	1	.991	.996	.532	1.868
	{Job burnout=1}	-18.587	4373.058	.000	1	.997	8.464E-9	.000	.[b]
	{Job burnout=2}	.705	1.058	.443	1	.505	2.023	.254	16.087
	{Job burnout=3}	-18.117	4373.058	.000	1	.997	1.355E-8	.000	.[b]
	{Job burnout=4}	.249	1.172	.045	1	.832	1.283	.129	12.764

	{Job burnout=5}	0[c]	.	.	0	.	.	.	.
Often	Intercept	19.417	4373.058	.000	1	.996			
	Age	-.385	.406	.900	1	.343	.681	.307	1.507
	{Job burnout=1}	-18.707	4373.058	.000	1	.997	7.511E-9	.000	.[b]
	{Job burnout=2}	.587	.000	.	1	.	1.798	1.798	1.798
	{Job burnout=3}	-18.617	4373.058	.000	1	.997	8.220E-9	.000	.[b]
	{Job burnout=4}	-.454	.000	.	1	.	.635	.635	.635
	{Job burnout=5}	0[c]	.	.	0	.	.	.	.

a. The reference category is: Always.

b. Floating point overflow occurred while computing this statistic. Its value therefore set to system missing.

c. This parameter is set to zero because it is redundant.

The age is positive, and non-significant predictor (b= .146, p= .648) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -20.399, p= .996) for employees who would never be satisfied with their job when they are burnt-out.

[Job Burnout=2] is negative and non-significant predictor (b= -.805, p= .406) for employees who would never be satisfied with their job when they are burnt-out.

[Job Burnout=3] is negative and non-significant predictor (b= -19.920, p= .996) for employees who would never be satisfied with their job when they are burnt-out.

[Job Burnout=4] is negative and non-significant predictor (b= -.402, p= .705) for employees who would never be satisfied with their job when they are burnt-out.

-The second set of coefficients presents responses of employees who would rarely be satisfied with their job when they are burnt-out and presents all job burnouts.

The age is negative, and non-significant predictor (b= -.157, p= .635) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -18.976, p= .997) for employees who would rarely be satisfied with their job when they are burnt-out.

[Job Burnout=2] is positive and non-significant predictor (b= .366, p= .725) for employees who would rarely be satisfied with their job when they are burnt-out.

[Job Burnout=3] is negative and non-significant predictor (b= -18.724, p= .997) for employees who would rarely be satisfied with their job when they are burnt-out.

[Job Burnout=4] is positive and non-significant predictor (b= .512, p= .651) for employees who would rarely be satisfied with their job when they are burnt-out.

-The third set of coefficients presents responses of employees who would sometimes be satisfied with their job when they are burnt-out and presents all job burnouts.

The age is negative, and non-significant predictor (b= -.004, p= .991) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -18.587, p= .997) for employees who would sometimes be satisfied with their job when they are burnt-out.

[Job Burnout=2] is positive and non-significant predictor (b= .705, p= .505) for employees who would sometimes be satisfied with their job when they are burnt-out.

[Job Burnout=3] is negative and non-significant predictor (b= -18.117, p= .997) for employees who would sometimes be satisfied with their job when they are burnt-out.

[Job Burnout=4] is positive and non-significant predictor (b= .249, p= .832) for employees who would sometimes be satisfied with their job when they are burnt-out.

-The fourth set of coefficients presents responses of employees who would often be satisfied with their job when they are burnt-out and presents all job burnouts.

The age is negative, and non-significant predictor (b= -.385, p= .343) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -18.707, p= .997) for employees who would often be satisfied with their job when they are burnt-out.

[Job Burnout=2] is positive and has 0 of Std.Error (b= -18.707, S.E.=0.000) for employees who would often be satisfied with their job when they are burnt-out. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout 2), odds of employees who would often be satisfied with their job when they are burnt-out increased by a factor of 1.798.

[Job Burnout=3] is negative and non-significant predictor (b= -18.617, p= .997) for employees who would often be satisfied with their job when they are burnt-out.

[Job Burnout=4] is negative and has 0 of Std.Error (b= -.454, S.E.= 0.000) for employees who would often be satisfied with their job when they are burnt-out. Odds ratio indicates that when there is an increase in employees who are often affected by job burnout (job burnout 4), odds of employees who would often be satisfied with their job when they are burnt-out decreased by a factor of 0.635.

Table 4.25: Job Satisfaction and Job Burnout's Classification

	Predicted					
Observed	Never	Rarely	Sometimes	Often	Always	Percent Correct
Never	49	0	17	0	0	74.2%
Rarely	24	0	17	0	0	0%
Sometimes	20	0	23	0	0	53.5%
Often	5	0	9	0	0	0%
Always	2	0	4	0	0	0%
Overall percentage	58.8%	0%	41.2%	0%	0%	42.4%

The above table 4.25 is classification statistics to figure out which one of the observed options are best predicted by model.

Employees who would never be satisfied with their job when they are burnt-out are best correctly predicted 74.2% of the time by the model. Employees who would sometimes be satisfied with their job when they are burnt-out are correctly predicted 53.5% of the time.

However, a predicting of poor job has been made by the model for employees who would rarely, often, and always be satisfied with their job when they are burnt-out.

4.2.4.4 Multinominal Logistic Regression Analysis Between Job Burnout and Turnover Intention

The case processing summary for job burnout and turnover intention in the below table 4.26 shows us the numbers and percentage of respondents. 15.9% of respondents clarify that they would never think about quitting their job when they're burnt-out, whereas 20.0% of respondents clarify that they rarely would think about quitting their job when they're burnt-out. 27.6% of respondents clarify that they would sometimes think about

quitting their job when they're burnt-out. 25.9% of respondents clarify that they would often think about quitting their job when they're burnt-out, and 10.6% of respondents clarify that they would always think about quitting their job when they're burnt-out.

