

# Mediating Effect of Burnout on the relationship between Work-Family Conflict and Organizational Commitment

**Dr. Faisal Khan<sup>1</sup>, Dr. Muhammad Sufyan<sup>2</sup>, Dr. Najma Iqbal Malik (PhD)<sup>3</sup>, Prof. Dr. Arab Naz<sup>4</sup>, Nabeela Bibi<sup>5</sup>,** <sup>1,2</sup>Department of Management Sciences, University of Swabi, Anbar, Swabi, Khyber Pakhtunkhwa, Pakistan, <sup>3</sup>Associate Professor, Department of Psychology, University of Sargodha, Sargodha, Pakistan, <sup>4</sup>Department of Sociology University of Malakand, Khyber Pakhtunkhwa, Pakistan, <sup>5</sup>MS Scholar, Department of Management Sciences, University of Swabi, University of Swabi, Anbar, Swabi, Khyber Pakhtunkhwa, Pakistan. Email: [Abdullah.anishm@gmail.com](mailto:Abdullah.anishm@gmail.com)

The purpose of the study has to examine the mediating effect of job burnout on the relationship between work-family conflict (WFC) and organizational commitment among the employees of the banking sector in District Swabi, Khyber Pakhtunkhwa, Pakistan. For the study, data were collected through a close-ended questionnaire from 232 employees of the banking sector. The design of this study was cross-sectional and quantitative, where the data has analyzed through Statistical Package for Social Sciences. The findings of the analysis show a positive relationship between WFC and job burnout, while a negative relationship has been found between WFC and emotional exhaustion with organizational commitment. Furthermore, the results indicate that burnout partially mediates the relationship between work-family conflict and organizational commitment. This study also provides limitations and recommendations for future research studies.

**Keywords:** *Burnout, Work-Family Conflict, Organizational Commitment.*

## 1. Introduction

Burnout is one of the main issues of organizations that have come to the focal point of the researchers (Freudenberger, 1974; Khan., Rasli, & Zahra, 2020). The concept of burnout was introduced in the 1970s. Freudenberger, (1974), defined the term burnout arises when a person becomes mentally tired and exhausted because of immoderate work demands. Moreover, the feature of burnout syndrome is extended to feelings of emotional exhaustion (EE), depersonalization and reduced personal accomplishment (PA) (Maslach, Schaufeli, & Leiter, 2001). According to Kleiner and Wallace (2017), it is a negative conversion procedure of personal attitudes and behaviors which is associated with work stress.

On the other side, conflict was first introduced by Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964), defined as the inter-role conflict people experienced between their professional and personal life roles. In 1964, Kahn *et al.*, explains that Work-Family Conflict (WFC) arises when demands from both work and family life are at the same time incompatible and mismatched. WFC is multidimensional that includes both Work-Interfering Family (WIF) conflict and Family-Interfering Work (FIW) conflict (Namayandeh, Juhari, & Yaacob, 2011; Netemeyer, Boles, & McMurrian, 1996). WFC characterizes the incompatibility between the needs and expectancies of two different tasks and results in strain, stress and fatigue (Gellatly, Meyer, & Luchak, 2006). Work and family are two essential factors of a person's lifestyle (Yang, Sanders, & Bumatay, 2012). According to Kanter (1977), that work and family life is two independent lifestyle fields. Kanter makes this perception that both the work and family life of an individual is separated. Many studies related to employees' work and family life confirmed that both work and family life is associated with each other and conflict in one role may affect another role (Y.-H. Huang, Chen, Du, & Huang, 2011).

The third variable of the study is Organizational Commitment. According to Allen and Meyer (1990), it is a mental association that connects and attaches an individual to the organization. In other words, it is a mental and emotional connection between the employee and his/her organization and the strong choice of employees to stay employed and engage with their organization (Allen. & Meyer, 1996) (Aluwihare-Samaranayake, Gellatly, Cummings, & Ogilvie, 2018). Organizational commitment is the relative power of an employee's connection and identification with the organization



(Khan, Khan, Kanwal, & Bukhair, 2018; Sheldon, 1971). It is one of the most essential concepts of employee attachment (Schaufeli & Maslach, 2017).

Burnout not only negatively affects individuals, but it is also dangerous for their family, friends, colleagues, the customer as well as organization (Basami, Chizari, & Abbasi, 2013). Besides the commonly studied topic in organizational behavior is the conflict between work and family life. Over the last many years, several research studies highly developed and provided knowledge to everyone that how professional life affects family life (Arisi-Nwugballa, 2016; Jin, 2017; Russell., Altmaier., & Van., 1987). WFC is the time used to explain the conflict between the work and family relative's fields (K. B. Adams, Matto, & Harrington, 2001; R. E. Adams, Figley, & Boscarino, 2008), and this conflict is a serious issue for both employees and the organization is not just western countries also for non-western countries like Pakistan. Furthermore, the topic of organizational commitment received close attention from many researchers in the field of organizational behavior and human resource management (Akdemir, 2019; Khan. et al., 2014; Meyer & Allen, 1997). For several years, organizational commitment has developed as the essential concept in the analysis of worker attitudes, behavior and performance (J. P. Meyer & Allen, 1991; Reichers, 1986; Yousef, 2000). In this modern era, for organizational success and competitive advantage, it is important and necessary that every employee is committed and loyal to the organization (Affum-Osei, Acquah, & Acheampong, 2015).

Moreover, the banking sector of Pakistan is playing an important role in the development of a country financial system. Burnout is a burning problem in the banking sector (Kasa & Hassan, 2017). For the last many years, one of the keys focuses of banks is to improve the financial system, this management demands a high level of performance from their employees without providing any proper facilities and this situation creates stress and Burnout (Jaffery & Farooq, 2015). On the other side, a high level of work-related demands not just increased stress and burnout at the workplace, but also the banking sector employees experience an imbalance situation between their professional and family life. Kasa and Hassan, (2017) explained that the unfavorable working condition leads to burnout among banking sector employees. According to Devi and Nagini, (2014), the banking sector job is one of the challenging jobs due to the opposition, extension of last dates, targets and objectives.

