Journal of Global Business and Social Entrepreneurship (GBSE)
Vol. 7: No. 23 (January 2022) page 291-301 | www.gbse.com.my | eISSN : 24621714

BURNOUTS, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: THE CHALLENGES DURING PANDEMIC COVID-19

Ida Harlina Ikhwan Nasir
School of Business Management
Universiti Utara Malaysia
uumidaharlina@gmail.com

Norshafizah Hanafi
Universiti Utara Malaysia
Kuala Lumpur Campus
norshafizah@uum.edu.my

Bidayatul Akmal Mustafa Kamil
Universiti Utara Malaysia
Kuala Lumpur Campus
bidayatul@uum.edu.my

Abstract: *Abstract: The aim of this research was to study about burnout, organizational commitment (OC) and job satisfaction (JS) at a City Council Hall in Malaysia. This research was based on the Social Exchange Theory (SET) and Social Learning Theory (SLT). Self-administrated questionnaires were distributed to public servants at the City Council Hall. A total of 375 people responded to this study. This study utilized the SPSS 24, to establish goodness of measures on validity of each variable. Factor analysis test results shows that almost all items are important to have further discussion for empirical analysis. The findings of this study provide to academics, other city council hall and the government with current input of information, latest knowledge about people management, and also help them to have better understanding on the importance of burnout, organizational commitment and job satisfaction in public sector.*

Keywords*: burnout, job satisfaction, and organizational commitment,*

.

2022 JGBSE

Article Received:11 December 2021, Revised: 18 December 2021, Accepted 22 January 2022

1. INTRODUCTION

The public servants in at City Council Hall have been subjected to deep changes characterized by organizational commitment which were affected by the burnout, organizational commitment and job satisfaction. According to scholars, organizational commitment is related to the employees' psychological attachment with their organizations (Mete, Sökmen & Biyik, 2016). Furthermore, it could also affect their job satisfaction such as turnover, behavior, and performance. János Bertók's (2000) studies also show that politicians and officials have to deal with the issue of employees organizational commitments. Organizations have been trying to get more compliance and conformity from employees, and they have tried to get personnel to be more dedicated to the organization through creating cooperation (Jalal Hanaysha, 2016). In public-sector management literature, techniques to minimize burnout are the result of an increased emphasis on organizational commitment (Thomas et al., 1998). For example, a study among hospital workers showed that poor organizational commitment leads to burnout. This study is to examine the relationship between burnout, and organizational commitment (OC) mediated by job satisfaction (JS).

Henceforth, individuals who have above-average skill levels will succeed. For instance, employees with unique skills, high knowledge intelligence, and who can complete a certain task in his/her method with high skills will likely succeed with higher satisfaction (Ramamurthi *et al*., 2016). Hence, organizational commitment transpires to be the most essential focus for research amongst academicians and administrators owing to the claim that the level of performance will be affected if the skill of employees. For this study, researcher adapt the theoretical model is based on the Social Exchange Theory (SET) and Social Learning Theory (SLT).

2. LITERATURE REVIEW

This study attempts to examine the extent of and burnout comprehensively compiled from several recent studies. The comprehensive burnouts are linked to job satisfaction, which is assessed integrally in two levels of the hierarchy of objectives; job satisfaction and organizational commitment. Job satisfaction is assigned as a mediating variable on the relationship between burnout and organizational commitment. This research aims to define the position of focus burnout in a City Council Hall in Malaysia and to provide a more detailed understanding of the burnout, organizational commitment and job satisfaction.

Due to the lack of similar studies of burnout, organizational commitment and job satisfaction especially in the developing country context, this study examine the employees of an organizations in Malaysia along with their influence and consequence on organizational commitment. Understanding burnout, organizational commitment and job satisfaction their influence and the consequence of personnel are now becoming vital issues in organizational behavior studies.