Job burnout section shows us how often respondents are influenced by job burnout. 27.6% of respondents are often affected by job burnout phenomenon, 27.6% of respondents are sometimes affected by job burnout, 17.1% of respondents are always affected by this phenomenon, 17.6% of respondents are rarely affected, and 10% of respondents are never affected by job burnout.

Table 4.26: Turnover Intention and Job Burnout's Case Processing Summary

Case processing summary	Scales	N	Marginal percentage
Turnover intention	Never	27	15.9%
	Rarely	34	20%
	Sometimes	47	27.6%
	Often	44	25.9%
	Always	18	10.6%
Job burnout	Never	17	10%
	Rarely	30	17.6%
	Sometimes	47	27.6%
	Often	47	27.6%
	Always	29	17.1%
Valid		170	100%
Missing		0	
Total		170	
Subpopulation		25[a]	

a. The dependent variable has only one value observed in 8 (32%) subpopulations.

Table 4.27: Turnover Intention and Job Burnout's Model Fitting Information

	Model Fitting Criteria	Likelihood Ratio Tests		
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	248.263			
Final	165.183	83.080	20	<.001

The table 4.27 is statistically significant as the p value is less than 0.05.

As the model is significant that's mean a significant improvement exists in fit. We conclude that the model shows a good fit.

There is a significant difference between Baseline model to the final model as the significance value for this table is less than 0.05.

Table 4.28: Turnover Intention and Job Burnout's Pseudo R-Square

Cox and Snell	.387
Nagelkerke	.405
McFadden	.157

R-square in the above table 4.28 demonstrates the variance proportion which interpreted in the Regression model by independent variable on dependent variable. In other words, it shows how much proportion of variance in which independent variable explains on dependent variable.

Pseudo indicates that the variation is not technically explained. Yet, it can be acted as approximate variation in the variable's criterion.

There is no standard R-square in a logistic regression. However, different ways exist to look at the version of Pseudo. In the case of Nagelkerke, it says that 40.5% of the variance that we observe in the outcome can be explained by the independent variable that we've included in this model.

Table 4.29: Turnover Intention and Job Burnout's Likelihood Ratio Tests

	Model Fitting Criteria	Likelihood Ratio Tests		
Effects	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	165.183[a]	.000	0	.
Age	172.787	7.603	4	.107
Job burnout	240.761	75.578	16	<.001

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Likelihood Ratio Test in the above table 4.29 shows us that the independent variable was significant which indicates that the independent variable or predictor significantly contribute to the final model. In the above table, we can see that job burnout has a significant impact on the model.

In the below table 4.30, [Job Burnout=1], [Job Burnout=2], [Job Burnout=3], [Job Burnout=4], and [Job Burnout=5] indicate how respondents are affected by job burnout, 1= never, 2=rarely, 3=sometimes, 4=often, 5= always.

-The first set of coefficients presents responses of employees who would never think about quitting their job when they're burned and presents all job burnouts.

Table 4.30: Turnover Intention and Job Burnout's Parameter Estimates

								95% confidence interval for Exp(B)	
Turnover intention[a]		B	Std.Error	Wald	df	Sig.	Exp(B)	Lower Bound	Upper Bound
Never/ no change	Intercept	.081	.767	.011	1	.916			
	Age	-.164	.290	.319	1	.572	.849	.481	1.498
	{Job burnout=1}	21.116	1.247	286.624	1	<.001	1481588320	128541336	1.708E+10
	{Job burnout=2}	2.296	1.225	3.513	1	.061	9.929	.900	109.493
	{Job burnout=3}	1.189	1.047	1.288	1	.256	3.283	.421	25.577
	{Job burnout=4}	-1.286	.991	1.682	1	.195	.276	.040	1.930
	{Job burnout=5}	0[b]	.	.	0	.	.	.	.
Rarely	Intercept	-.727	.935	.604	1	.437			
	Age	-.236	.286	.680	1	.410	.790	.451	1.383
	{Job burnout=1}	21.727	1.386	245.599	1	<.001	2728507102	180228952	4.131E+10
	{Job burnout=2}	3.783	1.323	8.180	1	.004	43.929	3.289	586.829
	{Job burnout=3}	2.729	1.144	5.684	1	.017	15.310	1.625	144.271

	{Job burnout =4}	.339	1.017	.111	1	.739	1.404	.191	10.305
	{Job burnout =5}	0[b]	.	.	0	.	.	.	.
Sometimes	Intercept	-.520	.784	.440	1	.507			
	Age	.066	.257	.066	1	.797	1.068	.645	1.768
	{Job burnout =1}	20.634	1.286	257.606	1	<.001	914201628	73580433.7	1.136E+10
	{Job burnout =2}	2.180	1.260	2.994	1	.084	8.847	.749	104.542
	{Job burnout =3}	2.808	.991	8.028	1	.005	16.579	2.377	115.657
	{Job burnout =4}	.497	.794	.391	1	.532	1.644	.346	7.797
	{Job burnout =5}	0[b]	.	.	0	.	.	.	.
Often	Intercept	.107	.674	.025	1	.873			
	Age	.305	.245	1.545	1	.214	1.357	.839	2.195
	{Job burnout =1}	17.913	.000	.	1	.	60170680.8	60170680.8	60170680.8
	{Job burnout =2}	-.788	1.508	.273	1	.601	.455	.024	8.734
	{Job burnout =3}	.501	.952	.277	1	.599	1.650	.255	10.674
	{Job burnout =4}	.145	.646	.051	1	.822	1.156	.326	4.098
	{Job burnout =5}	0[b]	.	.	0	.	.	.	.

a. The reference category is: Always.

b. This parameter is set to zero because it is redundant.

