

Research Paper

Exploring the Relationship between Job Satisfaction, Relationship Satisfaction, Burnout, and Passion for Achievement: A Correlational Study

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ABSTRACT

Job satisfaction plays a critical role in workplace productivity and employee well-being, influenced by factors such as relationship satisfaction, burnout, and passion for achievement. This study examined how these elements correlate among 156 full-time employees in India, comprising 104 males and 52 females. Using validated tools, including the Job Satisfaction Scale, Burns Relationship Satisfaction Scale, Maslach Burnout Inventory, and Passion Scale, the study found significant relationships between these variables. Job satisfaction was positively linked to relationship satisfaction ($r = 0.327$, $p < 0.01$) and passion for achievement ($r = 0.181$, $p < 0.05$). However, burnout showed a negative correlation with job satisfaction ($r = -0.444$, $p < 0.01$). These findings highlight the need for supportive workplace relationships and strategies to manage burnout, emphasizing the balance between professional aspirations and overall well-being. The study offers practical insights for organizations seeking to enhance employee satisfaction and foster a healthier work environment.

Keywords: *Job satisfaction, relationship satisfaction, burnout, passion for achievement, workplace well-being, employee productivity, correlational study*

“In today’s fast-paced work environment, understanding how job satisfaction, relationship quality, burnout, and passion for achievement intersect is crucial for organisational success.”

The combination of these factors decides our performance in the workplace. Strong workplace relationships foster a supportive environment, boosting confidence, morale, and job stability. Interactions with coworkers significantly affect job satisfaction; unhealthy relationships can foster disapproval and resentment toward job roles (Taylor Varco, 2022). Encouraging healthy interactions with supervisors and colleagues upholds a friendly environment, reassurance and work stability. Besides, when there is a high job demand and task load, performance pressure increases which leads to burnout, and which is known to be very emotionally exhausting and brings lack of enthusiasm. Burnout

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adversely impacts workplace relationships and job satisfaction, often causing physical fatigue, reduced productivity, and decision-making difficulties. On the other hand, organisations are often trying to make their workspace more efficient and keeping their employees motivated and boosting their productivity.

According to Gallup data, 32 percent of surveyed workers in the world's most popular country claim to be engaged with their work, six percentage points above the regional average and nine percent higher than the global average (Florian Zandt, 2024). Job satisfaction refers to a positive correlation with one's job, it involves active engagement for job demands, being confident within the stability of the job, healthy connections with colleagues and supervisors also play a major role in this aspect. The Findings show that there is a positive relationship between Job Satisfaction and Employees Commitment; Work values and Employees Commitment (Shib Kumari Singh & Gaurav Jaiswal, 2016). An individual's personal values and morals should align with the company's goals and objectives, as this defines how fulfilling this job is to them.

A study also shows that this creates a greater sense of self-accomplishment and boosts their job satisfaction (University of Pennsylvania). However, if there is lack of motivation, detached sentiment towards their work, unsatisfactory performance then there's a possibility that this might create difficulties at work. Therefore, a positive and supportive environment is mandatory to foster productivity, and it will help organisations to improve and reach their goal of making it their huge success.

We Humans are social animals, social interactions and forming relationships are very crucial for us, we find joy, happiness, peace and fulfilment in our interpersonal interactions with each other. Relationship satisfaction at the workplace is one of the most valuable factors that must be considered while working in a company. It lays the foundation for a very supportive, flexible and honest work environment, where every individual will feel valued, respected, and involved in the workplace. Transparency in communication plays a major role here, being open to new ideas, actively listening to what one is saying and providing feedback are crucial aspects. It empowers employees to work their best and they feel connected towards the organisation's aims & objectives, it affects the company's performance positively. Unity among employees serves the best for the organisation. If there's lack of support, communication, honesty and teamwork then this might create a negative output for the same.

Burnout refers to feeling drained physically, mentally, and emotionally due to extended periods of facing stress at work. A new survey on employees' well-being has revealed that India topped the rank in workplace burnout. According to the survey, "India respondents reported the highest rates of burnout symptoms at 59%" (McKinsey Health Institute's 2023). This phenomenon occurs due to continuous workload, lack of motivation, unable to meet the timeline of assigned work at the workplace. Burnout includes, physical fatigue, mental overload, inability to make decisions properly, lack of self-control, this can lead to negative outcomes for the organisation. It can adversely affect an individual's mental & physical health that can manifest itself in the form of anxiety, depression, heart diseases & so on. An intervention should be introduced to address the same. Work life balance should be promoted within companies to enhance productivity of the workforce.