## 2.1 Concept of Burnout

The concept of burnout was introduced in the 1970s. Freudenberg (1974), describes burnout takes place when an employee becomes mentally and physically tired and exhausted due to high and excessive workload and burden. In 1981, Maslach and Jackson, syndrome of burnout were EE, depersonalization and PA and these syndromes arise among individuals when an individual works with humans. EE is a stress dimension that is related to burnout, a situation when an individual feels stress and fatigue while performing a task and duty. Depersonalization refers to a negative attitude toward other employees and colleagues. It affects the interpersonal situation of an individual. The third syndrome of burnout is reduced to PA. It is a situation when an individual feels less effective in performing a task. This problem also occurs when an individual or employee is unhappy and dissatisfied with resources. In other words, a lack of necessary resources makes employees dissatisfied and less effective (Maslach and Jackson 1981). Job burnout is a condition when an individual is physically and emotionally exhausted and senses pressure. The typical symptoms of burnout include disengagement and EE (Khan., Yusoff, & Khan, 2014; Maslach, 2003). Burnout is a stressful and unpleasant situation that causes different types of problems and affects both individuals and organizational performance (Khan, et al., 2018; Khan, Md Rasli, & Zahra, 2020).

Burnout has been defined as a characteristic of stress that outlines the response to stressors at work (Shirom, 1989). It is a stressful and unpleasant situation that causes different types of problems and affects both individual and organizational performance. Burnout is associated with the emotional instability of excessive work demands and unsatisfactory resources. Job burnout is a part of the pressure that has been related to chronic, job-associated stressors. Job-associated burnout is at a higher level in different working sectors, which has resulted in lower activity performance, falling self-esteem and arrogance, job dissatisfaction and personnel turnover (Maslach & Leiter, 2008). There are some other signs and symptoms of burnout that have been discovered by different researchers, which are sick leave, illness and absenteeism (Khan, Khan, Naz, & Khan, 2017; Leiter & Schaufeli, 1996).

---

## 2.2 Concept of Work-Family Conflict

Facing critical situations between work and personal life, which regularly produce conflict in both roles is called WFC (Grant-Vallone & Donaldson, 2001). According to the study, WFC happens when the role strain and burden of both work and family areas are at an equal time incompatible (Kahn, et al., 1964; Khan., Rasli, Yusoff, & Ahmad, 2015). WFC is a situation in which the demands of one role make it difficult to participate in the other role. Moreover, WFC occurs when one's efforts to fulfill work-related role demands may interfere with one's ability to fulfill family-related demands and vice versa. This definition of WFC implies a bidirectional relation between work and family life. In other words, work can interfere with family life and family life can interfere with work-life (Khan, Bibi, Ahmed, & Naz, 2019; Sari, 2018).

In previous studies, there are two dimensions of WFC. These dimensions are WIF conflict and FIW conflict. WIF is when work-associated activities interfere with family obligations and FIW is a scenario when family-associated activities interfere with work responsibilities (Casper, Martin, Buffardi, & Erdwins, 2002; Sari, 2018). The WIF conflict specifically impacts inside the family, expect elements along with dissatisfaction from family life and stress and fatigue, while FIW conflict mostly affects the work field and predicts dissatisfaction from work and individual does not perform work-related activities accordingly (Sari, 2018), the levels of job performance is low (Rehman & Waheed, 2012), turnover intentions, job dissatisfaction and work absenteeism (Nart & Batur, 2014).

## 2.3 Concept of Organizational Commitment

Organizational commitment refers to worker identity with and involvement in, a specific organization (Mowday., Steers, & Porter, 1979). There are many factors that directly or indirectly affect and influence employee commitment. Organizational commitment focuses on employees' commitment to the organization through an explanation of the importance of organizational commitment (Meyer & Allen, 1997). According to Allen and Meyer (1993), organizational commitment is to trust the principles, ethics and goals of the organization, loyalty to the organization, responsibilities and having the sense to stay within an organization. Organizational commitment is described as a mental link between the employees and their organization and based on that if the commitment level of the worker is low, then they will go away from the organization.



The topic of organizational commitment received significant attention from many researchers. According to Allen and Meyer (1996), organizational commitment has three components. Affective Commitment, Continuance Commitment and Normative Commitment. Affective Commitment is all about employees' emotions; they want to stay in their organization, while Continuance Commitment is associated with the worker's need to be employed in the same organization. In last, Normative Commitment is related to the worker's emotions of responsibility and obligation (Allen & Meyer, 1990). Meyer and Allen (1997) explained when employees connected with their organization and perform their duties to achieve organizational goals and objectives because employees want to do this. It is called the affective commitment of employees. In normative, employees perform their tasks because employees know their responsibilities and are also loyal to performing these responsibilities in a good manner.

#### **2.4 Relationship between Work-Family Conflict, burnout and Organizational Commitment**

In (2014), Nart and Batur, there was a negative effect of WFC on job stress and a partial effect on organizational commitment among Turkish teachers. According to the results of this research study WFC, job stress and commitment have low effects on continuance and normative commitment. Furthermore, the findings indicate that no effect on affective commitment and WFC effect on work-related stress and strain on teachers. At the same time, the findings indicate that WFC and work-related stress do not affect teachers' performance in the workplace.

Dana, (2017), analyzes the cause of WFC and FWC on organizational commitment (affective and continuance). According to the results of the study, there was not much strong cause of WFC and FWC in the two components of commitment. Furthermore, researchers concluded the negative relationship between FWC and affective commitment and a positive association between FWC and continuance commitment. The outcome of the research further elaborated that there was no considerable association between WFC and two types of organizational commitment, which were affective commitment and continuance commitment.

