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Organizational Commitment and Job Burnout Effect on Turnover Intention Among Private Hospitals in Karachi

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ABSTRACT

The undertaken study aims to investigate the magnitude of burnout that affects the employees. This study also intends to explore the mediating effect of organizational commitment in a relationship between job burnout and turnover intention. The data sample comprises of 1152 respondents, which was collected from the doctors and nursing staff of different private hospital of Karachi through a structured questionnaire. For the analysis purposes, we have employed descriptive statistics, structural equation modeling, and confirmatory factor analysis. The modified model of this study showed both direct and indirect influence among variables of interest. The research constructs job burnout, and its dimension, namely: cynicism, emotional exhaustion, and professional efficacy have a direct effect on turnover intention. The organizational commitment, along with its three constructs, including affective commitment, continuous commitment, and normative commitment, has a mediating influence in a relationship of job burnout and turnover intention. Job burnout levels among employees of the healthcare sector also have a direct influence on organizational commitment.

JEL Classification: *J2,J24,O15*

Keywords: *: Job Burnout; Organizational Commitment; Turnover Intention*

INTRODUCTION

Human behavior in the work setting is often a reactive response to several factors. These behaviors can be both positive and negative. No organization in the corporate arena can be found without such behaviors. The extreme of negative behavior among members of an organization can cost both employees and the organization intensely. Thus, the organizations are needed to be attentive at every moment. The chronic and persistent negative behavior cost the organization in terms of talented brain drain. Burnout feeling is one such type of chronic negative response when persistent stress out values the resources and capabilities of an individual. This problem is mostly observed in the industry of health care, where professionals often experience burnout from an intensely stressful environment at the workplace. Indeed, Moore and Simendinger (1985) viewed that burnout is the reason which increases the turnover rate in healthcare employees. To understand people, understanding what they want and what their perception about something is imperative. Therefore, it is essential to examine the interconnection and sources of exhaustion, as observed by managers of healthcare. According to them, consistency in downsizing and restructuring has increased demands and reduced resources. All these issues are affecting staff so severely. Sometimes they even question their skills, and staff usually get demotivated (Glasberg, Norberg & Soderberg, 2007). Research has emerged with the concept of job burnout that defines this term as "a psychological syndrome in response to chronic interpersonal stressors on the job" (Maslach, Schaufeli & Leiter, 2001). The burnout comprises three dimensions, such as cynicism, lack of efficacy, and emotional exhaustion. Emotional exhaustion is the fundamental element of stress due to which individual

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experience job burnout. The main component that the study undertakes is to examine the three elements model of job burnout regarding the healthcare sector of Karachi.

The Objectives of the Research

The undertaken research aims to investigate the job burnout eminence and influential factors and to offer a new solution for intervention with job burnout. The specific objective is to examine the result of burnout, which affects the employees and hospitals as well. It also identifies the job level among doctors and nurses and provides suggestions and recommendations to mitigate job burnout and also alleviate the burnout from the hospital's staff.

Significance, and Contribution of the Undertaken Research

The importance of the study is that it helps the hospital management in making policies to reduce job burnout and its stressors from the hospital environment. Furthermore, it also helps to create strategies that are an important part of the organization to prevent its employees from mishaps, which could be hazardous for both employees and an organization. Finally, it fills the research gap on job burnout, and its stressors and results provide a basis for future studies. The increase rate of turnover among employees is the issue from which the healthcare institutions and patients are suffering as the result of job burnout; therefore, it is necessary to prevent.

LITERATURE REVIEW

The concept of burnout was described and found that it is a counter-response to the stressors in the workplace (Maslach et al., 2001). Burnout is the combination of emotional exhaustion, the unreal feeling of workers, and reduces the accomplishment of a person who works in the same workplace (Maslach et al., 2001). Burnout has been taken as the synonym of stress, but this concept is wrong. Burnout is a state of mind, which emerges due to continuous and prolonged exposure to stress (Maslach et al., 2001; Nelson & Elsberry, 1992).

The Job Burnout, and Turnover Intention

The study predicts that stress, depression, and anxiety are the determinants that affect turnover intention. Interestingly, the investigation turns out positive and assures that these factors affect job strain and turnover. It was suggested that new teachers must be screened for the psychological and physical exhaustion in the education sector (Husain, Gulzar, Aqeel & Rana, 2016).

Job Burnout (Exogenous Variable)

The burnout is an indication of depersonalization and emotional exhaustion that reduces the confidence and focus of employees towards the completion of their work (Khosa, Tiriyo, Ritacco & Lowies, 2014). However, instances of burnout may emerge due to the nature of the job, like people working in the health care sector may be very much exposed to the stress often all the time. Once that stress becomes chronic, it turns into burnout (Fida, Laschinger & Leiter, 2018, Portoghese, Galletta, Coppola, Finco & Campagna, 2014).

Turnover Intention (Endogenous Variable)

Organizational justice affects the turnover intention of employees. It plays a prominent role in turnover; therefore, it is a must for managers to focus on maintaining justice and retain employees' in the organization (Yoon, Jang & Lee, 2016).