2.1 Organizational Commitment

Organizational commitment (OC) in this study is defined by Meyer and Allen (1991) as a psychological situation that details the association of an employer with its organization while implying the decision of whether to stay on as a member of that organization or not. OC is also described by Cohen (2003) as a strength that ties an individual to a more relevant engagement that can achieve more than one target. In other words, it is called killing two birds with one stone. Arnold (2005) sees it as the qualified forte of a person's identity, participation as well as connection to an organization.

Organizational commitment (OC) is vital to organizations and researchers because of the need to preserve a strong labor force. Practitioners and researchers are intensely attracted to understand the causes and elements that influence an individual's choice to stay in an organization or leave (Bhatti, 2011). OC is a work-related way of behaving, deemed as imperative in this study, and has developed its reputation through the writings, based on organizational psychology and industrial perspectives (Cohen, 2003). Based on the literature done on the selected literature review as above, this study proposes an organizational commitment model which has burnout and job satisfaction.

2.2 Burnout

Burnout is significant at any rate for four fundamental reasons. To begin with, burnout influences the staff part's confidence and mental prosperity. Second, burnout appears to influence the nature of care and treatment given to customers. Third, burnout may affect managerial work. Lastly, burnout is significant in network settings since it enables network parental figures to forestall work pressure and hence advances network psychological well-being (Cherniss, 1980). To sum things up, while examining the idea of burnout, factors that should be considered are: (i) the individual attributes of the supplier (specialist), (ii) the activity setting, as far as supervisory and companion support just as organization rules and approaches and (iii) the real work with singular customers.

2.3 Job Satisfaction

Job satisfaction has also been an apprehension amongst organizational behaviorists because job satisfaction has always been positively connected with productivity but negatively connected with nonattendance in the workplace (Lo Presti, 2013). Job satisfaction has been enacted as a vital role when taking into consideration the effectiveness of an employee's operation and accomplishment (Shaikh *et al.*, 2012). According to Chiboiwa, Chipunza, and Samuel (2011), job satisfaction is the positive emotional state or pleasure developed on or after an assessment of the job experiences. Job satisfaction has received significant attention from many quarters because it was found to predict relevant workplace outcome variables (Kuo, 2015). Job satisfaction has also been discovered as an important factor in realizing and comprehending the influence of several variables on organizational commitment.

2.4 Theories Related to Study

2.4.1 The Social Exchange Theory (SET)

This research's propositioned framework takes place or is pinned based on the Social Exchange Theory. The first pinned theory which is the Social Exchange Theory (SET) highlights the socio-emotional aspects between employee and organization; for example, the emotional state of obligation and belief, as well as that human relations and dealings, can be abstracted as business transactions. People trade resources with the assumption of gaining profits from these transactions. In this research, the SET framework was used to tackle this problem. The previous studies indicate that the analysis based on SET may be of use to the understanding of employer/employee relations in the organizations even though the SET remains largely unused. SET also has been used to describe optimistic attitudes towards their organizations for a long time, a few studies have looked at a quantitative approach, built from the SET paradigm by incorporating a clear calculation of task tension and burnout into their organization (Chen, Khen & Sheldon, 2016; Wang, Long, Zhang and coll., 2019). Moreover, most studies have focused solely on one type of exchange and ignored another type of exchange, especially during pandemic phenomena as economic exchange.

2.4.2 The Social Learning Theory

Social learning theory proposes that individuals learn by observing the behaviors of others (models). And then evaluate the effect of those behaviors by observing the positive and negative consequences that follow. Social learning theorists assert that members of the adolescent's social network who use substances serve as models for adolescents.

Social learning theory is the idea that we learn from others. It was first proposed by Albert Bandura in the 1960s. He believed that people learn through observation, imitation, and modeling. We can learn new behaviors by watching other people perform them or by hearing about them.

The three main concepts behind social learning theory are imitation, modeling, and reinforcement:

a. Imitation is when we copy the actions of others.
b. Modeling is when we watch and learn from others.
c. Reinforcement is when we are rewarded for exhibiting the desired behavior.
d. All three of these concepts are essential to the theory of social learning.

The Social Learning Theory is suitable to use in this study due to observing the behaviors of others (models). This Social learning theory is a broad perspective on human behavior, and it has been applied to many different fields.

