





The role of job satisfaction towards burnout with well-being as a mediator

 Netty Merdiaty^{(a)*}  Neil Aldrin^(b)

^(a,b) Faculty of Psychology, Bhayangkara Jakarta Raya University, Bekasi - Indonesia



ARTICLE INFO

Article history:

Received 17 January 2024

Received in rev. form 12 March 2024

Accepted 20 March 2024

Keywords:

Burnout, Employee, Job Satisfaction, Psychological Well-Being

JEL Classification:

O15

ABSTRACT

The study examines burnout and the factors that influence it, namely job satisfaction and well-being as mediators or intervening. This study used a descriptive quantitative approach to test three hypotheses, a data collection tool using a psychological scale. To collect research data, the authors adopted sources adapted to local culture and developed research instruments using psychological scales with Likert type. For data analysis, use SPSS and SEM-PLS. The research finding is that job satisfaction can directly affect burnout and indirectly, from job satisfaction to well-being (as an intervening variable), then to burnout. The magnitude of direct influence is 0.135, while the magnitude of indirect influence is 0.540. Since the coefficient of an indirect relationship is greater than that of a direct relationship, the actual relationship is indirect. Thus, the role of well-being as a mediator function optimally or fully.

© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Introduction

Due to the demands that are placed on the workforce in this age of globalisation, every firm is forced to compete with one another in such a fierce manner that it continues to function and prosper. Obviously, this results in a significant amount of work for the employees, which means that they are need to put in extra hours, which frequently involves working under pressure. According to Qaiser et al. (2015), individuals will experience unfavourable things if they encounter a large number of activities or increased work. Individuals will start to experience stress when this occurs, as stated by Gharib et al. (2016), when they are confronted with and sense conditions that are beyond their capacity to endure. According to Murali et al. (2017) and Park (2007), individuals who experience various forms of stress at work will experience an impact on their lives and personalities that is intolerable and prevents them from experiencing job satisfaction.

When a person is affected by this disease, they feel as though they are being put under pressure. At work, it will cause a person to feel exhausted, which will put them under stress. (Sarmadi and others, 2009). Both in terms of business and in terms of living, this issue will cause major concern (Shamstalab et al., 2014).

Employees' productivity is considerably supported and their performance is maximised when they are working in a setting that is positive. According to Wright and Cropanzano (2000), employees who are content with their work and provide a high level of output are happy. According to Nielsen et al. (2017), businesses ought to take this into consideration in order to enhance wellbeing and achieve maximum resource performance growth. The primary concern is the individual's physical health, while the psychological health worker must also take into account the individual's emotional well-being and social relationships (Schrijver et al., 2016). In order for the organisation to ensure that its employees continue to be in good health, it is necessary to take this into consideration, and the emotional state must include both positive and negative aspects. In order to provide a positive contribution to employee welfare, it is anticipated that performance management would be able to support and concentrate on solutions and the success of employees.

* Corresponding author. ORCID ID: 0000-0002-0068-0048

James et al. (2007), Ipek (2009), and Miguel et al. (2014) are just a few of the many organisations that have had discussions about the significance of job satisfaction for their staff members. There are a number of specialists who believe that job satisfaction is a significant issue since it has the potential to assist organisations in expanding and developing, as well as in having staff who are trained and competent (Abu Raddaha et al., 2012; Fiorillo, 2014). When employees are in good health (happy) and have positive relationships with their coworkers, they are able to contribute in the most effective and productive manner possible.

This study investigates burnout and its influencing factors, specifically job satisfaction and well-being as mediators or intervening variables. This study employed a descriptive quantitative methodology to examine three hypotheses, utilising a psychological scale as a data gathering instrument. The writers utilised sources that were tailored to the local culture and created research instruments employing psychological scales of the Likert type in order to gather research data. Utilise SPSS and SEM-PLS for the purpose of data analysis.