Organizational Commitment (Mediating Variable)

Second, in a study of the link that occurs between mission statement and job performance, organizational commitment has taken as the mediate variable. In this research, it was discussed that a mission statement is a tool that is strategically important for the organization as well as its performance. This study reveals that environmental management strategy affects the organizational commitment and its trust, and ultimately affects the organizational citizenship behavior (Yoon et al., 2016).

Job Burnout Among Healthcare Employees

Job burnout occurs more in those occupations in which employee has to retain a direct link with clients, or they have to maintain direct contact with a customer like in hospitals (Jamal & Baba, 2007). The risk of being burnout among health care employees has been studied as high (Kirilmaz & Santas, 2016, Petitta, Jiang & Härtel, 2017).

Turnover Intention Among Healthcare Employees

In research on nurses in the health care department, the role of transformational leadership (TL) impacts the working environment, burnout, turnover intention, and quality of nurses among patient care (Cheng, Bartram, Karimi & Leggat, 2016). Many studies showed that some organizational factors affect the turnover rates in doctors and nurses (Ayalew et al., 2015, Davidson, Folcarelli, Crawford, Duprat & Clifford, 1997).

CONCEPTUAL FRAMEWORK AND HYPOTHESIS FORMATION

Job Burnout, and Turnover Intentions

In the recent era, organizations are facing more job demands and responsibilities, but they are not giving authority and control to employees for getting effective results. It creates job stress, leads to burnout, and increases job turnover intention. Therefore, managers must focus on giving employees control to make them comfortable and attentive at their work (Kim, Song & Lee, 2016; Nam et al., 2016).

H1: Job burnout predict turnover intention among employees working in the health care sector

Emotional Exhaustion and Turnover Intention

Nam et al. (2016) documented higher-order stress among nurses than the doctors and other employees working in the endoscopy department in the Korean health care setting. The working schedule may also fuel chronic stress among the workers that eventually pave the way to quit or switch the job (Bakker & Costa, 2014).

H1(a): Emotional exhaustion predicts turnover intention among health care employees

Cynicism and Turnover Intention

The awareness of managers regarding health issues has been documented as a significant moderator between exhaustion and cynicism among employees (Nafei, 2014). Organizational cynicism involves the negative attitude of the employees towards it (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

H1 (b): Cynicism predicts the turnover intention among employees of the health care sector

Lack of Efficacy

The contemporary organizations have to face numerous challenges to retain the talent and decrease the tendency of turnover intention among employees. In this regard, they are compelled to formulate coping strategies. Especially knowledge-based organizations are required to do their utmost because they are the people that make the difference for them in the competitive world (Nafei, 2014; Usman & Raja, 2013).

H1 (c): Lack of professional efficacy predicts turnover intention among healthcare employees

Burnout and Organizational Commitment

Job burnout is the main reason for quitting jobs by employees, and organizations' environment affects it. The continuous commitment, normative, and affective commitments have a negative association with job burnout at the workplace (Aslam, Arfeen, Mohti & Rahman, 2015).

H2: Job burnout predict organizational commitment

Job Burnout and Continuance Commitment

In continuance commitment, employees somehow manage to stay in the organization by hook or by Crooke. There will be more chances of them to stay. However, in cynicism, employees ready to leave the organization and no more involved in its performance and success (Aslam et al., 2015; Rehman, Karim, Rafiq & Mansoor, 2012).

H2(a): Job burnout predicts Continuous Commitment

Job Burnout and Affective Commitment

When employees have an affective commitment, they are more likely to put their extra efforts and work for long hours to achieve the target and goal of the organization. In short, affective commitment is a critical factor of an organization, which enhances the performance and emotional attachment of employees with their workplace (Gangai & Agrawal, 2015).

H2(b): Job burnout predicts Affective Commitment

Job Burnout and Normative Commitment

The emotional exhaustion causes a stressful situation for the employee within the organization. The employee finds himself/herself in a circumstance that leads to them in a situation of mental stress, fear of losing the job, physical anxiety, and it leads the employee in a situation of psychological trauma (Ahmed & Afgan, 2016; Gangai & Agrawal, 2015).

H2(c): Job burnout predicts Normative Commitment

The Organizational Commitment and Turnover Intentions

Employees lost their sanity when they confront with the turnover intention (Nazir, Shafi, Qun, Nazr & Tran, 2016). Supervisor support benefits, training opportunities, and participation in a decision-making process of organization, positively influence the employee's organizational commitment (Kumari & Afroz, 2013).

H3: Organizational commitment predicts turnover intention among employees in the healthcare sector.

Affective Commitment

Affective commitment has three characteristics, i.e., work experience, organizational characteristics, and personal characteristics (Nazir et al., 2016). Affective commitment prospers the multi-commitment work environment in the organization. Affective commitment reflects the thinking of employees towards the organization and how they perceive it (Gangai & Agrawal, 2014).

H3(a): Affective commitment predicts turnover intention among employees of the healthcare sector.

Continuous Commitment

There is a difference between affective and continuance commitment. In affective commitment, employees remain or stay on the job willingly, but in continuance commitment, they need to do so. Employees have fear to lose their investment and developed continuance commitment due to a lack of alternatives. It reflects the cost of losing their investment and with drawls their benefits (Ahmad, Iqbal, Javed & Hamad, 2014).

