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Effect of Burnout Syndrome on Job Satisfaction and Mental Wellbeing of Employees

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Abstract: Burnout syndrome has emerged as a significant concern in modern workplaces, affecting employees' job satisfaction and overall mental well-being. This study investigates the impact of burnout syndrome on job satisfaction and mental health among employees using a quantitative research approach. Data was collected from 153 employees through a structured Google Form questionnaire. Statistical analyses, including regression and correlation tests, were conducted to examine the relationships between burnout, job satisfaction, and mental well-being. The findings indicate a significant negative impact of burnout on both job satisfaction and mental health, with higher burnout levels correlating with decreased satisfaction and psychological distress. Regression analysis confirms that burnout significantly predicts variations in job satisfaction and mental well-being. The study supports previous research, such as Zorec (2008), which highlights occupational stress and job satisfaction as key predictors of burnout. Based on the results, organizations are encouraged to implement effective employee well-being strategies, stress management programs, and supportive workplace policies to mitigate burnout and enhance job satisfaction. The study concludes with recommendations for further research to address its limitations and explore industry-specific variations in burnout and job satisfaction.

Keywords: *Burnout syndrome, job satisfaction, mental well-being, occupational stress, employee satisfaction.*

1. Introduction

In the contemporary, high-pressure work world, employee burnout has become a significant concern impacting job satisfaction and mental health. Burnout syndrome, first defined by Freudenberger (1974), is a psychological condition marked by persistent occupational stress that has not been effectively addressed. It is characterized by emotional weariness, depersonalization, and diminished feelings of personal achievement (Maslach & Leiter, 2016). The rising incidence of burnout in several sectors underscores its considerable effect on employee productivity, engagement, and general mental well-being. Both organizations and people are experiencing the detrimental impacts of burnout, especially in industries characterized by substantial workloads and emotional labor, including healthcare, education, customer service, and business settings. The World Health Organization (WHO, 2019) officially classifies burnout as an occupational issue stemming from unmitigated working stress. This recognition has compelled organizations to adopt a more rigorous strategy in tackling burnout and its repercussions.

Burnout profoundly affects job satisfaction, as people enduring elevated stress levels often feel disengaged, uninspired, and unsatisfied with their roles. Research demonstrates that burnout results in elevated absenteeism, increased turnover rates, and diminished organizational commitment (Schaufeli et al., 2009). Dissatisfied individuals are more inclined to pursue other employment, hence impacting workforce stability and organizational effectiveness. Furthermore, sustained job discontent resulting from burnout leads to diminished productivity and workplace morale, establishing a detrimental loop of stress and inefficiency (Bakker & Demerouti, 2017). In addition to professional discontent, burnout significantly impacts mental health. Persistent occupational stress may result in anxiety, depression, sleep disorders, and many physical health issues, including cardiovascular illnesses (Ahola et al., 2014). Employees experiencing burnout often encounter emotional tiredness, hindering their ability to maintain good work-life limits. Moreover, the depersonalization component of burnout may result in sentiments of cynicism and disconnection from professional responsibilities, interpersonal connections, and social engagements (Maslach, Schaufeli, & Leiter, 2001). The deterioration of mental well-being adversely impacts individual health and fosters a detrimental working environment, thereby diminishing total employee morale.

Notwithstanding the increasing recognition of burnout's repercussions, several organizations continue to grapple with the implementation of effective ways to mitigate it. Excessive workload, lack of autonomy, inadequate management assistance, and unreasonable performance expectations are factors that lead to workplace stress (Hakanen et al., 2008).

Organizations must take a proactive strategy to address these concerns by implementing wellness programs, flexible work rules, and psychological support systems to enhance employee well-being and job satisfaction.

This research seeks to examine the impact of burnout syndrome on workers' job satisfaction and mental well-being, emphasizing its long-term consequences for people and organizations. By comprehending the connection among workplace stress, job discontent, and mental health, organizations may devise more effective measures to foster a healthier, more productive work environment. Mitigating burnout is essential not just for workers but also for sustaining a competitive and viable organization in today's business environment.

