

ORIGINAL ARTICLE

Citation: Parmar, V., Channar, Z. A., Ahmed, R. R., Streimikiene, D., Pahi, M. H., & Streimikis, J. (2022). Assessing the organizational commitment, subjective vitality and burnout effects on turnover intention in private universities. *Oeconomia Copernicana*, 13(1), 251–286. doi: 10.24136/oc.2022.008

Contact to corresponding author: Dalia Streimikiene, dalia@mail.lei.lt

Article history: Received: 23.11.2021; Accepted: 27.02.2022; Published online: 30.03.2022


Vishnu Parmar

University of Sindh, Pakistan

 orcid.org/0000-0001-6201-6671


Zahid Ali Channar

Sindh Madressatul Islam University, Pakistan

 orcid.org/0000-0001-9900-5597


Rizwan Raheem Ahmed

Indus University, Pakistan

 orcid.org/0000-0001-5844-5502


Dalia Streimikiene

Vilnius University, Lithuania

 orcid.org/0000-0002-3247-9912

Munwar Hussain Pahi


PAF-Karachi Institute of Economics & Technology, Pakistan

 orcid.org/0000-0003-4872-8335

Justas Streimikis

Lithuanian Centre for Social Sciences, Lithuania

University of Economics and Human Science in Warsaw, Poland

 orcid.org/0000-0003-2619-3229

Assessing the organizational commitment, subjective vitality and burnout effects on turnover intention in private universities

JEL Classification: C12; J24; M51

Copyright © Instytut Badań Gospodarczych / Institute of Economic Research (Poland)

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Keywords: *turnover intention; job burnout; emotional exhaustion; organizational cynicism; professional efficacy; subjective vitality; affective commitment; normative commitment; continuance commitment*

Abstract

Research background: Faculties of private universities are under immense working pressure, which causes stress and burnout. The job burnout triggers the psychological pressure, which increases the turnover intention.

Purpose of the article: The undertaken study aims to evaluate the scale of burnout with its three-element model, which affects faculty members of private universities of Pakistan. This research also aims to examine the mediating effect of organizational commitment (e.g., affective, normative & continuance commitments), and moderating influence of subjective vitality in a relationship of job burnout and its constituents, for example exhaustion, efficacy & cynicism, and the turnover intention.

Methods: The 712 responses were collected through a structured questionnaire from the junior and senior faculty members of private universities of Pakistan. The data was examined by using second order partial least square — structural equation approach — PLS-SEM.

Findings & value added: The research findings exhibited that emotional exhaustion, cynicism, and professional efficacy have a direct significant influence on job burnout. The findings further demonstrated that the job burnout has a cogent and negative impact on faculty turnover intention. The findings demonstrated that elements of organizational commitment (e.g., normative, affective & continuance commitments) have a forceful serial mediating influence between burnout & its constituents for example exhaustion, efficacy & cynicism, and turnover intention. Finally, the findings have revealed that subjective vitality has a significant and positive impact as a moderating variable in a relationship between job burnout and turnover intention. This research has a long-term theoretical contribution, as it provides a novel conceptual framework, which can be replicated in different industries. Thus, this unique model provides the solution to reduce employees' turnover for other industries as well.

Introduction

Several factors determine the negative response of human behavior in the working setting. No organization could be found without such behavior in the corporate arena. According to Park (2020, pp. 317–335), the most negative behavior amongst the organizational members can greatly jeopardize both organization and employee. The chronic and consistent adverse behavior negatively affects the organization with respect to brain drain of talented human resource (Szostek *et al.*, 2020; Jędrzejczak-Gas & Wyrwa, 2020). The consistent burnout feeling is such a kind of chronic adverse response that hampers the capabilities of an individual, and drains out the precious organizational resources. This phenomenon has been observed mainly in private education institutions, where the employees often suffer from burnout due to an extremely stressful atmosphere at the working place. It is very much evident that burnout converts into high turnover of professionals (Sugiharjo *et al.*, 2020, pp. 125–157). It is important to evaluate the sources

of exhaustion and interconnection experienced by the management of private universities (Nursalam *et al.*, 2020, pp. 158–165).