Zain and Setiawati, (2019), conclude that WFC had no effect and influence on organizational commitment, while researchers explain, job satisfaction had a positive effect on workers' organizational commitment at Muhammadiyah Hospital Yogyakarta,

Indonesia. In addition, there was an indirect effect of WFC and job satisfaction on employee performance through organizational commitment. Maulidiyah, Setyanti, and Handriyono, (2019), studied the cause of WFC and job stress on employee performance through organizational commitment and organizational commitment was the mediator. According to results, WFC and job stress negatively impact and influence employee performance. Furthermore, WFC and job stress have a negative and significant impact on the organizational commitment of employees.

### **Relationship between organizational Commitment and Burnout**

In (2015), Yasmin examines that only normative commitment has caused job burnout. In addition, the result shows a negative connection between job burnout and organizational commitment. While Tosun and Ulusoy, (2017), researched that there is a positive link between job satisfaction and affective and normative commitment, there is a negative relationship between job satisfaction and continuance commitment. Moreover, the finding indicates a positive relationship between job satisfaction and organizational commitment and negative relation between burnout and organizational commitment.

Sugumaran, Abdullah and Manaf (2016) investigate the job burnout components impact on manufacturing workers' commitment. Also, the study allocates the association between burnout and organizational commitment. This study shows a negative relation between employees' EE and organizational commitment. Results indicate organizational commitment was negatively connected with the one dimension of burnout, which was EE.

Akdemir (2019) conducted to find out burnout and organizational commitment among Turkey school teachers. According to the results, the dimensions of burnout EE' and the components of organizational commitment, which was found at a high level in Turkish teachers. Furthermore, the results demonstrate a negative, moderate and significant relationship between burnout and organizational commitment.

### **Relationship between Work-Family Conflict and Burnout**

Bagherzadeh, Taghizadeh, Mohammadi, Kazemnejad, Pourreza and Ebadi (2016) researched to find out the relationship between two dimensions of WFC, WIF and FIW with marital satisfaction and burnout among married working women in Bushehr province, Iran. Results show that Burnout and EE were positively associated with WIF,

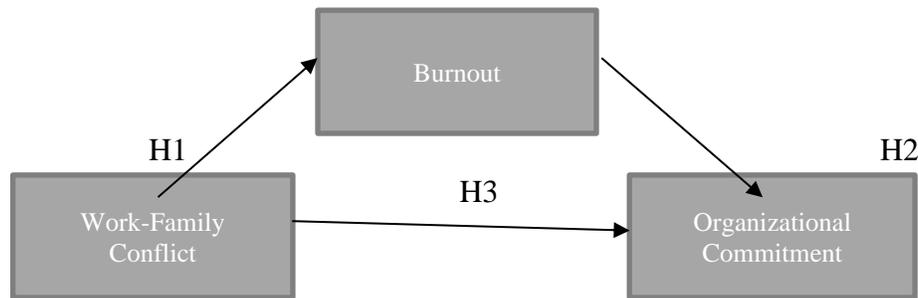


while negative with FIW. Furthermore, the relationship between depersonalization and WIF was not significant, while a negative between depersonalization and FIW.

Jin (2017) conducted a study to allocate the cause of WFC on spousal support, job satisfaction and burnout where the moderating effect of spousal support will be investigated. The results of the research, WFC is positively associated with burnout while negatively associated with job satisfaction and spousal support. Furthermore, spousal support plays a negative role as a moderator. On the other hand, spousal support did not moderate. Wang, Liu, Jiana and Lie (2012), investigate the relationship between WFC and burnout, while psychological capital is taken as, a mediator. In addition, the goal of the study was to locate the two forms of WFC, WIF and FIW, with the dimensions of burnout. According to the results, both forms of WFC were positively linked with Burnout dimensions, EE and cynicism in both male and female doctors. Furthermore, WIF was having a positive relationship with professional efficacy and FIW is having a negative impact on professional efficacy.

Blanch and Aluja (2017) investigated that WIF plays a mediating role and gender as a moderator plays a role in the effect of social support on burnout. In comparison, the full mediation effect was found from supervisor support on burnout. Chen, Liu, Yang, Ma, Wang, Huang, Cheng, Tang, Liu, Luo, Qu, Shen, Zhang, (2018), investigated that WFC is related to burnout, while coping style has a mediating effect on the relationship between WFC and burnout. Furthermore, doctors who had higher WIF conflict had more EE and a sense of accomplishment. FIW conflict is positively related to burnout.

Huang, Li, Fang and Tang, (2020), the purpose that there is no significant sexual characteristics deference arises with WFC on burnout women facing much more than males. WFC and burnout are negatively related to well-being in both males and females. Furthermore, the significant association between WFC and well-being for males was shrunk and changed when burnout takes place. Findings also showed an association between WFC and burnout.



**Figure 1: Conceptual Framework**

Based on the mentioned literature review, the author proposed the conceptual framework. The current study consists of three variables, WFC is the independent variable, organizational commitment is the dependent variable, whereas burnout is used as a mediator between WFC and organizational commitment.

### **3. Research Methodology**

A research methodology is a scientific manner to treat an issue. It is a time of reading; however, research studies are to accomplish. Due to these procedures, researchers investigate their work to explain, give an explanation for and anticipate the phenomena (Pandey & Pandey, 2021). It's the study of ways by which information has been gathered.

Quantitative research is useful to answer the questions that start with “what” and “when” in a situation (Goertzen, 2017). A Quantitative study has been used to quantify the problem by the way to generate numerical data. Quantitative research emphasizes objective measurement and statistical and numeric analysis of data collected through questionnaires and surveys (Rajasekar, Philominathan, & Chinnathambi, 2013). Therefore, this research study will be Quantitative.