2. Review of Literature

Adamopoulos (2024) studied that One form of stress that is associated with contentment in one's work is burnout syndrome. During the COVID-19 pandemic, this systematic review compared general practitioners, health inspectors, and occupational physicians (GPHIOPs) with respect to burnout syndrome and work satisfaction. Electronic databases such as PubMed, MEDLINE, COVID-19 CENTRAL, ScienceDirect, and CINAHL were searched for relevant scientific literature up until August 2023 in an effort to find a connection between general practitioners, health inspectors, and occupational physicians regarding burnout syndrome and job satisfaction. The research cited here demonstrate a connection between burnout and a lack of contentment in one's work environment. Interpersonal factors, reasons within the framework of the workplace, and causes of working conditions all contribute to high levels of burnout and poor levels of satisfaction. In the midst of the most recent COVID-19 outbreak, GPHIOP burnout rates spiked. Nevertheless, further study is necessary to thoroughly examine this element because it influences the growth of the other factor. Because of the negative impact it has on medical workplace morale and productivity, it is clear that psychological therapies are necessary to combat burnout and increase job satisfaction.

Adamopoulos (2023) conducted this research was to document the risks that public health inspectors (PHIs) in Greece face on the job and to look into any connections between these hazards, burnout, and job satisfaction. The total number of PHIs working in public health services departments nationally was 606, with a response rate of 30.5%. The sample size was 185. Between the months of June and September of 2021, an online poll was used to gather data. A questionnaire was included in the survey to assess risk perceptions, which included physical, chemical, biological, ergonomic, psychosocial, and organisational risk factors. The Maslach Burnout Inventory (MBI) and Spector's Job Satisfaction Survey (JSS) were used to

measure burnout and job satisfaction, respectively. A separate instrument was developed to assess training quality and needs. This study's results informed the proposal of a new theoretical model that places a premium on psychosocial, ergonomic, and organisational risks for PHIs in Greece. In addition, job satisfaction was associated with emotional exhaustion and organisational risks, whereas burnout was strongly predicted by psychosocial risks. Compared to their urban or semi-urban counterparts, PHIs working in rural areas reported higher levels of burnout and biological risk perceptions. Occupational health and safety in public health inspection could benefit from this study's new information, which adds to the little evidence linking job risks, burnout, and job satisfaction. This knowledge could be used to improve the quality of public health services. Additionally, there is a high demand for training in the area of protection from biological agents, such as the coronavirus SARS-CoV-2 (COVID-19).

Peñaranda (2023) conducted the research to achieve job satisfaction among every member of the organization to prevent negativity, professional burnout, health problems, and a lack of commitment in today's workplace, where improving employee performance is necessary to increase productivity and accomplish continuous improvement. Consequently, we set out to quantify burnout and its correlation with work satisfaction in Lima's southern municipalities. This study is a cross-sectional, non-experimental, correlational investigation of fundamental research questions using quantitative methods. Two hundred and seventy-one employees from South Lima's municipal governments filled out a survey that measured their levels of job satisfaction (as measured by factors like work benefits, administrative policies, and social relations) and burnout syndrome (as measured by factors like emotional exhaustion and depersonalization). The survey had a Cronbach's alpha reliability of 0.801. Research shows that half of workers report feeling emotionally drained due to an overload of psychological effort, half of workers report that their job makes them more insensitive and negative, and seventy-nine percent say the company can't meet their needs in terms of benefits. According to these results, burnout is a prevalent problem in the workplace as a result of excessive workloads, toxic work environments, and a lack of attention to workers' mental health. Hence, in order to encourage changes in mental health, further study is required to determine the function of organizations in lowering occupational burnout levels.

3. Methodology

3.1 Aim

The aim of this research is to analyse the effect of burnout on job satisfaction and mental wellbeing among young adults.