According to Santi *et al.* (2020, pp. 109–122), burnout is a group of symptoms or a physical state of mental, physical, and psychological exhaustion and involves cynicism in response to organizational stressors. According to Maslach *et al.* (2001, pp. 397–422), job burnout could be regarded as “a chronic interpersonal syndrome on the psychological stressor at the workplace”. Burnout consists of three constructs, for instance, emotional exhaustion, professional efficacy, and organizational cynicism. Emotional exhaustion is an imperative construct of stress due to which individuals experience job burnout. The term ‘cynicism’ involves the negative, excessive or detached reaction towards the different aspects of the job. Lack of professional efficacy involves the lack of confidence to accomplish the job demands and negative self-evaluation. It includes the feeling of incompetence and fosters a lack of productivity and achievement (Maslach *et al.*, 2001, pp. 397–422; Santi *et al.*, 2020, pp. 109–122). Similarly, the vitality concept has emerged from self-determination theory. It is expressed that subjective vitality pools the psychological liveliness that is obtainable by an employee, which replicates the happiness and welfare (Tristán *et al.*, 2016, pp. 68–77; Vergara-Torres *et al.*, 2020, pp. 1–10; Mouratidis *et al.*, 2010, pp. 619–637; Ryan & Deci, 2017; Deci & Ryan, 2002).

Job burnout is a factor which mainly occurs in education occupations. Because junior and senior faculty members have to deal directly with senior management, students and their parents, it can mean unnecessary tasks and high demands from the employee (Wazir & Jan, 2020, pp. 48–57; Schaufeli & Buunk, 1996, pp. 311–396). If there is a high difference between given resources and the demand of the job, then the chances of harmful behavior in the field increases. Job demands cause emotional exhaustion, stress, and anxiety, which can lead to burnout. The antecedents of organizational commitment (affective, normative & continuance commitments) in the case of staff of a private university are also an issue because, they occur when employees are frustrated with their jobs (Li & Xie, 2021). This may result in increasing turnover rate (Maslach *et al.*, 2001, pp. 397–422). Employees have more intentions to leave their jobs voluntarily or involuntarily. It may be because they have better opportunities or become victims of burnout (Srivastava & Agrawal, 2020, pp. 1431–1447). This creates lack of staff and the higher turnover rate. It is necessary to examine the reasons, and senior management must resolve these problems to retain their best employees.

The undertaken research aims to investigate the modified conceptual framework of job burnout eminence and influential factors that trigger the

turnover intention, and to deliver a novel explanation for interference with job burnout. The distinctive aim is to investigate the burnout which affects the faculty members of private universities. It further classifies the level of jobs amongst junior, and senior faculty members, and offers endorsements and suggestions to alleviate job burnout and mitigate burnout from private universities' faculty members. Essentially, the main motive to conduct the undertaken research is to examine the tiers of burnout on the job in private universities. This research also anticipates examining the mediating effects of elements of organizational commitment (e.g., affective, normative & continuance commitments) and moderating influence of subjective vitality between different job burnout levels, and turnover intention. The importance of this research is the fact that it provides solutions to the senior managers of private universities for creating procedures to decrease stressors and burnout in the work atmosphere. Moreover, it also channels the important strategies to reduce stress and job burnout, which might be dangerous for both organization and employees. This study also contributes to burnout in the shape of job turnover; it occurs when employees of private universities have a lower organizational commitment (e.g., affective, normative & continuance commitments) towards their job. The increased turnover rate amongst the faculty members is the core problem which the private universities and students suffer (Lee & Lee, 2020).

This research has not only contributed to increasing the knowledge on private universities' faculty members' stress and burnout or turnover intention, but it has also provided a novel conceptual model to the future research studies. The current research has long-term theoretical implications, as future researchers can replicate the proposed unique model in their studies for other industries worldwide. Similarly, the managerial implications are not limited to the management of private universities, as senior management of other industries can also mitigate employees' turnover intention by using the results of this study. This study is empirical, quantitative and explanatory in nature, and uses modified structured instrument for collection of the primary data. For the purpose of analysis, we employed the SEM-based multivariate approach including exploratory factor analysis and confirmatory factor analysis. We used Smart-PLS software for running the PLS-SEM modeling.

The rest of the paper is structured as follows: the second section covers the literature review and hypotheses development, the third section contains research methodology presentation, the fourth section elaborates on the results, and finally, sections five and six include the discussions and conclusions, respectively. Lastly, we have provided theoretical, practical implications, and limitations with areas of future studies.