Furthermore, the Cross-sectional study collects data only once and in one short period. It has also been used to conclude a causal connection or relation (Mann, 2008). While a longitudinal study examines and accumulates information from the sample at more than one point in time to answer the research query (Sekaran & Bougie, 2010). According to Kumar (2011), cross-sectional studies, are the most commonly used

design in the social sciences. This study is simple in design and used when time is limited. Therefore, in this research, the nature of the survey will be Cross-sectional.

### **3.1 Population and Sampling**

Employees of the banking sector in district Swabi are the target population of the study. The current study was conducted in district Swabi due to the convenience of the researcher, time of the study and financial constraints. Furthermore, Swabi is selected due to high remittance which affects the economic development of Pakistan, especially Khyber Pakhtunkhwa. 21 branches of both public and private banks are selected in Swabi district Khyber Pakhtunkhwa Pakistan. Moreover, a Sample is a group of humans or objectives taken from the larger population. It is the subset of the whole community. It is the process to choose a part of the population for the measurement. The sample size of this study will be 242 from the whole population of 650 (Krejcie & Morgan, 1970).

### **3.2 Instrument**

The questionnaire is structured in four parts to collect data from employee information, burnout, WFC and organizational commitment. The instruments will consist of forty-three numbers of questions. Reliable instruments for measuring WFC, Burnout and Organizational Commitment will use with a 5-Likert scale ranging from strongly disagree to strongly agree.

The first part of the questionnaire is consisting of employee personal information. Seven questions belong to employee information and these questions are Gender, Age, Marital Status, Designation, Job Status, Salary and Experience. The second part of the questionnaire is composed of questions that are related to WFC, in these questions three are for time-based WIF, three for strain-based WIF and three for behavioral-based WIF (Carlson, Kacmar, & Williams, 2000). The questions will be further modified according to the need of this study. The researcher concluded that Cronbach's alpha for WFC is 0.89 (Carlson, et al., 2000; Khan, Bibi, et al., 2019).

The third part of the questionnaire related to burnout questions, which are sixteen questions. Of these sixteen questions, eight questions are for EE and eight for disengagement, adopted from (Demerouti., Mostert, & Bakker, 2010; Khan, Zahra, Bilal, Sufyan, & Naz, 2021). According to the researcher, Cronbach's alpha value for burnout is 0.63 (Demerouti., et al., 2010; Khan., et al., 2020).

The last part of the questionnaire related to organizational commitment questions. It will measure by containing eighteen questions (Khan., Khan, Naz, & Khan, 2017; J. Meyer, et al., 1993). Allen, Meyer and Smith (1993) concluded that Cronbach's alpha for organizational commitment is 0.69 (Khan, Rasli, Yasir, & Khan, 2019).

#### 4. Response Rate

For the current research study, data had collected from banking sector employees in the district of Swabi Khyber Pakhtunkhwa Pakistan. The total population of this study was 650 and the sample size was 242 (Krejcie & Morgan, 1970). Among the distributed questionnaires 270, the 243 questionnaires have returned, where the 17 were incomplete and the remaining 232 have been used for final data analysis. The response rate was 90%.

#### 4.1 Characteristics of Data

The characteristics of the data presented the personal information of the respondents in the final data. Demographic variables include information related to gender, age, and designation. For more details Table 1 shows the Frequencies of all the demographic data of the respondents.

**Table 1 Characteristics of the Respondents**

		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	222	95.7
	Female	10	4.3
<b>Age</b>	Below 25	22	9.5
	26-30	108	46.6
	31-35	58	25.0
	36-40	29	12.5
	Above 40	15	6.5
<b>Designation</b>	CSR	50	21.6
	Cashier	54	23.3
	Financial manager	22	9.5
	Branch manager	24	10.3
	Others	82	35.3

In 232 populations, Table 1 shows that 95.7% were male and 4.3% are female. Of the respondent, most of the members were male and the ratio of working males is more than females in society. Furthermore, there were 84 single employees, having 36.2% of the total sample size, while married employees were 147 having 63.4, while divorced employees were 0.4%.

Moreover, Table 1 shows the age of respondents, which were divided into five different categories. Where 22 employees are below 25 and the percentage was 9.5. 108 employees are between the age of 26 to 30, having 46.6%. 58 employees are in between 31-35 with 25%. The next scale of the age is 36-40 and the numbers of employees are 29, having 12.5% and the last category of employees' age is above 40. In the above 40, the numbers of employees are 15 with a percentage of 6.5. The following demographic data about banking sector employees are Designation. According to Table 1, 21.6% are CSR, 23.3% are Cashiers, 9.5% are Financial Managers, 10.3% are Branch Managers and 35.3% are other (Relationship Managers, tellers, BSO, Loan officers, Bookkeepers and clerks). It means that out of 232 respondents/employees of banking sector district Swabi, 50 employees are CSR. 54 employees are doing the job as a Cashier. There were 22 Financial and 24 Branch Managers and 82 are doing the job in different positions in banks.

#### 4.2 Reliability Test

In Table 2, Reliability Analysis shows the Cronbach's alpha value of each variable. The reliability value of WFC has 9 items and the reliability value is 0.91, as shown above. For burnout number of items is 16 and the reliability value is 0.82. The last variable in Table 2 is organizational commitment having 18 items and the reliability value is 0.70. It has been concluded that Cronbach's alpha value is an acceptable range.

