
Mediating role of burnout in the association between work from home and Job satisfaction

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Abstract

The purpose of the research is to examine the direct impact of work from home on job satisfaction and burnout and indirect effect of work from on job satisfaction taking Burnout as mediator. Data was gathered from 211 employees employed in three service industries: finance, IT, and education. The results of the study indicates there is direct and low effect of work from home on job satisfaction and moderate impact of Burnout on job satisfaction. The results of mediation analysis indicate there is complete mediation affect of work from home on job satisfaction.

Keywords: Burnout, Mediation, work from home, job satisfaction

1.Introduction

The use of technology and mentally intensive jobs were on the rise in India but due to technological advancement and during Covid-19 pandemic, employers enforced the requirement of employees to work from home. It was the only tool to combat the problems of unemployment and utilisation of qualified workforce which were seating idle during Covid-19 circumstances, but it comes with at a cost. Excessive time spent on office work at home affects the health and personal relationship of employees. The employees struggle to balance their relationship and work both. Another such problem which is faced by the employees is that they reach at the stage where they become physically and mentally exhausted and this increases the chance of burnout among employees. There are many studies which state that working from home has reduced the productivity and job satisfaction of employees. People between the age group of 26 and 45 are mostly affected due to remote work. Burnout from work caused emotional exhaustion among employees due to psychological problems that increased during the Covid-19 period. Covid-19 period had a negative impact on the health of employees. Work from home is impacting the mental and physical health of employees. They have the problems of muscle pain, cervical and problems related to digestion due to continuous seating and giving a long hour time to work (Faragher et al., 2005). Work from home, burnout and job satisfaction is different for male and female employees due to different expectations and desires at work (Gazioglu & Tansel, 2002). Work from home has both positive and negative effects on employees because it reduces employees work stress and satisfaction when there is no supervision but increases the risk when employees are not able to manage the boundary between work and home(Ahmed & Singh, 2023). During Covid-19 fear of infection, learning new skills and a new setup at work affect the work life balance of employees(Mei et al., 2023).

2. REVIEW OF LITERATURE

The workers at remote places were giving more time than the workers in traditional office setup timings. The irregular working hours were the main reason for burnout among employees. Work from home dropped the productivity of employees when they were trying to balance both work and job at home(Larisa_Smirnykh ,2023). There were chances of burnout among employees due to change in lifestyle and not getting more sleep due to excessive work at home and not getting chance to relax mind. But employees who feel more committed to organisation were more satisfied with the job and were not complaining about burnout(Gumasing & Ilo, 2023)(h1). There are the study which states work from at remote places is the reason of burnout among employees which can force employees to leave their jobs(Deery, 2008; Faragher et al., 2005). The productivity at work is

related to strategies which are used to manage work from home because it reduced the burnout complaints of employees and development of personal growth of employees. Pandemic at work affected employees working in all sectors. Long working hours and social isolation and no boundary between work and family affected the life of employees working in academics (Ahmed & Singh, 2023). Organisational support at work from home was positively related to job satisfaction at work. The training provided by organisation built confidence and satisfaction in job of employees (Mei et al., 2023).

2.1 Work from Home and Burnout

Work from remote places has become common in India since digitalization, especially in the IT sector, but Covid-19 period made it compulsory for most industries worldwide. Working from home saves many extra costs to employers including travelling allowance to electricity, but it increases the stress level and anxiety in employees which impact the satisfaction of employees at job (Hayes et al., 2021). The burnout of employees increases as a result of the demand at work and the responsibility of home, resulting in a low level of satisfaction (Peeters & Montgomery, 2005). It depends on the task assigned and workload given to employees to work from home which increases the burnout among employees (Moulton et al., 2022). A person with little space, fear of attacking viruses on a computer and without effective communication skill feel more stressed and burn out. This can be treated with the help of coping strategies (Saragih et al., 2017). The conceptual framework of work from home is hypothesized as follows:

