

# Measuring the Impact of Burnout on Job Satisfaction and Organizational Commitment

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## Introduction

Burnout can be considered as a new disease which affects negatively a large number of employees in developed countries. According to Maslach and Jackson (1982), burnout is a complex psychosomatic phenomenon that can only be analyzed under three different dimensions. The first of these dimensions concerns the feeling of being emotionally overextended, the second concerns depersonalization while the third one concerns the feeling of exhaustion and cynicism, where employees feel less effective in their job and their performance is decreased.

Job satisfaction is in managers' and researchers' spotlight as common understanding dictates a direct connection to a firm's productivity. However, according to various researchers, there is not a strong relationship between these two constructs. On the other hand, other researchers' state that job satisfaction is necessary for a firm's success as they note a major influence on employees' performance. These different views probably derive from the fact that job satisfaction is just one between the various factors that affect a firm's productivity (Bockerman and Ilmakunnas 2010). Employees' satisfaction should be taken into consideration as employees are one of the most important resources for a firm's success (Skordoulis et al. 2014).

According to Meyer and Allen (1991) organizational commitment refers to a psychological condition which both characterizes the relationship between an employee and a firm while it affects an employee's decision to remain at the firm. Organizational commitment consists of three levels; affective commitment, continuance commitment, and normative commitment (Meyer and Allen 1991).

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Lots of researchers have recorded a correlation between job satisfaction and organizational commitment (Knoop 1995; Meyer et al. 2002; Jahangir and Shokrpour 2009). These results show the importance of job satisfaction for organizational commitment.

The aforementioned connection seems to be even more important in periods of economic crisis where firms are trying to minimize their operating costs using means such as wage cuts, while at the same time employees are asked to increase their performance.

The aim of this paper is to measure and analyze the impact of burnout on job satisfaction and organizational commitment of Greek SMEs employees.

## Materials and Methods

The research sample consists of 150 employees of Greek SMEs and was selected using random sampling.

The research tool is a structured questionnaire divided into four parts. The first part is based on Meyer and Allen's model (Meyer and Allen 1991) and aims to measure respondents' organizational commitment. The second part is based on Job Descriptive Index and focuses on respondents' job satisfaction measurement. The third part which is based on Maslach Burnout Inventory (Maslach and Jackson 1981) consists of 21 questions and is oriented in burnout measurement. All the questions of these parts are adapted to a five-point Likert Scale. The fourth part of the questionnaire last but not least, the fourth part of the questionnaire consists of six questions relating to respondents' demographic characteristics.

## Research Results

### *Questionnaire Reliability*

Using Cronbach's Alpha coefficient, we will measure our questionnaire's reliability (Table 1).

Due to the data in the table above, the rate for organizational commitment is 0.861, for job satisfaction is 0.778 while for burnout is 0.8; these measures are considered reliable as their values are higher than 0.7.

**Table 1** Cronbach's Alpha coefficient

	Cronbach's Alpha	No of items
Organizational commitment	0.861	10
Job satisfaction	0.778	8
Burnout	0.800	21

**Table 2** Means and standard deviations of burnout scores

	Mean	Std. deviation
Emotional exhaustion	2.594	0.500
Depersonalization	2.568	0.449
Reduced personal accomplishment	3.006	0.449

### *Burnout Scores*

The means and standard deviations of the three burnout subscales are shown in Table 2.

As seen in Table 2, three different scores are calculated: emotional exhaustion score, depersonalization score, and personal accomplishment score. It should be noted that higher degrees of burnout are recorded when the means of emotional exhaustion and depersonalization are high (Genc 2016). Furthermore, reduced personal accomplishment means higher degrees of burnout (Jesse et al. 2015).

### *Organizational Commitment Scores*

The means and standard deviations of the three commitment subscales are shown in Table 3.

Based on the above results, we may conclude that the respondents tend to remain at their positions because they want to (affective commitment). The less important reason for them to remain at their positions is because they feel obligated to the firm (normative commitment).

### *Examination of the Relationship Between General Burnout Score and General Job Satisfaction Score*

Due to the fact that the score variables derived from the sums of the constructs of these factors, they can be considered as scale ones. Furthermore, Kolmogorov Smirnov *p*-values are higher than 0.05 for all the variables. As far as the previous are concerned, we may use Pearson correlation coefficient to examine possible correlations between them.

**Table 3** Means and standard deviations of organizational commitment scores

	Mean	Std. deviation
Affective commitment	3.549	0.855
Continuance commitment	3.500	0.841
Normative commitment	2.833	0.492

**Table 4** Correlation coefficients

		General job satisfaction score	Emotional exhaustion score	Depersonalization score	Personal accomplishment score
General burnout score	Pearson correlation coefficient	-0.305	0.875	0.515	0.423
	<i>p</i> -value	0.001	0.000	0.000	0.000

**Table 5** Correlation coefficients

		General job satisfaction score	Affective commitment score	Continuance commitment score	Normative Commitment score
General organizational commitment score	Pearson correlation coefficient	0.845	0.667	0.801	0.717
	<i>p</i> -value	0.000	0.000	0.000	0.000

A correlation matrix for general burnout score, general job satisfaction score and the scores of emotional exhaustion, depersonalization, and personal accomplishment is shown in Table 4.

Due to the data in Table 4, a negative correlation is confirmed between general burnout score and general job satisfaction score.

### ***Examination of the Relationship Between General Organizational Commitment Score and General Job Satisfaction Score***

As in this section we will examine score variables as well, Pearson correlation coefficient will be used in order to examine possible correlations.

Data in Table 5 may confirm that organizational commitment is positively correlated to job satisfaction. This correlation is high. This means that the higher levels of employee satisfaction mean higher levels of committed to a firm as well. As far as it is concerned, firms should try to adopt methods that may lead to higher levels of employee satisfaction.

## **Conclusions**

This research explored the relationships between burnout, job satisfaction, and organizational commitment among employees of Greek SMEs.

According to the statistical analysis carried out, a negative correlation is confirmed between burnout and job satisfaction. Furthermore, a high positive correlation between organizational commitment and job satisfaction is recorded.

As far as it is concerned, job satisfaction, burnout, and organizational commitment have a critical importance for the SMEs. SMEs' managers should seek for ways to improve their employees' attitude in order to gain higher levels of job satisfaction and organizational commitment.

For a future research, it might be quite interesting to investigate the factors that lead in burnout, job satisfaction, and organizational commitment. This can be a useful tool for firms' managers as organizational presence and intervention in these cases may have a great importance for the early diagnosis and treatment of symptoms which associated with reduced job satisfaction and low organizational commitment.

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