

## Impact of Work Styles on Burnout and Job Satisfaction

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### ABSTRACT

This research explores the impact of diverse working styles—work from home, work from office, and hybrid—on employee burnout and job satisfaction. Using a sample of 96 professionals across various industries, the study employs a quantitative approach to analyse burnout levels and job satisfaction through the Maslach Burnout Inventory (MBI) and the Minnesota Satisfaction Questionnaire (MSQ). The findings reveal no statistically significant differences in burnout or job satisfaction across the three working styles. However, trends suggest that hybrid work modes may result in slightly higher burnout but also marginally greater job satisfaction compared to other styles. A negative correlation between burnout and job satisfaction was identified, underscoring how increased burnout negatively affects employees' perception of their roles and workplace well-being. This study highlights the intricate balance organizations must achieve to optimize work environments. It suggests tailored strategies for mitigating burnout, such as promoting work-life balance, providing mental health resources, and ensuring robust support systems for all work modes. By fostering environments conducive to both productivity and satisfaction, organizations can enhance overall employee well-being. These findings contribute to ongoing discussions on workplace dynamics, offering actionable insights for adapting work policies in evolving professional landscapes.

**Keywords:** *Work Styles, Burnout, Job Satisfaction*

### What is organisation behaviour?

Organizational Behavior (OB) is a multidisciplinary field that studies human behavior within structured social systems known as organizations. An organization is defined as a system where groups and individuals work together to achieve common objectives, whether for profit or to enhance public good.

### *Factors contributing to Organizational Behaviour*

#### **Organizational Culture**

Organizational culture refers to a system of shared meanings held by members of an organization, distinguishing it from others. Seven primary characteristics define an organization's culture:

1. Innovation and Risk-Taking: The degree to which employees are encouraged to be innovative and take risks.

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3. Attention to Detail: The degree to which employees are expected to exhibit precision, analysis, and attention to detail.
4. Outcome Orientation: The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.
5. People Orientation: The degree to which management decisions take into consideration the effect of outcomes on people within the organization.
6. Team Orientation: The degree to which work activities are organized around teams rather than individuals.
7. Aggressiveness: The degree to which people are aggressive and competitive rather than easygoing.
8. Stability: The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Each characteristic varies in intensity, creating a composite picture of the organization's culture, influencing behavior and decision-making.

Additionally, some research has classified organisational culture into four types based on competing values:

1. Clan: Collaborative and cohesive.
2. Adhocracy: Innovative and adaptable.
3. Hierarchy: Controlled and consistent.
4. Market: Competitive and customer-focused.

Research suggests that clan-based cultures foster positive job attitudes, market cultures drive innovation, and market cultures also excel in financial performance.

### ***Organizational Citizenship***

Organizational Citizenship Behavior (OCB) refers to discretionary actions taken by employees that go beyond their formal job duties, aimed at supporting the organization or other employees. While these behaviors are not part of official job descriptions, they play a crucial role in fostering a cooperative and efficient work environment.

OCB is categorized into two types:

1. OCB-I (Individual-directed) – Behaviors aimed at helping coworkers, such as assisting with personal problems or covering shifts.
2. OCB-O (Organization-directed) – Actions that benefit the organization as a whole, such as promoting the company to outsiders or suggesting improvements.

OCB can take various forms, such as:

- Altruism – Voluntarily helping coworkers with tasks.
- Conscientiousness – Being punctual, following organizational rules.
- Civic Virtue – Actively participating in organizational governance (e.g., attending voluntary meetings).
- Sportsmanship – Maintaining a positive attitude and not complaining.
- Courtesy – Preventing conflicts and maintaining harmony.

The importance of OCB lies in its positive impact on organizational functioning, including job satisfaction, workplace morale, and organizational commitment. OCB often stems from feelings of fairness and trust in management, as employees who perceive that they are

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treated well are more likely to engage in these behaviors. Additionally, personality traits like empathy and conscientiousness are linked to a greater likelihood of engaging in OCB.

OCB is also significant because it can enhance a company's image, attract better employees, and improve workplace dynamics. Although OCB is unofficial, many organizations informally consider it during performance evaluations due to its influence on overall organizational performance. Encouraging OCB can contribute to a supportive, efficient, and positive organizational culture.

### Organizational Environment

The organizational environment refers to both the internal and external forces that influence how an organization operates and responds to changes in its surroundings. These forces shape the organization's structure, strategy, and overall effectiveness. The environment can be broadly classified into two categories: internal environment and external environment.

1. **Internal Environment:** This includes elements within the organization, such as its culture, employees, resources, and management structure. The internal environment is crucial because it directly affects organizational processes and decision-making. A well-aligned internal environment can enhance operational efficiency, employee satisfaction, and overall organizational performance.
2. **External Environment:** This includes factors outside the organization that can influence its operations, such as market trends, technological advancements, regulatory requirements, and socio-economic conditions. Burns and Stalker (1961) identified the relationship between the external environment and organizational structure, suggesting that organizations in stable environments tend to adopt mechanistic structures characterized by rigidity and centralization. In contrast, those operating in dynamic environments tend to adopt organic structures that are more flexible and adaptable.

Duncan (1972) extended this understanding by classifying the external environment into two dimensions: stability and complexity. Stability refers to the predictability of factors like market trends or resource availability, while complexity deals with the number of variables an organization has to manage. Organizations in simple, stable environments may experience low uncertainty and benefit from more straightforward, functional structures. However, organizations in complex and dynamic environments face higher levels of uncertainty, which necessitates the adoption of more flexible, adaptive structures to respond effectively.

In summary, the organizational environment, both internal and external, plays a crucial role in determining an organization's structure and approach to dealing with external challenges and opportunities. A dynamic and uncertain environment requires flexibility, while stability allows for more structured, formalized operations.

### *Styles of Work*

1. **Work from Home (WFH):** This style allows employees to perform their job duties from their own residences, leveraging technology to communicate and collaborate. WFH can offer greater flexibility, reduced commuting time, and a more comfortable work environment. However, it may also lead to feelings of isolation, challenges in separating work and personal life, and potential distractions at home.
2. **Work from Office:** Traditional office work involves employees commuting to a designated workplace where they perform their tasks. This style fosters direct

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communication, collaboration, and team bonding. It can enhance a sense of belonging and maintain a clear separation between work and home life. However, it may also entail long commutes, rigid schedules, and less flexibility compared to remote options.

3. Telecommuting/Hybrid: This flexible work style combines elements of both remote and office work. Employees may split their time between working from home and the office, allowing for adaptability in managing their schedules. The hybrid model can provide the benefits of collaboration and social interaction while still offering the autonomy and comfort of remote work. However, it requires effective communication and coordination to ensure productivity and team cohesion across different work settings.

### *Job Satisfaction*

#### **What is Job Satisfaction**

Job satisfaction is defined as a positive feeling about a job resulting from an evaluation of its characteristics. This definition is intentionally broad because a job encompasses much more than just the tasks performed, such as shuffling papers, writing programming code, or driving a truck. Jobs involve interacting with co-workers and supervisors, adhering to organizational policies, meeting performance standards, and coping with less-than-ideal working conditions. Thus, an employee's assessment of job satisfaction is a complex summation of various discrete elements, making it essential to consider multiple factors when evaluating satisfaction levels.

#### **Factors contributing to Job Satisfaction**

Job satisfaction is influenced by several factors, including the nature of the job, the working environment, and personal characteristics:

1. Nature of the Work: Jobs that are interesting, provide variety, and allow for independence and control are generally more satisfying. Employees who find their work engaging and meaningful are more likely to report higher levels of job satisfaction.
2. Social Relationships: Positive interactions with colleagues and supervisors significantly impact job satisfaction. A supportive work environment, characterized by feedback, social support, and opportunities for collaboration, fosters a sense of belonging and enhances overall job satisfaction. Moreover, social interactions outside the workplace also contribute positively to employees' perceptions of their jobs.
3. Life Satisfaction: Research has shown that job satisfaction is positively correlated with overall life satisfaction. Employees who feel fulfilled in their personal lives are likely to carry that positive outlook into their work experiences.
4. Pay: While compensation is often cited as a critical factor in job satisfaction, its influence diminishes once individuals reach a comfortable standard of living. Studies indicate that employees earning significantly higher salaries do not necessarily report greater job satisfaction than those with lower salaries, especially once basic needs are met.
5. Age and Experience: The relationship between job satisfaction and turnover intention varies with age. Younger employees often prioritize job satisfaction, while older employees may place greater importance on pay and benefits. This suggests a generational shift in what employees value most in their work experiences.
6. Work Environment: Other factors influencing job satisfaction include the size of the organization, supervisory roles, and the nature of the job itself. Research indicates

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that employees who work in smaller companies, supervise others, or are in caregiving positions tend to report higher levels of job satisfaction.

7. **Personality Traits:** Individual personality traits also play a significant role in job satisfaction. Employees with positive core self-evaluations (CSEs)—those who believe in their intrinsic worth and competence—are generally more satisfied with their jobs than those with negative CSEs. This reflects the importance of personal attitudes and perceptions in shaping job satisfaction.

In summary, job satisfaction is a multifaceted concept influenced by various elements, including the nature of work, social interactions, compensation, and individual traits.

### *Theories of Job Satisfaction*

#### **Maslow's Need Hierarchy Theory**

Abraham Maslow's Hierarchy of Needs is a significant theoretical framework in understanding human motivation. His theory posits that human needs are organized in a hierarchical structure, where higher-level needs become motivators only after lower-level needs are satisfied. This concept emerged from Maslow's humanistic psychology and clinical experience.