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Passion for achievement refers to having a strong vision about our goals even when facing challenges & difficulties. Willing to invest in personal growth & committing towards learning a new skill set. Motivation is the key to unlocking employees' full potential and achieving greatness in their careers and personal lives (Christian k., 2023). There is an internal drive that motivates an individual to excel in his/her career & to perform their level best. An employee's full potential can lead to success both in personal & work life. These individuals are very resilient & focused on their goals, which contribute to organisation as well. Passion for achievement can result in consistent work habits, keeping a positive outlook for their job role and staying productive in their workplace. If not regulated properly this will lead to burnout, & that will have a bad influence on themselves as well as their organisation. Passion for achievement influences job satisfaction among Indian entrepreneurs. They found that a prominent level of passion for success and goal attainment can significantly increase job satisfaction, but only when balanced with emotional well-being and personal relationships (Gupta & Sharma, 2018). Therefore, to avoid negative consequences, one should always be aware of his/her limits, should have reasonable expectations from work, internal discipline & motivation are especially important for long term success & wellbeing at the workplace.

This intricate connection between job satisfaction, burnout, passion for achievement & relationship satisfaction at a workplace are surveyed here in this study. Recognising how these factors interact and influence each other is our key purpose. Relationship satisfaction is related to the quality of personal & social relationships we develop with our spouse, family, co-workers & supervisors. Job satisfaction and relationship satisfaction are correlated in Indian IT professionals. They found that employees who report higher levels of job satisfaction often experience positive effects on their romantic and familial relationships due to decreased spillover stress (Srivastava & Pathak, 2020). In contrast, burnout is a common occurrence caused by extreme physical, mental & emotional tiredness, due to high levels of stress at the workplace. Lastly but importantly, passion for achievement brings the best out of an individual, this shows their will to succeed in all areas of their life. The complex relationship between burnout, job satisfaction, and passion for achievement in the Indian corporate sector. They found that while passion for achievement initially leads to high job satisfaction, it can turn into burnout if not moderated, leading to reduced work engagement and dissatisfaction in later stages (Rao & Patel, 2022). This study is correlational in nature, which means it examines the relationships between variables without establishing a direct cause-and-effect link. The primary objective is to explore how these variables job satisfaction, relationship satisfaction, burnout, and passion for achievement are interconnected. By analyzing these relationships, the study focuses on the complex ways these factors influence one another in a professional setting. The findings reveal both positive and negative correlations among the variables, highlighting the delicate balance required to maintain well-being and professional fulfillment. For instance, while a strong passion for achievement can drive individuals toward excellence, it can also lead to burnout if not moderated. Similarly, positive workplace relationships and job satisfaction often go hand in hand, creating a supportive environment that fosters productivity and morale. These results emphasize the importance of achieving equilibrium between ambition and emotional well-being. Stability in this balance is not only crucial for workplace success but also for overall life satisfaction. High levels of workplace contentment and a harmonious work environment can contribute significantly to personal and professional growth, ultimately paving the way for a fulfilling and successful life.

METHODOLOGY

Aim: The aim of this research is to analyze the effect of relationship satisfaction, burnout and passion for achievement on the job satisfaction.

Objective

- This study will analyze if the relationship satisfaction affects the job satisfaction of an individual.
- It will investigate if there is any correlation between burnout and job satisfaction.
- This research will find whether or not there is a correlation between the passion for achievement and job satisfaction.

Participants

Sample Size: 156

- **Females:** 52
- **Males:** 104

Variables

- **Independent Variable:** Job Satisfaction
- **Dependent Variable:** Relationship Satisfaction, Burnout, Passion for Achievement

Tools Used

1. JOB SATISFACTION SCALE:

The job satisfaction of an individual was calculated using the Job Satisfaction Scale (Paul, 1997) which is a 36-item scale and is a Likert type scale, the reliability and validity are as follows:

RELIABILITY

A split-half reliability coefficient obtained was 0.73 which when corrected by Spearman Brown Profecy Formula increased to 0.84. Yet another method i.e. Cronbach's alpha coefficient accessed to the internal consistency of the instrument for the total scale was found to be 0.86 that indicates a high degree of internal consistency for the group analysis, which is acceptable (Anastasi & Urbina, 1998)

VALIDITY

Judgement of the principals was adopted as the method for validation of the Job Satisfaction Scale. To this effect, the t-test of the difference of the means of two independent, small samples was applied and the value of t calculated by using one-tailed test.