Literature Review

Theoretical and Conceptual Background

Burnout

Burnout is a critical issue in today's business environment that negatively affects employee health and organizational performance (Ružić & Ph, 2013). Essential insights into the prevention of fatigue based on the science of positive psychology have emerged from perspectives centered on the power to build proactive behavior (Seligman & Csikszentmihalyi, 2001). Human strengths and positive self-care strategies are believed to act as a buffer against the harmful effects of stress and allow individuals to develop and optimize their health and Well-being (Gagnon et al., 2016). Chronic manifestations of stress can cause fatigue in a person (Maslach & Leiter, 2008), characterized by emotional fatigue, depersonalization, and a low sense of personal achievement.

In particular, happy people have some things that individuals, such as an optimistic temperament, tend to see the bright side of things and not overly reflect on bad events, live in an economically developing society, have people of trust, and have adequate resources (Calaguas, 2017). Bryson, Stokes, and Bryson (2015) argued that if subjective well-being is improved, employee performance can be improved. Then, it can be imagined that policies and practices that target the improvement of subjective Well-being can improve workplace performance and generate more rapid economic growth. Burnout syndrome is a significant occupational health problem, including emotional and physical fatigue (Cetinkaya et al., 2017).

Well-being

Today's organizations highly expect proactive attitudes from their employees. This attitude is undoubtedly like being responsible and highly committed to meeting the set targets. However, job performance and job satisfaction may only be maximal with psychological Well-being in individuals. Happy workers will perform well; when someone is unhappy at work, it seems that that person will not be generally satisfied, and the performance will not be optimal (Wadhawan, 2016). A person is said to have high positive psychological Well-being when he is satisfied with his life, experiences positive emotions, and avoids negative emotions such as anger, negativity, and depression (Wadhawan, 2016). People try to continue to improve their well-being throughout their lives. Because of the importance of these things in human life, many organizations today focus on the well-being of their employees (Avci, 2017). According to Wright (2010), well-being refers to positive feelings and relatively few negative or negative emotions. According to Ryff & Keyes (1995), psychological Well-being is a condition of someone who is not only free from pressure or mental problems, but more than that, is the condition of someone who can accept themselves and his life in the past (self -acceptance), development or growth of self (personal growth), the belief that his life is meaningful and has a purpose (purpose in life), has the quality of a positive relationship with others (positive relationships with others), the capacity to manage his life and environment effectively (environmental mastery), and the ability to determine one's actions (autonomy).

Humans have physical, social, and psychological needs that make them satisfied. When entangled due to intense daily life problems or people who negatively feel issues for various reasons, their health and performance will be affected in many ways. Recent studies show that the factors mentioned above can have multiple devastating effects on the physical and mental health of humans (Akhbarati & Bashardoust, 2016). Life satisfaction is applied to an employee's cognitive perception of their subjective Well-being (Lee et al., 2016).

Job Satisfaction

Some definitions with different approaches consider job satisfaction to consist of several things, such as work and the workplace. In general, most definitions include employees' emotional feelings for their work. It can be in the form of work in general or their attitude towards specific matters, such as coworkers, salary, or working conditions (Kafui Agbozo, 2017). Money is not always a measure of employee satisfaction but of how they get comfort, happiness, and satisfaction. Employee job satisfaction is associated with how people perceive, think, and feel their work (Spector, 1997). It is delivered by Kreitner and Kinicki (2004), who states that job satisfaction is an affective and emotional response to various aspects of one's work. This emotional response results from employees' satisfaction with their needs (Kafui Agbozo, 2017). Some current literature highlights that job satisfaction has two basic things: intrinsic and extrinsic (Kasim & Ghaffar, 2012; Ahmad et al., 2012; Elizabeth & Zakkariya, 2015).

The concept of job satisfaction attracts many researchers and managers. They state job satisfaction as a positive orientation that employees express towards their work. Job satisfaction is a collection of people's beliefs and feelings about their work. The level of employee satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having an attitude about their work as a whole, people can also have attitudes about various aspects of their work, such as the type of work they do, their colleagues, superiors, or subordinates, and their salaries (Singhai et al., 2016). Job satisfaction is a significant factor in improving employee performance. Many researchers have supported the fact that satisfied employees are productive employees. Various researchers consider job satisfaction a multi-dimensional concept, including individuals' beliefs, systems of values, attitudes, and abilities (Singhai et al., 2016). Robbins and Judge (2013) state that there are four response actions that employees will carry out as a result of the level of satisfaction they have, namely: Exit, Active Behavior, Loyalty, and Neglect.

