

Impact of Job Burnout on Organizational Commitment of Public and Private Sectors: A Comparative Study

Muhammad Usman and Naintara Sarfaraz Raja

Department of Management Sciences,
Foundation University Rawalpindi Campus, Pakistan

Abstract: The present study was conducted in order to find out the impact of job burnout on the organizational commitment of the employees working in private and public sectors. The sample of 200 was collected to respond on two questionnaires i.e. job burnout and organizational commitment. The study was proposed to find out the reasons behind the job burnout and the disturbed mental conditions of the employees which lead them to show up the least concern with the organization and less intimation is followed by the petrifying behavior of the employees. The well-being of the employees is severely affecting the commitment with the organization and their ability to cope up with the job tasks. The study is immaculate in nature and the proper anticipation is made according to the vulnerability of the situation in the study. For instance, the job burnout is predictable in nature and the variables are discussed accordingly and in a proper format. The public sector respondents showed significant values in the both questionnaires as there was least or no stress in them related to the job and its counterparts. Whereas, the employees of the private sector showed high level of stress in the 7 point likert scale of burnout questionnaire. The conclusion and recommendations are made in the light of the study results.

Key words: Job burnout • Well-being • Public sector • 7 point likert

INTRODUCTION

Organizational commitment is one of the major variables that are inevitable to be practiced during the job and most of the employees could gain the attention of higher authorities while performing extra ordinary so that they could attain the maximum advantage in terms of prestige and rapport. Some of the firms are known to be the toughest because of their low wages and high work timings and this is why employees get exhausted and feel low while working in the organizations and these firms mostly are related to private sectors.

For instance, the employees are the assets for the firm and they produce the firm to its maximum and in order to flourish the firm they have to be of sound mind and this can only happen if they don't face burnout.

Burnout mainly refers to stress during working hours and this is the most happening condition nowadays for the employees to face [1].

Public sectors are known to take less work and more wages and that is why employees could have a feeling of job security in terms of giving the maximum potential to the firms but in the private sectors, burnout is excessively seen because of awkward perhaps unscheduled timings and low appreciation moreover, the job insecurity is at high risk in the private firms.

Burnout mainly is related to the psychological set up which is triggered by the external environment and this could lead to individual's lack of attention at work and more concerned about leaving the job instantly moreover, the anger and burst could spoil relationship with the co-workers and more likely the bosses.

Individuals having burnout symptoms due to problematic job stances could excruciate the fundamentalism of the firms and thus could be least bothered about the commitment to the organization at large which could overall diminish the individual's well-being and majorly the organization's profit itself.

Problem Statement: Since the job burnout is the major aspect for the employees to face, the most integrated part of the research is to study the comparison of public and private sectors and their relationship with the impact of the job burnout on the organizational commitment. This study would reveal the facts about the working conditions of public and private sectors moreover, the problems faced by the employees in both sectors plus their commitment with the organization and the likelihood of burnout if faced.

Hypothesis: The hypothesis would be significant in studying the “impact of job burnout on the organizational commitment of the employees and that would be considered as H1 and there would be the comparison between the public and private sectors in order to gain the information but the slight idea is being picked that burnout is mostly being seen in the employees working in low conditions and low wages plus the low prestige and job insecurity.

Significance of the Study: The study would be helpful in giving the comprehension about the scenario of public and private sector firms and their designations about the job and job demands plus it would also reveal the facts about the employees’ working stamina and if they are facing burnout. Moreover, it will open the gateways of understanding about the employee’s organizational commitment due to burnout and thus the amount of resignations to be faced by the higher authorities due to this variable. This study would also be helpful for future prospects for the business students to move into their choice of firms where they can perform well with the perfect mind and relaxed environment in which they could face least chances of burnout and be committed to the organization more likely.