The age is negative, and non-significant predictor (b= -.164, p= .572) in the model.

[Job Burnout=1] is positive and significant predictor (b= 21.116, p= <.001) for employees who would never think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who would never think about quitting their job when they're burnt-out increased by a factor of 1481588320.

[Job Burnout=2] is positive and non-significant predictor (b= 2.296, p= .061) for employees who would never think about quitting their job when they're burnt-out.

[Job Burnout=3] is positive and non-significant predictor (b= 1.189, p= .256) for employees who would never think about quitting their job when they're burnt-out.

[Job Burnout=4] is negative and non-significant predictor (b= -1.286, p= .195) for employees who would never think about quitting their job when they're burnt-out.

-The second set of coefficients presents responses of employees who would rarely think about quitting their job when they're burnt-out and presents all job burnouts.

The age is negative, and non-significant predictor (b= -.236, p= .410) in the model.

[Job Burnout=1] is positive and significant predictor (b= 21.727, p= <.001) for employees who would rarely think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who would rarely think about quitting their job when they're burnt-out increased by a factor of 2728507102.

[Job Burnout=2] is positive and significant predictor (b= 3.783, p= .004) for employees who would rarely think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout 2), odds of employees who would rarely think about quitting their job when they're burnt-out increased by a factor of 43.929.

[Job Burnout=3] is positive and significant predictor (b= 2.729, p= .017) for employees who would rarely think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who would rarely think about quitting their job when they're burnt-out increased by a factor of 15.310.

[Job Burnout=4] is positive and non-significant predictor (b= .339, p= .739) for employees who would rarely think about quitting their job when they're burnt-out.

-The third set of coefficients presents responses of employees who would sometimes think about quitting their job when they're burnt-out and presents all job burnouts.

The age is positive, and non-significant predictor (b= .066, p= .797) in the model.

[Job Burnout=1] is positive and significant predictor (b= 20.634, p= <.001) for employees who would sometimes think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who would sometimes think about quitting their job when they're burnt-out increased by a factor of 914201628.

[Job Burnout=2] is positive and significant predictor (b= 20.634, p= <.001) for employees who would sometimes think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who would sometimes think about quitting their job when they're burnt-out increased by a factor of 914201628.

[Job Burnout=3] is positive and significant predictor (b= 2.808, p= .005) for employees who would sometimes think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who would sometimes think about quitting their job when they're burnt-out increased by a factor of 16.579.

[Job Burnout=4] is positive and non-significant predictor (b= .497, p= .532) for employees who would sometimes think about quitting their job when they're burnt-out.

-The fourth set of coefficients presents responses of employees who would often think about quitting their job when they're burnt-out and presents all job burnouts.

The age is positive, and non-significant predictor (b= .305, p= .214) in the model.

[Job Burnout=1] is positive and has 0 of Std.Error (b= 17.913, S.E.=0.000) for employees who would often think about quitting their job when they're burnt-out. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who would often think about quitting their job when they're burnt-out increased by a factor of 60170680.

[Job Burnout=2] is negative and non-significant (b= 17.913, p=.601) for employees who would often think about quitting their job when they're burnt-out.

[Job Burnout=3] is positive and non-significant (b= .501, p=.599) for employees who would often think about quitting their job when they're burnt-out.

[Job Burnout=4] is positive and non-significant (b= .145, p=.822) for employees who would often think about quitting their job when they're burnt-out.

Table 4.31: Turnover Intention and Job Burnout's Classification

	Predicted					
Observed	Never	Rarely	Sometimes	Often	Always	Percent Correct
Never	4	7	9	7	0	14.8%
Rarely	5	14	9	6	0	41.2%
Sometimes	4	6	23	14	0	48.9%
Often	1	1	8	34	0	77.3%
Always	0	1	2	15	0	0%
Overall percentage	8.2%	17.1%	30%	44.7%	0%	44.1%

The above table 4.31 is classification statistics to figure out which one of the observed options are best predicted by model.

Employees who they would often think about quitting their job when they're burnt-out are best correctly predicted 77.3% of the time by the model. Employees who would sometimes think about quitting their job when they're burnt-out are correctly predicted 48.9% of the time. Employees who would rarely think about quitting their job when they're burnt-out are correctly predicted 41.2% of the time. Employees who would never think about quitting their job when they're burnt-out are correctly predicted 14.8% of the time.

However, a predicting of poor job has been made by the model for employees who would always think about quitting their job when they're burnt-out.

4.2.4.5 Multinominal Logistic Regression Analysis Between Job Burnout and Work Environment

Table 4.32: Work environment and job burnout's case processing summary

Case processing summary	Scales	N	Marginal percentage
Work environment	Never	8	4.7%
	Rarely	14	8.2%
	Sometimes	42	24.7%
	Often	54	31.8%
	Always	52	30.6%
Job burnout	Never	17	10%
	Rarely	30	17.6%
	Sometimes	47	27.6%
	Often	47	27.6%
	Always	29	17.1%
Valid		170	100%
Missing		0	
Total		170	
Subpopulation		25[a]	

a. The dependent variable has only one value observed in 7 (28%) subpopulations.

Starting by the case summary table 4.32, it presents case processing summary for job burnout and work environment which shows us the numbers and percentage of respondents. 31,8% of respondents see that burnt-out employees often reflects negative emotions to the work environment, whereas 30.6% of respondents see that case as always, 24.7% see that as sometimes, 8.2% as rarely, and 4.7% as never.

Job burnout section shows us how often respondents are influenced by job burnout. 27.6% of respondents are often affected by job burnout phenomenon, 27.6% of respondents are sometimes affected by job burnout, 17.1% of respondents are always affected by this phenomenon, 17.6% of respondents are rarely affected, and 10% of respondents are never affected by job burnout.