Hypothesis 1: There is no impact of work from home on burnout

Hypothesis 2: There is no impact of work from home on job satisfaction

Hypothesis 3: There is no impact of work from home on job satisfaction taking burnout as mediator

2.2 Burnout and Job satisfaction

Burnout occurs when a person cannot handle more stress due to excessive violence, mental, emotional, and physical illness. It affects the job satisfaction and then the employees want to leave the job when not able to cope up with anxiety and stress (Hakanen & Roodt, 2002). Burnout depends on the types of jobs and workplace environment. It impacts the job satisfaction of nurses working in hospitals in Bangladesh (Rahman et al., 2023). The staff with emotional exhaustion and burnout does not perform efficiently due to stress at work place (Ozyurt et al., 2006). The study, conducted in Chinese industry states that job stress of the employees increases the burnout of employees working as a police officer and as a supporter in a back office in the police department. The burnout as a mediator between job stress and job satisfaction affect the satisfaction of employees negatively (Wang et al., 2014). Whenever there is a sudden change in administrative policies of teachings, the teachers in Turkey are not able to adjust to the new changes with parents and teachers due to different requirements at all levels and it increases the anxiety and burnout which affects the job satisfaction of teachers (Filiz & Türkdo, 2020). The relationship between burnout and job satisfaction is hypothesized as:

Hypothesis (H3) There is no impact of burnout on job satisfaction

2.3 Working from home and job satisfaction

Employees working from home and at the workplace are different at a satisfaction level. The commitment and motivation of employees towards work impact the satisfaction level of employees when they work from home (Sultana et al., 2021). Work from home does not have a noticeable effect employees' job satisfaction (Paper, 2022). Work from home affects the interference of work and home which affect the satisfaction level at job (Effect et al., 2020). The flexibility of work from home increase the satisfaction of employees at work (Fadzilah et al., 2021). The relationship between work from home and job satisfaction is hypothesized as:

Hypothesis (H3) There is no direct impact of work from home on job satisfaction

Hypothesis (H4) There is no indirect impact of work from home on job satisfaction

3. Data collection and method

This research is based on primary data collected from employees working in three sectors: education, financial, and Information technology. Data were collected from 201 employees working in these sectors through a goggle form. Respondents in this study were Indians who were working in this sector. Questionnaires used in the study were taken from the standardised scale and were modified according to requirements.

The study has used one independent variable Work from home, and two independent variables like Burnout and job satisfaction. Data is analysed through SPSS and Structured equation modelling. To measure the Work from home constructs and job satisfaction items and Burnout scales were adapted from existed scale (Irawanto et al.,2021). All the inquiries were constructed using a Likert scale consisting of five points, ranging from strongly disagrees to strongly agree. This research is based on primary data collected from employees working in three sectors: education, financial, and Information technology. Data were collected from 201 employees working in these sectors through a google form. Respondents in this study were Indians who were working in this sector. Questionnaires used in the study were taken from the standardised scale and were modified according to requirements.

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4. Data Analysis and Interpretation

Table1 shows the data was collected from 211 respondents. The male respondents in total sample size are 102, and the female respondents are 109 in the total sample of 211. Employees working in education sector are 145. Nineteen employees work in financial sector and 47 employees work in IT sector.

Table 1

GENDER	SERVICE ORGANISATION			Total
	EDUCATION	FINANCIAL	IT	
MALE	62	8	32	102
FEMALE	83	11	15	109
Total	145	19	47	211

Table 2 shows, 211 65 employees' spouse are on the job and 146 are not doing any type of job out of total sample of 211. 78.7% employees work for office for 5-10 Hours and 21.3% employees work for 10-18 Hours in job. 127 employees have nuclear families and 84 employees have joint families.