Literature Review: Organizational commitment is the essence for the governing bodies to accelerate the firm in the rightful direction with the help of employees in the hard or painful conditions. For instance, the job satisfaction is the instant variable that is more appropriate to be considered in the public sector because of the extensive usage of job security on one hand and to maintain a positive relationship with the co-workers because there is no sign of job infringement and this is why the most suitable thing for the firms to continue this stance is to set the extrinsic or intrinsic reward systems

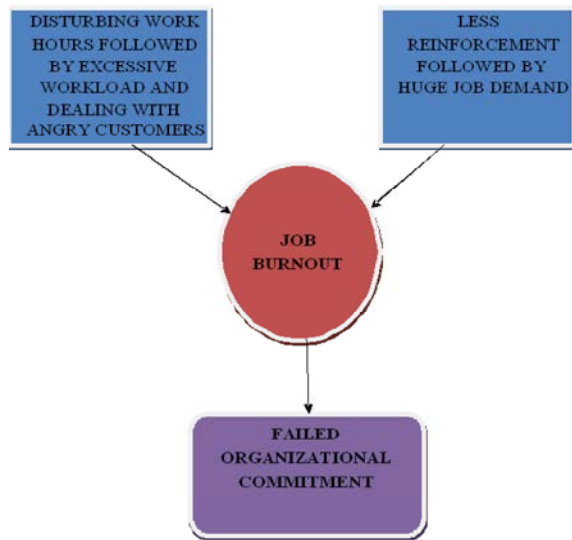
for the employees [2]. The private firms set the targets and at the end of that, the rewards become the fate of the employees that could gain their sense of indulgence and importance in the firm but on the other hand the excessive work and hours of work could lead to distress and uncomfortable scenario in which the employee could not keep up with his work [3].

The role stressors are mainly the problems that are to cope for the employees to work out the things that are undistinguishable for them to continue in their jobs. For instance, in most of the public or private firms, the role ambiguity or role conflict does lead to burnout and thus the commitment with the organization could be less likely for the employee to practice and this could majorly affect his whole working condition. The job satisfaction level slows down and thus the psychological attributes come over to reduce the performance during the job. There is a need to identify the role of job in order to be committed to the organization whether it is private or public [4].

The satisfactory job is directly related to the intrinsic and extrinsic reward systems but perhaps it is more related to the soundness of mind and this could lead the employee to be committed to the organization and feel free to express his frame of work in the tight situations. The job satisfaction levels come all along with the motive of getting rewarded exclusively and in time so we can say that there is a strong and significant bond between the job security and organizational commitment and any burnout could directly interlink with the commitment and thus it would pollute the whole story of satisfaction in the job [5].

Since, job burnout is related to psychology so it is the set of frame work that tends to ensure the employee to be attentive in all the situations that organizations apt to face but in one point, the workload sometimes get a person out from the track. It is not just the workload that is in function but also the predictors or mediators tend to emulsify in workload that makes the employee get burnout from job and the organizational commitment gets questioned all the way around [6].

Theoretical Framework: Job satisfaction is the major aspect which could reduce the burnout but it is not the only variable that could raise the concept of organizational commitment but the politics in the public sectors is mostly seen to pollute the organization’s environment and thus it could increase the stress levels



so there is a need to identify the most happening variables in the firm to be the root cause of the employees that causes stress and burnout and leads to excessive hazardous situations in which they could not work freely and with the motivation [1].

Burnout is related to psychological mind frame and this variable happens to surround an individual when the extreme external condition is faced by him and in the job, it is the most occurring phenomena and this is why the lack of interest in job could come to an extent that a person could lose his motive of joining the company or be committed with that [7].

The emotional exhaustion in the job could lead to stress the mind and thus the concept of gaining the perfect motive of job stances could diminish rapidly as in the case where the private job scenario is quite different and difficult as compared to the public ones and this is why the individuals get exhausted both physically and emotionally [8].

The organizational commitment is the best possible comprehension of anyone's job which is going smoother and in harmony but it also predicts the life and future of individual on the basis of interest in his job.

Obviously the private sector pays much for the work being done by the employee but it just not entertains the job security and thus the workload collapses the mindset of the employee in a negative way and it risks and challenges the stance of being committed with the organization and it also affects the interpersonal relationships with the bosses or co-workers [9].

The researches above have shown that public and private sectors are slightly different on their working point of view and their major objective is the same but to be clear, the job burnout are likely to be seen in both the environments as it could lead to the employee's psychological set up to perform well in the tough working hours or conditions. The research would definitely give a chance to reveal the facts about the psychological variables and their relationship with the objectivity of the external environmental variables.

