INFLUENCE OF JOB BURNOUT AND WORK ENVIRONMENT ON
JOB SATISFACTION AND IT’S IMPACT ON TEACHERS
ORGANIZATIONAL COMMITMENT

Rahmi Halimah, Yuliasri, Harif Amali Rivai
Faculty of Economic and Business, Universitas Andalas
rahmihalimah02@gmail.com

ABSTRACT
Education is an important sector for improving human resources in a country. The teacher is one of the
actors who has an important role in education. Teachers have a great responsibility to educate students in
both knowledge and morals. Great responsibility makes teachers feel job burnout which will have an impact
on job satisfaction and organizational commitment. In addition, the work environment also affects teacher
job satisfaction and organizational commitment. In this study, a quantitative approach was used using Smart
PLS to process data. Found in research this is job burnout, the work environment has a significant effect on
organizational commitment. This study also found job satisfaction as a mediating variable of job burnout
and work environment on organizational commitment. Based on the results and analysis of the research it
was concluded that job burnout has a negative and significant effect on organizational commitment.

Keywords: Job burnout, Work Environment Job Satisfaction, Organizational Commitment

INTRODUCTION
Education is the main key for a country to excel in global competition. Education is
considered as the most strategic field to achieve national welfare. High-quality education will
support the progress of a country. In Law No. 20 of the year concerning in the national
education system (Article 12 paragraph 1) it is stated education has formal, nonformal, and
informal channels. Article 31 of the state 1945 constitution states that every citizen has the
right to basic education and the state is obliged to finance it. With the facilities provided by the
government, the level of public awareness of education is getting higher. This is supported by
the higher growth rate of high school students in Indonesia. According to the Indonesian
Statistic Center, in 2021 the number of high school students in Indonesia will be 3,704,148
million and in 2022 there will be 3,768,619 million. Based on data Indonesian Statistic Centre,
in 2021 there has been an increase of around 60 thousand students in one year. West Sumatera
Province is included in the 10 provinces that contribute the highest number of high school
students in Indonesia with a total of 137,426 thousand students. In the province West Sumatera
there is one of the favorite schools SMA N 10 Padang it has A accreditation and has quite a
lot of interested students who want to study at SMA N 10 Padang. Another factor that support
SMA N 10 Padang become a favorite school because included top 5 senior high school in West
Sumatera.

To achieve this achievement the teacher’s role is important as human resource who has
obligation to educate, teach and train students during the learning process. According to
Mustafa et al (2021), the result of the study show that teacher commitment influences the
teaching process, when teachers have higher commitment they will carry out their duties and
responsibilities as best as possible will help school achieve their goal of providing the best
quality education to students. Organizational commitment an individual has several factors such as turnover, absenteeism, job burnout, job satisfaction, and work environment (Gökkyer, 2018). Job burnout is a condition in which individuals feel prolonged burnout caused by workload (Santoso et al., 2018). When an individual has reached the impact on job burnout it will affect physical and mental health which has an impact on job performance and organizational commitment it also impacts the individual have the intention to leave the organization. To reduce the low level of organizational commitment there are supporting factors is the work environment. According to Putri et al (2019), the work environment divided into two types physical and nonphysical environments that will support employee job performance. A good work environment such as a clean room, good facilities and support from co-workers. All factors will give positive results to employee retention which will affect organizational commitment (Bibi et al., 2016). Another supporting factor for overcoming the organizational commitment problem is job satisfaction.

Job satisfaction is when individuals are satisfied with their work by showing feelings of pleasure and positive results on job performance (Cheng & O-Yang, 2018). Based on previous research Seema et al (2021), the higher an individual gets job satisfaction the higher the individual desire to survive and loyal to the companies. Job burnout that is felt for a long duration will reduce the level of teacher satisfaction which affects organizational commitment (Wang et al., 2020). While teacher comfort in the work environment will increase job satisfaction and organizational commitment, means work environment give a significant effect (Jawaad et al., 2019). The purpose of this research was to find out the relationship between job burnout and work environment on organizational commitment through the job satisfaction of teachers at SMA N 10 Padang.