Table 2

Is Spouse Working			Office working hours from home			Types of Family		
	Frequen cy	Percen t		Frequen cy	Percent		Freque ncy	Percen t
YES	146	69.2	5-10 HOU RS	166	78.7	NUCLEA R	127	60.2
NO	65	30.8	10-18 HOU	45	21.3	JOINT	84	39.8

			RS					
Total	211	100	Total	211	100.0	Total	211	100.0

4.1 Measurement Model (Assessment)

The study employed reflective scales for the measurement models. The scale used for collecting data is taken from existing scale, therefore there is need to check the reliability and validity of scale to authenticate the data for further study. The validity and reliability of measurement model is checked using Cron

Utilising Cronbach's Alpha, composite reliability, measures of convergent and discriminant validity, as well as other metrics, the validity and reliability of the measurement model were assessed. The reliability data are presented in Table 2. Convergent validity was evaluated through composite reliability (with a threshold of 0.70 or higher) and average variance explained (with a threshold of 0.50 or higher). These measures demonstrate the correlation between the items within the latent constructs of work from home, burnout, and job satisfaction.

Table 2

Construct	Cronbach's Alpha	Composite Reliability	AVE
Burnout	0.883	0.914	0.642
Job Satisfaction	0.864	0.898	0.597
Work from Home	0.922	0.938	0.683

Discriminant Validity

To measure the discriminant validity, it is needed to measure how much uncorrelated items of one latent construct to the items of other latent construct. HTMT ratio <.85 indicates the discriminant validity. Table 3 represents HTMT ratio.

Fornell Larcker Criterion[Table 3]

	Burnout	Job satisfaction	Work from home
Burnout	0.801		
Job satisfaction	0.665	0.773	
Work from home	0.583	0.360	0.826

4.3 Hypothesis Testing

Impact of working from home on job satisfaction

Impact of work from home on job satisfaction is 0.375. 13.6% variance in R is explained by work from home on job satisfaction. Effect size of work from home is measured with F square (0.163) value which shows moderate effect of work from home on job satisfaction. Therefore, our first hypothesis, there is significant but moderate effect of work from home on job satisfaction is proved.

Table 4

Total effects(Path coefficient)	R Square(Job satisfaction)	Adjusted R Square	F square	T Value	P Value
0.375	0.140	0.136	0.163	6.191	0.000

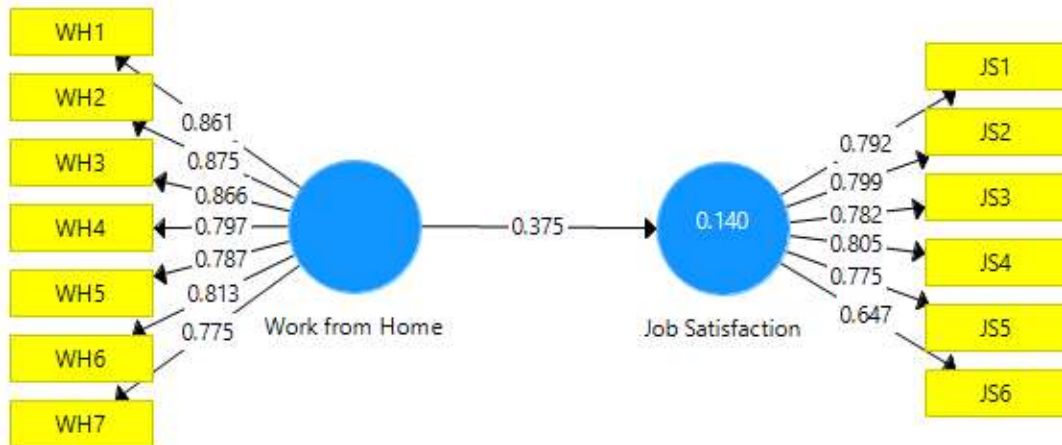


Figure:1

Impact of working from home on Burnout

Impact of work from home on Burnout is 0.593. 35.2% variance in R is explained by work from home on Burnout. Effect size of work from home is measured with F square (0.542) value which shows large effect of work from home on Burnout. Therefore our second hypothesis, there is significant (large) effect of work from home on Burnout is proved.