**Table: 2 Reliability Test (Cronbach's Alpha)**

<b>S.no</b>	<b>Variables</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>
<b>1</b>	<b>WFC</b>	9	0.91
<b>2</b>	<b>Burnout</b>	16	0.82
<b>3</b>	<b>Organizational Commitment</b>	18	0.70

### 4.3 Testing Hypotheses

**There is an effect of burnout, work-family conflict and organizational commitment.** The main hypothesis of the study is to investigate the mediating effect of burnout on the relationship between WFC and organizational commitment. To find the mediating effect of burnout, the researcher followed Buren and Kenny's (1986), 4 steps for mediation. The first step is that there should be a significant effect of the independent variable on the mediating variable. In this current study, WFC is the independent variable and burnout is a mediating variable. To find the effect of independent variable WFC and mediating variable burnout, the researcher used regression analysis. Table 3 shows the significant and positive effect of WFC on burnout. Table 3 shows the standardized Beta value, which is .285, the R square value is 0.81 and the p-value is less than 0.05. Therefore, for mediation, the first step is satisfied and the result shows the significant effect of independent variable WFC on mediating variable burnout.

According to Baron and Kenny (1986), the second step for mediation is there should be a significant effect of the mediator on the dependent variable. In the current research study, a mediating variable is burnout and organizational commitment is the dependent variable. For the second step, the researcher used regression to find the effect of burnout on organizational commitment. According to the result of regression analysis, Table 3 result declares the significant effect of the mediator, which is burnout on the dependent variable organizational commitment.

In step three, there should be a significant effect of the independent variable on the dependent variable. For finding the significant effect of WFC on organizational commitment, the researcher used regression analysis. Table 3 shows the R square value for the independent variable WFC and dependent variable organizational commitment, which is 0.63 and the p-value, which is less than 0.05. According to the result, there is a significant effect of the independent variable WFC on the dependent variable organizational commitment.

The last step of Baron and Kenny's (1986), is that the effect between the independent variable and dependent variable disappears, changes, or shrink after the involvement of the mediating variable. In other words, in this step, it will be checked out if the

mediating variable makes any change between the significant effect of the independent variable and the dependent variable. Step 4 will be decided whether the mediation between the variables is zero mediation, partial mediation, or full mediation.

In Table 3, for the last step of the mediation, multiple regression analysis was used to find the mediating effect of burnout on the relationship between WFC and organizational commitment. According to the result of multiple regression analysis in Table 3, both the independent variable WFC and the dependent variable organizational commitment have a significant effect after the addition of mediator burnout.

**Table 3 Regression Analysis**

<b>Effect of WFC on Burnout</b>		
	<b>Standardized coefficients Beta</b>	<b>t</b>
<b>Constant</b>	2.201	7.945
<b>WFC</b>	.285	4.503
<b>Adjust R Square</b>	.077	
<b>R Square</b>	.081	
<b>F Model</b>	20.277	
<b>Effect of Burnout on Organizational Commitment</b>		
	<b>Standardized coefficients Beta</b>	<b>t</b>
<b>Constant</b>	3.537	16.424
<b>Burnout</b>	-.230*	-3.589
<b>Adjust R Square</b>	.049	
<b>R Square</b>	.053	
<b>F Model</b>	12.879	
<b>Effect of WFC on Organizational Commitment</b>		
	<b>Standardized coefficients Beta</b>	<b>t</b>
<b>Constant</b>	3.830	14.004

<b>WFC</b>	-.251*	-3.936
<b>Adjust R Square</b>	.059	
<b>R Square</b>	.063	
<b>F Model</b>	15.412	
<b>Mediating effect of Burnout on WFC and Organizational Commitment</b>		
	<b>Standardized coefficients Beta</b>	<b>t</b>
<b>Constant</b>	4.203	13.784
<b>WFC</b>	-.201*	-3.063
<b>Burnout</b>	-.173*	-2.631
<b>Adjust R Square</b>	.082	
<b>R Square</b>	.090	
<b>F Model</b>	11.365	

Sig\*p<0.05

After the linear and multiple regression analysis and according to the result of Table 3 Regression Analysis for Mediation, the researcher concluded that all the four mediation steps of Baron and Kenny's (1986), satisfied. According to the result of Table 3, both the direct and indirect effect is significant. In other words, the effect between the independent variable WFC and the dependent variable organizational commitment, as well as after the involvement of mediating variable burnout is also significant, which means that the mediator partially mediates between independent and dependent variables. Therefore, Regression Analysis for Mediation Table 3 indicates that in this research study, burnout partially mediates the relationship between WFC and organizational commitment.

## 5. Discussion

To examine the effect of burnout on WFC and organizational commitment among the employees of the banking sector in district Swabi. In the current research study, WFC is independent and burnout is a mediating variable. For analyzing the effect of burnout on WFC, the first researcher finds the relationship between these two variables through correlation analysis and then locates the effect through regression analysis. According to the result, there is a significant positive relationship between WFC and burnout. The



result also indicates the significant positive effect of burnout on WFC. Therefore, it has been concluded from the result of the current study that those banking employees who are facing the conflict between work and family life also face job burnout. In other words, the connection between WFC and burnout is positive. When the level of WFC increased in banking sector employees, the possibility of stress and job burnout also increases. The result of the current study is also supported by several studies (Farradinna & Halim, 2016; Jin, 2017).

The second aim of the current study is to investigate the effect of burnout on organizational commitment. Burnout is the mediator and organizational commitment is the dependent variable of the current research study. For this aim, the researcher used both correlation and regression analysis to find the relationship and effect of burnout on organizational commitment. According to the correlation and regression analysis result, there is a negative but significant relationship and effect of burnout on organizational commitment. Therefore, it has been concluded from the result of the current study that when bankers in Swabi experience job burnout, their commitment and loyalty toward the organization become low and decrease. As a result, it has been concluded that job burnout is inversely and negatively related to employees' organizational commitment. Several studies also support the result of the current study, (Farradinna & Halim, 2016; Sarisik, Bogan, Zengin, & Dedeoglu, 2019).