Table 4.33: Work Environment and Job Burnout's Model Fitting Information

	Model Fitting Criteria	Likelihood Ratio Tests		
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	216.319			
Final	149.130	67.189	20	<.001

The model fitting information in the table 4.33 should present a significance value less than 0.05. The table is statistically significant as the p value is less than 0.05.

As the model is significant that's mean a significant improvement exists in fit. We conclude that the model shows a good fit.

There is a significant difference between Baseline model to the final model as the significance value for this table is less than 0.05.

Table 4.34: Work Environment and Job Burnout's Pseudo R-Square

Cox and Snell	.326
Nagelkerke	.347
McFadden	.139

R-square in the table 4.34 demonstrates the variance proportion which interpreted in the Regression model by independent variable on dependent variable. In other words, it shows how much proportion of variance in which independent variable explains on dependent variable.

Pseudo indicates that the variation is not technically explained. Yet, it can be acted as approximate variation in the variable's criterion.

There is no standard R-square in a logistic regression. However, different ways exist to look at the version of Pseudo. In the case of Nagelkerke, it says that 34.7% of the variance that we observe in the outcome can be explained by the independent variable that we've included in this model.

Table 4.35: Work Environment and Job Burnout's Likelihood Ratio Tests

	Model Fitting Criteria	Likelihood Ratio Tests		
Effects	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	149.130[a]	.000	0	.
Age	158.782	9.652	4	.047
Job burnout	208.934	59.804	16	<.001

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Likelihood Ratio Test in the above table 4.35 shows us that the independent variable was significant which indicates that the independent variable or predictor significantly contribute to the final model. In the above table, we can see that age and job burnout have significant impact on the model.

Table 4.36: Work Environment and Job Burnout's Parameter Estimates

								95% confidence interval for Exp(B)	
Work environment[a]		B	Std.Error	Wald	df	Sig.	Exp(B)	Lower Bound	Upper Bound
Never/ no change	Intercept	-22.065	1.085	413.461	1	<.001			
	Age	.021	.295	.005	1	.943	1.021	.573	1.820
	{Job burnout=1}	40.598	1.249	1055.846	1	<.001	4.282E+17	3.699E+16	4.956E+18
	{Job burnout=2}	21.728	1.036	440.036	1	<.001	2729869656	358498157	2.079E+10
	{Job burnout=3}	21.022	.000	.	1	.	1347998840	1347998840	1347998840
	{Job burnout=4}	.836	8868.890	.000	1	1.000	2.308	.000	.
	{Job burnout=5}	0[c]	.	.	0	.	.	.	.
Rarely	Intercept	-1.021	.756	1.826	1	.177			
	Age	-.520	.285	3.321	1	.068	.595	.340	1.040
	{Job burnout=1}	21.582	1.023	445.387	1	<.001	2360495553	318071100	1.752E+10
	{Job burnout=2}	1.276	1.080	1.396	1	.237	3.582	.432	29.724
	{Job burnout=3}	1.291	.955	1.830	1	.176	3.638	.560	23.630

	{Job burnout =4}	-.216	.981	.049	1	.825	.806	.118	5.506
	{Job burnout =5}	0[c]	.	.	0	.	.	.	.
Sometimes	Intercept	-1.761	.811	4.717	1	.030			
	Age	-.266	.192	2.422	1	.120	.741	.509	1.081
	{Job burnout =1}	22.278	1.063	438.988	1	<.001	4733837274	589038160	3.804E+10
	{Job burnout =2}	3.165	.963	10.800	1	.001	23.694	3.588	156.487
	{Job burnout =3}	3.228	.884	13.344	1	<.001	25.240	4.465	142.687
	{Job burnout =4}	1.615	.852	3.592	1	.058	5.026	.946	26.689
	{Job burnout =5}	0[c]	.	.	0	.	.	.	.
Often	Intercept	-.806	.626	1.657	1	.198			
	Age	-.470	.188	6.257	1	.012	.625	.433	2.195
	{Job burnout =1}	21.497	.000	.	1	.	2168014226	2168014226	2168014226
	{Job burnout =2}	2.776	.814	11.641	1	<.001	16.062	3.259	79.153
	{Job burnout =3}	2.709	.733	13.654	1	<.001	15.008	3.568	63.132
	{Job burnout =4}	1.558	.660	5.582	1	.018	4.751	1.304	17.307
	{Job burnout =5}	0[c]	.	.	0	.	.	.	.

a. The reference category is: Always.

b. Floating point overflow occurred while computing this statistic. Its value is therefore set to system missing.

c. This parameter is set to zero because it is redundant.

In the table 4.36, [Job Burnout=1], [Job Burnout=2], [Job Burnout=3], [Job Burnout=4], and [Job Burnout=5] indicate how respondents are affected by job burnout, 1= never, 2=rarely, 3=sometimes, 4=often, 5= always.

-The first set of coefficients presents responses of employees who never see that burnt-out employees reflects negative emotions to the work environment and presents all job burnouts.

The age is positive, and non-significant predictor (b= .021; p= .943) in the model.

[Job Burnout=1] is positive and significant predictor (b= 40.598, p= <.001) for employees who never see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who never see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 4.282E+17.

[Job Burnout=2] is positive and significant predictor (b= -21.728, p= <.001) for employees who never see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout 2), odds of employees who never see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 2729869656.

[Job Burnout=3] is positive and has 0 of Std.Error (b= -20.022, S.E.= 0.000) for employees who never see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who never see that

burnt-out employees reflects negative emotions to the work environment increased by a factor of 1347998840.

[Job Burnout=4] is positive and non-significant predictor (b= .836, p= 1.000) for employees who never see that burnt-out employees reflects negative emotions to the work environment.

