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ROLE STRESSORS, BURNOUT, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: A STUDY AT A CITY COUNCIL HALL

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Abstract: *This study aims to examine the relationship between role stressors (RC), organizational commitment (OC), burnout and job satisfaction (JS) among public servants at a City Council Hall. The theoretical research is based on the Social Exchange Theory (SET). Self-administrated questionnaires were distributed to public servants in a City Council Hall. A total of 375 people responded to this study. This study utilized the SPSS 24 to establish the validity and reliability of the measurement model and test the relationships. The results show a positive and significant relationship between role stressors, burnout, organizational commitment, and job satisfaction as a means of reaching the study objectives. The result of this study also provides better insight for academicians, the government of Malaysia, the City Council Hall. It provides new knowledge to further understand the effects of roles stressors, organizational commitment, and job satisfaction. The study provides empirical evidence for the theoretical relationship hypothesized in the research framework and adds to knowledge on the importance of role stressors. It is recommended that future research should also include other Council state(s) in Malaysia.*

Keywords: *role stressors, role conflict, role ambiguity, role overload, job satisfaction, and organizational commitment.*

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Introduction

Deep changes have occurred in the public sector, characterized by the organizational commitment that has been influenced by the role of stressors and burnout. Organizational commitment, according to scholars, is related to public servants' psychological attachment to their organizations (Mete, Sökmen, & Biyik, 2016). It may also have an impact on their job satisfaction, such as turnover, behavior, and performance. According to János Bertók's (2000) research, politicians and officials must deal with the issue of public servants' organizational commitments. Organizations have attempted to increase compliance and conformity among public servants, as well as to increase personnel dedication to the organization by fostering cooperation (Jalal Hanaysha, 2016). Techniques to reduce stressors and burnout are the result of research in public-sector management literature.

According to Mansoor et al. (2011), the quality of public servants is a critical factor influencing organizational commitments. Individuals with above-average skill levels will succeed in the future. For example, public servants with unique skills, high knowledge intelligence, and the ability to complete a specific task in his/her method with high skills are more likely to succeed and are satisfied (Ramamurthi et al., 2016). The organizational commitments of public servants are critical because they reflect the government's performance in each country (Mansoor, Fida, Nasir, & Ahmad, 2011). As a result, organizational commitment emerges as the most important focus for research among academicians and administrators, owing to the claim that the level of performance will be affected if public servants' skills deteriorate. In this study, the researchers adapted a theoretical model based on the Social Exchange Theory (SET) to test the model and theory.

Literature Review

This study attempts to investigate the extent of role stressors using data from several recent studies. The comprehensive role stressors are linked to job satisfaction, which is evaluated at two levels of the hierarchy of objectives: job satisfaction and organizational commitment. Due to the scarcity of similar studies on role stressors on public servants, particularly in developing countries, this study investigates the role stressors (role ambiguity, role overload, and role conflict) on public servants.

Organizational Commitment

Meyer and Allen (1991) define organizational commitment (OC) in this study as a psychological situation that details an employer's association with its organization while implying the decision of whether to stay on as a member of that organization or not. Cohen (2003) defines OC as a strength that connects an individual to a more relevant engagement that can achieve more than one goal. In other words, it is referred to as "murdering two birds with one stone". According to Arnold (2005), it is the qualified forte of a person's identity, participation, and connection to an organization.

Organizational commitment (OC) is essential for organizations and researchers because a strong labor force is required. Practitioners and researchers are involved. Practitioners and researchers are eager to learn about the factors that influence an individual's decision to stay or leave a company (Bhatti, 2011). OC is a work-related way of behaving that is deemed necessary in this

study, and it has gained a reputation through writings based on organizational psychology and industrial perspectives (Cohen, 2003). Based on the above-mentioned literature review, this study proposes an organizational commitment model with role stressors (comprising of its multi-dimensions such as role conflict, role ambiguity, and role overload).