Literature review

Three-element burnout model — theory underpinning

For several decades, the conservation of resources (COR) theory has been imperative in organizational behavior and organizational psychology (Nursalam *et al.*, 2020, pp. 158–165). According to Hobfoll *et al.* (2015, pp. 174–180) and Hobfoll *et al.* (2018, pp. 103–128), this theory has been used in many areas of studying traumatic and stressful feelings. Further studies suggested the COR theory is the basis for stress and burnout analysis in organizations (Hobfoll, 2001, pp. 419–421; Choi *et al.*, 2020, pp. 1–7), and grounded on COR model, which was presented by Hobfoll *et al.* (2018, pp. 103–128) who proposed the demands-resources model.

According to Li and Xie (2021) and Hobfoll *et al.* (2018, pp. 103–128), the major benefit of the COR theory is to make broader hypotheses based on central resources, for instance, control or to speak about resources in common. In the second phase of development, burnout research was focused on the empirical perspective (Srivastava & Agrawal, 2020, pp. 1431–1447). Burnout is a concept that does not have the proper definition; however, Maslach *et al.* (2001, pp. 397–422) have defined and uncovered what a counter response to the regressors at the workplace of private universities is.

The concept of burnout was first investigated in teaching, healthcare, and social work. Job burnout is the amalgamation of unreal feelings of faculty members, emotional exhaustion, and emotional exhaustion, unreal feeling of workers, which decreases the achievements of a faculty member of a private university (Maslach *et al.*, 2001, pp. 397–422).

Turnover intention (TI)

Continuous pressures and higher job demands increase turnover and decrease employees' motivational levels (Wazir & Jan, 2020, pp. 48–57; Hyder *et al.*, 2016, pp. 119). Turnover over intention being negative behavior of the employees may be the outcome of several organizational and personal reasons (Wang *et al.*, 2020, pp. 456–475).

The internal working environment of the private universities can also stimulate the sense of turnover intention among employees (Mahmod & Rosari, 2020, pp. 18–33). Organizational justice plays a vital function in turnover; thus, it up to the higher management of private universities to put emphasis on sustaining fairness and retain faculty members in the private

university (Srivastava & Agrawal, 2020, pp. 1431–1447; Sokhanvar *et al.*, 2018, pp. 133–140).

Theoretical & conceptual framework and hypotheses formulation

Job burnout and turnover intention

Previous literature determines that burnout acquaintances the relation amid turnover ratio and stress experienced by employees of private universities (Wang *et al.*, 2020, pp. 456–475). Therefore, the organization must make policies to reduce burnout among employees and to prevent burnout to be able to perform better (Tanculescu-Popa, 2020, pp. 133–144).

Moreover, in the present era, institutes counter more responsibilities and job demand, but they do not provide control and authorities to regulate the faculty members for optimal performance. Therefore, managers must give employees devices to make them attentive and comfortable at their workplace (Hwang & Moon, 2020, pp. 211–226; Kim *et al.*, 2016, pp. 25–32; Nam *et al.*, 2016, pp. 266–272). Hence, this study has proposed the following first hypothesis:

H1: *Job burnout has a significant & negative relationship with faculty turnover intention of private universities.*

Emotional exhaustion (EE), organizational cynicism (OC), professional efficacy (PE), and job burnout (JBO)

Excessive demand in the job, inadequate support, not having authority to control, and insufficient resources, produce emotional exhaustion (EE) among employees (Nurtati, 2020, pp. 75–89; Nam *et al.*, 2016, pp. 266–272). The working timetable may also enhance the burnout and prolonged stress amongst the faculty members, who ultimately overlay the way to switch or quit the current position (Hussain *et al.*, 2020, pp. 501–512; Bakker & Costa, 2014, pp. 112–119).

Organizational cynicism (OC) is significant and counter behavior towards work (Stanley *et al.*, 2005, pp. 429–459). The cynicism among employees can be multifarious; such as the change in organization and efforts for quality improvement raises the cynicism in an organization and ultimately increases burnout risk (Jaya & Artaya, 2020; Kranabetter & Nissen, 2017, pp. 492–502).

Employees are the essential factors for any achievement in which they play a significant role (Hong & Kim, 2020, pp. 53–71; Stanley *et al.*, 2005,

pp. 429–459). Employee motivation and organizational efficiency have a positive relationship (Kresna & Putra, 2020; Lowman, 2016, pp. 677–682). Thus, in this respect, employees are forced to devise surviving strategies; particularly, knowledge-based companies must support them as they are the individuals who create the transformation in the competitive arena (Dayeh & Farmanesh, 2021, pp. 2011–2020). Hence, this study has proposed the following hypothesis:

H2: Emotional exhaustion, organizational cynicism, and professional efficacy have a positive & significant relationship with job burnout.