Empirical Review and Hypothesis Development

The Effect of Well-being on Burnout

The research results of Durkin et al. (2013) show the importance of well-being in minimizing burnout. Burke, Koyuncu, and Fiksenbaum (2010), who have researched nurses in Turkish hospitals, evidenced this. Spence Laschinger and Fida (2014) also researched nurses with the same subject. The same thing was conveyed by Rothmann (2008), who said well-being is vital for individuals to reduce burnout. This is reinforced by the results of research conducted by Wang et al. (2017) on workers in manufacturing.

H1: There is a well-being effect on Burnout.

The Effect of Job Satisfaction on Well-being

Bryson et al. (2015) found a clear, positive, and statistically significant relationship between the average level of workplace satisfaction and workplace performance. In line with Lange (2009), job satisfaction has been expressed as a strong predictor of various behaviors such as worker commitment, motivation, absence, and other positive or negative emotional responses to aspects of work or company. The same construction defines job satisfaction as subjective Well-being. At the same time, the affective part refers to negative and positive influences, and the cognitive part refers to the global evaluation of individuals' satisfaction with their work (Berglund, 2014).

Several other studies prove that there is a strong positive relationship between Job satisfaction and Well-being (Maxwell, 2015; Wright & Cropanzano, 2000)

H2: Job satisfaction affects well-being.

The Effect of Job Satisfaction on Burnout

In their research, Rosales, Labrague, and Rosales (2013) stated that there is a connection between job satisfaction and Burnout. The higher or better job satisfaction of employees will marginalize Burnout. Similarly, the results of research conducted by Cetinkaya, Akbulut, Dur, Eryalçin, & Korkmaz (2017), high job satisfaction makes no difference between generations of nurses who also suppress the more negligible occurrence of Burnout. Several other studies have also produced results that are almost similar to one another (Abushaikha & Saca-Hazboun, 2009; Zhan & Feng, 2011; Kiliç et al., M, S., 2011)

H3: Job satisfaction affects burnout

Research and Methodology

This study used a quantitative approach to test 3 hypotheses, a data collection tool using a psychological scale. The data analysis technique in this study uses path analysis—regression analysis with intervening variables was used to obtain the value of direct and indirect influence. The respondents in this study were nurses in one of the hospitals in Indonesia, totaling 214 respondents.

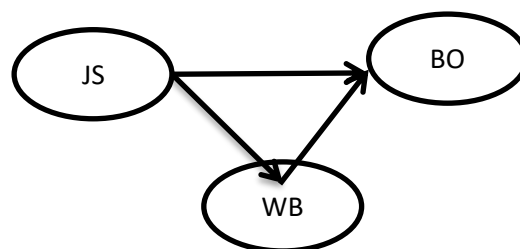


Figure 1: Conceptual Model of the Study; *Source:* Authors; *Note:* JS - Job Satisfaction; BO - Burn Out; WB - Well-Being