MATERIALS AND METHODS

The methodology gave the detailed information about the study to be carried out in the field and on the basis of the results; the hypothesis would be identified, summarized and verified. The methods included the age of the respondents followed by their current salary and the working hours. The demographic data sheet determined the chance of occurrence of burnout and the chance of having collapsed organizational commitment.

Objectives of the Study: The objectives of the study are

- To identify the role of public and private sector firms in keeping the employee's job security
- To find out the relationship between the job burnout and the organizational commitment of the employees
- To identify the outcomes of the job burnout on the overall well-being of the employee and the performance in the organization

Hypotheses:

H1: There is a positive relationship between the job burnout and organizational commitment

H2: The more the job burnout, the increased chance is expected to strike in less organizational commitment.

Research Design: The research design would be experimental and descriptive too which would be helpful in giving the comprehension and information about the organizations in detail.

Sampling Technique: Systematic sampling technique would be used in order to identify the role of burnout on organizational commitment and this would be based on investigating the public and private sectors firms.

Demographic Data Sheet: The demographic data sheet was made to identify the variables that might change the factor of burnout and the sheet included the age of the respondents, the current salary followed by the expected salary. The working hours was also categorized in various subscales in order to determine the realness of the study.

Study Mode: The study mode would be correlational which would identify the relationship between the job burnout and the organizational commitment and its impact on the both variables and the comparison of these two variables on the two types of firms.

Sample Size: The sample of 100 employees from public and private sectors would be chosen which would include both males and females.

Locale of the Study: The data collection would be practiced from the 2 public and two private firms of Pakistan named as PSO (Pakistan State Oil) and Attock petroleum. Both the company's employees would be tested under the two questionnaires i.e. job burnout and organizational commitment.

Data Collection Tools: The data would be collected from the questionnaire named as "job burnout and organizational commitment" and it would be evenly distributed to each employee at the same time. The data was collected in a reasonable fashion and the interpretation of results was made under the supervision of main heads that were inevitable to include as variables.

Verification of Results: For the purpose of verifying the realness of the research, the data was verified through the SPSS (Statistical Package for Social Sciences) version 20 and the results identified the variables in a fruitful fashion. In SPSS, the demographic data sheet was presented and it demonstrated the different ranges of the variables. The t- test and regression analysis were conducted in order to find out the most occurring variables that are named to cause the job burnout with respect to least organizational commitment.

RESULTS

The study was conducted to find out the impact of job burnout on the organizational commitment. The variables were job burnout and organizational commitment and the results were determined in the light of these variables. For instance, the operational definition of job

burnout was in the questionnaire in terms of the subscales of the job insecurity and disturbing work hours followed by the less reinforcements and the low level of benefits that are enough to distract the employees from showing the performance in the subjective tasks. The organization commitment is the variable that was being studied under the following subscales i.e. the likeness of the organization and the belongingness of the organization. For instance, the results of the organization commitment were determined under the categories of no stress and stress levels. The private firms showed the high level of stress in the organization commitment questionnaire whereas the job burnout questionnaire was seriously on the note as it showed the outward results in private sector as compared to the public one.

The t-test was conducted and it showed that the difference of the two sectors in terms of burnout and organization commitment is significant or it's the other way round. The job burnout questionnaire was 7 likert scale contained 25 queries each one was rated equally.

The job burnout was less likely to prone and prevails in the employees of private sector as compared to the public one. The demographic data sheet in Table 1 and Table 2 determine the demographics including the age of respondents, current salary, expected salary and working hours of private and public sectors respectively. The results showed that in private sector the respondents are more keen and concerned about their working hours and pay raise as compared to the public sector.

The results were also showing the regression level in two independent and dependent variables i.e. job demand that is unnecessary and inevitable followed by coping with the customers that are unable to get handled and entertained.

In Table 5, the respondents of public sector organization showed less stress in organization commitment questionnaire. The results depicts that they are being given equal treatment in terms of wages and power.

Moreover, some of the respondents fell in moderate category of stress and only a few are in the dangerous level of burnout. The reason could be extraneous but most of the respondents showed low level of stress which perhaps is due to the job tasks.

In Table 6, the respondents of private sector showed stress in high level as compared to no stress level. The respondents are keen to have the demands fulfilled in terms of maintaining the job tasks equalized with the wages and perks. For instance, the respondents that showed high stress levels were only 17.