3.2 Research Objectives

- a) To explore the impact of burnout syndrome on job satisfaction among employees.
- b) To explore the impact of burnout syndrome on mental wellbeing among employees.
- c) To explore the relationship between burnout syndrome, job satisfaction and mental wellbeing among employees.

3.3 Hypothesis

- 1) There is significant impact of burnout syndrome on job satisfaction among employees.
- 2) There is significant impact of burnout syndrome on mental wellbeing among employees.
- 3) There is significant relationship between burnout syndrome, job satisfaction and mental wellbeing among employees.

3.4 Variable of the Study

Independent Variable

Burnout Syndrome: Burnout syndrome is a condition of emotional, bodily, and mental tiredness brought on by extended stress in the workplace. It covers elements including depersonalizing, emotional tiredness, and less personal accomplishment. Burnout syndrome is handled in this study as the independent variable, therefore affecting work satisfaction and mental health.

Dependent Variables

Job Satisfaction: The degree of contentment workers experiences towards their jobs—including elements like work environment, pay, career development, and interpersonal connections at work—defines their job satisfaction. It is gauged depending on staff members' impressions and experiences in their employment.

Mental Well-Being: Mental well-being is a person's psychological condition, emotional fortitude, general mental state. It covers elements such emotional stability, stress level, and capacity to handle problems at work.

3.5 Participants of the Study

The sample consists of 153 individuals and the sampling design was purposive sampling which include both male and female participants. The sample mainly consists of people of age group 21-50 years.

3.6 Data Collection Instruments

The data in this particular study have been obtained with the help of the scales named Burnout Assessment Tool, Warwick-Edinburgh Mental Well-being Scale and Job satisfaction index as well as demographic form.

Data Collection Procedure

Component	Details
Data Collection Method	Structured Questionnaire Package
Instruments Used	1. Emotional Intelligence Questionnaire 2. Job Satisfaction Index 3. Warwick-Edinburgh Mental Well-being Scale
Purpose of Study Explained	Yes, prior to questionnaire distribution
Participant Consent	Informed consent obtained
Additional Information Provided	Study overview, privacy/confidentiality assurance, researcher contact details
Time Taken to Explain Instruments	Approximately 10 minutes
Mode of Distribution	Questionnaire package

3.6.1 Burnout Self-Test

A self-report questionnaire called the Burnout Assessment Tool (BAT) was created to measure the extent to which employees are burned out. There are four main components to it: emotional impairment, mental distance, cognitive impairment, and tiredness. A composite burnout score is generated by evaluating each dimension using individual items graded on a five-point frequency scale.

Reliability

The entire BAT-23 and its subscales have strong internal consistency, with Cronbach α values above 0.90 and 0.80, respectively.

3.6.2 Job Satisfaction Index

The Job Satisfaction Index (JSI) was developed to measure overall job satisfaction. Reliability, validity, brevity, sensitivity to attitude fluctuations, management and employee participation, and application to varied tasks were among the characteristics that were taken into account during its design. A multi-stage procedure including judge ratings, preliminary administration, and feedback-based adjustments resulted in the JSI. With Thurstone scale values ranging from 1.2 to 10.0, the final scale is comprised of 18 elements.

Reliability

Using the Spearman-Brown method, the JSI's reliability coefficient was adjusted to .87 from an original value of .77, indicating strong reliability. Thereby, the JSI proves to be an accurate and dependable gauge of contentment in one's work environment.

3.6.3 The Warwick-Edinburgh Mental Well-Being Scale

The Warwick Edinburgh Mental Well-Being Scale (WEMWBS), which has 14 items, was used to evaluate the psychological health of those who are 16 years of age or older. The University of Warwick and the University of Edinburgh established the measure in 2006 to aid in the development of mental health indicators among individuals in Scotland.

Reliability

The Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) has test-retest reliability and internal consistency reliability values of 0.79 and 0.87, respectively.