Investigate the effect of WFC as the independent variable and organizational commitment as the dependent variable. Correlation analysis indicates a negative and significant relationship between WFC and organizational commitment. While regression analysis also shows a significant negative effect of WFC on organizational commitment. Therefore, it has been concluded from the result of the current study that WFC increases, especially in the banking sector, it decreases the level of organizational commitment. In other words, when the banking sector employees experience conflict between their work and family life, the level of employee commitment reduces. Banking sector employees lost their commitment and feel less effective in the working place when they are facing issues and difficulties in their professional and personal life. Several studies also support the result of the current study (Farradinna & Halim, 2016; Maulidiyah & Sri Wahyu Lelly Hana Setyanti, 2019).

The objective of the study was to determine the mediating effect of burnout on the relationship between WFC and organizational commitment among the employees of the banking sector in district Swabi. For this purpose, the researcher followed Baron

and Kenny (1986) mediation 4 steps. For mediation analysis researcher used correlation, simple linear regression, multiple regression and the Sobel test.

For mediation, the first step of Baron and Kenny (1986) involves that there should be a significant effect of the independent variable on the mediator. For this step, the researcher applies correlation analysis and simple linear regression analysis. According to the result of correlation and regression analysis, there is a significant positive effect of the independent variable WFC on mediating variable burnout. This result is also supported by (Çoban & İrmiş, 2016; Jin, 2017). The second step of Baron and Kenny (1986) mediation is that there must be a significant effect of the mediator on the dependent variable. For the second step, the researcher used correlation and simple linear regression analysis. According to the result of correlation and regression analysis, there is a significant negative effect of mediating variable burnout on the dependent variable organizational commitment. This result is also supported (Akdemir, 2019; Sarisik, et al., 2019).

The third step of Baron and Kenny (1986) involves a significant effect of the independent variable on the dependent variable. For finding the effect of the independent variable, which is WFC and the dependent variable, which is an organizational commitment, the researcher used correlation analysis and simple linear regression analysis. Results of correlation and regression analysis show the negative and significant relationship and effect between the independent variable WFC and the dependent variable organizational commitment. The fourth and last mediation step of Baron and Kenny (1986) is that step will be checked out if the effect of the independent variable and dependent variable disappeared or change after the involvement of the third variable as a mediator. This step will be decided whether the mediation between the variables is zero mediation, partial mediation, or full mediation. For step four, the researcher used multiple regression and according to the result of multiple regression analysis, after the addition of the mediator, the effect of the independent variable and the dependent variable is significant. In other words, the direct effect is significant after the involvement of the mediator and mediator, not creating any change in the effect of independent and dependent variables. When both direct and indirect effect is significant, then there is partial mediation. Results of multiple regression analysis and the Sobel test show, that both the direct and indirect effects are significant. Therefore, according to the result of the current study, burnout partially mediates the relationship between WFC and organizational commitment in the banking sector.



---

## 6. Recommendations of the study

It has been recommended to study both directions of the conflict, i.e., WIF and FIW (Zulfiqar et al., 2013). Future studies should conduct through a longitudinal method. Furthermore, the current research study is limited by quantitative data gathering techniques and analysis. According to Friedman (2000), Qualitative techniques could gather more realistic and clear data or sources of information. Therefore, the researcher has advised using both qualitative and quantitative approaches in the future to understand more clearly the relationship between WFC, job burnout and organizational commitment. Another recommendation of the current research study is a sample. The sample should collect from other cities and provinces of Pakistan. According to the researcher, need this study in the future in a broad area. The result of this study is limited to only the banking sector. This result cannot be generalized to other sectors in Pakistan. Therefore, it has been recommended that more studies on the issue of WFC, burnout and organizational commitment must conduct in other sectors in Pakistan.



## References

- Adams, K. B., Matto, H. C., & Harrington, D. (2001). The Traumatic Stress Institute Belief Scale as a measure of vicarious trauma in a national sample of clinical social workers. *Families in Society: The Journal of Contemporary Social Services*, 82(4), 363-371.
- Adams, R. E., Figley, C. R., & Boscarino, J. A. (2008). The compassion fatigue scale: Its use with social workers following urban disaster. *Research on Social Work Practice*, 18(3), 238-250.
- Affum-Osei, E., Acquah, E., & Acheampong, P. (2015). Relationship between organisational commitment and demographic variables: Evidence from a commercial bank in Ghana. *American Journal of Industrial and Business Management*, 5(12), 769.
- Akdemir, Ö. A. (2019). The Effect of Teacher Burnout on Organizational Commitment in Turkish Context. *Journal of Education and Training Studies*, 7(4), 171-179.
- Allen, & Meyer. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. doi: 10.1111/j.2044-8325.1990.tb00506.x
- Allen., N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Aluwihare-Samaranayake, D., Gellatly, I., Cummings, G., & Ogilvie, L. (2018). A Contextual Work-Life Experiences Model to Understand Nurse Commitment and Turnover. *Journal of Advanced Nursing*.
- Arisi-Nwugballa, E. A. (2016). Work-Family Conflict and Organisational Commitment among Rural Women Health Workers in Ebonyi State, Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 6(5), 2222-6990.
- Bagherzadeh, R., Taghizadeh, Z., Mohammadi, E., Kazemnejad, A., Pourreza, A., & Ebadi, A. (2016). Relationship of work-family conflict with burnout and marital satisfaction: cross-domain or source attribution relations? *Health promotion perspectives*, 6(1), 31.
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Basami, A., Chizari, M., & Abbasi, E. (2013). Investigating relationship between job burnout and organizational commitment among extension workers in Kurdistan Province, Iran. *International journal of humanities and social science invention*, 10(2), 63-67.