Table 1: Demographic data sheet of public sector

Variables		f	%
Age	25-40	79	79%
	40 & above	21	21%
Total		100	100%
No. of respondents		100	
Current salary	10,000-25,000	52	52%
	25,000 & above	48	48%
Total		100	100%
Expected salary	30,000-40,000	3	3%
	40,000 above	97	97%
Total		100	100%
Working hours			
Reasonable		97	79%
Disturbing		21	21%
Total		100	100%

Table 2: Demographic data sheet of private sector

Variables		f	%
No. of respondents		100	100%
Age	25-40	76	76%
	40 & above	24	24%
Total		100	100%
Current salary	10,000-25,000	72	72%
	25,000 & above	28	28%
Total		100	100%
Expected salary	30,000-40,000	14	14%
	40,000 above	86	86%
Total		100	100%
Working hours			
Reasonable		44	44%
Disturbing		56	56%
Total		100	100%

Table 3: Frequencies and percentages of public and private sector employees

Sector	F	%
Public	100	100%
Private	100	100%
Total	200	100%

The sample of 200 respondents was taken from public and private sectors. The even distribution occurred which created frequency of 100% each.

Table 4: Frequencies and percentages of total organizational commitment score of public sector

Organizational commitment	F	%
No stress (15-20)	100	100%
Stress (21 & above)	0	0%
Total	100	100%

The respondents of public sector organization scored in organization commitment questionnaire and the result shows that there was no stress found in them as they all fell in the no stress category ranged from 15-20.

Table 5: Frequencies and percentages of total burnout score of public sector

Burnout	F	%
Low or less stress (36-50)	77	77%
Moderate stress (51-70)	17	17%
High stress (71-90)	4	4%
Dangerous level of stress (91 & above)	2	2%
Total	100	100%

Table 6: Frequencies and percentages of total organizational commitment of private sector

Organizational commitment	F	%
No stress (15-20)	83	83%
Stress (21 & above)	17	17%
Total	100	100%

Table 7: Frequencies and percentages of total burnout score of private sector

Burnout	F	%
Low or less stress (36-50)	0	0%
Moderate stress (51-70)	22	22%
High stress (71-90)	8	8%
Dangerous level of stress (91 & above)	70	70%
Total	100	100%

Table 8: Mean standard deviation and t-test on public and private sector with total organizational commitment score

	Sectors	N	M	SD	t	p
Organization Commitment	Public	100	1	.000	1.88	.000
	Private	100	1.7	.377		

P=.005

The mean and standard deviations of the public and private sector are significant as both sectors are falling in the same condition. Moreover, the t-value shows the importance of the variable in two factors which is 1.88

Table 9: Mean standard deviation and t-test on public and private sector with total burnout scores

	Sectors	N	M	SD	t	p
Burnout	Public	100	2.31	.647	0.74	.000
	Private	100	4.48	.834		

P=.005

Table 10: Regression analysis of two variables

	r	R ²	Adjusted R ²
Public	.766	.586	.582
Private	.530	.281	.274

In Table 7, the respondents of private sector organization showed high and dangerous level of stress in burnout questionnaire. The result is quite significant while looking upon the varying degrees of job tasks and expectations from the executives. The results showed high predictability to deviate from the realness of the job commitment.

The mean and standard deviation are significant in the burnout questionnaire of two sectors. For instance, the t-value is highly significant in this case. The t-value and significance levels are 0.74 and .000 respectively.

The realness of the case shows that burnout has its prevalence in the both sectors whatever the case might be.

The burnout is high in private which is followed by the variables that are mentioned in demographic data sheet.

Table 10 shows, the variables that are more vulnerable to show the high stress levels on burnout and organization commitment scores, the regression values would be highly significant in this case. The two cases were the job demands and unable to cope with the angry customers which are more likely to cause stress. The case analysis determines the result to be significant.

RESULTS AND DISCUSSION

Since the aim of the study was to find out the impact of the job burnout on organizational commitment in the public and private sector' employees, the results were quite significant related to the previous researches and studies. For instance, the job burnout is related to many variables that could be a cause of getting exhausted in job and its stances. The foremost variable that tends to exemplify the research is the demographic data sheet which normally anticipates the results in a significant manner. Many researches show that burnout is a result of the excessive workload and demand of the job [10]. For instance, the variables in the demographic data sheet created hegemony over all other variables in the study.