3. METHODOLOGY

Public servants in a City Council Hall were chosen as a representative of the employees in Malaysia. However, in this research, a minimum sample of three hundred and seventy-five (375) respondents was taken as suggested by Krejcie and Morgan (1970). Simple random sampling in this study, therefore, was adopted as the sampling method as it involved social distancing and reducing travel according to the existing situation with the Covid-19 pandemic. Furthermore, the employees as a unit of analysis for this research are also fully committed to their role and responsibility to curb the Covid-19 virus spreading. Therefore, this probability sampling method is suitable for a researcher for data collection whilst staying safe.

4. RESEARCH FINDINGS

About three hundred and eighty-nine (389) of the total sample of nine thousand three hundred public servants in a City Council Hall was taken. This represents about 3.86 percent of the response rate. The profile of the respondents was analyzed on various characteristics of the sample. Table 1.0 explains about the demographic factors of the respondents of this research.

Table 1.0 Demographic Profile Results

Demographic Profile	Results
Gender	
Male	46.50%
Female	53.50%
Age	
20 to 29 years	50%
30 to 40 years	50%
Working Duration	
0 to 5 years	52.40%
6 to 10 year	17.50%
Above 10 years	30.10%
Academic Qualification	
SPM	36.40%
Diploma	32.9%
Others	30.70%

Refer to the above Table 1.0, descriptive analysis showed 53.5 percent of responders were female, while the rest were male. The City Council Hall can

consider ensuring that its personnel are equally balanced between men and women. The respondents' demographics are divided into two groups. The first half of the respondents are 20 to 29 years old, while the other half ranges from 30 to 40 years old. This information suggests that workers between the ages of 20 and 29 are more likely to take chances and complete their activities with a great deal of enthusiasm and motivation. For 52.4 percent of the respondents, their working duration fell in the 0- to 5-year range, 17.5 percent worked 6 to 10 years, and 30.1 percent worked more than 10 years. Most of the responses are found among the ranks of supervisors. Respondents with SPM constitute about 36.4 percent of the total respondents. The Diploma educational levels made up about 32.9 percent being the second-highest educational level among the respondents.

4.1.1 Factors Analysis

In order to determine the constructs, a factor analysis procedure was conducted with SPSS. Principal Component Analysis (PCA) was used to conduct factor analysis. The second measure of factor analysis is the factor loading or commonality among the scale items. The relationship between a scale item and a constructor factor is represented by factor loadings with higher loadings being better. According to Hair *et al*. (2006), a factor loading of 0.3 is the minimum requirement for factor analysis. Hair further explains that any factor loadings that result at 0.4 considered being more important while loadings of 0.5 or more deemed to be significant.

Table 2.0, Table 2.1 and Table 2.2 showed the result of factor analysis, factor loading and significant of all variables.. The analysis showed all variables are scored result more than 0.829 to 0.918, which is good to analysis and they have a positive result. Meanwhile, the factor loading also score high percentage which is 52.031 % for organizational commitment and the lowest is 19.528% for burnout. Since factors with loading values of 0.30 and above were considered, all items were accepted. Statistics of Bartlett's test for sphericity are also significant at $p<0.001$ (Bartlett, 1954) ensuring that the data is appropriate for factor analysis.

Table 2.0 Results for Factor Analysis for Organizational Characteristics

	Factor
“I would be very happy to spend the rest of my career in this organization”.	.489
“I feel as if the organization’s problems are my own”.	.515
“I feel like ‘part of the family’ at this organization”.	.595
“I feel emotionally attached to this organization”.	.552
“This organization has a great deal of personal meaning for me”.	.528
“I do feel a strong sense of belonging to this organization”.	.635

"I feel my obligation to remain with my current employer".	.561
"Even if it were to my advantage, I do not feel it would be right to leave my organization now".	.543
"I would feel guilty if I left my organization now".	.527
"This organization deserves my loyalty".	.471
"I would not leave my organization right now because I have a sense of obligation to the people in it".	.528
"I owe a great deal to my organization"	.515
Eigenvalues	5.230
Percentage of Variance Explained	43.581

