

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

Rahmi Halimah, Yulihhasri, 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*

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

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 a 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 (Gökyer, 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.

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.

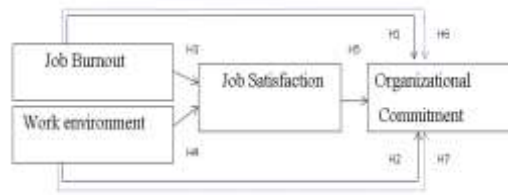


Figure 1. Research Model

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:

$$\text{VAF} = \frac{\text{Indirect effect}}{\text{Indirect effect} + \text{Direct effect}}$$

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

Influence of Job Burnout and Work Environment on Job Satisfaction and It's Impact on Teachers Organizational Commitment

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 national commitment. Then mediation test by determining the VAF value. 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).

Job burnout -> job satisfaction -> organizational commitment

$$VAF = \frac{\text{Indirect Effect}}{(\text{Indirect Effect} + \text{Direct Effect})} = \frac{4.450 \times 6.230}{(4.450 \times 6.230) + (4.750)} = 85,37$$

Work environment -> job satisfaction -> organizational commitment

$$VAF = \frac{\text{Indirect Effect}}{(\text{Indirect Effect} + \text{Direct Effect})} = \frac{4.530 \times 5.755}{(4.530 \times 5.755) + (4.435)} = 85,37$$

Table 1. Direct Test

Variable	T Statistic	T Table	Result
Job Burnout -> Organizational Commitment	4.750	1.96	Supported
Work Environment -> Organizational Commitment	4.435	1.96	Supported

Table 2. Indirect Test

Variable	T Statistic	T Table	Result
Job Burnout -> Job Satisfaction	4.750	1.96	Supported
Job Satisfaction -> Organizational Commitment	6.230	1.96	Supported
Work Environment -> Job Satisfaction	4.530	1.96	Supported
Job Satisfaction -> Organizational Commitment	5.755	1.96	Supported

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

Abate, J. J. (2016). Understanding Generational Identity, Burnout, Job Satisfaction, Job Tenure, and Turnover Intention. *ProQuest Dissertations and Theses*, 22(1), 124.

- Akdemir, Ö. A. (2019). The Effect of Teacher Burnout on Organizational Commitment in Turkish Context. *Journal of Education and Training Studies*, 7(4), 171. <https://doi.org/10.11114/jets.v7i4.4067>
- Ashraf, M. A. (2020). Demographic factors, compensation, job satisfaction and organizational commitment in private university: an analysis using SEM. *Journal of Global Responsibility*, 11(4), 407–436. <https://doi.org/10.1108/JGR-01-2020-0010>
- Bibi, P., Ahmad, A., & Majid, A. H. A. (2016). The moderating role of work environment on the relationship between compensation, job security, and employees retention. *International Journal of Economic Perspectives*, 10(4), 726–738.
- Cheng, J. C., & O-Yang, Y. (2018). Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, 72(February), 78–85. <https://doi.org/10.1016/j.ijhm.2018.01.005>
- Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7–8), 529–541. <https://doi.org/10.1108/IJSSP-10-2019-0216>
- Clay, K. L., Murphy, R. C., & Watrins, W. D. (1975). Experimental methanol toxicity in the primate: Analysis of metabolic acidosis. *Toxicology and Applied Pharmacology*, 34(1), 49–61. [https://doi.org/10.1016/0041-008X\(75\)90174-X](https://doi.org/10.1016/0041-008X(75)90174-X)
- Coplan, C. B., McCall, T. C., Smith, N., Gellert, V. L., & Essary, A. C. (2018). Burnout, job satisfaction, and stress levels of PAs. *Journal of the American Academy of Physician Assistants*, 31(9), 42–46. <https://doi.org/10.1097/01.JAA.0000544305.38577.84>
- Demir Polat, D., & İSKENDER, M. (2018). Exploring Teachers' Resilience in Relation to Job Satisfaction, Burnout, Organizational Commitment and Perception of Organizational Climate. *International Journal of Psychology and Educational Studies*, 5(3), 1–13. <https://doi.org/10.17220/ijpes.2018.03.001>
- Dr.K. Sivagama Shunmuga Sundari, & Ms.A. Antony Selva Priya. (2020). Impact of Working Environment on Job Satisfaction of Employees. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 5(6), 403–406. <https://doi.org/10.36713/epra4849>
- Faza Rahmawati. Muthi, Usman. O. (2021). *EFFECT OF WORK DISCIPLINE , ORGANIZATIONAL COMMITMENT , AND THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE Muthi Rahmawati Faza I Student of Faculty Economics , State University of Jakarta Lecturer of Faculty Economics , State University of Jakarta.* 29.
- Gökyer, N. (2018). Organizational Commitment of High School Teachers. *Journal of Education and Training Studies*, 6(3a), 115. <https://doi.org/10.11114/jets.v6i3a.3165>
- Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. *Procedia - Social and Behavioral Sciences*, 229, 289–297. <https://doi.org/10.1016/j.sbspro.2016.07.139>
- Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business and Management*, 6(1). <https://doi.org/10.1080/23311975.2019.1608668>
- 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>
- Madigan, D. J., & Kim, L. E. (2021). Towards an understanding of teacher attrition: A meta-analysis of burnout, job satisfaction, and teachers' intentions to quit. *Teaching and Teacher Education*, 105, 103425. <https://doi.org/10.1016/j.tate.2021.103425>

