

A Study on Burnout and Job Satisfaction among Logistic Employees

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ABSTRACT

Job Satisfaction is a combination of psychological, physiological and environmental circumstances that gratifies a person's work experiences. Workplace stress known as "job burnout" comprises feelings of physical or emotional tiredness, a sense of diminishing accomplishment, and a loss of one's sense of self. Logistics Employee is employed by a logistics firm or the logistics division of an organization. The objective of the study was to find if there was any significant correlation between Job satisfaction and burnout. Additionally, it was also hypothesized that burnout will have a significant impact on the job satisfaction. In this study the sample consisted of 123 employees from private sector logistic companies. For this survey the instrument used was job satisfaction scale developed by Dr. Amar Singh and Dr. T.R. Sharma (1986) and Maslach Burnout Inventory (1981) by Maslach. A Cross-Sectional Survey design was followed to collect data on the variables of Job Satisfaction and Maslach's Burnout Inventory (MBI) for the Burnout scores. The scores obtained from the two scales were subjected to statistical analysis for the interpretation of the data obtained. The observations thus made in the light of the above procedure and criteria are systematically laid out in the results and the conclusion.

Keywords: *Job Satisfaction, Burnout, Logistic Employee*

A **Logistics Employee** is employed by a logistics firm or the logistics division of an organization. They are in charge of assisting with the organization's supply chain operations coordination, planning, execution, and monitoring. They might be responsible for working in the receiving and shipping departments, or they might help the logistics manager with all facets of warehouse operations.

Job Satisfaction is the degree of contentment with one's job is referred to as employee satisfaction. Along with daily tasks, this also takes into account the employees' personal lives and their happiness with team members, managers, and organizational regulations. The combination of positive and negative emotions that employees have towards their employment is known as job satisfaction. When a person is hired by a corporate organization, he or she carries with them the needs, wants, and experiences that shape the

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A Study on Burnout and Job Satisfaction among Logistic Employees

expectations that he or she has rejected. Job satisfaction measures how well expectations and actual rewards match each other. According to Davis et al. (1985), an individual's behavior at work is closely related to job satisfaction.

A worker's sense of accomplishment and success at work is referred to as job satisfaction. It is typically believed to have a direct connection to both personal happiness and productivity. Job satisfaction is the result of having a job that one enjoys, performing it effectively, and getting paid for it. A further implication of job satisfaction is excitement and contentment with one's work. The main factor that contributes to the achievement of other goals that result in a sense of fulfilment is job satisfaction, according to (Kaliski ,2007). The degree to which a worker is content with the benefits of his or her employment, particularly in terms of intrinsic motivation, can also be referred to as job satisfaction (Statt, 2004). The attitude and emotions people have regarding their employment are referred to as "job satisfaction." Job satisfaction is reflected in attitudes that are favorable and positive towards the work. Job discontent is indicated by negative and unfavorable attitudes towards the position (Armstrong, 2006).

Burnout is a form of professional stress that is acknowledged even by the World Health Organization (WHO), in which employees report feeling generally unsatisfied with their work in addition to being physically, mentally, and emotionally exhausted. Workplace stress known as "job burnout" comprises feelings of physical or emotional tiredness, a sense of diminishing accomplishment, and a loss of one's sense of self. The term "burnout" was first used in the 1970s by American psychologist Herbert Freudenberg. He used it to discuss the negative impacts of having high standards and a lot of stress in "helping" careers. Those who sacrifice for others, like doctors and nurses, are commonly "burned out"—exhausted, drained, and unable to function. These days, the phrase encompasses more than only these humanitarian fields or the negative aspects of selflessness. Anyone can be affected by it, including overworked employees, stay-at-home moms, and celebrities.

Burnout increases the chance of losing a job, being absent from work, and developing several mental health conditions, including PTSD, anxiety disorders, mood disorders, and substance addiction disorders (Phoenix Australia, 2020). Burnout has also been connected to HCW suicide. Because it can hinder HCWs' capacity to deliver the best treatment, burnout is also a concern for patient safety. More than merely an inability to manage ongoing professional pressures, burnout and moral harm also involve HCWs' failure to deliver the caliber of care that patients deserve (Phoenix Australia, 2020). Treatment for moral harm and burnout requires the utilization of structural resources, including organizational support, social support (including peer support), workplace safety measures and individual-focused interventions. This study is giving a detailed information on the level of burnout and job satisfaction directly focusing on logistic employees only who are currently residing in Bengaluru. This field is not much focused. By studying this research one can get a view about the relationship and impact between job satisfaction and burnout.