Role Stressors

The role stressors are defined as a set of expectations about behaviour about one's place in a social structure. Expectations are the requirements or boundaries ascribed to a role by workers in charge of fulfilling a position or by those associated with the rank or title and merely inflicted with related thoughts (Rizzo et al., 1970). It simply refers to the functions of individuals and their interactions with others. The three dimensions of role stressors include role conflict, role ambiguity, and role overload.

a. Role Conflict:

According to Judeh (2011), role conflict occurs when two people are affected by dissimilar opinions about their effort after contradictory stresses and hope that doing so will lead to dissenting choices. Role conflict, on the other hand, is defined as a situation in which a role holder finds himself in a quandary. Role conflict, on the other hand, is defined as a situation in which a role holder is put in a bind by contradictory pressures from a superior regarding a task and additional pressure to deal with people with whom he or she is unable to get along. According to Yongkang et al., (2014), role conflict occurs when people are confronted with conflicting role expectations about their task. Onyemah (2008) describes role conflict as "the emotion of living in a dilemma in many ways and instructions, leading to disability of the role occupier to please all role co-workers."

b. Role Ambiguity:

Role ambiguity was found to be the sturdiest reason for the work-family disagreement as discussed by Ryan, Ma, and Ku (2009) as well as the unwanted effect on organizational commitment and job satisfaction (Zhu, 2013).

c. Role Overload:

Role overload is often regarded as a mode of conflict among inter-senders, where an individual is required to achieve the demands of various role senders (Jones et al., 2007). It is the level of work pressure to them because of the numerous duties and responsibilities. Role overload in the workplace might cause physiological and psychological tension which disturbs the physical and mental health of involved public servants (Jones et al., 2007). Negative effects of role overload are found on organizational commitment and job satisfaction that leads to increased turnover intention (Griffin et al., 2010; Pearson, 2005; Jones et al., 2007). Role overload is also associated with low performance, absenteeism, low enthusiasm, low organizational loyalty, and low overall organizational profitability (Jones et al., 2007; Glazer & Kruse, 2008; Qureshi et al., 2011; Shaikh, Bhutto & Maitlo, 2012).

Burnout

Burnout is critical at any rate for four basic reasons. To start with, burnout influences the employees' confidence and mental prosperity. Second, burnout seems to influence the character of care and treatment given to customers. Third, burnout could affect social control work. Lastly, burnout is significant in network settings since it permits network parental figures to forestall work pressure and therefore advances network psychological well-being (Cherniss, 1980). To add things up, whereas examining the thought of burnout, factors that ought to be thought about are:

a. the individual attributes of the provider (specialist),
b. the activity setting, as so much as superior and companion support even as organization rules and approaches and
c. the important work with singular customers.

Job Satisfaction

Job satisfaction has also been a source of concern among organizational behaviorists because it has always been positively associated with productivity but negatively associated with absenteeism in the workplace (Lo Presti, 2013). When considering the effectiveness of an employee's operation and accomplishment, job satisfaction has been enacted as a critical role (Shaikh et al., 2012). Job satisfaction, according to Chiboiwa, Chipunza, and Samuel (2011), is a positive emotional state or pleasure that develops during or after an evaluation of job experiences. Job satisfaction has gotten a lot of attention recently because it has been shown to predict relevant workplace outcome variables (Kuo, 2015).

Job satisfaction in public service organizations is based on the perceived fulfilment of the motivations that initially drew public servants to participate in the activities of their organization (Jimenez & Fuertes, 2005). These can take the form of organizational support, opportunities, and occasions to expand one's social network and make contacts, involvement as a team player or in events, gaining job know-how, skill, or experiences in the organization, and so on (Boezeman & Ellemers, 2009; Barraket et al., 2013; Osborn, 2008).

Job satisfaction has been linked to public servants' experiences, time devoted to public service, length of service, and intention to continue serving in studies (Cuskelly, Hoye, & Auld, 2006; Finkelstein, 2007). When there are discrepancies between the experiences of the public services and their expectations, dissatisfaction occurs, which may lead to their departure from the organization. Furthermore, job satisfaction has been identified as an important factor in recognizing and comprehending the impact of various variables on organizational commitment.

Social Exchange Theory

The proposed framework for this study is based on the Social Exchange Theory. By evaluating the moderating roles of job satisfaction, the research aims to investigate the link between stressors positions and public servant organizational commitment. The Social Exchange Theory (SET), the first pinned theory, emphasizes the socio-emotional dimensions of the employee-organization

relationship; for example, the emotional state of duty and belief, as well as the fact that human ties and dealings can be abstracted as business transactions. People trade resources in the hopes of profiting from their dealings. The main characteristic of this trading partnership in which both sides exchange resources is reciprocity or mutual benefit.