*Maslow identified five distinct levels within this hierarchy:*

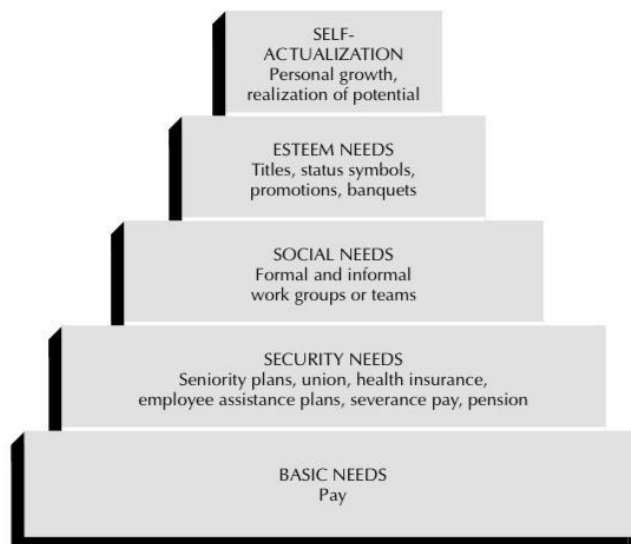
1. **Physiological Needs:** These are the most basic human needs, including hunger, thirst, sleep, and sexual needs. Once these fundamental requirements are fulfilled, they cease to motivate individuals. For instance, a person who has eaten will no longer be driven by the need for food.
2. **Safety Needs:** Following physiological needs, safety needs encompass both physical and emotional security. Once a person feels safe, this need no longer serves as a motivator.
3. **Love Needs:** This level relates to social connections, affection, and belongingness.
4. While Maslow referred to these needs as "love," a more accurate term might be "belongingness" or "social needs," as this encompasses a broader range of interpersonal relationships.
5. **Esteem Needs:** Esteem needs involve the desire for recognition, status, and achievement. Maslow categorized these needs into self-esteem and esteem from others, highlighting the importance of both self-worth and external validation.
6. **Self-Actualization Needs:** At the pinnacle of the hierarchy, self-actualization refers to the realization of one's full potential and personal growth. This need drives individuals to become the best versions of themselves and achieve their aspirations.

While Maslow did not initially intend for his hierarchy to be directly applied to workplace motivation, subsequent theorists, including Douglas McGregor, popularized his ideas in management literature. Maslow's hierarchy can be adapted into a content model of work motivation, illustrating that while basic needs are typically met in organizations, higher-level social and esteem needs often remain unmet.

Despite its intuitive appeal and widespread acceptance, empirical support for Maslow's theory is limited. Subsequent clarifications by Maslow acknowledged that self-actualization could grow even after being satisfied, and that human behavior is influenced by multiple motivations. Research indicates that while Maslow's model is not exhaustive in explaining work motivation, it raises awareness of the diverse needs employees have.

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**FIGURE 6.4**  
A Hierarchy of Work  
Motivation



The essence of Maslow’s theory lies in recognizing that social and self-actualization needs significantly contribute to workplace motivation. Layoffs and job terminations can cause employees to focus on basic security needs, highlighting the importance of organizational support during such transitions.

In contemporary discussions, Maslow’s influence persists, particularly in the resurgence of humanistic and positive psychology. Subsequent motivational theories, like Herzberg’s two-factor theory, have drawn from Maslow’s concepts, leading to the development of various hierarchical models in organizational contexts. Overall, Maslow’s Hierarchy of Needs has endured as a valuable framework in understanding motivation, emphasizing the need for organizations to address the diverse and evolving motivations of their employees.

### Herzberg’s Two-Factor Theory of Motivation

Frederick Herzberg made a significant contribution to understanding work motivation through his Two-Factor Theory, which emerged from his study of about 200 accountants and engineers in Pittsburgh. Utilizing the critical incident method, he asked participants two key questions: (1) What experiences made you feel good about your job? and (2) What experiences made you feel bad about your job? The consistent findings from this research revealed that positive feelings were associated with job content, while negative feelings were related to job context.

Herzberg categorized job factors into two groups: motivators and hygiene factors. Motivators are linked to job content and include aspects like achievement, recognition, and the nature of the work itself. In contrast, hygiene factors relate to job context and encompass company policies, supervision, salary, and working conditions. While hygiene factors are essential to prevent dissatisfaction, they do not contribute to job satisfaction. Thus, Herzberg posited that true motivation arises only from motivators, which align with Maslow’s higher-level needs.

**TABLE 6.2**  
Herzberg’s Two-  
Factor Theory

Hygiene Factors	Motivators
Company policy and administration	Achievement
Supervision, technical	Recognition
Salary	Work itself
Interpersonal relations, supervisor	Responsibility
Working conditions	Advancement

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Herzberg's theory complements Maslow's hierarchy of needs, with hygiene factors corresponding to lower-level needs that prevent dissatisfaction. However, simply addressing hygiene factors—like salary increases or better working conditions—does not inherently motivate employees. Instead, Herzberg argued that organizations must provide challenging job content to truly engage and motivate their workforce, thereby fulfilling higher-level needs related to achievement and growth.

Herzberg's Two-Factor Theory shifted management's focus from merely improving hygiene factors to enhancing job content. This insight explained why traditional approaches, which emphasized higher pay and better benefits, often failed to motivate employees. Workers often felt entitled to raises, but many remained dissatisfied because their jobs lacked meaningful content. Herzberg asserted that only challenging work, opportunities for recognition, and responsibilities lead to genuine employee motivation.

While Herzberg's theory has historically influenced the understanding of work motivation, it does simplify the complexities involved. Critics note that his findings may not universally apply across different job types and demographics. Research using different methodologies has sometimes failed to replicate his two-factor distinction. Additionally, some job factors, such as pay, can influence both satisfaction and dissatisfaction, challenging the binary nature of Herzberg's model.

Despite these limitations, Herzberg's contributions remain vital in the study of work motivation. He expanded upon Maslow's concepts, highlighting the importance of job content, and introduced job enrichment—a technique aimed at enhancing motivation through better job design. Ultimately, while Herzberg's model provides valuable insights, it does not fully encompass the intricacies of motivation within organizational settings, necessitating further exploration into more comprehensive motivational theories.

### *Equity Theory in Work Motivation*

Equity Theory, primarily attributed to social psychologist J. Stacy Adams, explores the relationship between perceived fairness in the workplace and employee motivation. The theory posits that individuals assess their job performance and satisfaction based on the perceived equity (or inequity) of their work situation relative to others.

At its core, Equity Theory suggests that motivation is influenced by the perceived ratio of outcomes (such as pay, recognition, and intrinsic rewards) to inputs (such as effort, skills, and experience). Specifically, equity exists when:

$$\frac{\text{person's outcomes}}{\text{person's inputs}} < \frac{\text{other's outcomes}}{\text{other's inputs}}$$
$$\frac{\text{person's outcomes}}{\text{person's inputs}} > \frac{\text{other's outcomes}}{\text{other's inputs}}$$

Equity occurs when

$$\frac{\text{person's outcomes}}{\text{person's inputs}} = \frac{\text{other's outcomes}}{\text{other's inputs}}$$

When individuals perceive an imbalance in this ratio—either feeling under-rewarded or over-rewarded—they experience inequity, which prompts them to take action to restore balance. This action could manifest in several ways, including altering their input level (e.g., effort), changing the perceived outcomes, or even leaving the organization.

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Research on Equity Theory has yielded mixed results. Laboratory studies generally support the idea that perceived inequity motivates individuals to strive for equity. However, field studies present more complexity. For example, research involving baseball players showed that those feeling underpaid during their option year decreased their performance, consistent with the theory. In contrast, some players increased their performance to strengthen their position for future contracts, highlighting that perceived inequity does not always lead to reduced effort.

Recent studies employing advanced statistical techniques have shown more consistent support for Equity Theory, indicating that perceived inequity can influence subsequent performance and organizational behavior. For instance, findings reveal that players who lost salary arbitration often experienced a decline in performance afterward, suggesting that inequitable situations can have lasting impacts.

**Implications for Organizations:** Understanding Equity Theory has practical implications for human resource management. Organizations should strive to create fair reward systems that consider employee perceptions of equity. Recognizing the role of perceived fairness in motivation can help managers enhance job satisfaction and productivity. Furthermore, organizations should be aware of the potential impact of perceived inequities on employee behavior and morale. Addressing these perceptions through transparent communication and equitable reward structures can foster a more motivated and satisfied workforce.

In conclusion, Equity Theory provides valuable insights into work motivation, emphasizing the importance of perceived fairness in the workplace. By focusing on equity, organizations can better understand and improve employee performance and satisfaction.

### *Expectancy Theory*

#### **The Porter-Lawler Expectancy Theory of Work Motivation**

The Porter-Lawler Expectancy Theory addresses the longstanding debate regarding the relationship between job satisfaction and performance, which has been a topic of interest since the human relations movement began. Unlike earlier theories, such as those proposed by Maslow and Herzberg, which imply that satisfaction leads to improved performance, Porter and Lawler argue that motivation (effort) does not directly equal satisfaction or performance. Instead, they propose that motivation, satisfaction, and performance are distinct variables that interact in complex ways.

#### *The Multivariable Model*

Porter and Lawler's model illustrates the relationships among motivation, performance, and satisfaction. Their framework highlights several key elements:

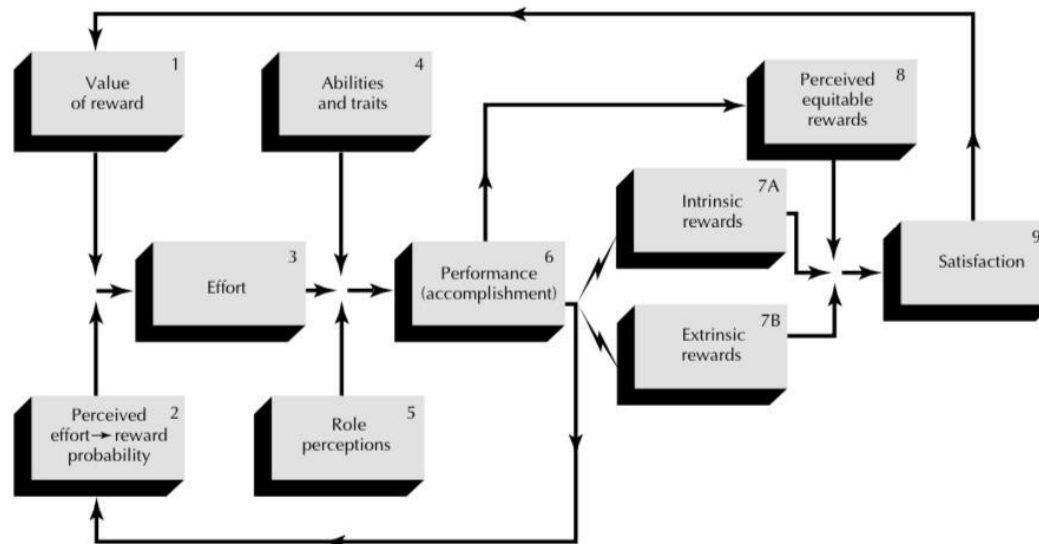
1. **Effort and Performance:** Effort does not directly lead to performance; it is influenced by individual abilities, traits, and role perceptions.
2. **Performance and Satisfaction:** Performance results in satisfaction, depending on how rewards are perceived.