METHODOLOGY

Problem statement

Aim: To study the level of impact and significant relationship between burnout and job satisfaction among logistic sector employees.

Sample: The study was conducted on a total of N=123, having logistic employees who could understand English with a minimum work experience of one year in their field of

A Study on Burnout and Job Satisfaction among Logistic Employees

expertise and currently residing in Bengaluru. The age of the participants in the study ranges from 21-55 years. Convenience sampling technique was used to collect data for the research. People diagnosed with psychological conditions and individuals working in part time roles were not included in the study. All the research ethics were followed in the research.

Objectives of the study

- To find the significant relationship between job satisfaction and burnout among logistic employees.
- To find the impact of Burnout on Job satisfaction among logistic employees
- To understand the level of job satisfaction among logistic employees.
- To understand the level of Burnout among logistic employees

Hypotheses

- H1=0 :-There will be no significant correlation between the job satisfaction and burnout
- H2=0 :-There will be no significant impact of Burnout on Job satisfaction

Instruments

Two measures were used in this study,

1.The Maslach Burnout Inventory (MBI) is the most widely used tool for determining whether you are at risk of burnout. The MBI investigates three components to determine the risk of burnout: exhaustion, depersonalization, and personal achievement. While this tool may be useful, regardless of the results, it should not be used as a scientific diagnostic technique. The goal is simply to make you aware that anyone can suffer from burnout.

All MBI items are graded on a 7-level frequency scale ranging from "never" to "daily." The MBI is divided into three scales: emotional exhaustion (9 items), depersonalization (5 items), and personal achievement (8 items). Each scale measures a different aspect of burnout. Burnout scales should not be combined to form a single scale. Importantly, the suggestion that the three dimensions of burnout be examined separately implies that, in practice, the MBI is a measure of three independent constructs - emotional exhaustion, depersonalization, and personal accomplishment - rather than a measure of burnout. Maslach, Jackson, and Leiter defined item scoring as ranging from 0 to 6. Based on the 0-6 scoring, there are score ranges that define low, moderate, and high levels of each scale.

Reliability such as the three-factor structure and internal reliability. Cronbach alpha ratings of 0.90 for Emotional Exhaustion, 0.76 Depersonalization, and 0.76 for Personal accomplishment were reported by Schwab; very similar ratings were reported by Gold. Time periods of a few weeks, 3 months, and 1 year were used for test-retest reliability.

2. Job Satisfaction Scale (JSS): The tool published by Dr. Amar Singh and Dr. T. R. Sharma (1986) job satisfactions scale. It consists of 30 job statements. The subject is required to respond by encircling anyone of the 5 required to response symbols provided against each statement. The five factors are concrete, abstract, psychological, economic and community growth factors upon which the job satisfaction of employee depends. The scale carries 30 statements starting from positive attitudes where the scoring is followed by taking consideration of the 4, 3, 2, 1, 0, and the negative statements carrying a weightage of 0, 1, 2, 3, 4. According to their criteria the scoring was made.

The test-retest reliability works out to be 0.978 with N = 52 and a gap of 25 days. The scale compares favorably with Muthayya's job satisfaction questionnaire giving a validity coefficient of 743. Moreover, the satisfaction measures obtained from this scale have a close

A Study on Burnout and Job Satisfaction among Logistic Employees

resemblance to the ratings given to the employees on a 3-point scale: fully satisfied, average satisfied, dissatisfied by the employers. The coefficient of correlation was 812 (N=52).

Procedure

The process of data collection began by contacting probable participants based on the inclusion and exclusion criteria set, followed by which consent was taken and an online questionnaire was shared. Google form was used to collect the demographic details and responses to statements from the Maslach Burnout Inventory and Job Satisfaction Survey. Following the conduction, the responses were transferred to an excel sheet and coded. Further statistical analysis was done with the help of SPSS and the results were interpreted and discussed accordingly.

RESULTS AND DISCUSSION

The aim of the research was to study the relationship and level of impact between job satisfaction and burnout among logistic employees. The research was conducted on a group of 123 participants who are basically logistic employees currently residing in Bangalore who is having minimum work experience of one year. The cross-sectional survey design was followed to collect data on the variables of Job Satisfaction Survey and MBI for the Burnout scores. The data was collected through an online data collection platform and the objective of the study to find if there is any significant correlation between Job satisfaction and burnout.