-The second set of coefficients presents responses of employees who rarely see that burnt-out employees reflects negative emotions to the work environment and presents all job burnouts.

The age is a negative, and non-significant predictor (b= -.520; p= .068) in the model.

[Job Burnout=1] is positive and significant predictor (b= 21.582, p= <.001) for employees who rarely see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who rarely see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 2360495553.

[Job Burnout=2] is positive and non-significant predictor (b= 1.276, p= .237) for employees who rarely see that burnt-out employees reflects negative emotions to the work environment.

[Job Burnout=3] is positive and non-significant predictor (b= 1.291, p= .176) for employees who rarely see that burnt-out employees reflects negative emotions to the work environment.

[Job Burnout=4] is negative and non-significant predictor (b= -.216, p= .825) for employees who rarely see that burnt-out employees reflects negative emotions to the work environment.

-The third set of coefficients presents responses of employees who sometimes see that burnt-out employees reflects negative emotions to the work environment and presents all job burnouts.

The age is a negative, and non-significant predictor (b= -.299; p= .120) in the model.

[Job Burnout=1] is positive and significant predictor (b= 22.278, p= <.001) for employees who sometimes see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who sometimes see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 4733837274.

[Job Burnout=2] is positive and significant predictor (b= 3.165, p= .001) for employees who sometimes see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout 2), odds of employees who sometimes see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 23.694.

[Job Burnout=3] is positive and significant predictor (b= 3.228, p= <.001) for employees who sometimes see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who sometimes see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 25.240.

[Job Burnout=4] is positive and non-significant predictor (b= 1.615, p= .058) for employees who sometimes see that burnt-out employees reflects negative emotions to the work environment.

-The fourth set of coefficients presents responses of employees who often see that burnt-out employees reflects negative emotions to the work environment and presents all job burnouts.

The age is a negative, and significant predictor (b= -.470; p= .012) in the model. The odds ratio of 0.625 explains that when age increases by one unit, the odds of employees who often see that burnt-out employees reflects negative emotions to the work environment changed by a factor of .625, meaning that odds are decreasing. Thus, we can conclude that the higher odds of employees who often see that burnt-out employees reflects negative emotions to the work environment are 0.625 times lower for higher aged employees compared to low aged employees.

[Job Burnout=1] is positive and has 0 of Std.Error (b= 21.497, S.E.=.000) for employees who often see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who often see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 2168014226.

[Job Burnout=2] is positive and significant predictor (b= 2.776, p= <.001) for employees who often see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are rarely affected by job burnout (job burnout 2), odds of employees who often see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 16.062.

[Job Burnout=3] is positive and significant predictor (b= 2.709, p= <.001) for employees who often see that burnt-out employees reflects negative emotions to the work environment. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who often see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 15.008.

[Job Burnout=4] is positive and significant predictor (b= 1.558, p= 0.18) for employees who often see that burnt-out employees reflects negative emotions to the work

environment. Odds ratio indicates that when there is an increase in employees who are often affected by job burnout (job burnout 4), odds of employees who often see that burnt-out employees reflects negative emotions to the work environment increased by a factor of 4.751.

Table 4.37: Work Environment and Job Burnout's Classification

	Predicted					
Observed	Never	Rarely	Sometimes	Often	Always	Percent Correct
Never	0	0	3	4	1	0%
Rarely	0	0	4	6	4	0%
Sometimes	0	0	8	27	7	19%
Often	0	0	9	33	12	61.1%
Always	0	0	4	12	36	69.2%
Overall percentage	0%	0%	16.5%	48.2%	35.3%	45.3%

The above table 4.37 is classification statistics to figure out which one of the observed options are best predicted by model.

employees who always see that burnt-out employees reflects negative emotions to the work environment are best correctly predicted 69.2% of the time by the model. employees who often see that burnt-out employees reflects negative emotions to the work environment are correctly predicted 61.1% of the time. Those who sometimes see that burnt-out employees reflects negative emotions to the work environment are correctly predicted 19.0% of the time, However, a predicting of poor job has been made by the model for employees who rarely and never see that burnt-out employees reflects negative emotions to the work environment.

4.2.4.6 Multinomial Regression Analysis Between Job Burnout and Employee Engagement

Case processing summary in the table 4.38 presents job burnout and employee engagement which shows us the numbers and percentage of respondents. 32.9% of respondents sometimes see that having symptoms of job burnout will not affect the efficiency of their engagement at work, whereas 30 % of respondents see that case as rarely, 16.5% see that as often, 11.8% as always, and 8.8% as never.

Job burnout section shows us how often respondents are influenced by job burnout. 27.6% of respondents are often affected by job burnout phenomenon, 27.6% of respondents are sometimes affected by job burnout, 17.1% of respondents are always affected by this phenomenon, 17.6% of respondents are rarely affected, and 10% of respondents are never affected by job burnout.

Table 4.38: Employee Engagement and Burnout's Case Processing Summary

Case processing summary	Scales	N	Marginal percentage
Employee engagement	Never	15	8.8%
	Rarely	51	30%
	Sometimes	56	32.9%
	Often	28	16.5%
	Always	20	11.8%
Job burnout	Never	17	10%
	Rarely	30	17.6%
	Sometimes	47	27.6%
	Often	47	27.6%
	Always	29	17.1%
Valid		170	100%
Missing		0	
Total		170	
Subpopulation		25[a]	

a. The dependent variable has only one value observed in 6 (24%) subpopulations.

Table 4.39: Employee Engagement and Job Burnout's Model Fitting Information

	Model Fitting Criteria	Likelihood Ratio Tests		
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	252.547			
Final	162.318	90.229	20	<.001

The model fitting information in the table 4.39 should present a significance value less than 0.05. The table is statistically significant as the p value is less than 0.05.