This marked a significant shift from conventional beliefs that satisfaction inherently drives performance. Research supporting this model has indicated that the level and direction of effort are crucial in explaining individual performance within organizations. Moreover, the connection between performance and satisfaction is stronger when rewards are contingent upon performance.



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FIGURE 6.5 The Porter-Lawler Motivation Model



### Practical Implications

Although the Porter-Lawler model aims to offer practical applications for human resource management, its complexity has made it challenging to implement effectively. The authors encourage managers to look beyond traditional measures of attitudes and focus on understanding variables like the value of rewards, perceptions of effort-reward probabilities, and role perceptions. These insights can help managers better comprehend employee motivation and performance dynamics.

To enhance motivation and performance, Porter and Lawler suggest organizations assess their reward policies and evaluate how performance levels correlate with satisfaction levels. This evaluation can identify the gaps that might exist between performance expectations and actual outcomes.

### Contributions to Work Motivation

The Porter-Lawler model has significantly enriched the understanding of work motivation and the interplay between performance and satisfaction. Nonetheless, its practical impact on human resource management has been limited. The theory does suggest several barriers that must be addressed to optimize motivation and performance, including:

1. Doubts regarding one's abilities or skills.
2. The practical feasibility of job tasks.
3. The interconnectedness of jobs with others.
4. Ambiguity in job requirements.

To overcome these barriers, enhancing self-efficacy through positive feedback and successful experiences can empower employees to put forth greater effort. Additionally, organizations must ensure that opportunities for performance are present.

On the back end, focusing on the relationship between performance and satisfaction involves:

1. Identifying what rewards employees value.
2. Defining desired performance levels.
3. Ensuring that performance goals are achievable.
4. Connecting valued rewards to performance outcomes.

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This model reinforces the importance of recognizing individual contributions and suggests that managers consider non-financial rewards, such as flexible scheduling or public recognition, which can motivate employees and enhance job satisfaction.

In summary, the Porter-Lawler Expectancy Theory offers a nuanced perspective on work motivation, emphasizing that motivation, performance, and satisfaction are interconnected yet distinct. By applying its principles, organizations can better navigate the complexities of motivating their workforce.

### Goal Setting Theory

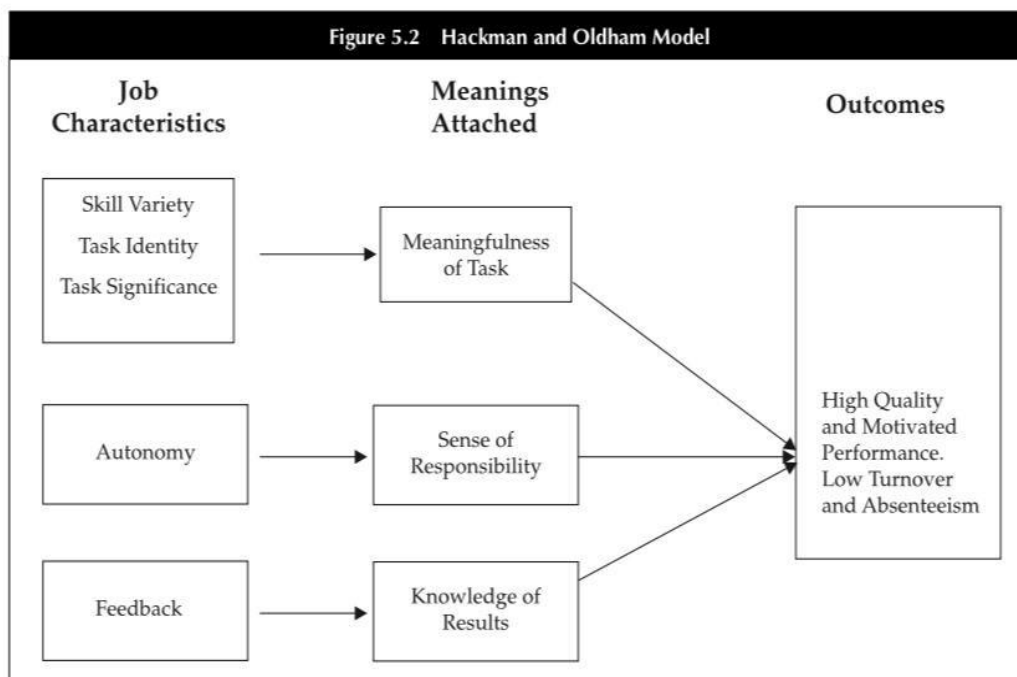
Motivation in the workplace can be understood as a combination of the internal driving forces of needs and the external pulling influences of goals. Clear and well-defined goals are crucial for directing effort and can significantly impact motivation. For instance, Edmond Hillary, the first climber to reach the summit of Mount Everest, famously stated that he took on the risks of the ascent “because it is there,” illustrating how challenging goals can stimulate ambition and self-efficacy.

According to Locke and Latham (1990), goal setting is an effective motivational tool for several reasons:

1. **Self-Assessment:** Goals prompt individuals to compare their current abilities with the requirements needed to achieve the goal.
2. **Clarification of Efforts:** The identification of a gap between current performance and the goal clarifies the level and type of effort required to bridge this gap.
3. **Feedback Mechanism:** Goals provide feedback on progress, allowing individuals to assess how much they have achieved and whether they need to intensify their efforts to reach the goal.

When setting goals for workplace motivation, two critical considerations emerge:

1. What goals to set?
2. How should goals be set?



Source: Hackman and Oldham (1975).

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Research indicates that more challenging goals can foster a stronger drive for performance. However, the relationship between goal difficulty and effort is moderated by the individual's capabilities. Employees who are confident in their abilities are likely to increase their efforts as goals become more difficult. Conversely, if a goal's difficulty exceeds their perceived capabilities, motivation may decline. Therefore, goals should be set at a level that is challenging yet attainable, fostering a sense of self-efficacy upon achievement.

For example, a study by Sinha (2004) highlighted that Indian workers in a Korean subsidiary increased their efforts to meet ever-higher targets, showcasing how specific and challenging goals can enhance performance compared to vague directives like "do your best." Specific goals not only improve performance but also provide a framework for feedback on progress. The second consideration in goal setting involves the method of goal formulation. Evidence suggests that goals created by individuals or teams tend to be more motivating than those assigned by others. When employees set their own goals, they feel a greater sense of ownership and responsibility, which enhances motivation and performance.

In summary, effective goal setting is essential for motivating employees. It requires careful consideration of the nature of the goals, their difficulty level, and the process by which they are established, ultimately leading to improved performance and increased employee engagement in the workplace.

### ***Burnout***

#### **What is Burnout?**

Burnout syndrome is an individual response to chronic work stress that develops progressively and can lead to health issues. It damages cognitive, emotional, and attitudinal aspects, resulting in negative behaviors toward work, colleagues, and one's professional role.

Importantly, burnout arises from specific characteristics of the work environment, not merely personal issues.

The term "burnout" was first introduced by Graham Greene in his novel *A Burnt-Out Case*, depicting an architect who found no meaning in his profession. Herbert Freudenberger later brought the concept into psychology, describing burnout as exhaustion, fatigue, and frustration from professional activities that fail to meet expectations. He initially focused on volunteer workers in care centers who experienced energy loss, demotivation, and increased aggression toward service users.

Christina Maslach further advanced the understanding of burnout, defining it as a gradual process marked by fatigue, cynicism, and reduced commitment among social care professionals. Through empirical studies, Maslach and Susan Jackson refined the definition to characterize burnout as a psychological syndrome defined by emotional exhaustion, depersonalization, and reduced professional efficacy.

**The dimensions of Maslach's (1982) 3 aspects of job burnout are:**

<b>Dimension</b>	<b>Definition</b>
Emotional exhaustion	This dimension manifests in the form of feelings and sensation of being exhausted by the psychological efforts made at work. It is also described in terms of weariness, tiredness, fatigue, weakening, and the subjects who manifest this type of feelings show difficulties in adapting to the work environment since they lack sufficient emotional energy to cope with work tasks.
Cynicism or depersonalization	This dimension, the interpersonal component of burnout, is defined as a response of detachment, indifference and unconcern towards the work being performed and/or the people who receive it. It translates into negative or inappropriate attitudes and behaviors, irritability, loss of idealism, and interpersonal avoidance usually towards service users, patients, and/or clients.
Reduced personal achievement	This dimension is reflected in a negative professional self-evaluation and doubts about the ability to perform the job effectively, as well as a greater tendency to evaluate results negatively. It also translates into a decrease in productivity and capabilities, low morale, as well as lower coping skills.

Although these three dimensions are often viewed independently, some literature suggests interconnections among them. For instance, there is ongoing debate regarding which dimension appears first in response to job stress—emotional exhaustion or depersonalization. Longitudinal studies indicate a causal relationship where high levels of emotional exhaustion lead to increased cynicism or depersonalization. Empirical evidence supports the idea that exhaustion and depersonalization are core dimensions of burnout, while a lack of professional fulfilment may be an antecedent or consequence.

While Maslach and Jackson’s conceptualization of burnout is widely accepted, alternative formulations exist. For example, Salanova et al. propose an extended model of burnout comprising three components: (1) exhaustion (related to crises in the individual’s relationship with work), (2) mental distance (including both cynicism and depersonalization), and (3) professional inefficacy (the feeling of inadequacy in performing tasks competently).

**Theories of Burnout**

Burnout is a complex phenomenon with multiple contributing factors, and several theories attempt to explain its emergence and progression. These theories are complementary, providing a comprehensive understanding of burnout. Key theories include:

1. **Social Cognitive Theory:** This theory emphasizes individual variables such as self-efficacy and self-concept. Burnout occurs when workers doubt their effectiveness in achieving professional goals. Factors contributing to this crisis include past failures, lack of role models, insufficient feedback, and workplace difficulties. A sustained crisis in effectiveness leads to emotional exhaustion and cynicism.
2. **Social Exchange Theory:** According to this theory, burnout arises from perceived inequity between effort and reward. When professionals feel their emotional contributions are not reciprocated, they experience chronic emotional exhaustion. To cope with this discomfort, they may adopt cynicism or depersonalization, leading to diminished personal fulfillment.
3. **Organizational Theory:** This approach suggests that burnout results from organizational stressors combined with inadequate coping strategies. Stressors like work overload can initially trigger depersonalization as a coping mechanism. This

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model posits that emotional exhaustion can either precede or follow depersonalization, depending on the individual's response to stress.