Table 1 shows the scores of Normality Testing for Burnout

	Statistics	p
Kolmogorov-Smirnov	0.06	.746
Shapiro-Wilk	0.98	.062

In table 1, since the p-value is greater than 0.05, the data is normally distributed.

Table 2 shows the scores of Normality test for Job Satisfaction

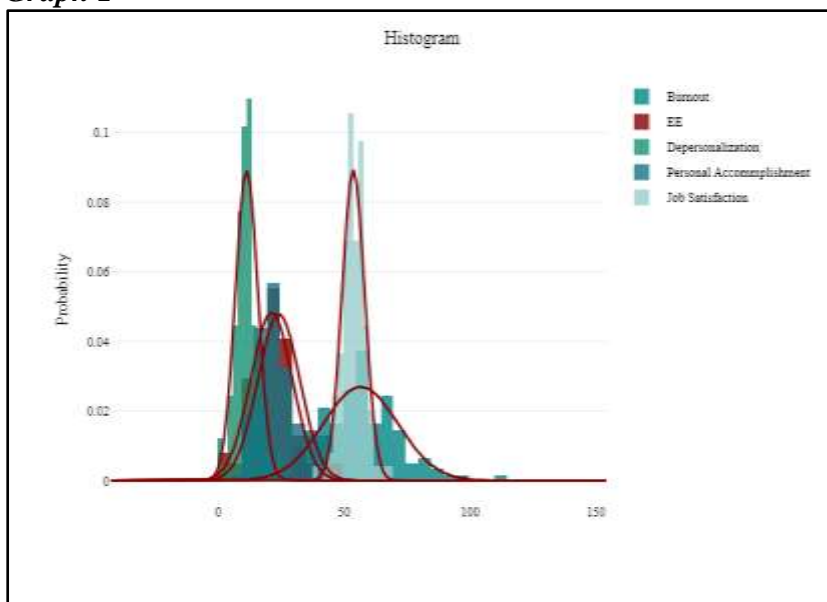
	Statistics	p
Kolmogorov-Smirnov	0.08	.348
Shapiro-Wilk	0.98	.055

In table 2, since the p-value is greater than 0.05, the data is normally distributed.

Table 3 Shows the scores of Descriptive analyses of variables from the Burnout Scale and Job Satisfaction

	Burnout	EE	Depersonaliza -tion	Personal Accomplishment	Job Satisfaction
Mean	56.53	21.19	11.29	24.05	53.64
Median	56	22	11	23	53
Mode	56	23	12	23	52
Std. Deviation	14.85	8.29	4.49	8.38	4.49
Minimum	26	0	0	8	39
Maximum	110	46	25	47	68

Graph 1



Graph 1 shows the normal distribution curve which is basically the probability for Burnout and Job Satisfaction

Table 4 shows the scores of Levels of Job Satisfaction

Score	Degree of Satisfaction	N
74 or above	Extremely satisfied	0
63 - 73	Very Satisfied	18
56 - 62	Moderately Satisfied	54
48 - 55	Not Satisfied	43
47 or below	Extremely Dissatisfied	8

In Table 3, since the mean of the sample for the total score of Job Satisfaction is 53.64 which reflects the category of **Moderately Satisfied** after referring to **Table 4** score interpretations.

Table 5 shows the scoring of the sub-scales of the Burnout

Interpret -aion	Personal Accomplishment		Deperson -alization		Emotional Exhaustion	
		N		N		N
High	0 - 30	63	14 or over	18	27 or over	33
Moderate	31 - 36	36	9 - 13	72	17 - 26	58
Low	37 or over	24	0 - 8	33	0 - 16	32

In Table 5, the mean value of Emotional Exhaustion and Depersonalization is Moderate while the Personal Accomplishment is High.