Table 5

Total effects(Path coefficient)	R Square(Job satisfaction)	Adjusted R Square	F square	T value	P Value
0.593	0.352	0.348	0.542	10.925	0.000

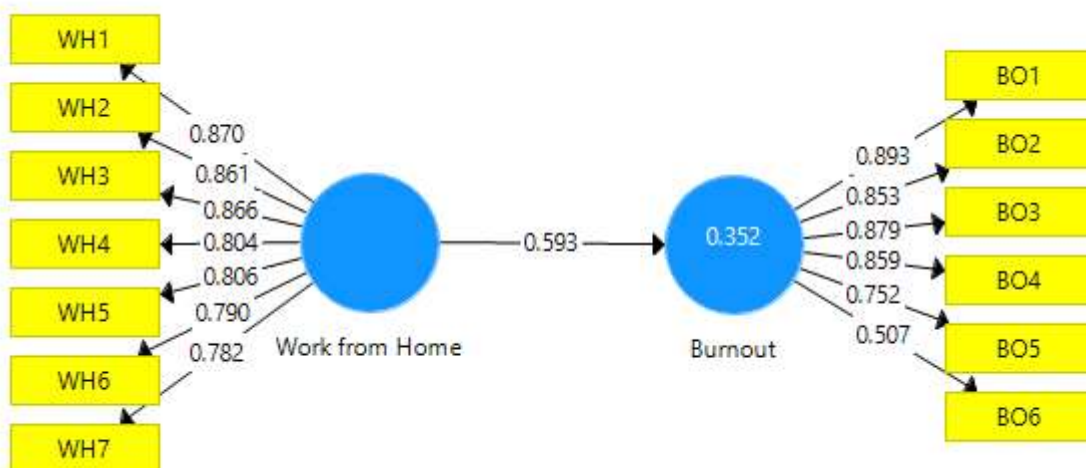


Figure2:

Impact of Burnout on Job Satisfaction

Impact of Burnout on job satisfaction is 0.685. 46.9% variance in R is explained by Burnout on job satisfaction. Effect size of impact of burnout on job satisfaction is measured with F square (0.883) value which shows large effect of Burnout on job satisfaction. As a result, our hypothesis—that

Burnout has a significant and substantial impact on job satisfaction—has been proved. A T value of 20.660 shows the large effect of burnout on job satisfaction.

Table 6

Total effects(Path coefficient)	R Square(Job satisfaction)	Adjusted R Square	F square	T value	P Value
0.685	0.469	0.466	0.883	20.660	0.000

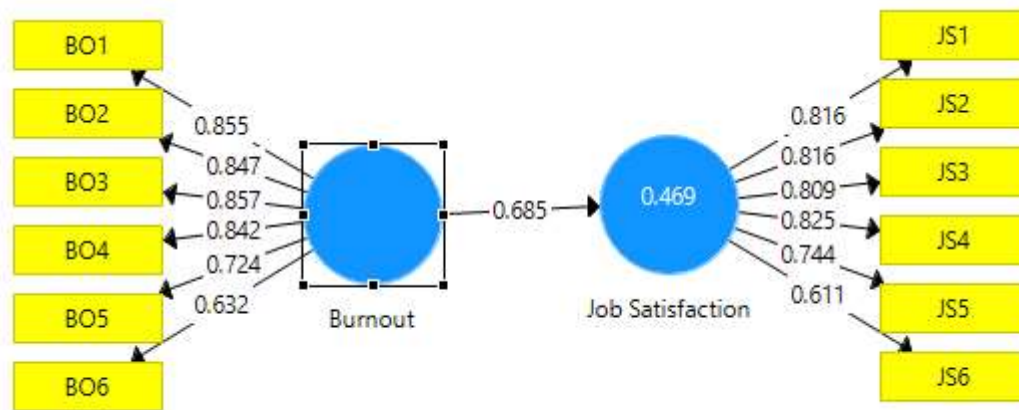


Figure3

4.2 Structural Model (Bootstrapping result)

To check the direct and indirect impact of work from home on job satisfaction taking burnout as mediator is checked with the mediation analysis performed in PLS Sem. The total effects of work from home on job satisfaction is significant (B=3.60, p=0.000). The direct effect of work from home on job satisfaction is insignificant with the inclusion of burnout as mediator variable (b=-0.041, p=0.594). The indirect effect of work from home on job satisfaction is found significant in the presence of mediator variable (b=0.401, t=7.845, p=0.000)