H3(b): Continuous commitment predicts turnover intention among employees of the healthcare sector

Normative Commitment

Normative commitment is sufficient for employees to feel loyal and remain in the organization. It produces a sense of feeling that they are comfortable and happy at their workplace and become responsible for it (Karantzas et al., 2016).

H3(c): Normative Commitment predicts turnover intention among employees of the healthcare sector.

Organizational Commitment as Mediating Variable

This study reveals that environmental management strategy affects the organizational commitment and its trust, and ultimately affects the organizational citizenship behavior (Kuok & Taormina, 2015, Yoon et al., 2016).

H4: Organizational Commitment mediates the causal relationship between job burnout and turnover intentions

The Job Burnout, Affective Commitment, and Turnover Intentions

When employees are facing difficulties of lack of efficacy in them, they are more diverted from their work, more disturbed, and tend to have more stress over their job. This reduces the commitment of employees with the organization due to less and non-sufficient performance, negative behavior towards their work (Qureshi, 2015).

H4(a): The affective commitment mediates in an association of job burnout, and turnover intentions

Continues Commitment, Job Burnout, and Turnover Intention

To make a lesser rate of turnover, organizational commitment should be strong and satisfactory (Fabiene & Kachchhap, 2016). Furthermore, a study was conducted in Indian context regarding Organizational commitment and their relationships with employees' creativity, it was found organizational commitment and employees' creativity are strongly correlated (Yavuz & Beduk, 2016).

H4(b): Continuous commitment mediates the causal relationship between job burnout and turnover intentions

The Job Burnout, Normative Commitment, and Turnover Intentions

Normative commitment occurs especially in competition, bad times of the company, and in a psychological manner. When competition of the organization increases, it increases the turnover intention of employees (Ounagh & Ramezani, 2016). As a result, it is observed that cynicism has a negative relation with normative commitment when cynicism increases, and it decreases the normative commitment of employees (Maslach, Jackson & Leiter, 1996, Yavuz & Beduk, 2016).

H4(c): Normative commitment mediates the causal relationship between job burnout and turnover intentions

MATERIALS AND METHODS

Data Collection and Research Instrument

In this research, we have used a 5-point Likert scale closed-ended questionnaire for taking responses. For measuring the burnout level, Maslach Burnout Inventory-General Survey was developed in 1996. We have also used Allen and Meyer (1990) organizational commitment scale for the measurement of the commitment towards the organization. The items from the Nissly, Barak and Levin (2005) turnover intention scale were also used for the undertaken study. We have divided the questionnaire into two main components, the demographic characteristics and information of the respondents like their knowledge, age gender, however, the second part is comprised of items that are related to the MBI-GS (Maslach et al., 1996).

Targeted Population and Sample Size

The employees working in the private healthcare sector of Karachi city were the targeted population for the undertaken study. The employees in the private health care sector in Karachi, having more than five years of professional experience, will be considered as the target population for the proposed study. Using a sample size table of Saunders, Lewis, and Thornhill (2009), the sample size for this study is 1152 respondents from various private hospitals of Karachi. A purposive sampling technique is used to gather the responses for the undertaken study.

Demographic Profile

The results of the demographic profile analyzed through frequency distribution are presented in Table 1. The statistics given in Table 1 show that the majority of them had permanent status on their job (58.7 percent). However, 41.3 percent were also working on a contractual basis for long.

Table 1:
Profiling of Respondents

Demographics		Percentage
Gender	Male	35.5
	Female	64.5
Job Experience	5 to 10 years	86.6
	11 and above	13.4
Job Status	Permanent	58.7
	Contract	41.3
Age	20 to 25 years	25.2
	26 to 31 years	50.0
	32 to 36 years	21.3
	37 years and above	3.5

ESTIMATION RESULTS

Descriptive Statistic

The outcomes of Table 2 have demonstrated that mean value is ranging from 3.29–3.91, which is the acceptable range, and standard deviation and Skewness are ranging between ±1.5 that is also the acceptable range, and normality of the data is confirmed, which is re-requisite for employing SEM-based multivariate approach (Ahmed, Vveinhardt, Štreimikienė, Ashraf, & Channar, 2017; Ahmed, Vveinhardt, & Štreimikienė, 2018).

Table 2:
Descriptive Analysis

Measures	Mean	Standard Deviation	Skewness	Kurtosis
Exhaustion	3.9161	.73914	-.578	.551
Professional Efficacy	3.8970	.67150	-.734	.749
Cynicism	3.5519	.72556	-.788	.680
Affective Commitment	3.8049	1.0107	-.978	.987
Normative Commitment	3.4998	.89885	-.854	.876
Continuous Commitment	3.2993	.78624	-.818	.822
Turnover Intention	3.3931	.75417	-.778	.789

Structural Equation Modelling

We have applied structural equation modeling (SEM) approach to analyze our proposed model. This approach has been extensively used in empirical studies. To investigate the proposed association amongst the variables, the SEM was employed by using AMOS 23 (Arbuckle, 2014). After evaluating the conceptual model, a modified, we have developed the modified model for further evaluation. Later on, we have examined the modified model in terms of measure fit and the interpretation thereof.