4. Job Demands–Resources Theory: This theory posits that burnout occurs when job demands exceed available resources. Job demands, such as emotional labor and time pressure, require sustained effort and lead to fatigue. Insufficient recovery from these demands results in chronic fatigue and burnout. Conversely, adequate job resources can mitigate the impact of demands and reduce depersonalization.
5. Structural Theory: This theory views burnout as a response to chronic job stress when coping strategies fail. Initial coping efforts may lead to professional failure, resulting in feelings of low fulfilment and emotional exhaustion. As a coping response, individuals may adopt depersonalization, leading to negative outcomes for both individuals and organizations.
6. Emotional Contagion Theory: Emotional contagion refers to the tendency to share and synchronize emotions with others in a workgroup. This can lead to collective feelings of exhaustion and burnout, especially among teaching and healthcare personnel. The theory highlights how shared emotional experiences contribute to the development of burnout within teams.

Overall, these theories illustrate that burnout is influenced by a combination of individual, organizational, and social factors, leading to a comprehensive understanding of its causes and development.

## REVIEW OF LITERATURE

### *Working styles and job satisfaction*

#### **1. Allen, T. D., Golden, T. D., & Shockley, K. M. (2015) – How Effective is Telecommuting? Assessing the Status of Our Scientific Findings**

Allen, Golden, and Shockley (2015) conducted a comprehensive review of the existing literature on telecommuting, examining both its benefits and drawbacks to assess telecommuting's overall impact on job satisfaction and performance. This study evaluates telecommuting as a flexible working style that enables employees to work from home or other remote locations, thus potentially providing a better work-life balance. Their analysis emphasizes that telecommuting has shown a positive impact on job satisfaction due to the autonomy and flexibility it offers. Employees benefit from reduced commuting time, which lowers stress and allows for a more efficient balance between personal and professional responsibilities.

However, the review also points out potential downsides. The study reveals that telecommuting may lead to feelings of social isolation and challenges related to managing boundaries between work and personal life. Telecommuters also often have limited physical visibility within the organization, which can negatively impact their career advancement opportunities and professional networking. Additionally, the study addresses the role of individual differences in the experience of telecommuting: while some employees thrive in a remote work setting, others may miss the structure and social interaction that traditional office environments provide.

Allen et al. argue that the effectiveness of telecommuting is strongly influenced by specific organizational policies, job characteristics, and management styles. They suggest that companies considering telecommuting should adopt clear policies, provide adequate resources, and consider each employee's unique needs. This review highlights the nuanced effects of telecommuting on job satisfaction, advocating for strategic approaches that take

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individual differences into account to maximize positive outcomes and mitigate potential downsides.

### **2. Gajendran, R. S., & Harrison, D. A. (2007) – The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences**

In this meta-analysis, Gajendran and Harrison (2007) investigate the effects of telecommuting on employee job satisfaction by focusing on psychological mediators such as autonomy, social support, and work-life balance. By consolidating data from multiple studies, the authors examine the psychological factors that influence how telecommuting affects employees and compare telecommuting's impact on different individuals.

The study finds that telecommuting generally leads to increased job satisfaction due to enhanced autonomy and greater control over one's work environment. The ability to work remotely allows employees to reduce commuting time, lowering stress levels and enhancing work-life balance. The analysis indicates that employees who value autonomy and prefer flexible work environments experience increased job satisfaction, while those who have a strong need for social interaction may struggle with isolation.

Gajendran and Harrison also address the importance of social support from supervisors and colleagues, which can mitigate some of the negative aspects of telecommuting, such as feelings of isolation. Their findings suggest that telecommuting is most effective when it is combined with high levels of support and clear communication channels within the organization. This study contributes to a deeper understanding of how telecommuting impacts job satisfaction, particularly by highlighting the importance of individual differences and the need for companies to support remote workers through tailored practices and policies.

### **3. Golden, T. D., & Veiga, J. F. (2005) – The Impact of Telecommuting on the Distribution of Performance Ratings: Does Telecommuting Improve Job Performance and Job Satisfaction?**

Golden and Veiga (2005) examine how the extent of telecommuting impacts job satisfaction and performance, particularly by looking at the distribution of performance ratings in telecommuting versus non-telecommuting work setups. The authors focus on the frequency of telecommuting and its influence on employees' perceived job satisfaction and productivity.

Their findings reveal that telecommuting has a positive effect on job satisfaction when performed at a moderate level. Employees who telecommute part-time report higher job satisfaction compared to those who either telecommute extensively or not at all. The study indicates that telecommuting part-time offers employee flexibility while still allowing for inoffice interactions that foster engagement and reduce social isolation. The authors note that extensive telecommuting can lead to a decline in job satisfaction, as employees may feel isolated and disconnected from the organizational culture.

Golden and Veiga also highlight that telecommuting does not significantly impact performance ratings. Instead, the extent of telecommuting only affects job satisfaction, which in turn can influence performance indirectly. This study underscores the need for organizations to carefully consider the frequency of telecommuting and suggests that a

balanced approach, which includes both remote and in-office work, is optimal for maintaining employee satisfaction.

#### **4. Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015) – Does Working from Home Work? Evidence from a Chinese Experiment**

This study by Bloom et al. (2015) presents the results of a work-from-home experiment conducted at a Chinese company, where employees were randomly assigned to work from home or in the office. The experiment's findings provide concrete evidence that working from home significantly boosts job satisfaction due to reduced commute times and a more flexible working environment. Employees in the work-from-home group reported higher levels of satisfaction and well-being, largely due to the autonomy and control they experienced over their daily routines.

The authors found that the benefits of working from home included increased productivity, fewer sick days, and higher job satisfaction. These improvements are attributed to the flexibility of working from home, which allows employees to manage their work and personal responsibilities more effectively. However, the study also notes potential drawbacks, such as limited career progression and fewer promotional opportunities for remote workers due to reduced face-to-face interaction.

This experiment is valuable because it uses a randomized controlled trial, providing robust evidence for the positive effects of working from home on job satisfaction. Bloom et al. conclude that organizations could benefit from adopting hybrid models that allow employees to work from home part-time, thus combining the advantages of remote work with the benefits of in-office engagement.

#### **5. Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021) – Achieving Effective Remote Working During the COVID-19 Pandemic: A Work Design Perspective**

Wang, Liu, Qian, and Parker (2021) explore the factors that contribute to effective remote working during the COVID-19 pandemic, with a focus on job design elements like social interaction, feedback, and job autonomy. Using a work design perspective, the authors examine how these elements impact job satisfaction in remote work environments, especially during the challenges posed by the pandemic.

The study reveals that job satisfaction in remote settings is closely tied to how jobs are structured. Elements such as opportunities for social interaction and regular feedback from managers are crucial for maintaining employee engagement and satisfaction. Job autonomy also plays a significant role; employees who have control over their work tasks and schedules report higher levels of satisfaction. The authors suggest that organizations should focus on creating well-designed remote roles that offer a balance of autonomy, social support, and feedback to mitigate feelings of isolation and disconnection.

This research is relevant for understanding how companies can support remote workers more effectively, particularly during challenging times like the COVID-19 pandemic. By highlighting the importance of job design, the study provides practical insights for improving job satisfaction in remote work settings.

*Working styles and burnout*

**1. Tavares, A. I. (2017) – Telework and Occupational Health: A Study on Burnout in Remote Work Environments**

Tavares (2017) investigates the relationship between telework and occupational health, focusing specifically on burnout within remote work environments. The study underscores the growing prevalence of telework and its implications for employee well-being, particularly as more organizations adopt flexible work arrangements.

The research employs a systematic review methodology, analyzing various studies that explore the psychosocial impacts of telework on employees. Tavares identifies burnout as a significant issue among remote workers, largely attributed to the blurred boundaries between work and personal life. The study suggests that the lack of physical separation between work and home can lead to longer working hours, increased job demands, and heightened stress levels.

Key findings indicate that factors such as social isolation, inadequate support, and high job demands contribute to feelings of burnout. The research emphasizes the importance of organizational support in mitigating these effects, advocating for policies that encourage regular breaks, social interaction, and mental health resources. Moreover, Tavares highlights the need for employees to develop effective coping strategies to manage the unique challenges of telework. This includes setting boundaries for work hours and creating a dedicated workspace at home. Overall, the study provides valuable insights into how telework can affect occupational health and underscores the need for organizations to proactively address burnout to maintain employee well-being and productivity.

**2. Sardeshmukh, S. R., Sharma, D., & Golden, T. D. (2012) – Impact of Telework on Exhaustion and Job Engagement: A Job Demands-Resources Approach**

Sardeshmukh, Sharma, and Golden (2012) explore the impact of telework on employee exhaustion and job engagement through the lens of the Job Demands-Resources (JD-R) model. This study aims to understand how teleworking conditions influence employee outcomes, particularly in terms of burnout and engagement. The authors conducted a survey of telecommuters to gather data on job demands, resources, and psychological outcomes. They found that while telework can offer flexibility and autonomy, it can also lead to increased job demands, resulting in exhaustion. Specifically, the lack of face-to-face supervision and support can lead to feelings of isolation and disengagement.

Their findings highlight that job resources, such as social support from colleagues and effective communication, are crucial in mitigating the negative effects of telework.

Employees who reported high levels of support were less likely to experience exhaustion and were more engaged in their work. The study emphasizes that organizations need to cultivate supportive work environments, particularly for remote workers, to enhance job resources and prevent burnout.

Sardeshmukh et al. suggest practical recommendations for organizations, including regular check-ins, team-building activities, and the provision of resources that facilitate remote collaboration. This study contributes to the understanding of how telework can impact employee health and engagement, advocating for a balanced approach to remote work that considers both job demands and available resources.



**3. O’Driscoll, M. P., Brough, P., & Kalliath, T. J. (2004) – Work-Family Conflict, WorkFamily Facilitation, and Psychological Strain: The Moderating Effects of Autonomy, Support, and Conflict**

In this study, O’Driscoll, Brough, and Kalliath (2004) investigate the interplay between workfamily conflict, work-family facilitation, and psychological strain. The research examines how factors such as autonomy and support can moderate these relationships, particularly in the context of telework.

The authors employ a longitudinal design to collect data from employees across various industries. The study finds that high levels of work-family conflict lead to increased psychological strain, which in turn negatively affects job satisfaction and overall well-being. However, the presence of work-family facilitation, which allows employees to leverage their work resources to enhance family life, can counteract some of these negative effects. The research highlights the critical role of autonomy and social support in moderating the impact of work-family conflict. Employees who reported greater autonomy in their work arrangements were better equipped to manage conflicts between work and family responsibilities. Similarly, supportive workplace relationships contributed to reduced psychological strain and increased job satisfaction.

