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Ayu Kamareenna Abdullah Thani, Nik Nur Mohamed Zulfakar Nik Zainuddin, Ahmad Ismadi Abdullah Thani

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Job Satisfaction as Mediating Effect In Relationship Between Burnouts And Organizational Commitment During Covid-19 Pandemic In Akademi Latihan Pertahanan Awam Malaysia, Bangi

Dr Ayu Kamareenna Abdullah Thani

Senior lecturer in the Faculty of Business Management at Universty Teknologi MARA
Cawangan Kelantan, Malaysia.

Mr Nik Nur Mohamed Zulfakar Nik Zainuddin

Akademi Latihan Pertahanan Awam Malaysia (ALPHA) Bangi.

Mr Ahmad Ismadi Abdullah Thani

Senior assistant director at Institute For Rural Advancement (INFRA) , Bangi.

Abstract

The purpose of this research is to look at the relationship among burnout, organisational commitment (OC), and job satisfaction (JS) in the Akademi Latihan Pertahanan Awam Malaysia (ALPHA), Bangi. The Social Exchange Theory underpins the theoretical concept (SET). Burnout, organisational commitment (OC), and job satisfaction all have a significant correlation. A Google form was used to produce and disseminate the online questionnaire. In all, 159 participants took part in the survey. The SPSS 26 was used in this work to establish the validity and reliability of the measurement model as well as to assess the correlations. This study's findings also give additional information to academics and the Malaysian government, allowing them to better understand the consequences of burnouts, organisational commitment, and job satisfaction. The study contributes to knowledge on the relevance of burnout, organisational commitment, and job satisfaction by giving empirical support for the theoretical connection hypotheses in the research framework. The study is only focused on (ALPHA), Bangi.

Keyword: Burnout, Organizational Commitment, Job Satisfaction

Introduction

Public servants in Akademi Latihan Pertahanan Awam Malaysia (ALPHA) have seen profound changes defined by organisational commitment, which have been influenced by burnout, organisational commitment, and job satisfaction. Scholars believe that organisational commitment is connected to employees' psychological connection to their organisations. It

may also have an impact on their job satisfaction, such as turnover, conduct, and performance. According to Akar (2018), legislators and authorities must deal with the issue of employees' organisational obligations. Organizations have been attempting to increase staff compliance and conformity, as well as to increase worker dedication to the business through fostering collaboration. Techniques to reduce burnout are becoming more popular in public-sector management literature as a result of a greater emphasis on organisational commitment.

A study of hospital staff, for example, found that a lack of organisational commitment led to burnout. The purpose of this study is to investigate the link between burnout and organisational commitment (OC), as mediated by job satisfaction (JS). Individuals with above-average talent levels will prosper in the future. Employees with unique talents, strong knowledge intelligence, and the ability to execute a specific task in his/her technique with high skills, for example, are more likely to succeed and be satisfied (Kim & Yoon 2018). As a result, organisational commitment emerges as the most important subject for research among academics and administrators, owing to the assertion that employee skill would be harmed if the level of performance is affected.

In this work, the researchers adapted a theoretical model based on the Social Exchange Theory (SET) and the Social Learning Theory (SLT) to test the model and theory. Three hypotheses were developed to solve the study issues. They are as follows:

H1 There is a significant relationship between burnout and organisational commitment (OC),

H2 There is a significant relationship between burnout and organisational commitment (OC) mediated by job satisfaction,

H3 There is a significant relationship between job satisfaction and organisational commitment.

Research Objectives

1. To examine the relationship between burnout and organisational commitment (OC)
2. To examine relationship between burnout and organisational commitment (OC) mediated by job satisfaction
3. To examine relationship between job satisfaction and organisational commitment.

Literature Review

This study seeks to investigate the degree of and burnout using data from numerous previous studies. Comprehensive burnouts are connected to job satisfaction, which is evaluated at two levels of the hierarchy of objectives: job satisfaction and organisational commitment. On the link between burnout and organisational commitment, job satisfaction is assigned as a mediating variable. The purpose of this study is to identify the position of focus burnout in ALPHA, Bangi, and to give a more in-depth knowledge of burnout, organisational commitment, and job satisfaction.

Because there are few research on burnout, organisational commitment, and job satisfaction, particularly in developing countries, this study examines the employees of a Malaysian company, as well as their effect and consequences on organisational commitment. Understanding burnout, organisational commitment, and job satisfaction, as well as their impact and consequences on employees, is becoming increasingly important in organisational behaviour research.