Confirmatory Factor Analysis (CFA)

The outcome of Table 3 exhibits the CFA analysis for the hypothesized measurement model of considered constructs of job burnout, including professional efficacy, exhaustion, cynicism, for the factor of organizational commitment comprises of constructs such as continuous commitment, normative commitment, and affective commitment. The CFA for turnover intention has also been presented in Table 3. The estimated parameters were found acceptable. The fit indices TLI and CFI are assessed in terms of recommended cut-off values .9 (Arbuckle, 2014). The Squired Multiple Correlation Coefficient is assessed, keeping the recommended threshold of minimum value .3 (Byrne, 2009).

Table 3:
Confirmatory Factor Analysis

Constructs & Measures	Coefficients		Standard Error	Probability	SMCC
	Unstndsd	Stndsd			
Burnout	TLI = .8958, CFI = .973, CR = .918, AVE = .561				
Ex1⇦Exhaust	1.000	0.858	N/A		0.736
Ex2⇦ Exhaust	0.939	0.800	0.033	***	0.639
Ex3⇦ Exhaust	0.958	0.798	0.033	***	0.637
P2⇦ Prof_effic	0.884	0.701	0.039	***	0.784
P3⇦ Prof_effic	0.725	0.597	0.038	***	0.438
P5⇦ Prof_effic	1.000	0.822	N/A	***	0.300
C1⇦ Cynicism	1.000	0.886	N/A	***	0.491
C3⇦ Cynicism	0.812	0.662	0.036	***	0.356
C4⇦ Cynicism	0.604	0.544	0.033	***	0.676
Org Commit:	TLI = .912, CFI = . 943, CR = .95, AVE = .694				
Affect1⇦ AffCo	0.982	0.879	0.023	***	0.772
Affect3⇦ AffCo	1.000	0.889			0.790
Affect4⇦ AffCo	0.816	0.795	0.023	***	0.632
Cont2⇦ ContCo	0.978	0.881	0.032	***	0.776
Cont3⇦ ContCo	0.979	0.806	0.028	***	0.650
Cont4⇦ ContCo	1.000	0.776			0.602
Nor1⇦ NormCo	0.938	0.836	0.029	***	0.698
Nor2⇦ NormCo	1.000	0.806			0.649
Nor3⇦ NormCo	0.940	0.826	0.029	***	0.683
Turnover Intention	TLI = .871, CFI = .867, CR = .888, AVE = .733				
TI2⇦ Turn_Int	0.564	0.628	0.022	***	0.394
TI3⇦ Turn_Int	1.000	0.949			0.900
TI4⇦ Turn_Int	0.955	0.951	0.021	***	0.903

Note: TLI: The Tucker-Lewis index; CFI: Comparative Fit Index; CR: Composite Reliability; AVE: Average Variance Extracted