The findings of this study underscore the importance of designing work environments that promote work-family balance, particularly in telework scenarios. Organizations are encouraged to implement policies that provide flexibility, support, and resources to help employees navigate work-family dynamics effectively. Overall, this research provides valuable insights into the complex relationship between work and family roles, highlighting the significance of support and autonomy in enhancing employee well-being.

**4. Henke, R. M., Benevent, R., Schulte, P., Rinehart, C., Crighton, K. A., & Corcoran, M. (2016) – The Effects of Telecommuting Intensity on Worker Health, Well-Being, and Productivity**

In this comprehensive study, Henke et al. (2016) examine the effects of telecommuting intensity on worker health, well-being, and productivity. The research is particularly relevant as telecommuting has become increasingly common, especially during the COVID-19 pandemic.

Using a mixed-methods approach, the authors analyze quantitative data from surveys and qualitative data from interviews to assess how varying levels of telecommuting affect employee outcomes. The study finds that moderate levels of telecommuting are associated with positive outcomes such as increased job satisfaction and productivity. However, extreme levels of telecommuting can lead to negative health outcomes, including burnout and mental health issues. The research identifies key factors that influence these outcomes, including social support, communication, and job design. Employees who experience moderate telecommuting with adequate support and resources report higher well-being and productivity. Conversely, those with limited social interaction and support experience increased feelings of isolation and stress.

Henke et al. suggest that organizations should adopt hybrid work models that balance remote and in-office work to optimize employee health and productivity. By ensuring that employees have access to necessary resources and support, organizations can mitigate the potential negative effects of telecommuting intensity. This study contributes to the

understanding of telecommuting's multifaceted impacts, advocating for evidence-based practices that promote employee well-being.

### **5. van der Lippe, T., & Lippényi, Z. (2020) – Co-workers Working from Home and Individual and Team Performance**

Van der Lippe and Lippényi (2020) explore the effects of co-workers working from home on individual and team performance. The study recognizes the growing trend of remote work and aims to understand how this shift affects team dynamics and productivity. Using a combination of surveys and performance metrics, the authors analyze the performance of teams with varying levels of remote work participation. The findings reveal that while individual performance may improve in remote settings due to increased focus and flexibility, team performance can suffer without adequate communication and collaboration. The study emphasizes the importance of maintaining social connections among team members to foster collaboration and teamwork. Co-workers who frequently interacted, even in a remote setting, reported higher levels of team cohesion and performance. In contrast, teams that experienced reduced interaction faced challenges related to coordination and information sharing.

The authors recommend that organizations implement strategies to facilitate virtual collaboration, such as regular team meetings, collaborative tools, and social events. By fostering a supportive virtual environment, organizations can enhance both individual and team performance in remote work settings. This study highlights the critical role of social interaction in remote teams and underscores the need for intentional efforts to maintain team dynamics in a telework context.

### ***Relationship b/w burnout and job satisfaction***

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Key findings indicate that factors such as social isolation, inadequate support, and high job demands contribute to feelings of burnout. The research emphasizes the importance of organizational support in mitigating these effects, advocating for policies that encourage regular breaks, social interaction, and mental health resources. Moreover, Tavares highlights the need for employees to develop effective coping strategies to manage the unique challenges of telework. This includes setting boundaries for work hours and creating a dedicated workspace at home. Overall, the study provides valuable insights into how telework can affect occupational health and underscores the need for organizations to proactively address burnout to maintain employee well-being and productivity.

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Sardeshmukh et al. suggest practical recommendations for organizations, including regular check-ins, team-building activities, and the provision of resources that facilitate remote collaboration. This study contributes to the understanding of how telework can impact employee health and engagement, advocating for a balanced approach to remote work that considers both job demands and available resources.

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The research identifies key factors that influence these outcomes, including social support, communication, and job design. Employees who experience moderate telecommuting with adequate support and resources report higher well-being and productivity. Conversely, those with limited social interaction and support experience increased feelings of isolation and stress. Henke et al. suggest that organizations should adopt hybrid work models that balance remote and in-office work to optimize employee health and productivity. By ensuring that employees have access to necessary resources and support, organizations can mitigate the potential negative effects of telecommuting intensity. This study contributes to the understanding of telecommuting's multifaceted impacts, advocating for evidence-based practices that promote employee well-being.

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### **RATIONALE**

#### **a. Purpose of the study**

The study aims to explore the impact of various working styles—such as in-office, hybrid, and fully remote—on employee burnout, job satisfaction, and overall wellbeing. Post-COVID-19 shifts in workplace dynamics have allowed organizations to experiment with different working arrangements, but the long-term effects on employee mental health, engagement, and productivity remain under-researched. The study aims to identify which working style offers the most positive outcomes by evaluating factors like burnout risk, job satisfaction, and quality of life. Additionally, it explores the influence of organizational incentives and resources, such as ergonomic support and mental health benefits, on employee contentment across these work styles.

This study aims to provide evidence-based recommendations to organizations on how to optimize their working environments, with the ultimate goal of fostering a productive, healthy, and satisfied workforce. These insights are expected to benefit both employees and employers by suggesting strategies that enhance job satisfaction, reduce burnout, and support sustainable work-life balance.

#### **b. Relevance to Present Day**

The relevance of studying “working styles and burnout” is paramount in today’s shifting workplace landscape. The COVID-19 pandemic catalysed widespread adoption of flexible working arrangements, with hybrid and remote work becoming more common. However, each work style brings unique stressors: remote work can blur personal and professional boundaries, hybrid work demands adaptability, and in-office roles often increase commute stress. By identifying which styles correlate most with burnout, this study provides insights for optimizing work environments, addressing mental health challenges, and promoting sustained productivity and wellbeing in diverse workplaces. Findings can inform organizations on fostering resilience and job satisfaction, offering crucial support in the post-pandemic work context.

#### **c. Burnout and Working Styles**

Burnout and working styles are closely interlinked, as the structure and demands of different work arrangements can significantly impact an employee’s mental and physical well-being. Burnout—a state characterized by chronic exhaustion, cynicism, and reduced professional efficacy—often arises from prolonged stress and lack of control. Traditional in-office settings can lead to burnout through long commutes and rigid schedules, which may cause physical fatigue and limited flexibility. Remote work, on the other hand, offers flexibility but may lead to feelings of isolation, difficulty setting boundaries, and a lack of separation between home and work life, making it challenging to “switch off.” Hybrid models, which mix both in-office and remote work, can offer a balance but may still lead to burnout due to inconsistent routines and the demands of adapting to dual environments.

By understanding how each working style affects burnout, this research can provide insights into which environments foster sustainable well-being. Burnout not only reduces individual productivity but also impacts overall organizational morale and increases turnover, sick leaves, and mental health issues among employees. Organizations can use these insights to make evidence-based decisions on offering flexible options, fostering mental health resources, and ensuring that working conditions promote both productivity and well-being in the long term.

### **d. Job Satisfaction and Quality of Life**

Job satisfaction and quality of life (QOL) are essential dimensions of well-being that play a crucial role in personal and professional fulfilment. Job satisfaction encompasses feelings of contentment and achievement that stem from fulfilling work, fair compensation, positive relationships, and recognition. Satisfied employees are typically more engaged, productive, and motivated, which enhances their experience and morale. High job satisfaction supports a better QOL, as individuals experience lower stress levels, greater mental health stability, and more energy to invest in personal relationships, hobbies, and self-care outside work.

A positive QOL also contributes to long-term well-being by balancing work and personal life, preventing burnout, and cultivating a sense of purpose. By promoting factors that lead to job satisfaction—such as autonomy, meaningful work, and supportive environments—employees are more likely to maintain a high QOL. This study on working styles and burnout aims to understand how different work environments impact job satisfaction and QOL, providing insights into creating work arrangements that lead to happier, healthier, and more balanced employees.

### **e. Hygienic and Economic Factors**

Hygienic and economic factors are essential components in understanding how different working styles impact burnout, job satisfaction, and overall employee wellbeing. Hygienic factors relate to physical and psychological environments, such as clean and safe workspaces, ergonomic office setups, and mental health support resources. Remote work requires that employees have conducive home workspaces, which can be challenging to achieve without organizational support.

Economic factors include compensation, financial incentives, and cost-related adjustments made by organizations for remote or hybrid workers. For example, providing stipends for home office equipment, internet subsidies, or transportation allowances for in-office employees can significantly impact satisfaction and reduce burnout. Hybrid workers may benefit from flexible incentives that accommodate the expenses associated with both remote and on-site work.

Organizations that understand and address these hygienic and economic needs can create more sustainable work models. This support not only enhances job satisfaction but can also improve productivity and reduce turnover, as employees feel valued and well-equipped to perform.

### **f. Comparing Working Styles**

Comparing working styles—such as in-office, hybrid, and remote work—reveals distinct advantages and challenges in terms of employee productivity, well-being, and burnout. In-office work promotes a structured environment with clear boundaries between work and personal life but often leads to burnout due to commuting stress and rigid schedules. Hybrid work offers flexibility but requires employees to juggle both remote and in-office settings, leading to potential adjustment difficulties. Remote work provides autonomy and work-life balance but may lead to feelings of isolation and burnout due to blurred boundaries. Comparing these styles helps identify the most effective approach for different organizational needs, minimizing burnout while maximizing job satisfaction.

## Impact of Work Styles on Burnout and Job Satisfaction

### *Inclusive and Exclusive Criteria*

**Inclusive Criteria:** The study will include employees who have been working in their current roles for a minimum of six months. This ensures that participants have had sufficient time to adapt to their working styles and have a clear perspective on their experiences. The study will focus on employees who have experience with at least one of the following work styles: in-office, hybrid, or remote.

**Exclusive Criteria:** Employees who have recently joined the organization (within the past six months) will be excluded from the study. New hires face an initial adjustment period where their experiences of burnout and job satisfaction may be influenced by the steep learning curve, making it difficult to assess the long-term effects of their work style.