Table 2.1 Results For Factor Analysis For Burnout

	Factor
"I feel emotionally drained from my work"	.768
"I feel used up at the end of the workday"	.798
"I dread getting up in the morning and having to face another day on the job"	.776
"I feel burned out from my work."	.777
"I feel frustrated by my job"	.775
"I feel I'm working too hard on my job"	.632
"Part of my job is to make the client/customer feel good"	.434
"My agency expects me to express positive emotions to clients/customers as part of my job"	.539
"My agency would say that part of the product for clients/customers is a friendly, cheerful service"	.649
"My agency expects me to try to be enthusiastic in my interactions with clients/customers"	.622
"I am expected to suppress my bad moods or negative reactions to clients/customers"	.549
"My agency expects me to pretend that I am not upset or distressed when I am"	.717
"I am expected not to show anger while on the job"	.450
"I perform my job independently of supervision"	.617
"I make my own decisions about how to do my work"	.584
"My supervisor goes out of his or her way to make life easier for me"	.652
"My supervisor can be relied on when things get tough at work"	.675

"My supervisor is willing to listen to my problems"	.596
"My coworkers go out of their way to make life easier for me"	.597
"My coworkers can be relied on when things get tough at work."	.424
"My coworkers are willing to listen to my problems"	.533
"In my agency, employees are rewarded for providing high-quality services to clients/ customers"	.536
"In my agency, pay raises depend on how well employees perform their job"	.622
"Awards in my work unit depend on how well employees perform their job"	.526
Eigenvalues	4.689
Percentage of Variance Explained	19.538

Table 2.2 Results for Factor Analysis for Job Satisfaction

	Factor
"I feel emotionally drained from my work"	.768
"I feel used up at the end of the workday"	.798
"I dread getting up in the morning and having to face another day on the job"	.776
"I feel burned out from my work."	.777
"I feel frustrated by my job"	.775
"I feel I'm working too hard on my job"	.632
"Part of my job is to make the client/customer feel good"	.434
"My agency expects me to express positive emotions to clients/customers as part of my job"	.539
"My agency would say that part of the product for clients/customers is a friendly, cheerful service"	.649
"My agency expects me to try to be enthusiastic in my interactions with clients/customers"	.622
"I am expected to suppress my bad moods or negative reactions to clients/customers"	.549
"My agency expects me to pretend that I am not upset or distressed when I am"	.717
"I am expected not to show anger while on the job"	.450
"I perform my job independently of supervision"	.617
"I make my own decisions about how to do my work"	.584
"My supervisor goes out of his or her way to make life easier for me"	.652
"My supervisor can be relied on when things get tough at work"	.675

"My supervisor is willing to listen to my problems"	.596
"My coworkers go out of their way to make life easier for me"	.597
"My coworkers can be relied on when things get tough at work."	.424
"My coworkers are willing to listen to my problems"	.533
"In my agency, employees are rewarded for providing high-quality services to clients/ customers"	.536
"In my agency, pay raises depend on how well employees perform their job"	.622
"Awards in my work unit depend on how well employees perform their job"	.526
Eigenvalues	4.689
Percentage of Variance Explained	19.538

5. CONCLUSION

The research focuses on the burnout, job satisfaction, organizational commitment among public servants, particularly in Malaysia's City Council Hall, a governmental organization. Therefore, the evaluation and review of the chosen public service organizations will be constrained to the subsequent variables of research; job satisfaction, burnout, and organizational commitment. Besides that, this study is restricted to public service organizations in Malaysia, which is currently facing challenges of Covid-19 pandemic. This research is to identify some important reasons for public servants leaving an organization. Thus, may assist the City Council Hall in Malaysia, the governments around the world, and related agencies to enhance their understanding of the crucial relationship between role stressor and burnout in organizations mediated by job satisfaction. Strategies can be generated for better policies while managing their commitment and organizational behavior efficiency issues. These studies also contribute and develop new knowledge on public servants policy, particularly in the city council's public servants. Passion in attracting the public servants to pursue their commitment or involvement through governmental organizations is important because the public servants realize that this burnout and job satisfaction might be able to increase the control, coordination, knowledge, competitiveness, development, and skills of their human capital.