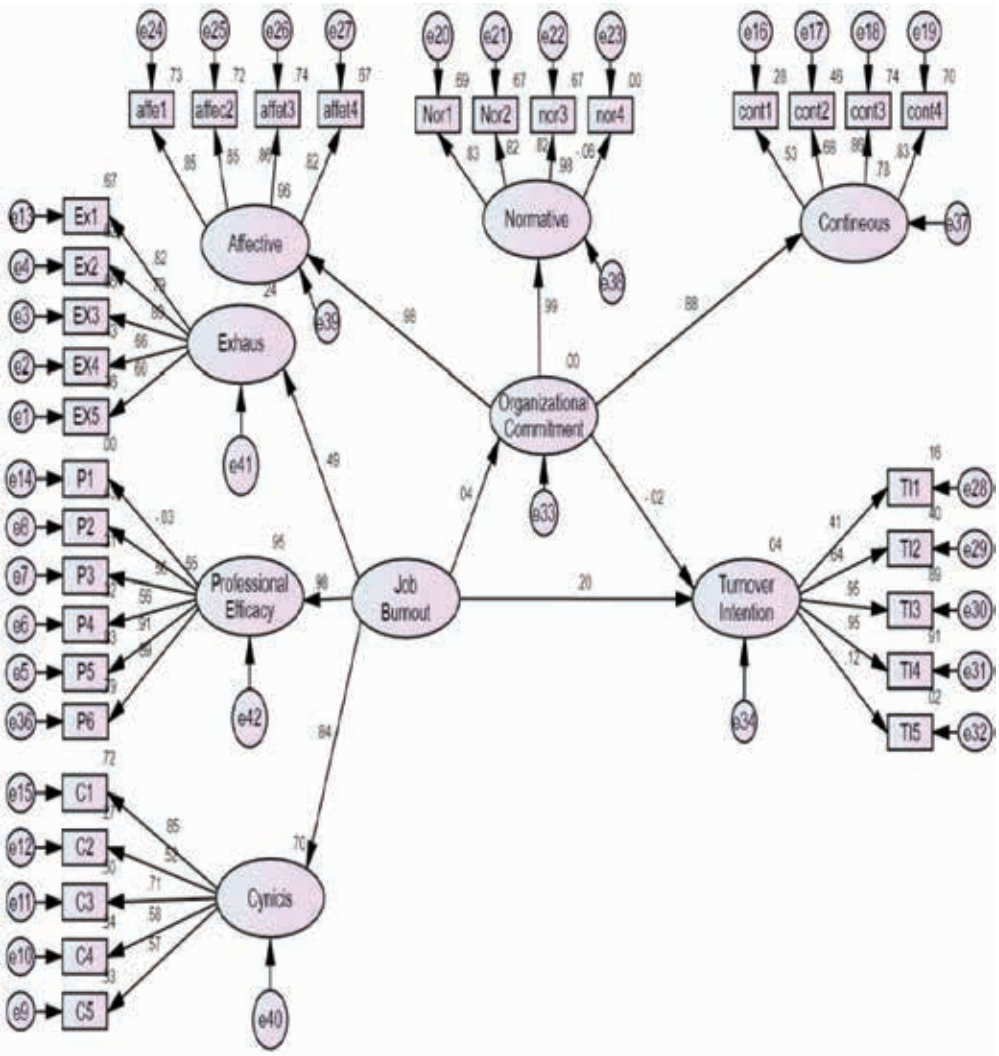

Figure 1: *Structural equation model analysis*

Estimates of the Conceptual Model

After extensive review literature, we have formulated the conceptual model for the undertaken study. The analysis output is exhibited in Table 4, the values of fit-indices such as CFI: 0.830, TLI: 0.822, and RMSEA: 0.058 are measured. The given fit indices are shown slightly lower than the recommended cut-off .9. However, the value of RMSEA is shown reasonably with the recommended threshold .08. Considering the factor loadings for related indicators and their statistical significance level, some of the indicators showed loadings lower than the recommended limit. From the 33 given indicators, 6 indicators were lower than the recommended threshold. The coefficients for the rest of the factors loading were significant at 1% level (Indicated by ***). The results are given in Table 4, and Figure 1 is also presented for the conceptual model.

Table 4:
Structural Equation Model for Conceptual Model

Constructs & Measures	Coefficients		Standard Error	Probability	SMCC
	Unstndsd	Stndsd			
Path Model	Goodness of fit: TLI = .822, CFI = .830, RMSEA = .058				
TurInt⇦ Burnout	.420	.379	0.04	***	
Burnout⇦ OCo	.069	.054	.042	0.101	
TurInt⇦ OCo	.028	.032	.028	0.313	
Exhaustion	Composite reliability (CR) = .855, Average Variance extracted (AVE) = .545				
Ex1⇦ Exhaust	1.23	0.815			0.665
Ex2⇦ Exhaust	1.22	0.787	0.035	***	0.619
Ex3⇦ Exhaust	1.22	0.803	0.034	***	0.646
Ex4⇦ Exhaust	.93	0.659	0.033	***	0.434
Ex5⇦ Exhaust	1.00	0.604	0.039	***	0.365
Professional Efficacy	Composite reliability (CR) = .846, Average Variance extracted (AVE) = .535				
P2⇦ Prof_effic	0.711	0.652	0.028	***	0.425
P3⇦ Prof_effic	0.585	0.558	0.029	***	0.311
P4⇦ Prof_effic	0.636	0.563	0.031	***	0.317
P5⇦ Prof_effic	0.96	0.913	0.022	***	0.834
P6⇦ Prof_effic	1	0.888			0.788
Cynicism	Composite reliability (CR) = .784, Average Variance extracted (AVE) = .429				
C1⇦ Cynicism	1	0.846	0.027	***	0.716
C2⇦ Cynicism	0.472	0.519	0.036	***	0.269
C3⇦ Cynicism	0.909	0.707	0.034	***	0.501
C4⇦ Cynicism	0.673	0.579	0.033	***	0.335
C5⇦ Cynicism	0.639	0.573	0.027	***	0.328
Affective Commitment	Composite reliability (CR) = .909, Average Variance extracted (AVE) = .714				
Affect1⇦ AffCo	.87	0.856	0.307	***	0.732
Affect2⇦ AffCo	.87	0.846	0.307	***	0.715
Affect3⇦ AffCo	.90	0.864	0.322	***	0.747
Affect4⇦ AffCo	.77	0.814	0.277	***	0.662
Continuous Commitment	Composite reliability (CR) = .750, Average Variance extracted (AVE) = .507				
Cont1⇦ ContCo	2.378	0.552	0.307	***	0.305
Cont2⇦ ContCo	2.378	0.714	0.307	***	0.51
Cont3⇦ ContCo	3.581	0.841	0.459	***	0.707
Normative Commitment	Composite reliability (CR) = .861, Average Variance extracted (AVE) = .675				
Nor1⇦ NormCo	0.932	0.836	0.028	***	0.698
Nor2⇦ NormCo	1	0.81			0.656
Nor3⇦ NormCo	0.927	0.819	0.029	***	0.671
Turnover Intention	Composite reliability (CR) = .754, Average Variance extracted (AVE) = .514				
TI1⇦ Turn_Int	0.981	0.572	0.06	***	0.328
TI2⇦ Turn_Int	1	0.885			0.783
TI3⇦ Turn_Int	0.862	0.658	0.048	***	0.434

Note: RMSEA: Root Mean Squared Error of Approximation; CR: Composite Reliability

Goodness of Fit for Modified Model

The findings and results for the modified model are given in Table 5. The fit indices are measured in terms of TLI (.932), the CFI (.944), and the RMSEA (.061). Comparing with the conceptual model .822, CFI=.830, RMSEA=.058, the significant improvement is observed in the fit indices in terms of TLI and CFI. The fit indices for the modified model are acceptable. The results of the modified structural model depicted in Table 5 that exhibited that all the estimated coefficients of indicators are cogent.