3.6.4 Statistical Analysis

Burnout syndrome, work satisfaction, and mental well-being are investigated in this paper utilising SPSS software's Regression Analysis and Pearson Correlation Analysis. Burnout syndrome (independent variable) was investigated using regression analysis to evaluate dependent variables—job satisfaction and mental well-being. The degree and direction of the links between the variables were also assessed using Pearson correlation analysis.

4. Data Analysis

The study of data gathered using a Google Form survey to investigate the impact of burnout syndrome on job satisfaction and employee mental well-being in the workplace is presented in this chapter. Employees from many different sectors responded to provide insights on their experiences with burnout, work happiness, and general mental health. Using statistical instruments, the data has been examined to find trends, correlations, and notable patterns. The results of this study will enable one to better grasp the degree to which burnout affects employees' psychological and professional well-being, hence guiding policies and workplace treatments.

Table 1: Descriptive statistics of all variables

	<i>Burnout Syndrome</i>	<i>Job Satisfaction</i>	<i>Mental Well being</i>
Mean	55.87582	55.92157	50.34641
Standard Deviation	20.57154	6.944829	10.07428
N	153	153	153

The above table provides important statistical insights into employee mental health, work happiness, and burnout syndrome. Burnout syndrome's mean score, 55.88, shows the respondents' modest degree of burnout. With a standard deviation of 20.57, burnout experiences show a great range and imply that some workers suffer far more than others. Though having a smaller standard deviation of 6.94, work satisfaction had a comparable mean score of 55.92, meaning most employees' feelings of satisfaction are somewhat constant with less variance. On the other hand, the mean score for mental well-being is 50.35, which is somewhat low, and the standard deviation of 10.07 points to rather moderate variation in employees's mental health issues. The results imply that although job satisfaction stays somewhat constant, burnout clearly affects mental health of employees, thereby stressing the importance of efficient workplace interventions to control stress and improve general well-being.

Table 2: *Regression analysis of impact of burnout syndrome on job satisfaction among employees*

Regression Statistics	
Multiple R	0.319932
R Square	0.102356
Adjusted R Square	0.096412
Standard Error	6.601565
Observations	153

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	750.3795	750.3795	17.21818	0.000055
Residual	151	6580.679	43.58066		
Total	152	7331.059			

H1: There is significant impact of burnout syndrome on job satisfaction among employees.

The regression analysis examines the impact of burnout syndrome on job satisfaction among employees. The R Square value of 0.1023 indicates that approximately 10.23% of the variance in job satisfaction can be explained by burnout syndrome, suggesting a weak relationship. However, the F-statistic value of 17.22 and the significance level (p-value) of 0.000055 indicate that the model is statistically significant at the 0.05 significance level.

Since the p-value is well below 0.05, we accept the hypothesis (H1), confirming that burnout syndrome has a significant impact on job satisfaction among employees. However, the relatively low R Square value suggests that other factors also contribute to job satisfaction beyond burnout syndrome.

Table 3: *Regression analysis of impact of burnout syndrome on mental wellbeing among employees*

Regression Statistics	
Multiple R	0.447999
R Square	0.200703
Adjusted R Square	0.19541
Standard Error	9.036521
Observations	153

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	3096.175	3096.175	37.91604	0.000006
Residual	151	12330.47	81.65871		
Total	152	15426.64			

H2: There is significant impact of burnout syndrome on mental wellbeing among employees.

The regression analysis evaluates the impact of burnout syndrome on the mental well-being of employees. The R Square value of 0.2007 indicates that 20.07% of the variance in mental well-being is explained by burnout syndrome, suggesting a moderate relationship. The F-statistic value of 37.92 and the significance level (p-value) of 0.000006 confirm that the model is highly statistically significant at the 0.05 significance level.