As the model is significant that's mean a significant improvement exists in fit. We conclude that the model shows a good fit.

There is a significant difference between Baseline model to the final model as the significance value for this table is less than 0.05.

Table 4.40: Employee Engagement and Job Burnout's Pseudo R-Square

Cox and Snell	.412
Nagelkerke	.434
McFadden	.178

R-square in the table 4.40 demonstrates the variance proportion which interpreted in the Regression model by independent variable on dependent variable. In other words, it shows how much proportion of variance in which independent variable explains on dependent variable.

Pseudo indicates that the variation is not technically explained. Yet, it can be acted as approximate variation in the variable's criterion.

There is no standard R-square in a logistic regression. However, different ways exist to look at the version of Pseudo. In the case of Nagelkerke, it says that 43.4% of the variance that we observe in the outcome can be explained by the independent variable that we've included in this model.

Table 4.41: Employee Engagement and Job Burnout's Likelihood Ratio Tests

	Model Fitting Criteria	Likelihood Ratio Tests		
Effects	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	162.318[a]	.000	0	.
Age	166.791	4.473	4	.346
Job burnout	249.489	87.171	16	<.001

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Likelihood Ratio Test in the table 4.41 shows us that the independent variable was significant which indicates that the independent variable or predictor significantly contribute to the final model.

Age is insignificant according to the table which means we will accept the null hypothesis. However, job burnout is significant.

Table 4.42: Employee Engagement and Job Burnout's Parameter Estimates

								95% confidence interval for Exp(B)	
Employee engagement[a]		B	Std.Error	Wald	df	Sig.	Exp(B)	Lower Bound	Upper Bound
Never/ no change	Intercept	.325	.905	.129	1	.720			
	Age	-.464	.306	2.298	1	.130	.629	.345	1.146
	{Job burnout= 1}	-.253	1.022	.061	1	.804	.776	.105	5.753
	{Job burnout= 2}	.020	1.178	.000	1	.987	1.020	.101	10.265
	{Job burnout= 3}	-18.645	.000	.	1	.	7.994 E-9	7.994 E-9	7.994 E-9
	{Job burnout= 4}	1.517	1.020	2.213	1	.137	4.558	.618	33.632
	{Job burnout= 5}	0[b]	.	.	0	.	.	.	.
Rarely	Intercept	1.473	.688	4.586	1	.032			
	Age	-.268	.219	1.492	1	.222	.765	.498	1.176
	{Job burnout= 1}	-2.834	1.198	5.595	1	.018	.059	.006	.615
	{Job burnout= 2}	-2.108	1.273	2.742	1	.098	.121	.010	1.473
	{Job burnout= 3}	1.058	.936	1.276	1	.259	2.879	.459	18.042
	{Job burnout= 4}	1.172	.817	2.057	1	.151	3.228	.651	16.012

	{Job burnout=5}	0[b]	.	.	0	.	.	.	.
Sometimes	Intercept	-.030	.844	.001	1	.971			
	Age	-.247	.211	1.372	1	.241	.781	.517	1.181
	{Job burnout=1}	.016	.970	.000	1	.987	1.016	.152	6.800
	{Job burnout=2}	1.664	.987	2.841	1	.092	5.282	.763	36.588
	{Job burnout=3}	3.167	1.048	9.142	1	.002	23.743	3.047	185.015
	{Job burnout=4}	2.134	.975	4.792	1	.029	8.452	1.250	57.140
	{Job burnout=5}	0[b]	.	.	0	.	.	.	.
Often	Intercept	-.018	.800	.000	1	.983			
	Age	.008	.226	.001	1	.971	1.008	.647	1.571
	{Job burnout=1}	-1.256	1.025	1.501	1	.220	.285	.038	2.123
	{Job burnout=2}	1.542	.899	2.946	1	.086	4.675	.803	27.123
	{Job burnout=3}	1.248	1.028	1.474	1	.225	3.485	.464	26.154
	{Job burnout=4}	-19.228	8633.807	.000	1	.998	4.461E-9	.000	.[c]
	{Job burnout=5}	0[b]	.	.	0	.	.	.	.

a. The reference category is: Always.

b. This parameter is set to zero because it is redundant.

c. Floating point overflow occurred while computing this statistic. Its value is therefore set to system missing.

In the table 4.42, [Job Burnout=1], [Job Burnout=2], [Job Burnout=3], [Job Burnout=4], and [Job Burnout=5] indicate how respondents are affected by job burnout, 1= never, 2=rarely, 3=sometimes, 4=often, 5= always. The first set of coefficients presents responses of employees who never see that having symptoms of job burnout will not affect the efficiency of their engagement at work and presents all job burnouts.

The age is a negative, and non-significant predictor (b= -.464; p= .130) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -.253, p= .804) for employees who never think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=2] is positive and non-significant predictor (b= .020, p= .987) for employees who never think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=3] is negative and has its Std.Error as zero (b= -18.645, S. E=0.000) for employees who never think that having symptoms of job burnout will not affect the efficiency of their engagement at work. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who never think that having symptoms of job burnout will not affect the efficiency of their engagement at work decreased by a factor of 7.994E-9.

[Job Burnout=4] is positive and and non-significant (b= 1.172, p=.137) for employees who never think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

-The second set of coefficients presents responses of employees who rarely see that having symptoms of job burnout will not affect the efficiency of their engagement at work and presents all job burnouts.

The age is a negative, and non-significant predictor (b= -.268; p= .222) in the model.

[Job Burnout=1] is negative and significant predictor (b= -2.834, p= .018) for employees who rarely think that having symptoms of job burnout will not affect the efficiency of their engagement at work. Odds ratio indicates that when there is an increase in employees who are never affected by job burnout (job burnout 1), odds of employees who rarely think that having symptoms of job burnout will not affect the efficiency of their engagement at work decreased by a factor of 0.059.