Table 5:

Modified Conceptual Model

Constructs & Measures	Coefficients		Standard Error	Probability	SMCC
	Unstndsd	Stndsd			
Path Model	Goodness of fit: TLI = .932, CFI = .944, RMSEA = .061				
TurInt⇦ Burnout	.420	.379	0.04	***	
Burnout⇦ OCo	.069	.054	.042	0.101	
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Continuous Commitment	Composite reliability (CR) = .750, Average Variance extracted (AVE) = .507				
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Cont2⇦ ContCo	2.378	0.714	0.307	***	0.51
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Turnover Intention	Composite reliability (CR) = .754, Average Variance extracted (AVE) = .514				
TI1⇦ Turn_Int	0.981	0.572	0.06	***	0.328
TI2⇦ Turn_Int	1	0.885			0.783
TI3⇦ Turn_Int	0.862	0.658	0.048	***	0.434

Hypotheses Testing

The hypotheses, formulated as in the previous section, are tested by considering a modified model; thus, the results of the hypothesized relationship are given as follows:

Job Burnout, and Turnover Intentions

The findings show that job burnout has a significant influence on turnover intention, as shown in Table 6.

Table 6:

Job Burnout and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover Intention: = $\alpha 1 + \beta 1$ Job burnout + $\varepsilon 1$	.24	.045	5.33	.000	Significant

Exhaustion and Turnover Intention

The result shows that exhaustion has a significant influence on turnover intention. The results are depicted in Table. 7.

Table 7:

Exhaustion and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover Intention = $\alpha 1 + \beta 1$ Exhaustion + $\varepsilon 1$	.13	.048	2.70	.001	Significant

Cynicism and Turnover Intention

The formulated hypothesis a cynic employee in the health care sector has an increasing tendency to quit the job. The results are reported in Table 8.

Table 8:

Cynicism and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover Intention: = $\alpha 1 + \beta 1$ Cynicsim + $\varepsilon 1$	.32	.041	7.80	.000	Significant

Professional Efficacy and Turnover Intention

The hypothesis is supported in the modified model at a statistical significance level ($p = .001$) and $t=7.94$. Thus, the person in the health care sector with struggling professional efficacy has a higher-order tendency to quit the job. The outcomes are reported in Table 9.

Table 9:

Professional Efficacy and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover Intention: = $\alpha 1 + \beta 1$ Professional Efficacy + $\varepsilon 1$	.27	.034	7.94	.000	Significant

Job Burnout and Organizational Commitment

The hypothesis is rejected in the modified model where it is being supposed to negatively and significantly influenced, and the results show significant and negative influence (-.13) of organizational commitment to job burnout, at 1 percent level of significance (p = .001) and t=-5.65. The results are exhibited in Table 10.

Table 10:
Job Burnout and Organizational Commitment

Model	Beta	S.E	C.R	P	Result
Organizational commitment = α1 + β1 Job burnout + ε1	-.13	.023	-5.65	.000	Significant

Job Burnout and Affective Commitment

The results are depicted in Table 11. Thus, the findings of this study supported the hypothesis of affective commitment and job burnout.

Table 11:
Job Burnout and Affective Commitment

Model	Beta	S.E	C.R	P	Result
Affective commitment = α1 + β1 Job burnout + ε1	-.11	.021	-5.23	.000	Significant

Job Burnout and Normative Commitment

Thus, the formulated hypothesis is supported at (.001) level of significance and t=-5.45. The detailed results, along with t values, are given in Table 12.

Table 12:
Job Burnout and Normative Commitment

Model	Beta	S.E	C.R	P	Result
Normative commitment = α1 + β1 Job burnout + ε1	-.12	.022	-5.45	.000	Significant

Job Burnout and Normative Commitment

Thus, the formulated hypothesis for this study is supported at a statistical significant level .000. The results are given in Table 13.

Table 13:
Job Burnout and Continuous Commitment

Model	Beta	S.E	C.R	P	Result
Continuous commitment = α1 + β1 Job burnout + ε1	.19	.033	5.77	.000	Significant

Organizational Commitment and Turnover Intentions

The path coefficient in the modified model is negative (t=-.6.33, p =.000); hence, hypothesis 3 is substantiated. The detailed results, along with its t value, are given in Table 14.

Table 14:
Organizational Commitment and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover intention = α1 + β1 Organizational commitment + ε1	-.13	.024	-6.36	.000	Significant

Affective Commitment Turnover Intention

The results, along with (t=-.755, p=.450), are given in Table 15. On the basis provided results, the hypothesis does not reject.

Table 15:

Affective Commitment and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover intention = α1 + β1 Affective commitment + ε1	-.02	.036.	-.755	.450.	Insignificant

Continuous Commitment and Turnover Intention

Thus, the result partially not confirms the hypothesis. The results are shown in Table 16.

Table 16:

Continuous Commitment and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover intention = α1 + β1 Continuous commitment + ε1	-.08	.033	-092	.065	Insignificant

Normative Commitment and Turnover Intention

Based on the results, the formulated hypothesis is rejected. The related findings are given in Table 17.