- Bavani, S., Abdullah, M. S., & Manaf, A. H. A. (2016). The influence of dimensions of job burnout on employees' commitment: A perspective of Malaysia. *Saudi Journal of Business and Management Studies*, 1(4), 169-178.
- Blanch, A., Garcia, R., Planes, J., Gil, R., Balada, F., Blanco, E., & Aluja, A. (2017). Ontologies about human behavior. *European Psychologist*.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behavior*, 56(2), 249-276.
- Casper, W. J., Martin, J. A., Buffardi, L. C., & Erdwins, C. J. (2002). Work-family conflict, perceived organizational support, and organizational commitment among employed mothers. *Journal of Occupational Health Psychology*, 7(2), 99.
- Çoban, H., & İrmiş, A. (2016). Work-family conflict and burnout in Turkish banking industry.
- Dana, D. (2017). Examining the Impact of Work-Family Conflict on Organizational Commitment: Study of Higher Education Sector in Northern Cyprus.
- Demerouti, E., Mostert, K., & Bakker, A. B. (2010). Burnout and work engagement: A thorough investigation of the independency of both constructs. *Journal occupational health Psychology*, 15(3), 209-222. doi: 10.1037/a0019408
- Farradina, S., & Halim, F. W. (2016). The consequences of work-family conflict, burnout and organizational commitment among women in Indonesia. *Procedia-Social and Behavioral Sciences*, 219, 241-247.
- Freudenberger. (1974). Staff burnout. *Journal of Social Issues*, 30, 159-165.
- Friedman, I. A. (2000). Burnout in teachers: Shattered dreams of impeccable professional performance. *Journal of Clinical Psychology*, 56(5), 595-606. doi: 10.1002/(sici)1097-4679(200005)56:5<595::aid-jclp2>3.0.co;2-q
- Gellatly, I. R., Meyer, J. P., & Luchak, A. A. (2006). Combined effects of the three commitment components on focal and discretionary behaviors: A test of Meyer and Herscovitch's propositions. *Journal of Vocational Behavior*, 69(2), 331-345. doi: <http://dx.doi.org/10.1016/j.jvb.2005.12.005>
- Goertzen, M. J. (2017). Introduction to quantitative research and data. *Library Technology Reports*, 53(4), 12-18.
- Grant-Vallone, E. J., & Donaldson, S. I. (2001). Consequences of work-family conflict on employee well-being over time. *Work & Stress*, 15(3), 214-226.
- Huang, S.-L., Li, R.-H., Fang, S.-Y., & Tang, F.-C. (2020). Work hours and difficulty in leaving work on time in relation to work-to-family conflict and burnout among female workers in Taiwan. *International journal of environmental research and public health*, 17(2), 605.



- Huang, Y.-H., Chen, C.-H., Du, P.-L., & Huang, I.-C. (2011). The causal relationships between job characteristics, burnout, and psychological health: a two-wave panel study. [doi: 10.1080/09585192.2011.610934]. *The International Journal of Human Resource Management*, 23(10), 2108-2125. doi: 10.1080/09585192.2011.610934
- Jaffery, H., & Farooq, H. (2015). The impact of structural empowerment on organizational citizenship behavior-organization and job performance: A mediating role of burnout. *Journal of Management Sciences*, 2(2), 273-288.
- Jin, X. (2017). The Relationship of Work-Family Conflict to Job Burnout and Job Satisfaction in Information Technology Employees in Korea: The Moderating Effects of Spousal Support. *International Journal of Applied Engineering Research*, 12(20), 9739-9745.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). Organizational stress: Studies in role conflict and ambiguity.
- Kanter, R. M. (1977). Some effects of proportions on group life *The gender gap in psychotherapy* (pp. 53-78): Springer.
- Kasa, M., & Hassan, Z. (2017). The Relationship of burnout dimensions with Organizational Citizenship Behavior (OCB) among bank employees in Sarawak: Mediating Role of Flow Experience.
- Khan, F., Bibi, N., Ahmed, A., & Naz, A. (2019). Effect Of Demographic Factors On Burn out Dimensions among Banking Employees. *Elementary Education Online*, 18(4), 2248-2248.
- Khan, F., Khan, Q., Kanwal, A., & Bukhair, N. (2018). Impact of Job Stress and Social Support with Job Burnout among Universities Faculty Members. *Paradigms*, 12(2), 201-206.
- Khan, F., Khan, Q., Naz, A., & Khan, N. (2017). Job rotation on job burnout, organizational commitment: A quantitative study on medical staffs Khyber Pakhtunkhwa Pakistan. *J. Soc. Sci. Humanit. Stud*, 3(4), 11-18.
- Khan, F., Md Rasli, A., & Zahra, T. (2020). IS SOCIAL SUPPORT MODERATES BETWEEN WORKLOAD AND EMOTIONAL EXHAUSTION? *Gomal University Journal of Research*, 36(2).
- Khan, F., Rasli, A. M., Yasir, M., & Khan, Q. (2019). Interaction Effect of Social Support: The Effect of Workload on Job Burnout among Universities Academicians: Case of Pakistan. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, 10(13), 1-13.
- Khan, F., Zahra, T., Bilal, H., Sufyan, M., & Naz, A. (2021). Does Job Engagement Mediate the Relationship between Job Demands and Organizational Commitment