### *Expected Benefits*

#### **1. Benefits for the workers**

- a. How It Will Benefit Workers:** By identifying the most effective working styles, this study will empower employees to choose work arrangements that align with their well-being. For instance, workers may learn that a hybrid model suits them better than fully remote work, which may lead to fewer feelings of isolation or burnout. Understanding these correlations allows workers to advocate for work environments that support their health and work life balance.
- b. Identifying Burnout Factors:** The study will reveal the specific work style related factors that contribute to burnout, such as overwork, lack of boundaries, or insufficient support. Workers can use this information to adjust their work habits and environments, avoiding triggers that lead to stress and exhaustion. For example, it might highlight that employees working remotely without clear boundaries are at a higher risk of burnout, prompting workers to set strict work hours and take necessary breaks.
- c. Suggestive Measures for Organizations to Improve Job Satisfaction:** Organizations can use the findings to implement strategies that prevent burnout and boost job satisfaction. The research could lead to actionable measures like introducing regular mental health check-ins, flexible working hours, or more comprehensive wellness programs tailored to the needs of different working styles. By understanding how each work style impacts employees' happiness and well-being, companies can offer targeted support that reduces turnover, improves productivity, and fosters a positive workplace culture.

#### **2. Educational value**

- The educational value of this study is significant as it provides employees with a deeper understanding of how different working styles—remote, hybrid, and in office—impact their well-being and job satisfaction. Employees will learn to recognize burnout triggers associated with their specific work arrangements and gain insights into strategies that help mitigate these risks. Furthermore, the study educates workers on how to advocate for their needs in the workplace, fostering a more proactive approach to maintaining work-life balance and mental health. Ultimately, this knowledge enables employees to make informed decisions that promote long-term job satisfaction and personal well-being.

#### **3. Consequences**

The consequences of ineffective working styles and burnout are significant and can have far-reaching effects on both employees and organizations:

## Impact of Work Styles on Burnout and Job Satisfaction

- a. **Failure to Meet Deadlines:** Employees struggling with burnout may become less focused, leading to delays in completing tasks and projects. This can directly affect organizational timelines and client satisfaction.
- b. **Increased Sick Leaves:** Burnout can contribute to both physical and mental health issues, prompting employees to take more sick leaves. Chronic stress, anxiety, and fatigue can cause employees to frequently take time off work, further disrupting productivity.
- c. **Higher Employee Attrition:** If employees feel consistently overwhelmed and unsatisfied with their working conditions, they may seek other employment opportunities. High turnover rates increase recruitment and training costs and disrupt team dynamics.

### RESULTS & INTERPRETATION

The objective of this study was to examine the effect of the three different work modes, i.e., work from home (n=32), work from office (n=32) and hybrid work mode (n=32) on burnout and job satisfaction. An One-Way ANOVA was computed to examine whether the three groups differ from each other with respect to their level of burnout and job satisfaction. In addition to that a Pearson's product-moment correlation was calculated to examine the extent of relationship between job satisfaction and burnout. The results obtained from this have been interpreted below.

Our first objective was to see if the three work groups differ on their levels of burnout. Table 1 presents the results of OneWay ANOVA for impact of work Mode on burnout and its subscales.

**Table 1: Results of One-Way ANOVA on work modes for burnout & its subscales**

Variables	Work from Home		Work from Office		Hybrid		F	p
	$\bar{X}$	SD	$\bar{X}$	SD	$\bar{X}$	SD		
<b>Burnout</b>	49.16	16.86	54.88	20.80	57.31	17.72	1.63	.20
<b>Exhaustion</b>	10.00	6.89	10.16	9.52	12.69	6.91	1.17	.31
<b>Depersonalization</b>	7.41	7.979	7.56	6.14	8.38	8.54	.149	.86
<b>Personal Achievement</b>	130.94	12.48	36.34	12.29	35.47	10.86	1.90	.16

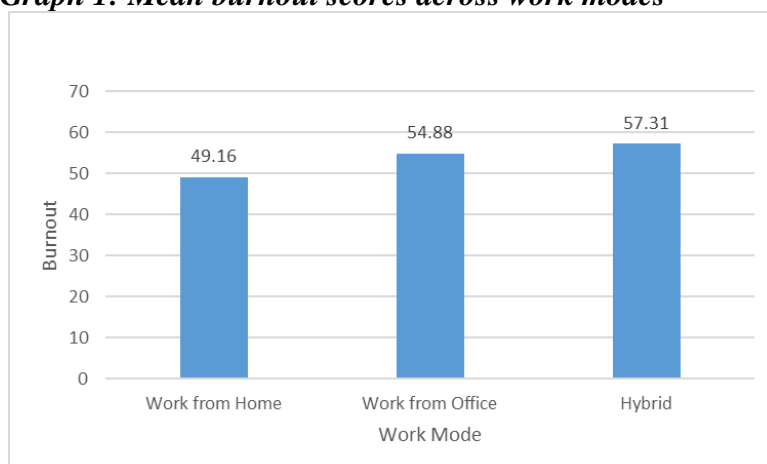
The above table presents the result using One Way ANOVA method employed to compare the effect of between group differences for those who work from home, work from office and those who work in hybrid mode on burnout and its three subscales, namely exhaustion, depersonalization and personal achievement. The results indicate that the three groups of employees i.e. those who are working from the office, working from the home and working in the hybrid mode do not significantly differ from each other with respect to their total burnout score ( $F(2, 93) = 1.63, p = .20$ ), and the subtest scores such as exhaustion ( $F(2,93) = 1.17, p = .31$ ), depersonalization ( $F(2, 93) = .149, p=.86$ ) and personal achievement ( $F(2,93) = 1.90, p = .16$ ). As all these significance values are above .05, there is no statistically significant differences between the three groups and any variations in group means is attributed to chance factor and sampling fluctuations. Similar findings have also observed in Graph 1, which represent the mean burnout scores across the three work modes i.e. work from home ( $\bar{X} = 49.16$ ), work from office ( $\bar{X} = 54.88$ ), and hybrid work mode ( $\bar{X} = 57.31$ ) This indicates that those working in a hybrid work mode experienced higher level of burnout followed by those working from office, and with those working from home experiencing the



## Impact of Work Styles on Burnout and Job Satisfaction

least amount of burnout, though the differences among them were not significant. The height of the bars are closer to each other.

**Graph 1: Mean burnout scores across work modes**



Thus, our first hypothesis which states “there will be significant differences among the employees availing three different work modes (those who WFH, WFO, telecommuters (hybrid)) with reference to their level of burnout” is rejected. Our second objective was to see if the three work groups differ on their levels of job satisfaction.

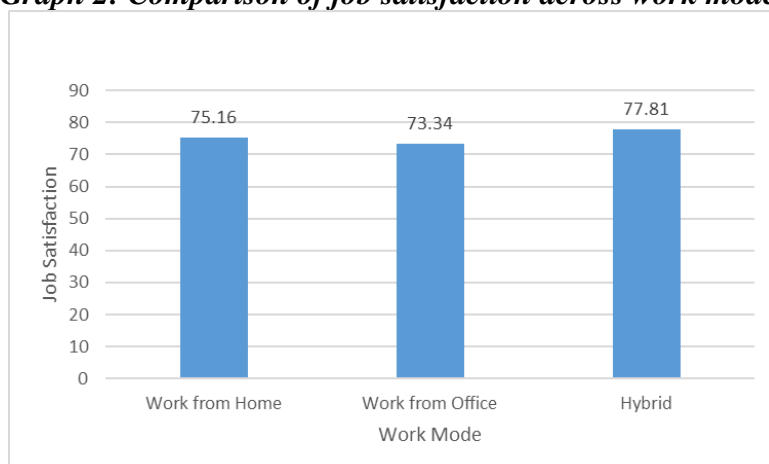
**Table 2: Results of One-Way ANOVA on work modes for Job Satisfaction & its subscales**

Variables	Work from Home		Work from Office		Hybrid		F	p
	$\bar{X}$	SD	$\bar{X}$	SD	$\bar{X}$	SD		
<b>Job Satisfaction</b>	75.16	14.09	73.34	13.36	77.81	10.24	1.00	.37
<b>Intrinsic factors</b>	45.47	8.51	45.22	7.75	47.03	6.53	.52	.59
<b>Extrinsic factors</b>	22.03	4.76	20.94	5.23	22.81	3.73	1.32	.27

The above table presents the result using One Way ANOVA method employed to compare the between group differences for those who work from home, work from office and those who work in a hybrid setup on job satisfaction and its two subscales, namely Extrinsic factors and Intrinsic factors. Statistically insignificant differences between groups were found for Job Satisfaction ( $F(2, 93) = 1.00, p = .37$ ), Intrinsic ( $F(2,93) = .52, p = .59$ ), and Extrinsic ( $F(2, 93) = 1.32, p = 2.7$ ). As all of these significance values are above .05, there is no statistically significant differences between the three groups and any variations in group means is attributed to chance factor and sampling fluctuations. Graph 2 presents the comparison of mean job satisfaction scores across the three work modes of work from home ( $\bar{X} = 75.16$ ), work from office ( $\bar{X} = 73.34$ ), and hybrid work mode ( $\bar{X} = 77.81$ ) indicating that those working in a hybrid work mode experienced higher levels of job satisfaction followed by those working from home, and with those working from office. However, the differences among them were not significant. The height of the bars are closer to each other.

## Impact of Work Styles on Burnout and Job Satisfaction

**Graph 2: Comparison of job satisfaction across work modes**



Thus, our second hypothesis which states “There will be significant differences among the employees availing three different work modes (those who WFH, WFO, telecommuters (hybrid)) with reference to their level of job satisfaction” is rejected.

**Table 3: Results of Pearson product-moment method on Burnout, Job Satisfaction and their subscales**

	Burnout	Exhaustion	Depersonalization	Personal Achievement
<b>Job Satisfaction</b>	-.28**	-.56**	-.47**	.27**
<b>Intrinsic</b>	-.24*	-	-	-
<b>Extrinsic</b>	-.31**	-	-	-

\*. Correlation is significant at the .05 level (2-tailed) \*\*. Correlation is significant at the .01 level (2-tailed)

Our third objective was to find the correlation between burnout and job satisfaction employing bivariate Pearson’s product-moment method. Table 3 presents results of the Pearson product-moment correlation coefficients computed to assess the linear relationship between job satisfaction, burnout and their dimensions. Burnout and job satisfaction were found to be significantly negatively correlated,  $r(94)=-.28$ ,  $p = .05$ . In addition to this, it was also found out that the two components of job satisfaction are also significantly inversely related to burnout ( $r(94)=-.24$ ,  $p = .05$  for intrinsic factors and  $r(94)=-.31$ ,  $p = .01$  for extrinsic factors respectively).