Table 6 shows the scores of Correlation between Burnout and Job Satisfaction

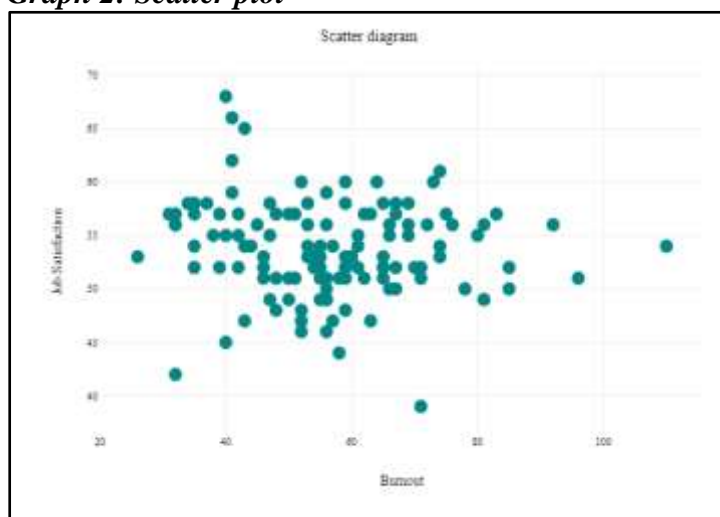
H1=0: There will be no significant correlation between the levels of Job Satisfaction and Burnout.

	r	p (2-tailed)
Burnout and Job Satisfaction	-0.1	.262

A Study on Burnout and Job Satisfaction among Logistic Employees

In Table 6, a Pearson correlation was performed to test whether there was an association between Burnout and Job Satisfaction. The result of the Pearson correlation showed that there was no significant association between Burnout and Job Satisfaction, $r(121) = -0.1$, $p = .262$. There is a low, negative correlation between the variables Burnout and Job Satisfaction with $r = -0.1$. Thus, there is a low, negative association between Burnout and Job Satisfaction in this sample. Hence **H1 is accepted**.

Graph 2: Scatter plot



Graph 2 shows the scattered diagram of levels of relationship between Job satisfaction and Burnout among the collected sample.

Table 7 shows the values of Regression analysis of Burnout and Job Satisfaction

$H2=0$: There will be no significant impact of Burnout on Job satisfaction

R	R2	Adjusted R2	Standard error of the estimate			
0.17	0.03	0	4.48			

Model	df	F	p	
Regression	3	1.18	.32	

Model	Unstandardized Coefficients		Standardized Coefficients		95% confidence interval for B	
	B	Standard error	Beta	t	lower bound	upper bound
(Constant)	55.1	1.63		33.73	<.001	51.86 58.35
EE	-0.1	0.06	-0.19	-1.6	.112	-0.23 0.02
Depersonalization	0.14	0.12	0.14	1.2	.233	-0.09 0.37
Personal Accomplishment	-0.04	0.05	-0.07	-0.76	.447	-0.13 0.06

The interpretation of Table 7 results, Regression model showed that the variables EE, Depersonalization and Personal Accomplishment explained 2.89% of the variance from the variable Job Satisfaction. An ANOVA was used to test whether this value was significantly different from zero. Using the present sample, it was found that the effect was not significantly different from zero, $F=1.18$, $p = .32$, $R2 = 0.03$.

Regression coefficients

When all independent variables are zero, the value of the variable Job Satisfaction is 55.1. If the value of the variable EE changes by one unit, the value of the variable Job Satisfaction changes by -0.1. If the value of the variable Depersonalization changes by one unit, the value of the variable Job Satisfaction changes by 0.14. If the value of the variable Personal Accomplishment changes by one unit, the value of the variable Job Satisfaction changes by -0.04.

Standardized regression coefficients

The standardized coefficients beta was independent of the measured variable and are always between -1 and 1. The larger the amount of beta, the greater the contribution of the respective independent variable to explain the dependent variable Job Satisfaction. In this model, the variable EE has the greatest influence on the variable Job Satisfaction.

p-value

The calculated regression coefficients refer to the sample used for the calculation of the regression analysis, therefore it is of interest whether the individual coefficients only deviate from zero by chance or whether they also deviate from zero in the population. To test this, the null hypothesis is made for each coefficient that it is equal to zero in the population. The standard error now indicates how much the respective coefficient will scatter on average when the regression analysis is calculated for a further sample.

The test statistic *t* is then calculated from the standard error and the coefficient.

The *p*-value for the coefficient of EE is .112. Thus, the *p*-value is greater than the significance level of 0.05 and the null hypothesis that the coefficient of EE is zero in the population is maintained. Thus, it is assumed that the coefficient for the variable EE in the population is not different from zero.