Table 1: Summary of Literature Review

Author (Date)	Subject	Variables	Methods	Findings
Akhbarati & Bashardoust, 2016	Psychological well-being according to family functioning and essential psychological needs among the students of high school in the second grade of Tehran city	psychological well-being and basic psychological needs	Regression methods	There were significant relationships between family functioning essential psychological needs and psychological well-being.
Avci, 2017	The relationship coworker supports, employee quality of work life, and well-being employee in Cesme, Izmir.	Coworker support, quality of work life, and wellbeing	Regression Methods	The study findings will provide the importance of coworker support and quality of work life on hotel employee wellbeing.
Bryson, Stokes, and Bryson (2015)	To investigate the relationship between employees' subjective well-being and workplace performance in Britain	subjective well-being and workplace performance	Regression methods	There is a prima facie case for employers to maintain and raise levels of job satisfaction among their employees.
Calaguas, 2017	Employee reaction and feelings about their jobs.	Job Satisfaction and Subjective Well-being	Regression methods	Job satisfaction was significantly related to subjective well-being, with job satisfaction predicting subjective well-being.
Cetinkaya et al., 2017	Problem nurses between Generation X and Y	Job Satisfaction and Burnout	Descriptive study	The job satisfaction and burnout levels of Generation X and Generation Y nurses were similar. Both groups had moderate levels of job satisfaction and burnout.
Gagnon et al., 2016	The problem between Canadian medical students and physicians in Canada	wellbeing and burnout	Regression methods	The medical students and physicians had moderately high to high levels of self-regulation capacity, low to moderate levels of psychological well-being and low levels of burnout.
Kafui Agbozo, 2017	Work environment on job satisfaction with the spotlight on a merchant bank in Ghana.	Work Environment on Job Satisfaction	Descriptive research method	The environment has a significant effect on employees' satisfaction
Kreitner and Kinicki (2004)	Organization Behavior	Organization Behavior 4 th Edition	Text Book	Behavior is any action and form of evaluation or emotional reaction formed by its environment.
Lee et al., 2016	Hotel employee's subjective wellbeing	employees' subjective well-being	Regression methods	The results verify sufficient validity for the four RES factors and reveal that all recovery experiences, namely psychological detachment, relaxation,

				mastery experiences, and control, predicted OBSE.
Maslach & Leiter, 2008	Organizational Employee problem engagement	job burnout and engagement.	Literature review	Among the group, those who also displayed a workplace incongruity in the area of fairness moved to burnout at Time 2, while those without this incongruity moved toward engagement
Ryff & Keyes (1995)	A national probability sample of noninstitutionalized, English-speaking adults aged 25 or older residing in the 48 contiguous states in the United States and whose households included at least one telephone	Psychological Well-Being	Regression methods	Age and sex differences in the various well-being dimensions replicated prior findings. Comparisons with other frequently used indicators (positive and negative affect, life satisfaction) demonstrated that the latter neglect key aspects of positive functioning emphasized in theories of health and well-being.
Robbins and Judge (2013)	Understanding the behavior of people at work	Organizational Behavior	Text Book	The ability to understand, work with, and motivate others individually and in groups.
Ružić & Ph, 2013	Burnout problem in the sales profession	Job-Related Burnout And Job Satisfaction	Regression methods	Emotional exhaustion and personal non-accomplishment negatively influence job satisfaction among salespeople, whereas depersonalization does not.
Seligman & Csikszentmihalyi, 2001	The field of positive psychology at the subjective level is about valued subjective experiences: well-being, contentment, and satisfaction (in the past); hope and optimism (for the future); and flow and happiness (in the present)	Positive psychology	Textbook	The exclusive focus on pathology that has dominated so much of our discipline results in a model of the human being lacking the positive features that make life worth living
Singhai et al., 2016	Job satisfaction and dissatisfaction depend on the nature of the job and the expectations from the job.	Job Satisfaction	Systematic review	The main objective of this study is to explain different dimensions of job satisfaction based on a systematic review.
Spector, 1997	The vast literature on this frequently studied variable in organizational behavior research	student and professional with a pithy overview of the application, assessment, causes, and	Book	The Nature of Job Satisfaction

		consequences of job satisfaction		
Wadhawan, 2016	Phenomenological well-being is when people want to be happy, and emotional well-being is when people are more prone to positive emotions and less to negative ones. And well-being in totality or for the whole life	job performance and job satisfaction	Descriptive methods	Positive well-being, however, does not positively impact job satisfaction, as many factors, such as salary, recognition for the work done, and stress level at the workplace, can affect it.
Wright (2010)	test campaign for a proprietary medicine	Psychological Well-Being & job performance	Review	Employee PWB has both theoretical and applied relevance in today's society

Source: Authors

Measuring Instruments

To collect research data, the authors adopted sources adapted to local culture and developed research instruments using psychological scales with Likert type. There are three scales developed and tested. Burnout scale of emotional exhaustion, depersonalization, and reduced personal accomplishment according to Maslach & Leiter (2008), Well-being scale according to Ryff & Keyes (1995), self-acceptance, personal growth, the belief that life is meaningful and purposeful in life, has a quality of positive relationship with others, the capacity to manage life and its environment effectively (environmental mastery), and the ability to determine its actions (autonomy), scale Job Satisfaction out (Exit), Behave actively (Voice), Loyal (Loyalty), Indifferent (Neglect) according to Robbins dan Judge (2013).