- of Academicians at Institutions of Higher Education Commission in Pakistan? *Elementary Education Online*, 20(5), 3533-3541.
- Khan., F., Khan, Q., Naz, A., & Khan, N. (2017). Job Rotation on Job Burnout, Organizational Commitment: A Quantitative Study on Medical Staffs Khyber Pakhtunkhwa Pakistan. *Journal of Social Sciences and Humunity Studies*, 3(4), 11-18.
- Khan., F., Rasli, A. M., Yusoff, R. M., & Ahmad, A. (2015). Do Demographic Make a Difference to Job Burnout Among University Academicians? *International Journal of Economics and Financial Issues*, 5(1S).
- Khan., F., Rasli, A. M., Yusoff, R. M., Ahmed, T., ur Rehman, A., & Khan, M. M. (2014). Job Rotation, Job Performance, Organizational Commitment: An Empirical Study On Bank Employees. *Journal Of Management Info*, 3(1), 33-46.
- Khan., F., Rasli, A. M., & Zahra, T. (2020). Is Social Support Moderates Between Workload and Emotional Exhaustion? *Gomal University Journal of Research*, 36(2), 48-63.
- Khan., F., Yusoff, R., & Khan, A. (2014). Job demands, burnout and resources in teaching a conceptual review. *World Applied Sciences Journal*, 30(1), 20-28.
- Kleiner, S., & Wallace, J. E. (2017). Oncologist burnout and compassion fatigue: investigating time pressure at work as a predictor and the mediating role of work-family conflict. *BMC Health Services Research*, 17(1), 1-8.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- Leiter, M. P., & Schaufeli, W. B. (1996). Consistency of the burnout construct across occupations. *Anxiety, Stress, and Coping*, 9(3), 229-243.
- Maslach. (2003). Job Burnout: New Directions in Research and Intervention. *Current Directions in Psychological Science*, 12(5), 189-192. doi: 10.1111/1467-8721.01258
- Maslach, & Leiter. (2008). *The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It*: Wiley.
- Maslach, Schaufeli, W. B., & Leiter, M. P. (2001). Job Burnout. *Annual Review of Psychology*, 52, 397-422. doi: 10.1146/annurev.psych.52.1.397
- Maulidiyah, N. N., & Sri Wahyu Lelly Hana Setyanti, H. (2019). The Role of Organizational Commitment in Mediating the Influence of Work Family Conflict and Job Stress on Employee Performance. *International Journal Of All Research Writings*, 1(12), 19-24.
- Meyer, & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*: SAGE Publications.



- Meyer, J., Allen, N., & Smith, C. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology, 78*(4), 538-551. doi: citeulike-article-id:9093320
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. [doi: 10.1016/1053-4822(91)90011-Z]. *Human Resource Management Review, 1*(1), 61-89.
- Mowday., R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*(2), 224-247. doi: [http://dx.doi.org/10.1016/0001-8791\(79\)90072-1](http://dx.doi.org/10.1016/0001-8791(79)90072-1)
- Namayandeh, H., Juhari, R., & Yaacob, S. N. (2011). The effect of job satisfaction and family satisfaction on work-family conflict (W-FC) and family-work conflict (F-WC) among married female nurses in Shiraz-Iran. *Asian Social Science, 7*(2), 88.
- Nart, S., & Batur, O. (2014). The relation between work-family conflict, job stress, organizational commitment and job performance: A study on Turkish primary teachers. *European journal of research on Education, 2*(2), 72-81.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology, 81*(4), 400-410.
- Pandey, P., & Pandey, M. M. (2021). *Research methodology tools and techniques*: Bridge Center.
- Rajasekar, S., Philominathan, P., & Chinnathambi, V. (2013). Research Methodology, Tamilnadu, India. *Social Research Methods Series, 5*.
- Rama Devi, V., & Nagini, A. (2014). Work-life balance and burnout as predictors of job satisfaction in private banking sector.
- Rehman, R. R., & Waheed, A. (2012). Work-family conflict and organizational commitment: Study of faculty members in Pakistani universities. *Pakistan Journal of Social and Clinical Psychology, 10*(1), 23-26.
- Reichers, A. E. (1986). Conflict and organizational commitments. *Journal of Applied Psychology, 71*(3), 508.
- Russell., D., Altmaier., E., & Van., V. D. (1987). Job-related stress, social support, and burnout among classroom teachers. *Journal of Applied Psychology, 72*(2), 269-274.
- Sari, W. P. (2018). Work Family Conflict, Fear of Success, and Organizational Commitment in Working Women. *HIKARI Ltd, 4*(2), 71-82.
- Sarisik, M., Bogan, E., Zengin, B., & Dedeoglu, B. B. (2019). The impact of burnout on organizational commitment: A study of public sector employees in Turkey. *Journal of global business insights, 4*(2), 106-118.



- Schaufeli, W. B., & Maslach, C. (2017). Historical and conceptual development of burnout *Professional burnout* (pp. 1-16): Routledge.
- Sekaran, U., & Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach*: John Wiley & Sons.
- Sheldon, M. E. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 143-150.
- Shirom. (1989). Burnout in work organizations. In Cooper & I. Robertson. (Eds.), *International review of industrial and organizational psychology* (pp. 25-48). New York: Wiley.
- Tosun, N., & Ulusoy, H. (2017). The relationship of organizational commitment, job satisfaction and burnout on physicians and nurses? *Journal of Economics & Management*, 28, 90-111.
- Wang, Y., Liu, L., Wang, J., & Wang, L. (2012). Work-family conflict and burnout among Chinese doctors: the mediating role of psychological capital. *Journal of occupational Health*, 54(3), 232-240.
- Yang, H., Sanders, K., & Bumatay, C. P. (2012). Linking perceptions of training with organizational commitment: The moderating role of self-construals. *European Journal of Work and Organizational Psychology*, 21(1), 125–149.
- Yasmin, K., & Marzuki, N. A. (2015). Organizational commitment and job burnout among psychiatric nurses in Punjab Pakistan. *Journal of sociological research*, 6(2), 138-149.
- Yousef, D. A. (2000). Organizational Commitment as a Mediator of the Relationship between Islamic Work Ethic and Attitudes toward Organizational Change. *Human Relations*, 53(4), 513-537.
- Zain, A. N. D., & Setiawati, T. (2019). Influence of work family conflict and job satisfaction on medical employee performance through organizational commitment. *Review of Integrative Business and Economics Research*, 8(1), 1-19.
- Zulfiqar, A., Kundi, G. M., Qamar Afaq Qureshi, D., Khan, N., Akhtar, R., MPhil Student, I., & DIKhan, K. (2013). Evaluating the Relationship between Work-Family Conflict & Organizational commitment (A Survey of Nursing Staff in Public Sector Hospitals of District Bhakkar, Pakistan). *Gomal University Journal of Research*, 29(2).