**Hypotheses Development**

Job burnout is a condition where the individual feels tired for a long time caused by work. When job burnout is unresolved the condition will affect individual performance due to loss of motivation. Burnout caused a dangerous impact on physical and mental health if not treated quickly (Lubbadeh, 2020). Based on previous research Akdemir (2019), found that teachers are demotivation and decrease their commitment when feels burnout. In previous studies Sarisik et al (2019), result job burnout has a significant negative influence on employee organizational commitment. It can be concluded from several previous studies that higher job burnout impact lower organizational commitment on the other hand, if job burnout low, organizational commitment will increase.

**H1:** Job burnout negatively significant influences on organizational commitment.

The work environment is one of the important aspects during working. The work environment will increase employee motivation while working. It’s happen employee spend a lot time in work environment. When employees get a comfortable and safe work environment there is an increase in organizational commitment (Omari,2017). A supportive work environment will have a positive effect on organizational commitment makes employees comfort and stay longer with the organization. In previous studies by Jawaad et al (2019), found that work environment positively significant affect to employees commitment. Supported environment and have good facilities that fulfilled employees need will makes employee loyal with the organization (Rakhmawati et al., 2022). Based on previous research (Hanaysha, 2016)
found that work environment positively influence employee to stay will increase the organizational commitment.

H2: Work environment positively significantly influences on organizational commitment

Job burnout in the work environment makes employees feel tired and lose motivation to do work which can affect job satisfaction. According to Madigan & Kim (2021), job burnout which will affect employees’ commitment to work and feel more dissatisfied with work (Abate, 2016). When employees have pressure, stress, and workload at the office the result of satisfaction will decrease (Madigan & Kim, 2021). Several studies above it will conclude job burnout influences job satisfaction.

H3: Job burnout negatively significantly influences on job satisfaction.

Facilities such as a comfortable environment will support employee productivity while working. The work environment has a positive relationship toward job satisfaction (Kafui Agbozo, 2017). When employees feel comfortable in their work environment they will satisfied with their work (Salehi et al., 2020). A good work team supported by facilities that support workers will affect job satisfaction (Dr.K. Sivagama Shunmuga Sundari & Ms.A. Antony Selva Priya, 2020). From several studies it can conclude work environment influence positively significant with job satisfaction.

H4: Work environment positively significant influence on job Satisfaction.

Job satisfaction is important things when employee satisfy absenteeism will be decrease and employee commitment will increase (Wang et al., 2020). According to Ashraf, (2020), employees who are satisfied it will reduce the turnover rate and strengthen organizational commitment. Job satisfaction will be influenced by salary, bonuses, incentives and another factor that can increase organizational commitment (Cherif, 2020). Job satisfaction has positive relationship and a significant effect on organizational commitment Seema et al (2021). From several studies it can conclude job satisfaction significant effect on organizational commitment.

H5: Job satisfaction positively significant influence on job satisfaction.

Prolonged job burnout has a negative relationship on job satisfaction (Coplan et al., 2018). Job satisfaction is a strong factor affecting employee commitment to work (Mwesigwa et al., 2020). Employee satisfaction that does not fulfilled during working will affect work performance, this has an impact on employee commitment not to provide the best performance for the companies. Based on previous research Wang et al (2020), found that teachers who experience job burnout and problems with job satisfaction will affect teachers’ concern at school. From several studies in can conclude job satisfaction mediated job burnout on organizational commitment.

H6: Effect of job burnout on organizational commitment is mediated by job satisfaction.

Work environment is everything that supports the work of employees to complete work ranging from equipment to co-workers, on the other hand work environment that meet the needs of employees will increase job satisfaction (Faza Rahmawati. Muthi, 2021). Workers will focus more on work if they are in a comfortable work environment and feel job satisfaction increases (Priya,2020). Based on previous research (Demir Polat & İSKENDER, 2018) found that a teachers commitment based on the level of job satisfaction burnout which will result in a low-level job satisfaction.
Influence of Job Burnout and Work Environment on Job Satisfaction and It's Impact on Teachers Organizational Commitment

According to Jawaad et al (2019), found that job satisfaction as mediating variable influence work environment on organizational commitment. In conclusion job satisfaction as a mediation work environment on organizational commitment.