Table 17:

Normative Commitment and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover intention = α1 + β1 Normative commitment + ε1	-.06	.034	-1.76	.048	Significant

Hypotheses related to mediation of organizational commitment amid job burnout, and turnover intention

As the direct path in Hypothesis 1 was significant, with the introduction of organizational commitment as an intervening variable, the direct path reduced to (=.10 & p=.002), but still significant, hence there is evidence of partial mediation. The results are reported in Table 18.

Table 18:

Organizational Commitment Mediates b/w Job Burnout and Turnover Intention

Model	Beta	S.E	C.R	P	Result
Turnover intention = α1 + β1 Job burnout + ε1	.10	.040	2.5	.002	Significant
Organizational Commitment = α1 + β2 Job Burnout + ε1	.13	.041	3.1	.000	Significant
Turnover intention = α3 + β3 Organizational Commitment + ε3	.14	.042	3.3	.000	Significant

Mediation of Affective Commitment between Job Burnout, and Turnover Intentions

Hence, the affective commitment partially mediated the relationship amid job burnout and turnover intentions. The outcomes are reported in Table 19.

Table 19:
Affective Commitment Mediates b/w Job Burnout and Turnover Intention

Model	Beta	S.E	C.R	P	Results
Turnover intention = α1 + β1 Job burnout + ε1	.17	.051	3.3	.000	Significant
Affective commitment = α2 + β2 Job Burnout + ε2	.11	.043	2.5	.000	Significant
Turnover intention = α3 + β3 Affective Commit + ε3	.10	.040	2.5	.002	Significant

Mediation of Continuous Commitment between Job Burnout and Turnover Intention

The results of Table 20 show continuous commitment also partially mediate the association amid job burnout and turnover intention.

Table 20:
Continuous Commitment b/w Job Burnout and Turnover Intention

Model	Beta	S.E	C.R	P	Results
Turnover intention = α1 + β1 Job burnout + ε1	.17	.049	3.4	.000	Significant
Continuous commitment = α2 + β2 Job Burnout + ε2	.16	.048	3.3	.000	Significant
Turnover intention = α3 + β3 Continuous Commit + ε3	-.09	.034	-2.6	.006	Significant

Mediation of Normative commitment between Job Burnout and Turnover Intention

The results show continuous commitment also partially mediates the association amid job burnout and turnover intention. The outcomes summary is depicted in Table 21.

Table 21:
Normative Commitment Mediates b/w Job Burnout and Turnover Intention

Model	Beta	S.E	C.R	P	Results
Turnover intention = α1 + β1 Job burnout + ε1	.17	.051	3.3	.000	Significant
Normative commitment = α2 + β2 Job burnout + ε2	.11	.043	2.5	.000	Significant
Turnover intention = α3 + β3 Normative Commit + ε3	.12	.044	2.7	.004	Significant

Direct, Indirect, and Total Effect on Modified Conceptual Model

The modified model of this study shows both direct and indirect influence among variables' interest. Both direct and indirect paths coefficients were computed, keeping in view the path relations. The research construct job burnout; its dimension, namely professional efficacy, emotional exhaustion, and cynicism, have a direct impact on turnover intention. All the indirect influences were statistically significant. Hence, there was evidence of partial mediation. The modified model, after eliminating factors having less loading than the required threshold, the direct, indirect, and total impacts were also evaluated from the modified model. The outcomes of direct, indirect, and total influence are exhibited in Table 22, the direct and indirect effect summary.

Table 22:
Direct and Indirect Effect Summary

Constructs	Job Burnout			Organizational Commitment			Turnover Intention		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Emotional Exhaustion	n/a	n/a	n/a	.10	.11	.22	.17	.10	.27
Professional Efficacy	n/a	n/a	n/'a	.50	.40	.90	.49	.11	.60
Cynicism	n/a	n/a	n/a	.24	.12	.36	.13	.10	.30
Affective Commitment	.56	.40	.76	n/a	n/a	n/a	.16	.13	.27
Continuous Commitment	.33	.10	.43	n/a	n/a	n/a	.12	.13	.25
Normative Commitment	.23	.11	.34	n/a	n/a	n/a	.10	.09	.19

Summary of Hypotheses and Model Fit Indices

We have presented a summary of the hypotheses in Table 23. Moreover, the results of fit indices for every hypothesis is also presented. According to the outcomes of Table 23, all the hypotheses have been supported except the hypotheses H3(a), and H3(b).