Job burnout and antecedents of organizational commitment (normative, affective & continuance)

Previous studies show that burnout has a cogent and negative influence on the antecedents of organizational commitment (OC) such as, normative commitment (NC), affective commitment (AC) and continuance commitment (CC) (Jaya & Artaya, 2020; Tuna & Baykal, 2014, pp. 33–39). In short, for junior and senior faculty members of private universities, the work environment and stress directly affect the job burnout of its faculty staff. Faculty members who have low morale are likely to have more turnover intention in the workplace (Hussain *et al.*, 2020, pp. 501–512; Hong & Kim, 2020, pp. 53–71).

When employees do not have organizational commitment, they tend to suffer more often from job burnout (Dayeh & Farmanesh, 2021, pp. 2011–2020). It is evident that burnout is the main factor for leaving jobs, which hampers the organizational atmosphere (Kresna & Putra, 2020; AL-Hussami, 2008, pp. 286–295). Job burnout has a significant negative relationship with continuance commitment, normative, and affective commitments at the workplace (Kusuma & Syah, 2020, pp. 660–667). Hence, this study has proposed the following hypothesis:

H3: Job burnout has a negative and significant relationship with normative, affective, and continuance commitments.

Antecedents organizational commitment (normative, affective, & continuance commitments) and turnover intention

The affective commitment commences the emotive affection and their participation in originations (Kresna & Putra, 2020). Affective commitment mirrors the discerning of faculty members towards the private universities,

and how they sense it (Kusuma & Syah, 2020, pp. 660–667). Continuance commitment is expressed as "bearing the cost that occurs due to leaving the organization" (Wahyono & Riyanto, 2020, pp. 286–316; Kuok & Taormina, 2015, pp. 46–63). Continuance commitment requires a faculty member to stay on the job position as they do not have superior openings (Aksu *et al.*, 2020, pp. 194–207; Nawaz & Pungil, 2016, pp. 501–512). It mirrors the price of dropping their asset and withdrawing their profits (Ahmad *et al.*, 2014, pp. 84–92; Romeo *et al.*, 2020). Normative, continuance & affective commitments are sufficient for faculty members to remain faithful and stay at the private university. It makes them feel content and pleased at the workplace (Kresna & Putra, 2020). Hence, this study has proposed the following hypothesis:

H4: *Affective, continuance, and normative commitments have a significant & positive relationship with faculty turnover intention.*

Antecedents of organizational commitment as mediating variables

It was concluded that organizational commitment helps demonstrate the relation of a mission statement and organizational performance (Wazir & Jan, 2020, pp. 48–57; Sokhanvar *et al.*, 2018, pp. 133–140; Macedo & Pinho, 2016, pp. 36–46). Furthermore, another study was carried out to identify the impact of a strategy designed by management on organizational CSR, and researchers have incorporated organizational commitment as mediating (Lee & Lee, 2020, pp. 143–161). As strategy design is vital for every plan execution, it is vital to study its effects on other variables.

The research exhibits that the conducive working environment enhances trust and organizational commitment, and eventually influences organizational social responsibility, and positive behavior (Yoon *et al.*, 2016, pp. 1577–1597; Li & Xie, 2021; Kuok & Taormina, 2015, pp. 46–63). Hence, this study has proposed the following hypothesis:

H5: *Affective, normative, and continuance commitments significantly & positively mediate the relationships between job burnout (JBO) and turnover intention (TI).*

The serial mediation of affective commitment (AC), normative commitment (NC), continuance commitment (CC) between burnout and turnover intentions

The self-efficacy, motivation, affective organizational commitment, and job satisfaction indicated the professional identification for the employees (Mahmod & Rosari, 2020, pp. 18–33). Effective organizational commitment and self-efficacy narrate to one another to prevent employees from turnover, emotional exhaustion, and job burnout (Stanley *et al.*, 2005, pp. 529–459). It has been established that self-motivation, self-confidence, and self-trust in the workforce influence commitment towards the organization (Wang *et al.*, 2020, pp. 456–475; Lee & Lee, 2020, pp. 143–161). Hence, this study has proposed the following hypotheses:

H6a: AC & NC, and NC & CC have a positive and significant serial mediation relationship with Job burnout (JBO) and turnover intention (TI)

H6b: AC, NC & CC have a positive and significant mediation relationship with Job burnout (JBO) and turnover intention (TI)

Serial mediation of emotional exhaustion (EE), job burnout (JBO), affective commitment (AC), normative commitment (NC), continuance commitment (CC) and turnover intention

Organizational commitment reflects the strong emotional attachment, involvement, satisfaction, and affinity with the company (Wang *et al.*, 2020, pp. 456–475). The organizational commitment results in lower turnover, better performance of the employee (Kalidass & Bahron, 2015, pp. 82–89).