H7: The effect of work environment on organizational commitment is mediated by job satisfaction.

Figure 1. Research Model

METHOD
This study uses a quantitative method approach to test the hypothesis using a hypothesis test which will determine the relationship between variables. This research uses causal study to investigate the causal relationship between the independent variables and the dependent variable. Data collection in this study used a questionnaire distributed to all teachers of SMA N 10 Padang. The population of this research is 62 teachers of SMA N 10 Padang. This research using a census technique in which the entire population is respondent. The data collection method was by distributing questionnaires directly to respondents containing demographic information such as age, position, and work experience also questionnaires include an indicator for each variable. The answer choices used a five-point likert scale starting from 1-5 for the statement from strongly agree to strongly disagree. The indicators for the job burnout variable consist of 15 items taken from sources (Cheng & O-Yang, 2018). The work environment variable consist of 11 items taken from sources (Massoudi & Hamdi, 2017). The job satisfaction variable consists of 11 items taken from sources (Pawirosumarto et al., 2017). The organizational commitment variable consists of 15 items taken from sources (Clay et al., 1975). Data analysis techniques in this research used Structural Equation Model (SEM) by Smart PLS 4.0. In this study, measures the model uses the validity test and reliability test, and hypothesis testing. In the hypothesis test, the T statistic value is greater than 1.96 (one-tailed) and the alpha value is less than 0.05. In this study, the mediating variable of job satisfaction is used. Mediating variable acts as a mediator to explain the relationship between the independent variable and the dependent variable. To test the mediation value, the researcher determines the VAF value with the following formula:

\[
VAF = \frac{\text{Indirect effect}}{\text{Indirect effect} + \text{Direct effect}}
\]

RESULTS AND DISCUSSION
In this study, the results were obtained after conducting a hypothesis test. Based on the results in Table 1, the hypothesis test directly between job burnout and organizational commitment has a statistical T value of 4.750 (4.750> 1.96), therefore that job burnout significant influence on organizational commitment. The work environment variable on
organizational commitment has a statistical T value of 4.435 (4.435> 1.96), therefore that the work environment significant influence on organizational commitment. In Table 2, the results of the indirect test show the relationship between independent and dependent variables using mediation. The T statistic for job burnout on job satisfaction is 4.450 (4.450> 1.96), therefore that job burnout has a significant effect on job satisfaction. The T statistic value of job satisfaction on organizational commitment is 6.230 (6.230> 1.96), therefore job satisfaction has a significant influence on organizational commitment. T statistic work value environment on job satisfaction 4.530 (4.530>1.96), therefore that the work environment has a significant influence on organizational commitment. T statistical value of job satisfaction on organizational commitment is 5.755 (5.755>1.96), therefore job satisfaction has a significant effect on organizational commitment. On the job burnout hypothesis-> job satisfaction- > organizational commitment the result of the van value is 85.37%. On the work environment-> job satisfaction - > organizational commitment the result is a van value of 85.46%. The hypothesis with mediating variable is a full mediation because the value is > 80%. In this study, all hypotheses were accepted because they met the requirements (T statistic > T table).

\[
VAF = \frac{Indirect\; Effect}{Indirect\; Effect + Direct\; Effect} \times \frac{4.450 \times 6.230}{4.450 \times 6.230 + 4.750} = 85.37
\]

\[
VAF = \frac{Indirect\; Effect}{Indirect\; Effect + Direct\; Effect} \times \frac{4.530 \times 5.755}{4.530 \times 5.755 + 4.435} = 85.37
\]