The job satisfaction scale has a reliability coefficient of 0.907, the well-being scale has a reliability coefficient of 0.899, and the burnout scale has a reliability coefficient of 0.903. All instruments showed satisfactory reliability, with an Alpha of Cronbach ranging from 0.899 to 0.907.

Statistical Analysis

Descriptive statistical methods were used to describe research data using mean, median, and standard deviation, and multivariate normality testing using SPSS 22 software was used to determine the data's normality. The data analysis method used to test the hypothesis is variant-based structural equation modeling or variant-based SEM (VB-SEM) using SmartPLS software. This VB-SEM method was chosen considering the data distribution is abnormal.

Findings and Discussions

Findings

The SPSS output below (see Figure 2) gives a standardized beta value of Job Satisfaction in equation (1) of 0.601 and is significant at 0.000, which means that Job Satisfaction affects well-being. The standardized beta coefficient of 0.601 is the path or path P2 value. In the SPSS output, regression equation (2) standardized beta Job Satisfaction value is 0.135 and significant 0.000. Next is well-being at 0.899, which is significant at 0.000. The standardized beta Job Satisfaction value of 0.135 is the P1 path value, and the Well Being standardized beta value of 0.899 is the P3 path value.

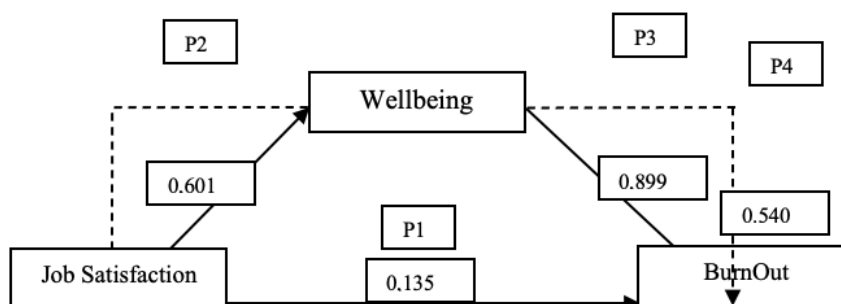


Figure 2: The SPSS output

The results of the path analysis show that job satisfaction can directly and indirectly affect Burnout, from job satisfaction to well-being (as an intervening variable), then Burnout. The magnitude of the direct influence is 0.135, while the magnitude of the indirect influence must be calculated by switching the indirect coefficient, which is $(0.601) \times (0.899) = 0.540$. Since the coefficient of indirect relation is greater than the coefficient of direct relationship, it can be said that the actual relationship is indirect, which can be seen in P4 (see figure 2). Thus, the role of well-being as a mediator function optimally or fully.

The descriptive test results in Table 2 below show data based on the results obtained from respondents' answers. They overview the conditions and characteristics of respondents' answers to each construct or variable studied by looking at the minimum value, maximum value, mean (mean), and standard deviation of each independent and dependent variable.

Table 2 shows the N value studied as many as 214. There is no missing data, and the mean total score of respondents' answers is 125.00, with the highest, middle, and lowest total scores of 66.75.77, respectively—the difference between the highest and lowest values showing the range of respondents' total scores of 11. The above results also show that the total score of each respondent varies, which can be seen from the standard deviation value of 31.759. When viewed from the statistical results of Skewness and Kurtosis, the normality test results show that the kurtosis value is significant (one of the categories is too high), then the data is spread abnormally

Table 2:

Descriptive Statistics										
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis			
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
JS	214	13	66	33.66	.607	8.873	.285	.166	.464	.331
WB	214	16	77	45.13	.743	10.865	.022	.166	.601	.331
BO	214	16	75	46.21	.822	12.021	-.002	.166	-.097	.331
Valid N (listwise)	214									

Conclusions

After analysing the findings of this study, it has been determined that the best way to boost job satisfaction is to prevent employee burnout and improve their overall well-being. By giving employees with a balanced well-being, that will boost their job satisfaction, reducing burnout will make employees feel more comfortable while they are at work. Moreover, this study demonstrates that employees at one of the hospitals in Jakarta, Indonesia, experience a sense of equilibrium between the satisfaction they derive from their jobs and the well-being they receive. In order to prevent them from experiencing an extremely high level of saturation now. This is something that they regard to be proportional to the level of happiness that was achieved. For the purpose of this study, three psychological scales were utilised for data collecting, and path analysis was the approach that was utilised for data analysis. According to the findings of the study, well-being acts as a full mediator of the effect that job satisfaction has on burnout.