The SET framework was utilized to address this issue in this study. Even though the SET is mostly underutilized, past studies suggest that SET-based analysis may be useful in analysing employer/employee relations in the context of public sector enterprises. In this context, SET has not yet been implemented in the public sector (City Council Hall). While SET has long been used to characterize employees' positive sentiments toward their organizations, a few studies have looked at a quantitative approach that builds on the SET paradigm by including a clear estimate of job tension and burnout into their organization (Chen, Khen & Sheldon, 2016; Wang, Long, Zhang and Coll., 2019). Furthermore, most studies have concentrated primarily on one topic.

Methodology

To collect data from public servants, this study employs a simple random sampling method. A service survey might entail waiting outside the doors of a government and its associated departments and looking for public officials to answer questions. This is referred to as a set study or period sample. In this study, a City Council Hall was chosen as a representative of Malaysian city councils. This is since City Council Hall is one of the largest city councils in Malaysia in terms of financial budget, with the highest number of public servants (about 9163 staff) among all City Council Halls in Malaysia, and these public servants must serve the largest number of total populations in Malaysia. However, as suggested by Krejcie and Morgan, a minimum sample of three hundred and seventy-five (375) respondents was used in this study (1970). In this study, simple random sampling was used as the sampling method because it involved social distancing and reducing travel, according to the findings. Furthermore, the public servant as a unit of analysis for this research is 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.

Findings and Discussion

Job satisfaction is positively related to role stressors (role conflict, role ambiguity, and role overload), and job satisfaction is linked to organizational commitment. These four traits help public employees increase their organizational commitment, and their contributions to City Council Hall's success have been discovered. The empirical study found that role conflict, role ambiguity, role overload, and job satisfaction have a substantial impact on organizational commitment when choosing the answers to the research questions. This hypothesis appears to support all the relationships that have been theorized under the research questions. The results of this study show role conflict, role ambiguity, role overload, burnout and job satisfaction are positively and significantly affect organizational commitment.

Table 1: Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.421[a]	.177	.165	.58084	.177	14.540	5	337	.000

a. Predictors: (Constant), B, RA, RC, RO, JS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.527	5	4.905	14.540	.000[b]
	Residual	113.696	337	.337		
	Total	138.222	342			

a. Dependent Variable: OC

b. Predictors: (Constant), B, RA, RC, RO, JS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.854	.268		6.911	.000		
	RC	-.104	.049	-.135	-2.116	.035	.596	1.679
	RA	.258	.052	.289	4.980	.000	.726	1.377
	RO	.010	.057	.012	.178	.859	.582	1.719
	JS	.205	.074	.192	2.768	.006	.506	1.975
	B	.190	.091	.141	2.080	.038	.533	1.876

a. Dependent Variable: OC

Variable	Unstandardized Coefficient *(B)*	Standardized Coefficient (β)	P(Sig)
(Constant)	1.854		
Role Conflict	-0.104	-0.135	0.035
Role Ambiguity	0.258	0.289	0.000
Role Overload	0.010	0.012	0.009
Job satisfaction	0.205	0.192	0.006
Burnout	0.190	0.141	0.038

R^2=0.177 Adjusted R^2= 165

Due to the Covid-19 pandemic, the general organizational environment of City Council Hall is extremely difficult to sustain in this competitive world. As a result, higher-ranking staff or officers must constantly structure new strategies and revise organizational objectives in response to current economic conditions. The purpose of these actions is to comply with government rules and regulations while also practicing best practices as public servants. Consider including any moderators who might be able to provide a more detailed explanation of the phenomenon. Because organizational activation involves both internal and external influences, it could be argued that both mediating and moderating variables should be considered. The inclusion of these individuals may add value to the research and broaden its scope.

Conclusion

The study focuses on the explicit effects of role ambiguity, role conflict, role overload, and burnout on public servants' organizational commitment, as well as the effects of job satisfaction on organizational commitment in Malaysia's city council governmental organizations. The impact of job satisfaction on the links between organizational commitment, role ambiguity, role conflict, and role overload are investigated in this study. As a result, work satisfaction, burnout, role ambiguity, role conflict, role overload, and organizational commitment will be the focus of the evaluation and review of the selected public service organizations. This study contributes and develops new knowledge on public servants' policy, particularly in the City Council Hall'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 these role stressors and job satisfaction might be able to increase the control, coordination, knowledge, competitiveness, development, and skills of their human capital.

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