The job burnout is the condition in which the employees feel inability to cope with the everyday job tasks and thus with the excessive workload or the less reinforcements, the employee feels detached with the organization as the intimacy is less than the expected outcomes of the affiliation with the job [11].

The job is always related to the perks and the flexibility in working hours. For instance, there is always a distinguishing factor from public to private as the public jobs are related to the government owned practices and they are quite relaxing as compared to the private sector in which there is no specific working hours to perform the job and its related tasks [12].

There are some of the factors that are inevitable to run the job tasks successfully. For instance, the public sector jobs are somewhat extraordinarily easing the employees to live their lives safely and that is why most of the employees are relaxed and perform well in the job as a result their burnout is less or null followed by the affiliation with the job and their organization. For instance, the job burnout tends to overcome the employees with the one highlighting factor and that is the relaxed working hours as compared to disturbed which is categorized under the private sector jobs [13]. The flexible working hours tend to make the employees feel free to use their capabilities in the job with the fresh minds and this also increase their adaptability to the upcoming situation in the job. For instance, the disturbed working hours in private sectors is the question that always raise the unpredictability about the employees to continue their tasks freely [14].

There is another factor that is inevitable here to discuss in the highlight of the above results and that is the salary package followed by the benefits that the employees are being offered as perks to get stucked with their jobs [15]. The salary is always a debatable issue and many researches show that in the public sector jobs, most of the employees are satisfied and show affiliation and commitment with their organizations because they are being paid reasonably and suitably followed by the benefits and perks. For instance, this is the conditional case in private sector in which the pay is tightened up with the presence of the employee and the commitment to the tasks given by the executives and seniors [16]. The benefits and reinforcements are always tied up with the performance and there is one more problem in which the private sector employees are less enthusiastic to keep up with their jobs is the job insecurity as most of the jobs are contract based.

There are many other components in which the job burnout is a variable that is tied up to the organizational commitment in the private sector employees and that are insecurity and transitional situation over health benefits of the employees. For instance, the job burnout management techniques are not being followed by the private sector firms and that resultantly affect the employee's overall well-being and motivation [17].

In terms of showing the excessive positive behavior in the job, the affiliation and commitment with the organization is an inevitable factor. In the private sector, the chance is least occurring as compared to the

public one and this is followed by the petrified burnout which in turns affects the employee's career and job position [18].

The major factor that is excruciating for the private sector employees to show burnout in job is the excessive job demand and tasks as the results have shown that regression values are high in the two variables i.e. the job demand which is overwhelming and highlighting the miseries of the employees working in the private firms as they are least paid with the high expectations followed by the inability to cope with the angry customers [19]. The humiliating behavior tends to intensify the extremist approach in the employees as a result the burnout results and the commitment with the organization gets lessen with the withdrawal behavior [20].

Limitations of the Study: The study was conducted to find out the impact of the job burnout on the organizational commitment in the employees of private and public sectors. For instance, the study was descriptive and the data was analyzed according to the interpretations in the results, the following limitations were made in the light of the research.

- The study only highlighted two variables i.e. burnout and organizational commitment. There were so many variables that were left unattended like the anticipated behavior of the employees and more reasons to clarify their positions in the jobs relative to their identification and the importance.
- The research did not mention the effects of the burnout on overall well-being of the employees of both sectors. For instance, the behavior must be discussed as burnout is always related to the mental disturbance which as a result tends to overwhelm the hazardous situation.
- The study did not put up the overall results in each variable and query in the questionnaire which tends to restrain the study from happening in a perfect predictable mode of significance. For instance, each query could change the results to the significant values.

CONCLUSION

Since the study was comparative in nature, it gave the results that burnout and detachment in organizational commitment is seen in the employees of the private sector because of their excessive job tasks and demands followed by the intolerant behavior of executives and customers, the public sector employees are much relaxed

and show affiliation with their jobs despite of the fact that most of them are experienced and high in age. For instance, the study aims to discuss about the variables that are hidden and this all has been highlighted under the head of discussion in which most of the employees feel less competent as they are being paid less followed by the least appraisals and encouragement. For instance, most of the employees of public sector are secured health and job security wise.