In order to investigate the relationship between well-being and burnout, this study is the first of its kind to have measured job satisfaction among nurses. It was shown that a higher capacity for job satisfaction was strongly connected with higher levels of well-being and reduced burnout—this was true regardless of whether the participants were senior or junior nurses. The results of this study demonstrated that, according to the three hypotheses that were proposed, burnout might be directly or indirectly influence job satisfaction. The results of this study cannot yet be generalised to bigger quantities because the sampling was either small or limited. This is one of the limitations of this study. In order to broaden the scope of future research, the researcher can employ a larger sample size and take into account moderators in conjunction with other variables. New evidence has been provided by the findings of this study, which indicate that a person's level of job satisfaction can lead to burnout. The factors that are used for mediation can have a substantial impact. One might anticipate that this outcome will serve as a foundation or point of reference for parties that are concerned with enhancing the well-being of their employees and paying attention to their welfare.

Acknowledgments

This research was successful with the support of all parties involved. We want to thank all respondents at the Hospital in Jakarta who were willing to complete questionnaires as part of their activities. We would also like to thank colleagues who helped complete this research until it was published in the intended journal.

All authors have read and agreed to the published version of the manuscript.

Author Contributions: Conceptualization, N.M, and N.A.; methodology, N.M, and N.A. validation, N.M, and N.A formal analysis, N.M, and N.A; investigation, N.A.; resources, N.M; writing—original draft preparation, N.M; writing—review and editing, N.M, and N.A

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Ethics Statement: The project involves human subjects. HRD's Social and Behavioral Research Director has reviewed and endorsed the research protocol.

Data Availability Statement: The data presented in this study are available upon request from the corresponding author. Due to restrictions, they are not publicly available.

Conflicts of Interest: The authors declare no conflict of interest.

