

Relationship of Work Motivation and Burnout with Organizational Commitment of Employees

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ABSTRACT

Organizational success depends significantly on the commitment of its employees. To maintain high productivity, it is essential to balance health-related factors such as stress, mental well-being, and physical exhaustion. However, motivation plays a critical role in determining commitment levels, and burnout can adversely affect this motivation. The present study explores the relationship between burnout and work motivation with organizational commitment among working employees. While previous research has examined the effects of burnout on motivation and commitment separately—often focusing on human service professions such as nursing and teaching—this study extends the scope to include a broader range of professions.

The objective was to investigate the correlation between burnout, work motivation, and organizational commitment, as well as to examine gender differences in burnout levels. The tools used for the study include the Burnout Assessment Tool (Wilmar Schaufeli, Hans De Witte, and Steffie Desart, 2019), the Work Motivation Questionnaire (Dr. K.G. Agarwal, 1990), and the Organizational Commitment Scale (Upinder Dhar and Prashant Mishra, 2002). Data were collected from 200 participants in the Delhi-NCR region, comprising 100 males and 100 females.

Results revealed a significant relationship among burnout, work motivation, and organizational commitment. However, no significant gender differences were found in the levels of burnout, work motivation, or organizational commitment.

Keywords: Burnout, Work Motivation, Organizational Commitment, Exhaustion, Cynicism, Depersonalization, Intrinsic Motivation, Extrinsic Motivation

Introduction

Burnout is a condition resulting from significant psychological and emotional demands in various professions, recognized as a response to on-going job-related stress (Maslach, 2004). The relationship individuals have with their work and the challenges that arise when these relationships deteriorate are crucial in today's society. The term 'burnout' gained popularity in the U.S. during the 1970s, particularly among human services workers. Maslach (1981) defines burnout as comprising three components: emotional exhaustion, cynicism, and personal efficacy, with emotional exhaustion and cynicism being the primary aspects (Leiter et al., 1998; Leiter & Maslach, 2004; Maslach & Leiter, 1997). Exhaustion, the core element leading to burnout, reflects the depletion of physical and emotional resources due to excessive effort. Cynicism, or depersonalization, indicates a negative or detached response to work, while diminished efficacy reflects feelings of inadequacy and lack of productivity. Organizational

commitment is the dedication employees have towards their organization, viewed as an attitude that develops over time through alignment of goals and values. Meyer and Allen (1991, 1997) describe it as a force binding individuals to actions relevant to specific targets, cultivated through assessing the organization and one's future within it. This concept has become a key focus in industrial/organizational psychology (Adebayo, 2006; Meyer and Allen, 1997; Morrow, 1993) and is essential for effective organizations. Martin and Roodt (2008) noted that when employees' working conditions meet their personal needs, they experience higher satisfaction and commitment, reducing turnover. Organizational commitment integrates individual and organizational goals (Hall, Schneider, and Nygren, 1970; Blau and Boal, 1987), reflects individual attitudes and identity, represents socially acceptable work behaviour and encompasses beliefs and engagement (Salancik, 1977).

Review of Literature

Huan Zhang, Lin Sun, and Qiujie Zhang (2022) explored how dedicated social workers can improve organizational performance and service quality. They highlighted the importance of understanding factors influencing turnover intention to enhance social worker commitment. Analyzing data from 5,620 social workers in China, the study investigated the relationship between workplace social capital—employees' perceptions of their interpersonal relationships—The findings indicated that greater workplace social capital significantly lowered turnover intention, with job burnout and job satisfaction acting as mediators.

Patanjali and Bhatta (2022) conducted a study titled "Work from Home During the Pandemic: The Impact of Organizational Factors on Employee Productivity in the IT Industry," which found that factors like autonomy, employee empowerment, and a supportive environment were vital for sustaining productivity in a remote work setting.

Hlanganipai Ngirande (2021) explored the connections between occupational stress, uncertainty, and organizational commitment among academic staff at two historically black institutions in South Africa, also investigating whether job satisfaction moderated the relationship between occupational stress and organizational commitment.

Further study by Nangoli et. al (2020) investigated the extent to which perceived leadership integrity influences changes in organisational commitment.. An explanatory study approach was adopted to investigate the envisaged linkage between the study variables from a socio-psychological perspective. The results of the study establish that perceived leadership integrity significantly influences variations in commitment among organisational employees.

RATIONALE

The objective of this research is to explore the connection between work motivation and burnout in relation to the organizational commitment of employees. Historically, numerous scholars have examined the effects of burnout on work motivation and organizational commitment in isolation. Given the increasing prevalence of mental health challenges among the workforce, burnout negatively impacts not only the individuals within their respective departments but also their overall performance and the operational efficiency of the entire organization. Elevated levels of burnout correlate with heightened client dissatisfaction and a rise in complaints. Among various detrimental consequences, burnout can exacerbate anxiety, depression, headaches, and sleep disturbances experienced by employees.

METHODOLOGY

AIM: This study aims to explore the connection between Work Motivation and Burnout in relation to the Organisational Commitment of Employees.