Therefore the hypothesis which states that “There will be a significant negative correlation between burnout and job satisfaction levels” has been accepted.

## **METHODOLOGY**

### **Research Objectives:**

1. To examine the impact of working styles on job satisfaction.
2. To examine the impact of working styles on burnout.
3. To examine the relationship between job satisfaction and burnout.

## Impact of Work Styles on Burnout and Job Satisfaction

### *Hypotheses*

The study tested three hypotheses:

1. There will be significant differences among the employees from three different work styles i.e. work from home, work from office and hybrid mode with reference to their job satisfaction score.
2. The work style of the employees (work from home, work from office and hybrid) will significantly differ from each other with reference to their burnout level.
3. There will be a significant negative correlation between job satisfaction and burnout.

### *Operational Definitions*

#### **Job satisfaction**

The Minnesota Satisfaction Questionnaire (MSQ; Weiss et al., 1967) Short Form was developed to measure intrinsic and extrinsic job satisfaction.

- Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves.
- Extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks or work itself.

**Burnout-** Burnout is a psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with other people in some capacity.

- A key aspect of the burnout syndrome is increased feelings of emotional exhaustion; as emotional resources are depleted, workers feel they are no longer able to give of themselves at a psychological level.
- Another aspect of the burnout syndrome is the development of depersonalization (i.e., negative, cynical attitudes and feelings about one's clients). This callous or even dehumanised perception of others can lead staff members to view their clients as somehow deserving of their troubles (Ryan, 1971). The prevalence of this negative attitude toward clients among human service workers has been well documented (Wills, 1978). The development of depersonalization appears to be related to the experience of emotional exhaustion, and so these two aspects of burnout should be ok correlated.
- A third aspect of the burnout syndrome, reduced personal accomplishment, refers to the tendency to evaluate oneself negatively, particularly with regard to one's work with clients. Workers may feel unhappy about themselves and dissatisfied with their accomplishments on the job.

**Working Styles** - Styles of work can be broadly divided into three categories: Work from office/onsite, Work from home or remote work and hybrid mode of work.

- Work from office (WFO) refers to a traditional employment arrangement where employees complete their tasks within a designated workplace, engaging directly with colleagues and management in a shared environment.
- Work from Home involves organisational tasks performed outside conventional office settings, usually from their homes, allowing for flexibility in how and where employees fulfil their roles
- The hybrid work model combines the best of remote and on-site work. Employees can choose when to work from home or the office, with some companies establishing predefined schedules for in-office days.

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### *Research Design*

This study was purely quantitative in nature and aimed to examine the impact of independent variables (working styles—work from home, work from office, and hybrid mode) on the dependent variables (job satisfaction and burnout). In addition to that, the study also tried to evaluate whether job satisfaction and burnout are significantly inversely related to each other. A total sample of 96 employees was selected using purposive sampling, with 32 participants assigned to each working style group. The inclusion criteria required that participants had been employed in the same organization for at least two years and were preferably based in the Delhi-NCR region. Data collection was conducted via a Google Form, which included demographic questions (e.g., name, age, sex, marital status, work profile) and two standardized tools to measure the dependent variables. The Minnesota Satisfaction Questionnaire- short form (Weiss et al., 1977) was used to assess job satisfaction, while the Maslach Burnout Inventory (Maslach & Jackson, 1979) measured burnout levels.

Quantitative analysis was conducted using SPSS software. Descriptive statistical techniques, including mean and standard deviation, were calculated. Two-tailed Analysis of Variance (ANOVA) was performed to test the first two hypotheses, while bivariate Pearson's product-moment correlation analysis was used to test the third hypothesis.

### *Sample*

The sample for this study comprised 96 participants, equally divided across three working styles: Work from Home (32 participants), Office (32 participants), and Hybrid Work (32 participants). This balanced distribution ensured equal representation across diverse work environments. The sample represented a wide range of professional backgrounds, family structures, and levels of experience, providing a comprehensive foundation for analyzing the dynamics of work styles, family life, and professional characteristics.

In terms of family structure, 65.5% of respondents reported living in nuclear families, while the remaining 34.5% were part of joint families. Parenthood was a significant variable in the study, with 52.9% of participants having children, while 47.1% did not. Among those with children, the majority reported older children. Specifically, for the first child, 40.6% were aged 19 years and above, followed by 25% aged 13 to 18 years, 23.4% aged 5 to 12 years, and 10.9% aged 0 to 4 years. Similar trends were observed for subsequent children, with a higher proportion of older children, particularly among families with three or more children. The participants represented a diverse array of professional roles, including teachers, managers, software engineers, doctors, consultants, directors, data scientists, and administrative officers. Their fields of specialization ranged widely, encompassing teaching, finance, marketing, human resources, software development, research, psychology, supply chain management, and niche areas such as homoeopathy, cybersecurity, mining, dentistry, and social and behavioral change. This professional diversity contributed to the study's ability to capture insights from a broad spectrum of industries and specializations.

The length of professional experience among respondents varied significantly. The duration of employment at their current companies ranged from 1 month to 32 years, while total professional experience extended from early-career professionals with at least 2 years of work experience to seasoned individuals with over three decades of expertise. Commute times, where applicable, ranged from 30 minutes to 8 hours, with some respondents experiencing no commute due to work-from-home arrangements.

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**Table 1. Demographic Description of the Sample**

Characteristic	Category	Frequency (n)	Percentage (%)
<b>Total Respondents</b>	-	96	100%
<b>Work Style</b>	Work from Home	32	33.3%
	Office	32	33.3%
	Hybrid	32	33.3%
<b>Parenthood Status</b>	Has Children	63	52.9%
	Does Not Have Children	56	47.1%
<b>Family Structure</b>	Nuclear Family	78	65.5%
	Joint Family	41	34.5%
<b>Age of First Child</b>	0 to 4 Years	7	10.9%
	5 to 12 Years	15	23.4%
	13 to 18 Years	16	25%
	19 and Above	26	40.6%
<b>Age of Second Child</b>	0 to 4 Years	6	12.5%
	5 to 12 Years	9	18.8%
	13 to 18 Years	14	29.2%
	19 and Above	19	39.6%
<b>Age of Third Child</b>	0 to 4 Years	0	0%
	5 to 12 Years	1	10%
	13 to 18 Years	4	40%
	19 and Above	5	50%
<b>Age of Fourth Child</b>	0 to 4 Years	1	25%
	5 to 12 Years	0	0%
	13 to 18 Years	1	25%
	19 and Above	2	50%

### *Tools*

**The Minnesota Satisfaction Questionnaire (MSQ)- Short form:** The Minnesota Satisfaction Questionnaire- Short Form (MSQ-SF) was developed to measure intrinsic and extrinsic job satisfaction (Weiss et al., 1977). The short form MSQ was administered to a heterogeneous group of 1,460 employed men. The resulting data were factor-analyzed. Two factors resulted, intrinsic and extrinsic satisfaction.' Items loading high on each factor were taken to constitute a scale. In addition, all 20 items were scored as one scale. The short form MSQ, therefore, can be scored on three scales: intrinsic satisfaction, extrinsic satisfaction and general satisfaction.

### *Reliability and validity*

**Internal consistency-** Hoyt reliability coefficients for each norm group and each short-form scale were high in general. For the Intrinsic Satisfaction scale, the coefficients ranged from .84 (for the two assembler groups) to .91 for engineers. For the Extrinsic Satisfaction scale, the coefficients varied from .77 (for electronics assemblers) to .82 (for engineers and machinists). On the General Satisfaction scale, the coefficients varied from .87 (for assemblers) to .92 (for engineers). Median reliability coefficients were .86 for Intrinsic Satisfaction, .80 for Extrinsic Satisfaction and .90 for General Satisfaction.

**Validity-** The short-form MSQ's validity is partly inferred from the long-form and supported by two key sources: occupational group differences and the relationship between satisfaction and satisfactoriness, as per the Theory of Work Adjustment. Occupational group analyses showed significant mean satisfaction score differences across all scales. Salesmen consistently reported the highest satisfaction, while electronic assemblers were the least

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satisfied. Variability within groups was not statistically significant, mirroring long-form MSQ results and broader job satisfaction studies.

Regarding satisfactoriness, analyses confirmed that satisfaction and satisfactoriness are largely independent constructs. Cross-correlations between satisfaction and satisfactoriness scales showed minimal shared variance, with the highest correlation at -0.13 (Extrinsic Satisfaction and General Satisfactoriness) and an average variance of less than 2%. Canonical correlations also revealed a maximum shared variance of 10% across occupational groups. These findings validate the MSQ scales as reliable measures of job satisfaction, distinct from satisfactoriness.

**The Maslach Burnout Inventory (MBI):** The Maslach Burnout Inventory was developed by Maslach, Leiter and Jackson (1997) to measure burnout. The MBI is designed to assess the three components of the burnout syndrome: emotional exhaustion, depersonalization, and reduced personal accomplishment. There are 22 items, which are divided into three subscales. The items are written in the form of statements about personal feelings or attitudes (e.g., "I feel burned out from my work," "I don't really care what happens to some recipients"). The items are answered in terms of the frequency with which the respondent experiences these feelings, on a 7-point, fully anchored scale (ranging from 0, "never" to 6, "every day").

### *Reliability and validity*

Internal consistency was estimated by Cronbach's coefficient alpha ( $n = 1,316$ ). The reliability coefficients for the subscales were the following: .90 for Emotional Exhaustion, .79 for Depersonalization, and .71 for Personal Accomplishment.

Data on test-retest reliability of the MBI were reported for two samples. For a sample of graduate students in social welfare and administrators in a health agency, the test-retest reliability coefficients for the subscales were the following: .82 for Emotional Exhaustion, .60 for Depersonalization, and .80 for Personal Accomplishment. Although these coefficients range from low to moderately high, all are significant beyond the .001 level. In a sample of 248 teachers, the test-retest reliabilities for the three subscales were .60 for Emotional Exhaustion, .54 for Depersonalization, and .57 for Personal Accomplishment (Jackson, Schwab, & Schuler, 1986). Subsequent studies have found the MBI subscales to be stable over time, with correlations in the .50 to .82 range on time spans of three months to one year (Leiter & Durup, 1996).