<table>
<thead>
<tr>
<th>Variable</th>
<th>T Statistic</th>
<th>T Table</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Burnout -&gt; Organizational Commitment</td>
<td>4.750</td>
<td>1.96</td>
<td>Supported</td>
</tr>
<tr>
<td>Work Environment -&gt; Organizational Commitment</td>
<td>4.435</td>
<td>1.96</td>
<td>Supported</td>
</tr>
</tbody>
</table>

**Table 1. Direct Test**

<table>
<thead>
<tr>
<th>Variable</th>
<th>T Statistic</th>
<th>T Table</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Burnout -&gt; Job Satisfaction</td>
<td>4.750</td>
<td>1.96</td>
<td>Supported</td>
</tr>
<tr>
<td>Job Satisfaction -&gt; Organizational Commitment</td>
<td>6.230</td>
<td>1.96</td>
<td>Supported</td>
</tr>
<tr>
<td>Work Environment -&gt; Job Satisfaction</td>
<td>4.530</td>
<td>1.96</td>
<td>Supported</td>
</tr>
<tr>
<td>Job Satisfaction -&gt; Organizational Commitment</td>
<td>5.755</td>
<td>1.96</td>
<td>Supported</td>
</tr>
</tbody>
</table>

**Table 2. Indirect Test**
In influence of job burnout and work environment on job satisfaction and its impact on teachers' organizational commitment.

In discussion for hypothesis, one job burnout negatively significantly influences organizational commitment. From results of survey teachers answer they felt tired of the curriculum changes, which had a lot of renewal and teachers should adapt quickly. The factor of age also affects teachers job burnout, because the majority of teachers at SMA N 10 Padang are over 40 years old. Burnout during teaching can be categorized physical burnout and will have an impact on teachers' organizational commitment. Hypothesis Two work environment positively and significantly influences organizational commitment. From the result of the survey teachers answer feel a comfortable environment and supportive co-workers will increase enthusiasm during teachers at school it will affect teachers’ commitment. Hypothesis three job burnout negatively significantly influences on job satisfaction From result of survey teachers answer when teacher feels burnout while teacher it will affect teacher job satisfaction. The higher job burnout will make job satisfaction lower. Hypothesis four work environment positively significant influences on job satisfaction. From result of survey teachers answer good work environment support level of teacher satisfaction while teaching. Teachers also feels happy when the environment was supportive both physically and non-physically environment. Hypothesis five job satisfaction positively significant influences on organizational commitment. From result of survey teachers answer satisfied with the work done when they can complete the work according to expectations and get support and input from colleagues and the direction of the school principal. This makes the teacher loyal to the school and tries to give the best for every performance it will increase teachers commitment. Hypothesis six effect of job burnout on organizational commitment mediated by job satisfaction. From result of survey teacher answer that teacher felt burnout during teaching it will decrease job satisfaction and impact to their commitment to fulfill their work responsibilities. Hypothesis seven effect work environment on organizational commitment mediated by job satisfaction. From result of survey teachers answers satisfied with school facilities it will increase job satisfaction and affect to teachers commitment.

CONCLUSION

Based on the results and analysis of the research it was concluded that job burnout has a negative and significant effect on organizational commitment. The work environment has a positive effect on organizational commitment. Job burnout has a negative and significant effect on job satisfaction. The work environment has a positive and significant effect on organizational commitment. Job satisfaction as a mediation between job burnout on organizational commitment. Job satisfaction as mediation variable between work environment on organizational commitment. For recommendations in this study the researchers suggest increasing the number of teachers in other schools and adding job performance variables, usually performance will affect the level of organizational commitment.

REFERENCES
Influence of Job Burnout and Work Environment on Job Satisfaction and Its Impact on Teachers' Organizational Commitment


Faza Rahmawati. Muthi, Usman. O. (2021). EFFECT OF WORK DISCIPLINE , ORGANIZATIONAL COMMITMENT , AND THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE Muthi Rahmawati Faza 1 Student of Faculty Economics , State University of Jakarta Lecturer of Faculty Economics , State University of Jakarta. 29.


Influence of Job Burnout and Work Environment on Job Satisfaction and Its Impact on Teachers Organizational Commitment