Dependent Variable

Organizational Commitment

Polat and Iskender (2018) describe organisational commitment (OC) as a psychological state that outlines an employer's affiliation with its organisation whilst suggesting the option of whether or not to remain on as an employee of that organisation. Brown et al. (2019) defines OC as a strength that connects an individual to a more significant interaction that can achieve many goals. To put it another way, it's known as "killing two birds with one stone." It is the appropriate area of expertise of a person's identification, involvement, and relationship to an organisation (Azim et al., 2020). Because of the necessity to maintain a robust labour force, organisational commitment (OC) is critical for companies and researchers.

Practitioners and scholars are eager to learn more about the factors that impact an individual's decision to stay or leave an organisation (Saridakis et al., 2020). OC is a work-related manner of acting that has gained a reputation via works related to organizational psychology and industrial viewpoints, and is regarded essential in this subject (Brown et al., 2019). This study provides an organisational commitment model with burnout and job satisfaction based on the literature reviewed in the above-mentioned literature review.

Independent Variable

Burnout

Burnout is important in either case for four main reasons. In beginning with, burnout has an impact on the staff's confidence and mental health. Second, burnout seems to have an impact on the type of customer service and treatment provided. Third, burnout can have an impact on management work. Finally, burnout is important in network settings because that allows network parents to avoid job stress and thereby improves network psychological well-being (Fathi et al., 2021). To conclude, when examining the concept of burnout, the following factors should be considered:

- i) the supplier's (specialist's) individual characteristics,
- (ii) the action setting, including supervisory and companion assistance, as well as organisational policies and strategies, and
- (iii) the real work with singular clients.

Mediator

Job Satisfaction

Organizational behaviourists have been concerned about job satisfaction since it has always been favourably associated with productivity but adversely associated with nonattendance at office (Koo et al., 2020). While considering the efficacy of an employee's operation and success, job satisfaction has indeed been recognised as a critical factor (Lambert et al., 2018). Job satisfaction is a favourable emotional state or happiness that develops during or after a review of work events (Mapuranga et al., 2021). Job satisfaction has gotten a lot of attention recently since it has been shown to predict important workplace outcomes (Koo et al., 2020). Job satisfaction also was identified as a key component in recognising and grasping the impact of a variety of factors on organisational commitment.

Underpinned Theory

The proposed framework for this study is derived from social Exchange Theory. The Social Exchange Theory (SET), the first pinned theory, emphasises the socio-emotional dimensions of the employee-organization relationship; for example, the emotional state of duty and

belief, as well as the fact that human ties and dealings may be abstracted as business transactions. People exchange resources in the hopes of profiting from their operations (Son & Ham, 2020).

The SET framework was utilised to address this issue in this study. Despite the fact that the SET is mostly underutilised, past research suggest that SET-based analysis may be useful in analysing employer/employee interactions in firms (Revati, 2020). For a long time, SET has been used to define positive attitudes regarding their organisations. Recently, several researchers have examined at a quantitative method based on the SET paradigm, which incorporates a precise calculation of task tension and burnout within their organisation (Shen & Tang, 2018). Furthermore, numerous studies have concentrated primarily on one sort of trade while ignoring others, particularly amid pandemic events such as economic exchange.

Research Methodology

A questionnaire was used in this analysis as a quantitative approach. A questionnaire was chosen as a quantitative tool in this research. The online questionnaire was created and distributed using a Google form. The study population consists of public servants in Akademi Latihan Pertahanan Awam Malaysia (ALPHA). The sample size is calculated using the Krejcie and Morgan Table. By offering a table that provides a solid sample size decision model, Krejcie and Morgan (1970) substantially simplified sample size decision. This table serves as a broad scientific guideline for determining sample size. Based on the table created by Krejcie and Morgan (1970) for a population of 272 staffs, a sample size of 159 is recommended.

Data Analysis

The data were keyed in by using the Statistical Package for Social Science (SPSS) Version 26.0.

Analysis and Discussion

The total number of responded questionnaires is 159 which contributed to the respond rate is 100%. Every questionnaire has been checked, and there are no missing values among the 159 returned surveys.

Table 1

Number of questionnaire distributed	Number of questionnaire returned	Percentage returned (%)	Number of valid questionnaire	Percentage valid (%)
159	159	100	159	100.0

Table 2: Demographic Profile of Respondents

Variable	Descriptive	Frequency
Gender	Male	61
	Female	98
Age	<30 years old	39
	30-35 years old	47
	36-40 years old	37
	41-45 years old	26
	46-50 years old	6
	>50 years old	4
Marital Status	Single	59
	Married	100
Race	Malay	132
	Chinese	2
	Indian	10
	Others	15
Working Experience	<1 year	16
	1-5 years	37
	6-10 years	38
	11-15 years	45
	>15 years	39

Gender of the Respondents

The findings show that majority of the respondents were female, meanwhile 61 were male.