Mediation Analysis [Table 7]

Total effects(Work from home-Job satisfaction)		Direct effects(Work from home-Job satisfaction)		Indirect effects(Work from home-Burnout-Job satisfaction)				
Coefficient	P value	Coefficient	P value	Coefficient	SD	T Value	P Value	Bias corrected confidence interval(BI)
0.360	0.000	-0.041	0.594	0.401	0.051	7.845	0.000	0.308-0.519

The result of table no 7 shows the total effect is significant, indirect effect is significant but direct effect is not significant. It means there is complete mediation. There is no zero between bias corrected confidence interval, it means relationship is significant.

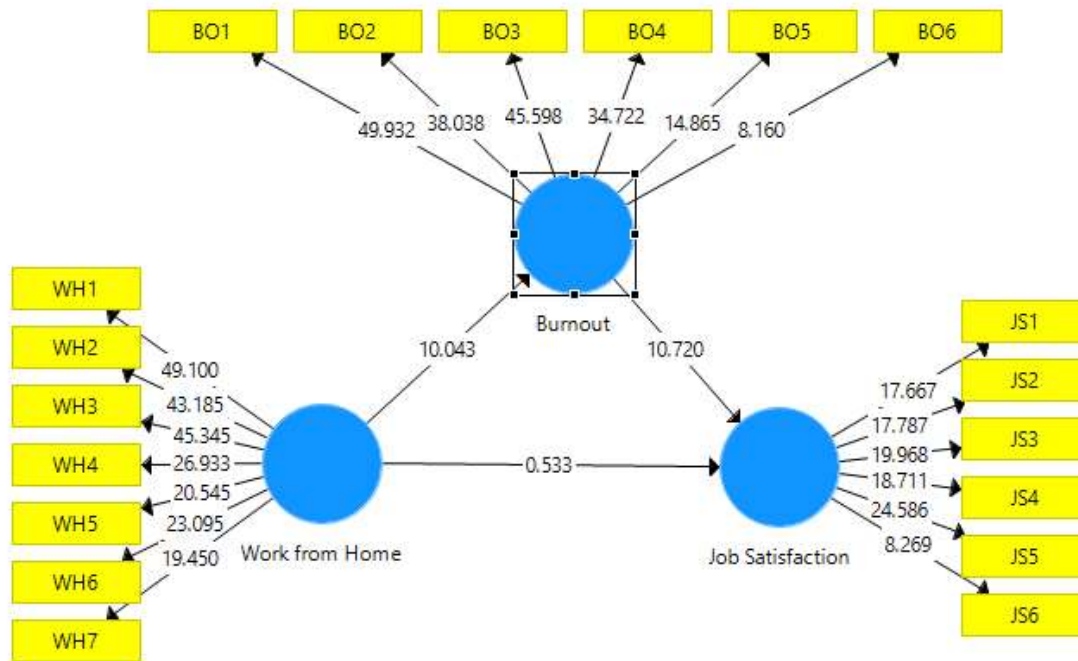


Figure4

5. DISCUSSION

During the covid period, work from home was a compulsion for company and employee. Work from home impacted the life of employees working in service as well as in other sectors. Work from home was the reason for Burnout among employees; this we have proved through our research. During the analysis, it was observed that work from home had a significant impact on the development of Burnout among employees. This indicates that the shift to remote work had a notable influence on the experience of Burnout. However, there was no significant direct effect of working from home on job satisfaction. This implies that while the flexibility of remote work had an effect on job satisfaction, it was not statistically significant. Work from was impacting job satisfaction of employees after taking Burnout as a mediator. Therefore, organizations should take into account the mediating role of Burnout and offer appropriate stress management training to alleviate the adverse effects it has on job satisfaction.

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