Objectives:

- To investigate the relationship between work motivation and employee burnout.
- To examine the link between burnout and the organizational commitment of employees.
- To evaluate the correlation between work motivation and organizational commitment.
- To analyse gender differences in the levels of burnout and work motivation concerning the organizational commitment of employees.

Hypotheses:

H1: A significant relationship is expected between work motivation and employee burnout.

H2: A significant relationship is anticipated between burnout and organizational commitment.

H3: A significant relationship is predicted between work motivation and the organizational commitment of employees.

H4: A notable gender difference is expected in the levels of burnout and work motivation concerning the organizational commitment of employees.

A sample of 200 male and female employees was selected from various corporate sectors. The tools used for the study include the Burnout Assessment Tool (Wilmar Schaufeli, Hans De Witte, and Steffie Desart, 2019), the Work Motivation Questionnaire (Dr. K.G. Agarwal, 1990), and the Organizational Commitment Scale (Upinder Dhar and Prashant Mishra, 2002).

The Work Motivation Questionnaire (WMQ) assesses work motivation levels through 26 Likert scale items with five response options. It is suitable for evaluating employee motivation across all industries and is based on six dimensions: Dependence, Organizational Orientation, Work Group Relations, Psychological Work Incentives, Material Incentives, and Job Situation.

The Organizational Commitment Scale consists of eight carefully designed items, considering wording, accuracy, and emotional weight. Each item has five response options and was translated into Hindi with the help of several judges.

Burnout Assessment Scale (BAT) was developed to provide a comprehensive understanding of burnout, based on recent definitions from research and the WHO (2019). It addresses key limitations in existing tools like the MBI.

Procedure :

The questionnaires were distributed to them along with the necessary instructions, and the gathered data was then analysed statistically to derive the results.

RESULTS & DISCUSSION

The present study was an effort to assess the relationship of work motivation and burnout with organizational commitment of working employees. Burnout Assessment Tool, Work Motivation Questionnaire and Organizational Commitment Scale was used in this study.

The data collected was further compiled and statistical analysis has been done below.

Table 1:

Table: Depicting mean, standard deviation and correlation of level of work motivation and burnout of working employees.

Scales	Mean	Standard Deviation	Correlation	Level of Significance
Burnout Assessment	56.81	15.30		
Work Motivation	88.3	19.36	-0.674*	0.05

$r=-0.674^*$, negative and significant difference was found

Deviation of Burnout is 15.30 and for work motivation is 19.36. The Pearson's correlation between burnout and work motivation is calculated to be -0.674^* and Pearson's correlation critical value at 0.05 level of significance is 0.196. The person's correlation critical value is greater than Pearson's correlation calculated value, so it means there is a significant relationship between burnout and work motivation among working employees.

Table 2: Depicting Mean, Standard deviation and Correlation of Level of burnout with organizational commitment of employees.

Variable	Mean	SD	CORRELATION	LEVEL OF SIGNIFANCE
Burnout Assessment	56.81	15.30		
Organization Commitment	18.19	5.16	0.30	0.05

$r=0.300^*$ positive and significant difference was found

The table shows the mean, standard deviation and correlation of Level of Burnout on Organizational Commitment among working employees. Total number of working employees including both males and females that were assessed for burnout and work motivation were 100 each. The mean value of Burnout is 56.81 and for Organization Commitment is 18.19. The standard deviation of Burnout is 15.30 and for Organization Commitment is 5.16. The Pearson's correlation between burnout and Organization Commitment is calculated to be 0.300^* and Pearson's correlation critical value at 0.05 level of significance is 0.196. The person's correlation calculated value is greater than Pearson's correlation critical value, so it means there is a significant relationship between burnout and organizational commitment among working employees.

Table 3

Table- Depicting mean, standard deviation and correlation of work motivation and organizational commitment among of employees

Variable	Mean	Standard Deviation	Correlation	Level of Significance
Work Motivation	88.3	19.36	-0.388*	0.05
Organization Commitment	18.19	5.16		

$r = -0.388^*$, negative and significant correlation was found

The table depicts the mean, standard deviation and correlation of Work Motivation and Organizational Commitment among working employees. Total number of working employees including both males and females that were assessed for burnout and work motivation were 100 each. The mean value of work motivation is 88.3 and organizational commitment is 18.19. The standard deviation of work motivation is 19.36 and organizational commitment is 5.16. The Pearson's correlation between organizational commitment and work motivation is calculated to be -0.388^* and Pearson's correlation critical value at 0.05 level of significance is 0.196. The person's correlation critical value is greater than Pearson's correlation calculated value, so it means there is significant relationship between organizational commitment and work motivation among working employees.

Table 4

Table Representing gender difference in the level of burnout and work motivation with organisational commitment of working employees.