The *p*-value for the coefficient of Depersonalization is .233. Thus, the *p*-value is greater than the significance level of 0.05 and the null hypothesis that the coefficient of Depersonalization is zero in the population is maintained. Thus, it is assumed that the coefficient for the variable Depersonalization in the population is not different from zero.

The *p*-value for the coefficient of Personal Accomplishment is .447. Thus, the *p*-value is greater than the significance level of 0.05 and the null hypothesis that the coefficient of Personal Accomplishment is zero in the population is maintained. Thus, it is assumed that the coefficient for the variable Personal Accomplishment in the population is not different from zero. Hence the **H2 is rejected**.

The results of the study align with previous research on job satisfaction. Job satisfaction and burnout are important topics in the field of psychology and organizational behavior. Research on these topics has identified a number of factors that contribute to job satisfaction and burnout, as well as their consequences for individuals and organizations. Job satisfaction refers to the degree to which individuals feel positively about their job and the various aspects of their work, such as pay, working conditions, relationships with colleagues, and the opportunities for growth and advancement. Research has shown that job satisfaction is associated with a range of positive outcomes, including better physical and mental health, higher job performance, lower absenteeism, and lower turnover rates. The findings in this study does suggest that the correlation between Job satisfaction and Burnout was not significant but there was some amount of impact which could be noticed.

CONCLUSION

The Cross-Sectional Survey design was followed to collect data on the variables of Job Satisfaction and Maslach's Burnout Inventory (MBI) for the Burnout scores. The data was collected through an online data collection platform and the objective of the study to find if there is any significant correlation between Job satisfaction and burnout. Additionally, it was also hypothesized that the burnout will have a significant impact on the job satisfaction. Post the data collection, the data was coded, cleaned and scored. After the preparation of the data, the data was analyzed using IBM SPSS. The descriptive analysis of the sample was carried out and the Shapiro-wilks and Kolmogorov Smirnov test for conducted. Pearson r correlation test was conducted to check whether the coefficient is significant. The results showed that the correlation was not significant. A simple linear regression was conducted to see whether the subs-scales of burnout (personal accomplishment, emotional exhaustion & depersonalization). The regression was not found to be significant. The existing literature suggest that there should be negative correlation between job satisfaction and burnout, while the small sample size and no control variables in the study could not replicate these results.

Implications

Firstly, the research can shed insight on the understanding of logistic employee's level of burnout and job satisfaction, its relationship with each other and its impact. It can help reveal that when employees feel ignored or excluded by their coworkers or bosses, due to more work pressure they are less likely to feel motivated or involved in their job, in turn, affecting their productivity and overall job performance.

Secondly, the study can help organizations recognize the importance of creating an inclusive employees job satisfaction. Employers may be more likely to take steps to address issues related to workplace burnout and job satisfaction and promote a more supportive and inclusive work environment. This may include implementing policies that promote diversity and inclusion, providing training for managers and employees on how to identify and address workplace burnout and job satisfaction, and creating opportunities for employees to connect and collaborate with their colleagues and have some leisure time for themselves and can have a good work life balance due to good environment in the workplace.

Lastly, the findings can help individuals understand the impact of workplace burnout on their own psychological well-being and job satisfaction. Employees who are aware of the negative effects of workplace burnout may be better equipped to cope with such situations or seek support from their colleagues or managers. Overall, the research study can have important implications for both organizations and individuals in terms of promoting a positive work environment and improving employees' psychological well-being in order to avoid burnout in employees and to see that they are satisfied with their job.

Limitations

The present study was conducted on a small sample with only 123 participants due to time constraints, making it difficult to generalize the findings to larger populations. The results and inference may not be applicable to other sectors since the responses were majorly gathered only from employees working in the Logistic sectors in Bangalore. The employees would find it hard to make time to answer the survey from their busy schedule and this research had 52 items on whole, which takes a bit of patience and interest to answer, so sometimes the participants would not give their honest answers while answering the survey questionnaire.

Scope For Future Research

There are certain shortcomings in the study that can be addressed to provide avenues for future research. For instance, succeeding studies can study the variables on a larger sample for obtaining more reliable results. The geographical boundaries can be expanded to aid in generalizability of the findings and identify cross-cultural differences.

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A Study on Burnout and Job Satisfaction among Logistic Employees

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Conflict of Interest

The author(s) declared no conflict of interest.

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