[Job Burnout=2] is negative and non-significant predictor (b= -2.108, p= .098) for employees who rarely think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=3] is positive and non-significant predictor (b= 1.058, p= .259) for employees who rarely think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=4] is positive and non-significant predictor (b= 1.172, p= .151) for employees who rarely think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

-The third set of coefficients presents responses of employees who sometimes see that having symptoms of job burnout will not affect the efficiency of their engagement at work and we will also present all job burnouts.

The age is a negative, and non-significant predictor (b= -.247; p= .241) in the model.

[Job Burnout=1] is positive and non-significant predictor (b= .016, p= .987) for employees who sometimes think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=2] is positive and non-significant predictor (b= 1.664, p= .092) for employees who sometimes think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=3] is positive and significant predictor (b= 3.167, p= .002) for employees who sometimes think that having symptoms of job burnout will not affect the efficiency of their engagement at work. Odds ratio indicates that when there is an increase in employees who are sometimes affected by job burnout (job burnout 3), odds of employees who sometimes think that having symptoms of job burnout will not affect the efficiency of their engagement at work increased by a factor of 23.743.

[Job Burnout=4] is positive and significant predictor (b= 2.134, p= .029) for employees who sometimes think that having symptoms of job burnout will not affect the efficiency of their engagement at work. Odds ratio indicates that when there is an increase in employees who are often affected by job burnout (job burnout 3), odds of employees who sometimes think that having symptoms of job burnout will not affect the efficiency of their engagement at work increased by a factor of 8.452.

-The fourth set of coefficients presents responses of employees who often see that having symptoms of job burnout will not affect the efficiency of their engagement at work and we will also present all job burnouts.

The age is a positive, and non-significant predictor (b= .008; p= .971) in the model.

[Job Burnout=1] is negative and non-significant predictor (b= -1.256, p= .220) for employees who often think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=2] is positive and non-significant predictor (b= 1.542, p= .086) for employees who often think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=3] is positive and non-significant predictor (b= 1.248, p= .225) for employees who often think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

[Job Burnout=4] is negative and non-significant predictor (b= -19.228, p= .998) for employees who often think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

Table 4.43: Employee Engagement and Job Burnout's Classification

	Predicted					
Observed	Never	Rarely	Sometimes	Often	Always	Percent Correct
Never	0	10	0	2	3	0%
Rarely	0	36	13	1	1	70.6%
Sometimes	0	17	25	10	4	44.6%
Often	0	5	7	14	12	50%
Always	0	8	2	3	7	35%
Overall percentage	0%	44.7%	27.6%	17.6%	10%	48.2%

The above table 4.43 is classification statistics to figure out which one of the observed options are best predicted by model.

Employees who rarely think that having symptoms of job burnout will not affect the efficiency of their engagement at work are best correctly predicted 70.6% of the time by the model. Employees who often think that having symptoms of job burnout will not affect the efficiency of their engagement at work are correctly predicted 50.0% of the time. Those who sometimes think that having symptoms of job burnout will not affect the

efficiency of their engagement at work are correctly predicted 44.6% of the time, and those who always think that having symptoms of job burnout will not affect the efficiency of their engagement at work are correctly predicted 35% of the time. However, a predicting of poor job has been made by the model for employees who never think that having symptoms of job burnout will not affect the efficiency of their engagement at work.

CHAPTER V

CONCLUDING REMARKS

5.1 Conclusion

Job burnout may cause serious harm to the organization as it can have strong effects on the whole workplace which in the end may lead to poor organizational performance and this case is undesired for all organizations. Thus, job burnout started to be clearly observed by organizations especially after they noticed the consequences which are left by job burnout. Burnout reports have shown that it is highly tied with low morale among workers, job turnover, and absenteeism; some other people head toward changing jobs, quit, or even desert their profession (Maslach C. , 1978). Many organizations started to examine and find factors that lead their employees to be burnt out, with the aim of avoiding any losses. Once the problem is known, the solution shall be easier.

The objectives of this research were to find reasons for job burnout, along with clarifying the impact of job burnout on employees such as their performance, satisfaction level, engagement, and turnover intention level, explain how burnt-out employees spread negative signs to the work environment, and clarify that impact on the organizational performance. The study was conducted in Istanbul, Turkey. The research framework and hypothesized relationships were evolved through synthesis and summary of previous research. This study used primary data to investigate the impact of job burnout on organizational performance, employee performance, job satisfaction, turnover intention, work environment, and employee engagement. An Online Google form was used to collect the primary data. The Spearman correlation analysis and the Ordinal logistic regression were used to analyse the impact of job burnout on the previously mentioned variables in commercial organizations in Istanbul.

It has been found that job burnout has negative effects on both employee and organizational performance. Negative effects job burnout caused on both the employee

and the organization were shown by previous research (Leung , Chan , & Olomolaiye, 2008).

Results show that burnt-out employees are likely to show lower levels of job satisfaction and that burned employees are likely to quit their jobs. According to previous studies, the existence of stress in an organization affects job satisfaction as well as it may lead to absenteeism and turnover (Kumar, Fisher, Hatcher, Bhagat, & Robinson, 2007).

Obtained results indicate that when employees are burned in an organization, they may spread negative signs to the work environment and affect other employees in the organization. In previous research, they have found that negative interactions that occur in the work environment may lead to job burnout (Demir & Çavuş, 2010).

Results suggest that employee who experiences job burnout is likely to be less efficient in his/her engagement at work. Previous studies have shown that highly engaged employees tend to perform better and have a lower tendency to leave the organization (Saks, 2015).