REFERENCES

Arnold, P.J. (2005). Disciplining domestic regulation: The World Trade Organization and the market for professional services. *Accounting, Organizations and Society*, 30(4), 299-330.

Bhatti, K. K. (2011). Effect of Direct Participation on Organizational Commitment. *International Journal of Business and Social Science*, *2*(9), 15–24.

Cervoni, A. & DeLucia-Waack, J. (2011). Role conflict and role ambiguity as predictors of job satisfaction in high school counsellors. *Journal of School Counselling*, 9(1), 1-30.

Chen, M., Chen, C. C., & Sheldon, O. J. (2016). Relaxing moral reasoning to win: How organizational identification relates to unethical pro-organizational behavior. Journal of Applied Psychology, 101, 1082–1096.

Cherniss, C. (1980). Staff Burnout. Job Stress in the Human Services. London: Sage Publications.

Cohen, A. (2003). *Multiple commitments in the workplace: an integrative approach*. New Jersey: Lawrence Erlbaum.

Crawford, E.R., LePine, J.A. & Rich, B.L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848.

Griffin, M.L., Hogan, N.L., Lambert, E.G., Tucker-Gail, K.A. & Baker, D.N. (2010). Job involvement, job stress, job satisfaction, organizational commitment, and the burnout of correctional staff. *Criminal Justice and Behavior*, 37(2), 239-255.

Hair, J., Black, W., Babin, B. & Anderson, R. (2010). *Multivariate data analysis: A global perspectiv*e. New Jersey: Pearson Education.

Judeh, M. (2011). Role ambiguity and role conflict as mediators of the relationship between orientation and organizational commitment. *International Business Research*, 4(3), 171-181.

Jones, E., Chonko, L., Rangarajan, D. & Roberts, J. (2007). The role of overload on job attitudes, turnover intention, and sales-person performance. *Journal of Business Research*, 60, 663-671.

Krejcie, R.V., & Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement,* 30, 607-610.

Lo Presti, A. (2013). The interactive effects of job resources and motivations to volunteer among a sample of Italian volunteers. *International Journal of Voluntary and Nonprofit Organizations*, 24(4), 969-985.

Mansoor, M., Fida, S., Nasir, S., & Ahmad, Z. (2011). The impact of job stress on employee job satisfaction: A study on telecommunication sector of Pakistan. *Journal of Business Studies Quarterly*, 2(3), 50-56.

Mansoor, M., Fida, S., Nasir, S. & Ahmad, Z. (2011). The impact of job stress on employee job satisfaction: A study on telecommunication sector in Pakistan. *Journal of Business Studies Quarter*ly, 2(3), 50-56.

Onyemah, V. (2008). Role ambiguity, role conflict and performance; Empirical evidence of an inverted u relationship. *Journal of Personal Selling and Sales Management*, 28(3), 299-313.

Quaral-ulain, K.M.A. & Iqbal, N. (2013). Impact of role conflict on job satisfaction: Mediating role of job stress in private banking sector. *Interdisciplinary Journal of Contemporary Research in Business*, 4(12), 711-722.

Ramamurthi, K., Vakilbashi, A., Abdul Rashid, S.Z., Mokhber, R.B. and Basiruddin, R (2016). Impact of job stressors factors on employees' intention to leave mediated by job engagement and dispositional factors. *International Review of Management and Marketing,* 6(3). 528-531.

Rizzo, J.R., House, R.J. & Lirtzman, S.I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly,* 15, 150-163.

Yongkang, Z., Weixi, Z., Yalin, H., Yipeng, X. & Liu, T. (2014). The relationship among role conflict, role ambiguity, role overload, and job stress of Chinese middle level cadres. *Chinese Studies*, 3(1), 8-11. Zhu, Y. (2013). A review of job satisfaction. *Asian Social Science*, 9(1), 293-298.