Age of the Respondents

Majority of the respondents aged between 31 to 35 years old comprising 47 people. This is followed by those aged between 25 to 30 years old constituting 39 people, 37 people aged between 36 and 40 years old, 26 people aged in the range between 41 and 45 years old and 6 respondents aged between 46 to 50 years. There are only 4 respondents aged between 56 to 60 years old.

Marital Status of the Respondents

The output shows that majority of the respondents were married followed by those who are single (59).

Race of the Respondents

Majority of the respondents are Malays comprising 132 peoples. This is followed by Chinese (2), Indian (10) and other races represented by 15 people, respectively.

Working Experience of the Respondents

Majority of the respondents have working experience 11 to 15 years comprising 45 peoples. This is followed by those with 6 to 10 years of working experience, more than 15 years and 1

to 5 years constituting 38, 39 and 37 people, respectively. While the rest, only 16 people have experience less than 1 year.

Table 3: Descriptive Statistics for Burnout and Organizational Commitment

Variables	Mean	SD
Burnout	4.71	.38
Job Satisfaction	4.58	.39
Organizational Commitment	4.65	.35

Descriptive analysis was performed on the variables in this study. As presented in Table 3 above, it shows the results of the analysis which involve mean value and standard deviation of each variable. The mean values are in the range of 4.71 and 4.65. Standard deviation values range from .35 to .39. The highest mean value is for burnout with the score of 4.71 and the lowest mean value is for job satisfaction with the score of 4.58.

Table 4: Reliability Analysis for Burnout and Organizational Commitment

Variables	Number of Items	Cronbach's Alpha
• Burnout	24	0.765
• Job Satisfaction	24	0.730
• Organizational Commitment	12	0.756

As presented in Table 4 above, the Cronbach's Alpha values for burnout as a independent variable is 0.765. The figures indicate that the measures had acceptable and good values of Cronbach's Alpha. This is also supported by the Cronbach's Alpha for organizational commitment as dependent variable that is 0.756. Meanwhile job satisfaction as mediator variable is 0.730. According to Nunnally (1978) the minimum acceptable reliability is set at .60. Reliability less than .60 is considered as poor, those in .70 ranges are acceptable and those over .80 is good (Bougie & Sekaran, 2019).

Table 5: Results of Regression Analysis with Organizational Commitment as the Dependent Variable

	With mediator	
Independent variable	Standardized Beta Values	Remarks
Burnout	.173	Full mediation effect
Mediator (Job Satisfaction)	.258*	Mediator
R	.521	
R squared	.291	
R squared change	.057	
F change	5.538	
Significant F change	.021	
Durbin Watson	1.476	

The $R^2 = .291$ or 29.1 %, indicating that 29.1% of the variance of the regression model has been explained by the independent variables with mediator with organization commitment as the dependent variable. The significance F change value ($F= 5.538$, $p =.021$). The Durbin Watson value 1.476 and still within the acceptance range. Job satisfaction has full mediation

effect on the relationship between burnout and organization commitment. It can be concluded that, job satisfaction is a mediator for the link between burnout and organization commitment as the dependent variable and the hypothesis is supported.

Conclusion

The study focuses on the direct consequences of burnout, as well as the mediating effects of job satisfaction on public sector workers' organisational commitment, notably in Malaysia's city council governmental organisations. This study investigates the role of work satisfaction in moderating the links between organisational commitment and burnout. As a result, the chosen public service organisations will be evaluated and reviewed based on the following study variables: job satisfaction, burnout, and organisational commitment. Aside from that, this research is limited to Malaysian public service organisations.

The goal of this study is to discover some of the most important reasons why public employees leave their jobs. As a result, ALPHA, governments throughout the world, and relevant agencies may be better able to comprehend the critical link between role stressor and burnout in companies, which is mediated by work satisfaction. Better policies may be developed when commitment and organisational behaviour efficiency concerns are addressed. These research also contribute to and produce new information in the field of public service policy, notably among city council employees. Enthusiasm in attracting public servants to continue pursuing their commitment or involvement through governmental organisations is important because public servants recognise that burnout and job satisfaction can help them improve their human capital's control, coordination, knowledge, competitiveness, development, and skills.

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