Since the p-value is well below 0.05, we and the alternative hypothesis (H2), indicating that burnout syndrome has a significant negative impact on employees' mental well-being. The results highlight that burnout is a crucial factor affecting employees' psychological health, emphasizing the need for workplace strategies to mitigate burnout and support employees' mental well-being.

Table 4: *Pearson correlation analysis of relationship between burnout syndrome, job satisfaction and mental wellbeing among employees.*

	<i>Burnout Syndrome</i>	<i>Job Satisfaction</i>	<i>Mental Well being</i>
Burnout Syndrome	1		

Job Satisfaction	0.319932	1	
Mental Well being	-0.448	0.159683	1

H3: There is significant relationship between burnout syndrome, job satisfaction and mental wellbeing among employees.

The Pearson correlation analysis examines the relationship between burnout syndrome, job satisfaction, and mental well-being among employees. The correlation between burnout syndrome and job satisfaction is 0.3199, indicating a weak positive relationship. This suggests that as burnout increases, job satisfaction is slightly affected, but the relationship is not very strong. The correlation between burnout syndrome and mental well-being is -0.448, indicating a moderate negative relationship. This means that higher levels of burnout are associated with lower mental well-being among employees. Additionally, the correlation between job satisfaction and mental well-being is 0.1597, which is a very weak positive relationship, suggesting that job satisfaction has a minimal direct effect on mental well-being.

Since the correlations between the variables are statistically meaningful, we accept the hypothesis (H3) and conclude that there is a significant relationship between burnout syndrome, job satisfaction, and mental well-being among employees. The findings suggest that while burnout negatively affects both job satisfaction and mental well-being, the impact is stronger on mental well-being.

5. Conclusion

This research looked at how burnout syndrome affects workers' happiness and health on the job. The results showed that burnout has a major effect on both of these factors, but it has a larger negative effect on mental health and less on work satisfaction. Burnout has a significant impact on workers' mental and emotional health, as demonstrated by the regression analysis, which explains 10.23% of the variation in job satisfaction and 20.07% in mental well-being. The results of the Pearson correlation test corroborate this, demonstrating a moderate negative relationship between burnout and psychological health ($r = -0.448$) and a smaller but statistically significant negative relationship with contentment in one's work ($r = 0.3199$). The results are in line with what has been found in the past, including by Zorec (2008), who found that high-stress jobs are more likely to have employees who are burned out due to stress on the job and low job satisfaction.

Several actionable suggestions are put out in light of these findings. Mindfulness training, wellness programs, and counselling services should be some of the structured stress

management programs that businesses put in place to help their employees deal with stressful situations. Second, laws that prohibit excessive overtime and flexible work arrangements both contribute to a healthier work-life balance, which in turn reduces the likelihood of burnout. Finally, a more pleasant work culture can be achieved by increasing organisational support and employee engagement through means such as open communication, feedback systems, and recognition programs. Improving job happiness and reducing turnover should also prioritise fair compensation and clear career progression prospects. Finally, supporting task delegation and managing workload equitably distributes work, reduces stress, and promotes collaboration.

This study has a number of drawbacks, despite the useful results. The results may not be applicable to a wide range of businesses or occupations due to the small sample size of 153 individuals. There may have been biases like social desirability or inaccurate memory due to the fact that the data was self-reported. A cross-sectional study can only show one point in time about the relationship between burnout, work satisfaction, and mental health, and it cannot draw any firm conclusions about cause and effect. Furthermore, differences among industries have not been investigated due to the absence of industry-specific research. Finally, the study did not account for extraneous variables that may have an impact on burnout and well-being, such as leadership styles, organizational culture, and individual stresses.

Finally, burnout is a serious problem in the workplace that affects workers' happiness and mental health in significant ways. Promoting a healthy, engaged, and resilient workforce requires a concerted effort to combat burnout through organizational interventions, supportive policies, and ongoing research. If we want to learn more and develop better ways to prevent burnout, future research should use longitudinal methodologies and include more variables.

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