It seems that burnout can be avoidable. With performing some organizational and personal applications, the burnout level can be decreased (Demir & Çavuş, 2010). From the organizational perspective, tasks in the shape of a clear statement, including beginners participating in the orientation program besides on-the-job training, having a personnel plan which is efficacious regarding departments' features, organizing meetings in a regular team form comprising suggestions and criticisms, having the access to social support, the existence of sources and participatory environment would be beneficial in banning burnout (Kaçmaz, 2005; Schulz, Greenley, & Brown, 1995; Lundy & Younger, 1994; Poulin & Walter, 1993). From a personal perspective, giving support to employees by making them have realistic goals, will enable them to have lower self-expectations, thus, burnout will be lowered (Özçınar, 2005)

5.2 Research Contribution

The job burnout phenomenon is spreading fast worldwide. It's expected that the job burnout phenomenon may affect the growth of the organization. The contribution of this research is to assist organizations in determining and finding reasons that lead their employees to burn out. When the organization discovers these reasons or factors in an early stage, they can control them and avoid future issues. Thus, better, and desired archived results. In addition, grabs their attention to various variables which in the case they are not controlled or observed, may significantly cause harmful effects to their organization, its reputation, and its growth. Moreover, to help organizations and employees understand the major impact of burnout on organizations and employees, such as employee & organizational performance, job satisfaction, turnover intention, work environment, and employee engagement which can cause real damage to the organization, and badly affect the mood of an employee, beside let the employee know factors which lead to job burnout, so he/she may be able to avoid some.

Furthermore, the findings of this study will assist organizations in adopting new policies support guarantee the sustainability of the overall safety in the work environment, providing flexibility within the workplace, and taking serious actions toward burned employees to protect the work environment in the organization.

5.3 Recommendations

According to our study's results, most employees have experienced and suffered from job-burnout, and it affects their performance, satisfaction level, turnover intention, engagement level, and work environment. Based on these conclusions, employers must adopt new actions when they observe job burnout in the organization considering factors that lead their employees to burn out. To understand the results' implications in a better way, future studies could mark the impact of applying new policies in dealing with the phenomenon of job burnout in commercial organizations and other sectors. Job burnout in the manufacturing sector can be analysed by future researchers. Future research is needed to determine the impact of job burnout in the commercial industries or other industry in Istanbul on other variables such as job commitment.

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APPENDICES

1. Level of Education

- ○ Never
- ○ Rarely
- ○ Sometimes
- ○ Often
- ○ Always

2. Gender

- ○ Never
- ○ Rarely
- ○ Sometimes
- ○ Often
- ○ Always

3. Age

- ○ Never
- ○ Rarely
- ○ Sometimes
- ○ Often
- ○ Always

4. Type of Industry

- ◯ Trade
- ◯ Retail
- ◯ Economics
- ◯ Finance
- ◯ Marketing
- ◯ E-commerce
- ◯ Investment
- ◯ Electronic business
- ◯ Banking
- ◯ Communication
- ◯ Distribution
- ◯ Insurance
- ◯ Warehousing
- ◯ Advertisement
- ◯ Wholesale
- ◯ Real estate
- ◯ Other

5. Do you think about your professional duties after work?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

6. Does your job seem meaningless or filled with too many repetitive situations?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

7. Do you dread going to work or feel trapped in your job situation?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

8. Are you easily or automatically expressing negative attitudes especially to changes?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

9. Are you feeling burdened by responsibilities and pressures?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

10. Are you satisfied with your work?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

11. Are you experiencing interpersonal conflicts with co-workers/family?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

12. Do you feel that you and your work are adequately appreciated?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

13. Do you think that job burnout will have negative consequences on organizational performance?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

14. What emotions do you experience every day before starting work?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

15. If you have symptoms of burnout, do you think that your engagement at work will be efficient just like when you have none of these symptoms?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

16. Have you ever experienced burnout in your job?

- ◯ Yes
- ◯ No

17. Have you ever experienced burnout in your job?

- ◯ Yes
- ◯ No

18. Do you experience any of the following symptoms of burnout? If so, how often?

	Never	Rarely	Sometimes	Often	Always
Isolating oneself from the environment	◯	◯	◯	◯	◯
Annoyance	◯	◯	◯	◯	◯
Headache	◯	◯	◯	◯	◯
Lack of concentration	◯	◯	◯	◯	◯
Insomnia	◯	◯	◯	◯	◯
Bad mood/depression	◯	◯	◯	◯	◯
Feeling of helplessness	◯	◯	◯	◯	◯
Boredom	◯	◯	◯	◯	◯
Exhausted	◯	◯	◯	◯	◯

19. Is the work performed by you fulfill your professional ambitious?

- ◯ Yes
- ◯ No

20. Do you think a burnt-out employee reflects negative emotions to the work environment?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

21. If you are a burnt-out employee, would you be satisfied with your job?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

22. Does your mood affect your performance at work?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

23. Would you quit your job if you're burnt-out?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

24. Do you think that you are affected by Job burn-out?

- ◯ Never
- ◯ Rarely
- ◯ Sometimes
- ◯ Often
- ◯ Always

CV

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Education
Faculty of Business and Management Sciences/ Istanbul Sabahattin Zaim University, 9/2018- 02/2022
Master of Business Administration/ Istanbul Sabahattin Zaim University, 2/2022-present

Work Experience
Intern / Tamamen Group 09/2021-02/2022

Courses and Certificates
Certificate as presenter in the International Joint Research Experience Project/ FEAA
Simple Coding/ The Open University
Pioneering Project/ Idlal Foundation

Languages
English: Advanced
Turkish: Advanced
Arabic: Native

Skills
Communication skills
Active listening
Adaptability
Collaboration talent
Flexibility
Computer programs skills
Supervision and management
Problem solving skills.