Convergent validity was demonstrated in several ways. First, an individual's MBI scores were correlated with behavioural ratings made independently by a person who knew the individual well, such as a spouse or coworker. Second, MBI scores were correlated with the presence of certain job characteristics that were expected to contribute to experienced burnout. Third, MBI scores were correlated with measures of various outcomes that had been hypothesized to be related to burnout. All three sets of correlations provided substantial evidence for the validity of MBI. As for divergent validity, the Maslach Burnout Inventory (MBI) was validated by showing no correlation with the Crowne-Marlowe Social Desirability Scale, confirming resistance to bias. While burnout relates to job dissatisfaction, moderate correlations indicate they are distinct. Similarly, factor analyses showed burnout and depression are separate constructs, with burnout tied specifically to the work environment.

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### Demographic Profile

The demographic profile sheet was prepared to collect information about the participants and consisted of the following questions-

1. Name
2. Age
3. Sex
4. Marital Status
5. If married, what is your spouse's occupation?
6. Have you currently employed a domestic worker?
7. Do you have children?
8. If you have children, how many do you have?
9. If you have children, what is the age of your first child?
10. If you have children, what is the age of your second child?
11. If you have children, what is the age of your third child?
12. If you have children, what is the age of your fourth child?
13. Family Structure
14. Job Designation
15. Functional Specialization
16. How long have you worked at your current company?
17. For how many years have you been a working professional?
18. Annual income
19. Work mode
20. Length of commute, if applicable (in hours)
21. If you work in hybrid mode, how many days are you expected to work from office?

### *Procedure for Data Collection*

A survey was circulated among employees either working from home (n=32), from office (n=32) or in a hybrid mode (n=32) to examine the relationship between working styles, job satisfaction, and burnout, yielding 96 complete responses for analysis. Purposive sampling was utilized in circulating and collecting responses. To be eligible for the study, participants were required to have been employed in the same organization for at least two years. All participants were briefed about the study's objectives, assured of the voluntary nature of their participation, and informed about the confidentiality of their responses. Digital informed consent was obtained before they proceeded to complete the questionnaire. Data collection was conducted through a Google Form, which included sections on demographic information, the Minnesota Satisfaction Questionnaire (Short Form) by Weiss et al. (1977) to measure job satisfaction, and the Maslach Burnout Inventory by Maslach and Jackson (1979) to assess burnout. The form link, accompanied by completion instructions, was shared with participants via email or messaging platforms, with a specified deadline to ensure timely data collection. Submitted responses were reviewed for completeness and consistency before being exported from Google Forms to a spreadsheet and subsequently imported into SPSS software for statistical analysis.

### *Statistical Analysis*

Data were analyzed using the Statistical Package for Social Sciences (SPSS). To test the first two hypotheses, one-way Analysis of Variance (ANOVA) was conducted to examine the relationships between (1) the three working styles and job satisfaction, and (2) the three working styles and burnout. These analyses were performed to determine whether there were any statistically significant differences in job satisfaction and burnout across the different working styles.

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The third hypothesis was tested using Pearson's Product-Moment Correlation to assess the strength and direction of the relationship between job satisfaction and burnout. This analysis aimed to identify whether a significant correlation exists between these two variables.

### DISCUSSION

The purpose of the practical was to investigate the impact of work styles on burnout and job satisfaction, focusing on three distinct work styles: Work From Home (WFH), Work From Office (WFO), and Telecommuting. This study aimed to compare job burnout levels across these work styles and evaluate their differences in terms of job satisfaction while also exploring the relationship between burnout and job satisfaction. The survey method was employed, utilizing a Google Sheet to collect responses from individuals aged 19 to 59. Participants were asked questions about their family dynamics, monthly income, and current lifestyle. The survey specifically targeted people currently working or living in Delhi to gather relevant data for the analysis.

There are 3 hypothesis that we came up with

1. There will be significant differences among the employees availing three different work styles (those who WFH, WFO, telecommuters (hybrid)) with reference to their level of burnout
2. There will be significant differences among the employees availing three different work styles (those who WFH, WFO, telecommuters (hybrid)) with reference to their level of job satisfaction
3. There will be a negative correlation between burnout and job satisfaction levels.

And the first two hypothesis got rejected and the last Hypothesis got approved. The first Hypothesis states that there could be considerable differences in burnout levels among WFH workers, WFO workers, and telecommuting (hybrid) workers based on the argument that the mode of work may influence stress and exhaustion in different ways. There could be serious burnout factors that occur in employees who WFH, such as blurred boundaries between work and personal life, feelings of isolation, and difficulties disengaging from work. On the contrary, WFO might receive burnout from commutes, strict working hours, and workplace stressors. Hybrid workers would benefit from a more balanced experience because they encompass benefits of both flexibility and in-person interaction, which could result in less burnout compared with exclusive WFH or WFO arrangements.

In fact, the studies reveal profound dissimilarities in levels of burnout among employees adopting three types of work styles: working from home (WFH), working from the office (WFO), and telecommuting (hybrid). According to a study by Frone (2021), hybrid workers undergo certain challenges which affect them differently than WFH or WFO employees. Moreover, K. and Z. made some interesting research. (2023) reported that homeworkers were at a higher level of burnout as compared to their office going counterparts whereas hybrid workers had different levels of burnout, depending on their work arrangement. Lastly, R. and T. (2022) proved that the levels of burnout differ notably between these work styles, highlighting the pivotal role played by work arrangements in determining employees' wellbeing. Collectively, these findings would indicate that understanding the interplay between different work environments and employee burnout is important for the promotion of a supportive workplace. As a result, our initial hypothesis was incorrect.

The second hypothesis posits that there would be significant differences in job satisfaction levels among employees working from home (WFH), working from the office (WFO), and



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telecommuting (hybrid) due to the distinct features of these work arrangements. The differences in job satisfaction could arise from how the work environment influences personal and professional well-being. WFH employees might face challenges such as isolation, blurred boundaries between work and personal life, and difficulty disengaging from work. However, they could also benefit from greater autonomy and flexibility, which could increase satisfaction for some individuals. On the other hand, WFO employees experience stressors related to long commutes, strict working hours, and workplace dynamics. Yet, they may have a more structured work-life separation and the advantage of social interaction and networking opportunities, which can contribute to job satisfaction. Hybrid workers, who split their time between remote and office work, might experience a more balanced work-life structure but face challenges related to coordination, technological barriers, and the potential lack of inperson team cohesion.

However, despite these varied work conditions, research has shown no significant differences in job satisfaction levels when controlling for factors such as organizational support, work-life balance, and managerial practices. For example, Choudhury et al. (2021) found that supportive workplace cultures are a key factor in promoting job satisfaction across all work arrangements. They argue that while the work environment itself plays a role, it is the organization's ability to foster an inclusive, flexible, and supportive culture that contributes most to job satisfaction, regardless of the work model. Similarly, Hanzis et al. (2024) highlighted that hybrid employees, despite the logistical challenges of balancing remote and in-office work, reported satisfaction levels comparable to those of their WFO and WFH counterparts. Their study emphasized the importance of organizational policies, team collaboration, and the clarity of work expectations in fostering job satisfaction across different work arrangements. Additionally, a broader body of research suggests that workplace practices, such as effective communication, support for employee well-being, and flexible scheduling, have a more significant impact on job satisfaction than the specific work arrangement itself (Gajendran & Harrison, 2007).

These findings suggest that while work arrangements may influence certain aspects of employee experience, such as flexibility and social interaction, job satisfaction is more strongly determined by organizational practices and the quality of the work environment. Therefore, the initial hypothesis, which predicted significant differences in job satisfaction based solely on work style, is not supported by the data.

The study conducted by Fredes-Collarte et al. on airline cabin crew provides strong support for the third hypothesis, which posits a negative correlation between job satisfaction and burnout. The researchers used a structural model to analyze the relationship between job satisfaction and burnout outcomes, such as emotional exhaustion, depersonalization, and psychosomatic disorders. The study involved 732 airline cabin crew members and employed path analysis to test the hypotheses. The results demonstrated that higher levels of job satisfaction were inversely related to burnout, showing that employees with greater satisfaction at work experienced lower levels of burnout and associated psychosomatic health issues.

Additionally, the study found that job satisfaction acted as a protective factor against negative outcomes such as work-family conflict and emotional exhaustion. By improving job satisfaction, employees were better able to manage stress and maintain their well-being. This aligns with the hypothesis, as the findings indicate that fostering job satisfaction can reduce the detrimental effects of chronic occupational stress, particularly in high-demand

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roles like cabin crew work. These results emphasize the importance of job satisfaction as a key factor in mitigating burnout, supporting the hypothesis that a negative relationship exists between the two variables.

### CONCLUSION

The study explored two hypotheses regarding employee burnout and job satisfaction across different work arrangements: working from home (WFH), working from the office (WFO), and telecommuting (hybrid).

#### **Burnout:**

The first hypothesis posited considerable differences in burnout levels across these work styles, driven by distinct challenges inherent in each arrangement. This hypothesis was validated by multiple studies (e.g., Frone, 2021; R. and T., 2022), which highlighted how WFH employees experience higher burnout due to blurred work-life boundaries and feelings of isolation. In contrast, WFO employees face stress from commutes and rigid schedules. Hybrid workers, benefiting from both flexibility and in-person interaction, showed varied burnout levels depending on their specific arrangements. These findings underscore the pivotal role work environments play in influencing employee burnout. As a result, the hypothesis was supported, aligning with the broader literature emphasizing the interplay between work style and employee well-being.

#### **Job Satisfaction:**

The second hypothesis proposed significant differences in job satisfaction across work styles, suggesting that the unique features of each arrangement would lead to distinct levels of satisfaction. Contrary to this hypothesis, research (e.g., Choudhury et al., 2021; Hanzis et al., 2024) revealed no significant differences when factors like organizational support, work-life balance, and managerial practices were accounted for. Instead, job satisfaction was found to be more dependent on organizational culture, clear work expectations, and supportive workplace practices rather than the work model itself. These results indicate that while work arrangements influence flexibility and social interaction, the overall quality of the organizational environment is a stronger determinant of job satisfaction.

#### **Implications:**

These findings highlight the importance of focusing on organizational strategies to enhance employee well-being. Employers should prioritize creating supportive, flexible, and inclusive workplace cultures to mitigate burnout and improve job satisfaction, irrespective of the work arrangement. Practices such as effective communication, support for work-life balance, and fostering team cohesion can ensure consistent employee satisfaction across diverse work models.

In summary, while work arrangements do influence burnout levels, job satisfaction is more deeply rooted in organizational practices. This insight emphasizes the need for comprehensive workplace policies that adapt to the diverse needs of employees in an evolving work landscape.

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### **Conflict of Interest**

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