References

- Abu Raddaha, A. H., Alasad, J., Albikawi, Z. F., Batarseh, K. S., Realat, E. A., Saleh, A. A., & Froelicher, E. S. (2012). Jordanian nurses' job satisfaction and intention to quit. *Leadership in Health Services*, 25(3), 216–231. <https://doi.org/10.1108/17511871211247651>
- Abushaikha, L., & Saca-Hazboun, H. (2009). Job satisfaction and burnout among Palestinian nurses. *Eastern Mediterranean Health Journal*, 15(1), 190–197. <https://doi.org/10.26719/2009.15.1.190>
- Ahmad H., et al. (2012). Jordanian nurses' job satisfaction Moreover, intention to quit. *Leadership in Health Services*, 25(3), 216–231. <https://doi.org/10.1108/17511871211247651>
- Akhbarati, F., & Bashardoust, S. (2016). The prediction of psychological well-being according to family function and basic psychological needs of students, 374–379.
- Avci, N. (2017). The relationship between coworker supports, quality of work life and well-being: An empirical study of hotel employees. *Uluslararası Yönetim İktisat Ve İşletme Dergisi. International Journal of Management Economics & Business*, 13(3), 577–589. <https://doi.org/http://dx.doi.org/10.17130/ijmeh.2017331328>
- Berglund, V., Johansson Sevä, I., & Strandh, M. (2015). Subjective well-being and job satisfaction among self-employed and regular employees: Does personality matter differently? *Journal of Small Business & Entrepreneurship*, 28(1), 55–73. <https://doi.org/10.1080/08276331.2015.1115699>
- Bryson, A., Forth, J., & Stokes, L. (2017). Does employees' subjective well-being affect workplace performance? *Human Relations*, 70(8), 1017–1037. <https://doi.org/10.1177/0018726717693073>
- Burke, R. J., Koyuncu, M., & Fiksenbaum, L. (2010). Burnout, work satisfactions and psychological well-being among nurses in Turkish hospitals. *Europe's Journal of Psychology*, 6(1), 63–81. <https://doi.org/10.5964/ejop.v6i1.172>
- Calaguas, G. M. (2017). Satisfied and happy: Establishing link between job satisfaction and subjective well-being. *Asia Pacific Journal of Multidisciplinary Research*, 5(1), 104–111.
- Cetinkaya, F., Akbulut, Z., Dur, N., Eryalçin, Ö., & Korkmaz, M. (2017). Analysis of job satisfaction and burnout level of nurses in different generations. *International Journal of Caring Science*, 10(3), 1507–1513.
- Durkin, M., Smith, J., Powell, M., Howarth, J., & Carson, J. (2013). Well-being, compassion fatigue and burnout in APs. *British Journal of Healthcare Assistants*, 7(9), 456–459. <https://doi.org/10.12968/bjha.2013.7.9.456>
- Elizabeth George Zakkariya K. A. (2015). Job-related stress and job satisfaction: A comparative research among bank employees. *Journal of Management Development*, 34(3), 316–329. <https://doi.org/10.1108/jmd-07-2013-0097>
- Fiorillo, D. (2014). Job satisfaction in Italy: Individual characteristics and social relations. <https://doi.org/10.1108/IJSE-10-2012-0195>
- Gagnon, M.-C. J., Durand-Bush, N., & Young, B. W. (2016). Self-regulation capacity is linked to well-being and burnout in physicians and medical students: Implications for nurturing self-help skills. *International Journal of Well-being*, 6(1), 101–116. <https://doi.org/10.5502/ijw.v6i1.425>
- Gharib, M., Ahmad, M., & Ghouse, S. M. (2016). The impact of job stress on job performance: A case study on academic staff at Dhofar University.
- Ipek Kalemcı Tuzun. (2009). The impact of identification and commitment on job satisfaction. *Management Research News*, 32(8), 728–738. <https://doi.org/10.1108/01409170910977942>
- James et al. (2007). The relationship of facets of salesperson job satisfaction with affective organizational commitment. *Journal of Business & Industrial Marketing*, 22(5), 311–321. <https://doi.org/10.1108/08858620710773440>
- Kafui Agbozo, G. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. *Journal of Human Resource Management*, 5(1), 12. <https://doi.org/10.11648/j.jhrm.20170501.12>
- Kasim Randeree & Abdul Ghaffar Chaudhry. (2012). Leadership style, satisfaction and commitment. *Engineering, Construction and Architectural Management*, 19(1), 61–85. <https://doi.org/10.1108/09699981211192571>
- Kiliç, G., Pelit, E., & Selvi, M. S. (2011). The relationship between professional burnout and job satisfaction levels of employee: A study into employees in hotel enterprises. *International Journal of Human Sciences*.
- Kreitner, R., & Kinicki, A. (2004). *Organizational Behavior*. New York: McGraw Hill.
- Lange, T. (2009). Job satisfaction and self-employment: Autonomy or personality? *Small Business Economics*, 38, 165–177.
- Lee, K., Choo, S., & Sean, S. (2016). Effects of recovery experiences on hotel employees' subjective. *International Journal of Hospitality Management*, 52, 1–12. <https://doi.org/10.1016/j.ijhm.2015.04.002>
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498–512. <https://doi.org/10.1037/0021-9010.93.3.498>