2. RELATIONSHIP SATISFACTION SCALE:

Relationship satisfaction was calculated using the BURNS RELATIONSHIP SATISFACTION SCALE (RSAT) (1988) which has 7 items and is based on a 6 point Likert scale which is used to measure the satisfaction of relationship of an individual with friends, lover, colleague and family. The reliability and validity of this test are as follows:

RELIABILITY

- **Internal consistency:** The internal consistency of RSAT is usually high. This can be understood by Cronbach's alpha that indicates the items in the scale represent a specific underlying construct.

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- Test-Retest Reliability: Evidence suggests that the RSAT has good test-retest reliability in that scores of individuals on the scale stay stable over time.

VALIDITY

- Convergent Validity: The RSAT was found to correlate with other scales of relationship satisfaction, and that therefore supported its construct validity.
- Predictive Validity: RSAT has some predictive validity because the results - divorce or separation, for instance - have been predicted by the measure.

3. MASLACH BURNOUT INVENTORY

To assess the burnout of an individual the Maslach Burnout Inventory (1981) was used which is a 22-item scale divided in 3 sections. This is a Likert type scale ranging from 0 to 6. The reliability and the validity of the scale is as follows:

RELIABILITY

Internal Consistency

Internal consistency was determined by finding Cronbach's α coefficient for each subscale of MBI-SS. Based on the analysis, all three subscales demonstrated internal consistency high with Cronbach's α coefficient of 0.837, 0.869, and 0.881 for EX, CY and rPE subscales respectively.

Test-Retest Reliability

The data gathered from the 22 students two weeks following the first administration of the MBI-SS were subjected to analysis in a bid to test the test-retest reliability of the instrument, with the results indicating positive high levels correlations for each of the three subscales of MBI-SS. For the EX, CY, and rPE subscales, the correlation coefficients at $p < 0.001$ were 0.858, 0.910, and 0.890, respectively.

4. PASSION SCALE

To assess the passion for achievement of an individual we used the passion scale (sigmundssona, hermundsdottir ,2020) it is a 5 point Likert scale with 8 items and the reliability and validity of the scale are as follows:

RELIABILITY

The Passion Scale had a good reliability and validity. Reliability-wise, the scale had good internal consistency with a Cronbach's alpha value of 0.86, meaning that the items were measuring similar aspects of passion. It also had strong test-retest reliability evidenced by high ICCs between test and retest scores ranging from 0.54 to 0.89 and an ICC of 0.92 between test and retest total scores.

VALIDITY

Pearson correlations coefficient between total score passion scale and Grit-S scale were 0.39 for adults, mean age 21.23 (SD = 3.45) (N = 107).

Test-retest reliability: The ICCs for test-retest scores for the total score was 0.92.

These promising results merit further development of the passion scale, with normalization on a large, representative sample.

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Hypothesis

- There will be a significant positive correlation between job satisfaction and relationship satisfaction.
- There will be a significant negative correlation between burnout and job satisfaction.
- Passion for achievement will be positively correlated with job satisfaction.

Rationale

It has been observed that the contemporary employees have been facing low job satisfaction and relationship satisfaction, burnout, and lack of passion for achievement could be the possible reasons for it. There has not been enough research which correlates these variables especially among the Indian population so this study aims to reduce this research gap also the findings of this research will help in practice applications as it can be used by organizations and HR to form policies, enhance employee support programs and also by employees to improve both their personal and professional lives.

Sampling: Random sampling and snowball sampling was used for data collection.

Statistical Analysis

THE SPSS software was used to find the Pearsons correlation among the four variables. This was done to analyze if there was any effect of relationship satisfaction, burnout or passion for achievement on the job satisfaction of the individual.