The study is significant in its own way that it is clarifying the hypotheses in an inevitable manner. The job burnout is related with the organizational commitment and thus it is the reason of many hidden variables that tend to exemplify the research in a fruitful fashion. There are certain recommendations to be made in the light of these conclusions and that are

- The research must be extended in its selection of variables as it would provide a detailed information about the study followed by the significant results in a comparative study.
- The research must include the category of males and females and the t-test must be added in order to find out the impact of job burnout on organizational commitment. The study might result and caught n the confounding situation in which the categories of gender were not present. The study must be pecific in showing the notion that how the job burnout affects both males and females separately.
- The data must be collected from atleast 500 employees both from the private and public sector firms in order to anticipate the impeccable results. The low number of sample size might pollute theoverall sampling criteria and this could also maculate the findings.

REFERENCES

1. Falcone, S., 1991. Self-Assessments and Job Satisfaction in Public and Private Organizations. JSTOR, pp: 385-396.
2. LEA, R., 2012. Public sector workers are better paid than their private sector equivalents. Public sector unions, please take note. Retrieved from mail online: <http://www.dailymail.co.uk/debate/article-2175843/Public-sector-workers-better-paid-private-sector-equivalents-Public-sector-unions-note.html>.
3. Vigoda-Gadot, E., 2005. Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors. *Ingenta Connect*, 26: 251-276.

4. Addae, H.M., 2008. Role stressors and organizational commitment: public sector employment in St Lucia. Retrieved from facstaff: <http://facstaff.uww.edu/parbotek/files/ijm.pdf>
5. Durick, C.G., 1988. Predictors of Job Satisfaction and Organizational Commitment in Human Service Organizations. JSTOR, pp: 61-81.
6. Cordes, C.L., 1993. A Review and an Integration of Research on Job Burnout. *Academy of Management Review*, pp: 621-656.
7. Maslach, C., 2001. JOB BURNOUT. *Annual Review of Psychology*, pp: 397-422.
8. T, R., 1996. A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, pp: 123-133.
9. Leiter, M.P., 2006. The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior*, pp: 297-308.
10. Packham, C., 2013. Public sector versus private sector - which really pays more? Retrieved from significance: <http://www.significancemagazine.org/details/webexclusive/1239149/Public-sector-versus-private-sector--which-really-pays-more.html>
11. Urbanomics, 2012. Retrieved from The private Vs public sector debate in perspective: <http://gulzar05.blogspot.com/2012/03/privatevs-public-sector-debate-in-its.html>
12. Public Sector & Government, 2013. Retrieved from Bain & company: <http://www.bain.com/industry-expertise/social-and-public-sector/public-sector-government.aspx>.
13. The Difference Between the Private and Public Sector, 2013. Retrieved from privacy sense: <http://www.privacysense.net/difference-between-private-public-sector/>
14. Lewis, J., 2013. What Is the Meaning of Public Sector Employment vs. Private? Retrieved from small business: <http://smallbusiness.chron.com/meaning-public-sector-employment-vs-private-32297.html>
15. STRIBLING, R., 2011. Private Sector vs. Public Sector. Retrieved from business insider: <http://www.businessinsider.com/private-sector-vs-public-sector-2011-6>.
16. William, J., 2013. Comparing employee benefits in the public and private sectors. Retrieved from JSTOR: <http://www.jstor.org/discover/10.2307/41843063?uid=2&uid=4&sid=21102756778593>.
17. SH, L., 1997. Comparing employee health benefits in the public and private sectors, 1997. Retrieved from PubMed: <http://www.ncbi.nlm.nih.gov/pubmed/10650702>
18. Rogers, S., 2012. Public v private sector pay: who earns more? Retrieved from the guardian: <http://www.theguardian.com/news/datablog/2012/mar/27/public-private-sector-pay>.
19. Aims of Public Sector and Private Sector, 2013. Retrieved from dinesh bakshi: <http://www.dineshbakshi.com/igcse-business-studies/business-activity/revision-notes/1253-aims-of-public-sector-and-private-sector>.
20. Balfour, D., 2013. Organizational Commitment Questionnaire. Retrieved from hrnutshell: <http://www.hrnutshell.com/topics/topics-covered-group1-key-to-survival/research/research-questionnaires/item/280-organizational-commitment-questionnaire>.