Scale Deviation	Gender	N	Mean	Standard Deviation	T value	Level of Significance
Burnout Assessment	Male	100	164.65	17.99		
0.741	0.05					
Work Motivation	Female	100	163.21	23.31		

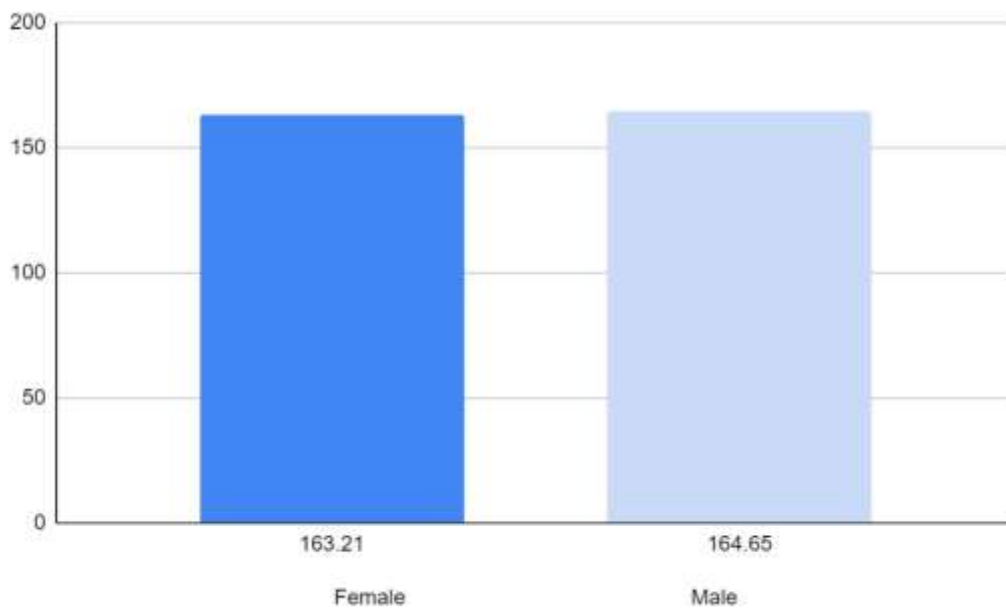
0.741, no significant difference was found

The table indicates the mean, standard deviation and T value for gender difference in the level of burnout and work motivation and organization commitment among working employees. Total number of working employees including both males and females was 200. The mean value for male employees is 164.65 and female employees is 163.21. The standard deviation for male employees is 17.99 and female employees is 23.31. The T calculated value between male employees and female employees is 0.741 and T critical value at 0.05 level of significance is 1.984. The T critical value is greater than the T

calculated value, so it means that there is no significant gender difference between the relationship of work motivation and burnout with organizational commitment of working employees.

Graph 1

Graph representing gender difference in the relationship of burnout and work motivation with organizational commitment of working employees.



The above graph depicts mean scores of males and females on Burnout Assessment Tool, Work Motivation Questionnaire and Organizational Commitment Scale which represents the level of burnout on work motivation and organizational commitment among male and female working employees. The graph shows that males are slightly more likely to get burnout and their work motivation and organizational commitment getting affected over females.

Employees who feel aligned with their organization show greater motivation, better advancement opportunities, and stronger commitment. Studies reveal that those with higher organizational climate scores also report increased commitment. Research by Gemlik et al.(2010) found that experienced personnel demonstrate greater organizational commitment, while Grover et al.(2022) noted that age and experience significantly affect job satisfaction and commitment. Long-tenured employees may face declining confidence, which can paradoxically increase their commitment to stay. However, it was found that highly committed individuals often experience more stress, leading to burnout. A separate study revealed that employees experience significant burnout regardless of their organizational climate and commitment, highlighting the need for further investigation. Given the varying levels of burnout and its impact on service quality, managers should adopt both remedial and preventive measures to address this issue.

Graph 1 shows the average scores of males and females on the Burnout Assessment Tool, Work Motivation Questionnaire, and Organizational Commitment Scale, highlighting the impact of burnout on work motivation and organizational commitment. The data indicates that males are slightly more prone to burnout, affecting their motivation and commitment more than females. The findings are not significant concerning the hypothesis, possibly due to several limitations. Crum and Naff (1999)

conducted a survey in the public sector, finding a strong link between public service motivation (PSM), job satisfaction, and turnover intentions. Their research suggests that a desire to serve can lead individuals to overextend themselves, resulting in frustration and increased burnout levels.

The computed Pearson's correlation coefficient between work motivation and organizational commitment among employed individuals is -0.388^* . The critical threshold for Pearson's correlation at degrees of freedom (closest to 98) and a significance level of 0.05 is 0.196. Given that the calculated Pearson's correlation coefficient exceeds the critical value, it indicates a significant relationship between work motivation and organizational commitment among employed individuals.

CONCLUSION

The investigation into burnout, work motivation, and organizational commitment among employees has been a focal point of prior research for many years; however, these variables have not been examined collectively. This study sought to explore the interrelationships among these variables and their contribution to employee burnout. In future research, it is possible that additional, currently unexamined variables may emerge as significant early indicators or tipping points for burnout. Future studies should encompass sufficiently large samples of employees, allowing for accurate linkage of individual responses across multiple assessments.

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