- Massoudi, Dr. A. H., & Hamdi, Dr. S. S. A. (2017). The Consequence of work environment on Employees Productivity. *IOSR Journal of Business and Management*, 19(01), 35–42. <https://doi.org/10.9790/487x-1901033542>
- Mustafa, M. Z., Nordin, M. N., Razzaq, A. R., & Ibrahim, B. (2021). Organizational Commitment of Vocational College Teachers in Malaysia. *PalArch's Journal of Archaeology of Egypt*, 17(9), 5023–5029.
- Mwesigwa, R., Tusiime, I., & Ssekiziyivu, B. (2020). Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*, 39(2), 253–268. <https://doi.org/10.1108/JMD-02-2018-0055>
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Putri, E. M., Ekowati, V. M., & Supriyanto, A. S. (2019). the Effect of Work Environment on Employee. *Me*, 7(April), 132–140. <https://doi.org/10.5281/zenodo.2653144>
- Rakhmawati, P., Satoto, E. B., & Martini, N. N. P. (2022). The Influence of the Work Environment and Competency on Performance Through Organizational Commitments as Intervening Variables (Study on the Poverty Reduction Coordination Team Bapedda Bondowoso Regency). *International Journal of Management Science and Information Technology*, 2(1), 35–44.
- Salehi, T., Barzegar, M., Yekaninejad, M. S., & Ranjbar, H. (2020). Relationship between Healthy Work Environment, Job Satisfaction and Anticipated Turnover among Nurses in Intensive Care unit (ICUs). *Ann Med Health Scie Res*, 10(2), 826–831.
- Santoso, A. L., Sitompul, S. A., & Budiarmanto, A. (2018). Burnout, Organizational Commitment and Turnover Intention Work Overload and Turnover Intention of Junior Auditors in Greater Jakarta, Indonesia Andika Pradana, Imam Salehudin THE EFFECT OF LOCUS OF CONTROL AND PROFESSIONALISM ON WHISTLEBLOWING INT. *Journal of Business and Retail Management Research (JBRMR)*, 13.
- Sarisik, M., Bogan, E., Zengin, B., & Dedeoglu, B. (2019). The impact of burnout on organizational commitment: A study of public sector employees in Turkey. *Journal of Global Business Insights*, 4(2), 106–118. <https://doi.org/10.5038/2640-6489.4.2.1066>
- Seema, Choudhary, V., & Saini, G. (2021). Effect of Job Satisfaction on Moonlighting Intentions: Mediating Effect of Organizational Commitment. *European Research on Management and Business Economics*, 27(1), 100137. <https://doi.org/10.1016/j.iedeen.2020.100137>
- Wang, P., Chu, P., Wang, J., Pan, R., Sun, Y., Yan, M., Jiao, L., Zhan, X., & Zhang, D. (2020). Association Between Job Stress and Organizational Commitment in Three Types of Chinese University Teachers: Mediating Effects of Job Burnout and Job Satisfaction. *Frontiers in Psychology*, 11(October), 1–12. <https://doi.org/10.3389/fpsyg.2020.576768>