Table 23:
Hypotheses and Fit indices assessment summary

Hypothesized Relationship	Hypothesis Results	$\chi 2$	Df	GFI	AGFI	TLI	CFI	RMSEA	P
H1: JB ➪ TI	Supported	278.14	59	.964	.944	.977	.970	0.057	<0.001
H1(a): EE ➪ TI	Supported	24.17	8	.993	.982	.958	.962	0.058	<0.001
H1(b): Cyn. ➪ TI	Supported	66.66	12	.984	.962	.962	.978	0.063	<0.001
H1(c): PE ➪ TI	Supported	48.58	7	.986	.959	.972	.987	0.072	<0.001
H2: JB ➪ OC	Supported	715.64	143	.936	.916	.941	.951	0.059	<0.001
H2(a): JB ➪ CC	Supported	201.33	59	.972	.957	.975	.981	0.046	<0.001
H2(b): JB ➪ AC	Supported	176.56	59	.972	.963	.976	.982	0.042	<0.001
H2(c): JB ➪ NC	Supported	357.71	59	.951	.925	.959	.962	0.066	<0.001
H3: OC ➪ TI	Supported	216.65	49	.970	.952	.975	.981	0.055	<0.001
H3(a): AC does not ➪ TI	Not Supported	10.44	8	.997	.992	.999	1.00	0.016	0.233
H3(b): CC does not ➪ TI	Not Supported	6.14	8	.998	.995	1.000	1.00	0.000	0.632
H3(c): NC ➪ TI	Supported	12.68	8	.996	.990	.998	.999	0.023	0.123
H4: JB ➪ OC ➪ TI	Supported	908.13	199	.932	.913	.946	.954	0.055	<0.001
H4(a): JB ➪ AC ➪ TI	Supported	432.16	96	.958	.941	.957	.965	0.054	<0.001
H4(b): JB ➪ CC ➪ TI	Supported	413.44	96	.958	.941	.957	.965	0.054	<0.001
H4(c): JB ➪ NC ➪ TI	Supported	593.66	96	.938	.913	.942	.951	0.067	<0.001

DISCUSSION AND CONCLUSION

he results describe that job burnout have a cogent influence on turnover intention among employee working in the hospital sector (Yoon et al., 2016). The results of burnout, emotional exhaustion, cynicism, and lack of efficacy show a significant and positive impact on turnover intention. A survey was conducted in Korea to study the effect of stress that causes turnover intentions among South Korean police officers. The study concludes that burnout associates the link between stress and turnover ratio in South Korean Police (Yun, Hwang & Lynch, 2015. Burnout has a positive impact on organizational commitment, as well as with continuous affective and normative commitment. The normative commitment, affective commitment, and continuous commitment have a negative association with job burnout at the workplace (Aslam

et al., 2015). We also investigate the influence of organizational commitment on turnover intentions in which normative commitment show positive effect on turnover intention while continuo and affective commitment shows insignificant impact on turnover intention Continuance commitment is a need of an employee to remain on the job because they do not have better opportunities (Kranabetter & Niessen, 2017; Fullerton, 2014).

There is a difference between affective and continuance commitment. In affective commitment, employees remain or stay on the job willingly, but in continuance commitment, they need to do so. It is a transactional attachment in which individual calculate their investment in the organization, what they give, and what they gain if they decide to stay with the organization. Employees have fear to lose their investment and developed continuance commitment due to a lack of alternatives. It reflects the cost of losing their investment and with drawls their benefits (Ahmad et al., 2014; Kuok & Taormina, 2015). Turnover intention and organizational commitment are two different aspects or two divergent thinking of an employee. Employees lost their sanity when they confront with the turnover intention (Nazir et al., 2016; Yavuz & Beduk, 2016).

Organizational commitment Affective, normative, and continuous Commitment shows a positive association amid job burnout and turnover intentions. It is essential to have professional identification for the employees, which is indicated by job satisfaction, self-efficacy, affective organizational commitment, and motivation. Self-efficacy and affective organizational commitment relate to each other in the sense of preventing employees from turnover, emotional exhaustion, and job burnout (Tuna & Baykal, 2014; Nissly et al., 2005). It establishes self-confidence, self-motivation, and self-trust in the employees that affect their commitment to the organization (Canrinus, Helms-Loren, Beijaard, Buitink, & Hofman, 2012). To make a lesser the rate of turnover, the organizational commitment should be firm and satisfactory (Fabiene & Kachchhap, 2016).

Cynicism is expressed by the feeling of distrust, disbelief, anger, negative attitude, and behavior towards the organization. Those employees who have cynicism are likely to affect the productivity of the organization. Normative commitment occurs especially in competition, bad times of the company, and in a psychological manner. When competition of the organization increases, it increases the turnover intention of employees (Lowman, 2016; Gangai & Agrawal, 2015). As a result, it is observed that cynicism has a negative relation with normative commitment when cynicism increases; it decreases the normative commitment of employees (Yavuz & Beduk, 2016; Kalidass & Bahron, 2015).

LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCHES

This study is limited based on selection by the possible respondents. It is the opportunity to acknowledge and highlight burnout in the healthcare departments, especially in hospitals. But there can be a systematic difference among non-respondents and respondents, which limits the general results of this research. The demographics of the selected respondents and the population do not prevent this result from mentioning its effect, but in the broader context, our sample was drawn from the pool of respondents. Some other limitations are linked with the material of this study, which is analyzed here. This is a qualitative study, in which respondents give concise answers, and do not provide extensive content. The survey questionnaire just included specific questions, which are provided by the researcher. On the other side, some

topics are too sensitive but still included in our investigation but not included in the questionnaire.

Future researches can be conducted by extending the geographical scope of this study, as this study is covering hospitals in Karachi only. The extension of the study to other parts of Pakistan can enhance the quality of generalizability. The findings of this study can be applied to the other parts of the country or industry, as this study only examines the behavior of employees working in health care employees. Hence the future studies should focus on testing a modified conceptual model in other contexts as well. The findings of this study confirm that organizational commitment mitigates the negative employees' behavior; future research should focus on organizational commitment in other knowledge-based organizations such as education, banking sector, and IT professionals, etc.

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