Inclusion Criteria

- 18 years and above
- did a full-time job
- Indian citizen
- mentally and physically fit
- gave consent of participation

Exclusion Criteria

- below the age of 18
- did not do a full-time job
- were retired we
- not the citizen of India
- did not give consent were

Ethical Considerations:

- **Informed Consent:** Informed consent is a fundamental ethical requirement in research, ensuring that participants are fully aware of the study's purpose, procedures, and their rights before agreeing to take part. This process involves providing clear and comprehensive information about the nature of the research, including any potential risks and benefits, the methods used, and the expected duration of participation.
- **Confidentiality:** Confidentiality is a critical ethical consideration in research, ensuring that participants' responses remain anonymous and their data is securely stored. Researchers must take steps to protect the identity of participants by assigning codes or pseudonyms instead of using real names. This helps prevent any personal information from being linked to the data collected.

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- Ethical Approval:** Ethical approval is a critical step in the research process, ensuring that studies involving human participants adhere to established ethical standards. Researchers must submit their research proposals to an Institutional Review Board (IRB) or ethics committee, which reviews the study's aims, methods, and potential impacts on participants

RESULT TABLE

Table 1

		Job Satisfaction	Passion For Achievement
Job Satisfaction	Pearson Correlation	1	.181*
	Sig. (2-tailed)		.024
	N	156	156
Passion For Achievement	Pearson Correlation	.181*	1
	Sig. (2-tailed)	.024	
	N	156	156

*. Correlation is significant at the 0.05 level (2-tailed).

Table 2

		Job Satisfaction	Burnout
Job Satisfaction	Pearson Correlation	1	-.444**
	Sig. (2-tailed)		<.001
	N	156	156
Burnout	Pearson Correlation	-.444**	1
	Sig. (2-tailed)	<.001	
	N	156	156

** Correlation is significant at the 0.01 level (2-tailed).

**Table 3
Correlations**

		Job Satisfaction	Relationship Satisfaction
Job Satisfaction	Pearson Correlation	1	.327**
	Sig. (2-tailed)		<.001
	N	156	156
Relationship Satisfaction	Pearson Correlation	.327**	1
	Sig. (2-tailed)	<.001	
	N	156	156

** Correlation is significant at the 0.01 level (2-tailed).

DISCUSSION

The aim of this research paper is to see the effect of relationship satisfaction, burnout and passion for achievement on job satisfaction. The findings of this study show a complex relationship between these variables in a professional setting. Job satisfaction here is taken as an independent variable and relationship satisfaction, burnout, passion for achievement as dependent variables. As hypothesised, evaluation of the collected data of total sample size of 156 individuals (females:52 and males:104) shows that there is a marked association between these variables.

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Results

- The Pearson correlation analysis revealed a positive relationship between job satisfaction and relationship satisfaction ($r = 0.327$, $p < 0.01$). The findings confirm the first hypothesis, indicating a direct relationship between these variables. Employees with supportive workplace relationships are generally more satisfied with their jobs, although the correlation is modest, thus, we will not observe a major impact of relationship satisfaction on job satisfaction. Correlation is significant at the 0.01 level (2-tailed).
- The negative correlation between job satisfaction and burnout, ($r = -0.444$, $p < 0.01$) suggests that as burnout increases, job satisfaction decreases. This significant result supports the second hypothesis, highlighting the strong adverse impact of burnout on job satisfaction in the workplace. Correlation is significant at the 0.01 level (2-tailed).
- There was a weaker but significant positive correlation between job satisfaction and passion for achievement ($r = 0.181$, $p < 0.05$). This indicates that employees driven by passion for success tend to report higher job satisfaction, but the impact is less evident than to the relationship of job satisfaction and burnout. Correlation is significant at the 0.05 level (1-tailed).

CONCLUSION

Hence, all three hypotheses were supported by the results of this study. This research proves that job satisfaction is positively affected by relationship satisfaction and passion for achievement but is not much impactful in the workplace. Strong and encouraging interpersonal relationships at work with inner drive for success demonstrates employee satisfaction, while burnout is strongly linked to detrimental effects on job satisfaction of an individual at a work environment. Organizations should regularly assess employee satisfaction levels, promote productivity, foster positive workplace relationships, and provide support to mitigate stress and burnout. This will result in a more effective workplace environment where employees will have greater confidence, stability and motivation.

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Conflict of Interest

The author(s) declared no conflict of interest.

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