- Maxwell, R. L. (2015). A new way of examining job satisfaction and employee well-being: The value of employee attributed importance.
- Miguel, Á. C. M., José, M. H. G., & Beatriz, P. F. (2014). Does the balanced scorecard adoption enhance the levels of organizational climate, employees' commitment, job satisfaction, and dedication? *Management Decision*, 52(5), 983–1010. <https://doi.org/10.1108/md-06-2013-0351>
- Murali, S. B., Basit, A., & Hassan, Z. (2017). Impact of job stress on employee performance, 5(2), 13–33.
- Nielsen, K., Nielsen, M. B., Ogonnaya, C., Känslä, M., Saari, E., & Isaksson, K. (2017). Workplace resources to improve employee well-being and performance: A systematic review and meta-analysis. *Work and Stress*, 31(2), 101–120. <https://doi.org/10.1080/02678373.2017.1304463>
- Park, J. (2007). Work stress and job performance. *Perspectives on Labour and Income*, 8(12), 5–17. Retrieved from <http://www.statcan.gc.ca/pub/75-001-x/2007112/article/10466-eng.pdf>
- Qaiser, S., Gulzar, A., Hussain, W., & Shabbir, H. (2015). Influence of work overload, work-family conflicts and negative affectivity on job embeddedness and emotional exhaustion: The moderating role of coworker support (Case of Health Management). *Journal of Scientific Research and Reports*, 7(1), 75–85. <https://doi.org/10.9734/JSRR/2015/16654>
- Robbins, S. P., & Judge, T. (2013). *Organizational behavior* (15th ed.). Boston: Pearson.
- Rosales, R. A., Labrague, L. J., & Rosales, G. L. (2013). Nurses' job satisfaction and burnout: Is there a connection? *International Journal of Advanced Nursing Studies*, 2(1), 1–10. <https://doi.org/10.14419/ijans.v2i1.583>
- Rothmann, S. (2008). Job satisfaction, occupational stress, burnout, and work engagement are components of work-related well-being. *SA Journal of Industrial Psychology*, 34(3), 11–16. <https://doi.org/10.4102/sajip.v34i3.424>
- Ružić, E., & Ph, D. (2013). Job-related burnout and job satisfaction in XXXI(3).
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, 69(4), 719–727. <https://doi.org/10.1037/0022-3514.69.4.719>
- Sarmadi Ansar, H., Asgari, A., & Ghanbari, S. (2009). Burnout and mental health are the major components associated with the teaching profession. *Journal of Human Sciences*, tenth year, No. 26.
- Schrijver, I., Brady, K. J. S., & Trockel, M. (2016). An exploration of key issues and potential solutions that impact physician well-being and professional fulfillment at an academic center. *PeerJ*, 4, e1783. <https://doi.org/10.7717/peerj.1783>
- Seligman, M. E. P., & Csikszentmihalyi, M. (2001). Positive psychology: An introduction: Reply. *American Psychologist*, 56(1), 89–90. <https://doi.org/10.1037/0003-066X.56.1.89>
- Shamstalab, R., Akbari, B., & Mousavi, S. (2014). The comparison of burnout, psychological well-being, and meta-cognitive beliefs in teachers of normal and exceptional schools, 3(6).
- Singhai, M., Dani, S., Hyde, A., & Patel, R. (2016). Job satisfaction: A review, 5(9), 66–68.
- Spector, P. (1997). *Satisfaction: Application, assessment, causes and consequences*. Sage, London.
- Spence Laschinger, H. K., & Fida, R. (2014). New nurses burnout and workplace well-being: The influence of authentic leadership and psychological capital. *Burnout Research*, 1(1), 19–28. <https://doi.org/10.1016/j.burn.2014.03.002>
- Wadhawan, K. (2016). Psychological well-being as a predictor to job performance and job satisfaction, 1(3), 3–5.
- Wang, Z., Liu, H., Yu, H., Wu, Y., Chang, S., & Wang, L. (2017). Associations between occupational stress, burnout and well-being among manufacturing workers: Mediating roles of psychological capital and self-esteem. *BMC Psychiatry*, 17(1), 1–10. <https://doi.org/10.1186/s12888-017-1533-6>
- Wright, T. A. (2010). The role of psychological well-being in job performance, employee retention, and cardiovascular health. *Organizational Dynamics*, 39(1), 13–23. <https://doi.org/10.1002/job.592>
- Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, 5(1), 84–94. <https://doi.org/10.1037/1076-8998.5.1.84>
- Zhang, Y., & Feng, X. (2011). The relationship between job satisfaction, burnout, and turnover intention among physicians from urban state-owned medical institutions in Hubei, China: A cross-sectional study. *BMC Health Services Research*.

Publisher's Note: SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.