Commitment with workers and managers reflects the shared values and identification (Tanculescu-Popa, 2020, pp. 133–144). For lowering the turnover, the organizational commitment ought to be satisfactory and strong (Hwang & Moon, 2020, pp. 211–226). Hence, this study has proposed the following hypotheses:

H7a: JBO & AC, JBO & NC, and JBO & CC have a significant serial mediation relationship between emotional exhaustion (EE) and turnover intention (TI).

H7b: *JBO, AC & NC, and JBO, NC & CC, and* have a significant serial mediation relationship between emotional exhaustion (EE) and turnover intention (TI).

H7c: *JBO, AC, NC & CC* have a significant serial mediation relationship between emotional exhaustion (EE) and turnover intention (TI).

Serial mediation of professional efficacy (PE), job burnout (JBO), affective commitment (AC), normative commitment (NC), continuance commitment (CC) and turnover intention (TI)

In organizational cynicism, the employee has a negative attitude towards the organization (Nurtati, 2020, pp. 75–89). The cynicism is described by disbelief, negative attitude/behavior, and distrust towards an organizational objective. The organizational productivity may decrease the number of employees who express cynicism (Hussain *et al.*, 2020, pp. 501–512).

According to Kresna and Putra (2020, pp. 30–37), normative commitment occurs particularly in bad times for an organization. The employees' turnover intention increases when the competition of a company increases. The cynicism has an adverse connection with normative commitment; it reduces the normative commitment of a workforce (Hong & Kim, 2020, pp. 53–71). Hence, this study has proposed the following hypotheses:

H8a: *JBO & AC, and JBO & NC, and JBO & CC* have a significant serial mediation relationship with professional efficacy (PE) and turnover intention (TI).

H8b: *JBO, AC & NC, and JBO, NC & CC* have a significant serial mediation relationship with professional efficacy (PE) and turnover (TI).

H8c: *JBO, AC, NC & CC* have a significant serial mediation relationship with professional efficacy and (PE) turnover intention (TI).

Serial mediation of organizational cynicism (OCY), job burnout (JBO), affective commitment (AC), normative commitment (NC), continuance commitment (CC) and turnover intention

In the competitive environment, only employees are the assets that competitors cannot imitate. Therefore, it is crucial to have a positive relationship between the organization and employees (Jaya & Artaya, 2020). This creates the concept of organizational commitment and organizational

cynicism. With respect to organizational cynicism, an employee has a negative attitude towards the organization (Santi *et al.*, 2020, pp. 109–122). The cynicism is described by disbelief, negative attitude & behavior, and distrust towards an organizational objective (Hussain *et al.*, 2020, pp. 501–512; Kresna & Putra, 2020, pp. 30–37; Santi *et al.*, 2020, pp. 109–122). Thus, it has been witnessed that the cynicism has an adverse connection with normative commitment (Dayeh & Farmanesh; 2021, pp. 2011–2020; Aksu *et al.*, 2020, pp. 194–207; Maslach *et al.*, 1996). Hence, this study has proposed the following hypotheses:

H9a: *JBO & AC, and JBO & NC, and JBO & CC have a significant serial mediation relationship with organizational cynicism and turnover intention (TI) cynicism and employee turnover.*

H9b: *JBO, AC, & NC have a significant serial mediation relationship with organizational cynicism (OCY) and turnover intention (TI).*

H9c: *JBO, AC, NC & CC have a significant serial mediation relationship with organizational cynicism (OCY) and turnover intention (TI)*

Subjective vitality (SV), burnout, and turnover intention

According to Ryan and Frederick (1997, pp. 529–565), the subjective emotion of vitality and aliveness potentially appears a cogent construct of personal happiness and prosperity. According to Ryan and Deci (2017), Park (2020, pp. 317–335), Deci and Ryan (2002), and Bostic *et al.* (2000, pp. 313–324), the vitality concept has emerged from the theory of self-determination, and they also expressed that the subjective vitality reflects a prosperity for an individual that pools the psychological liveliness & healthy lifestyle (Romeo *et al.*, 2020; Ryan & Deci, 2008, pp. 702–717).

According to Ryan *et al.* (2008, pp. 139–170), the subjective vitality is abstracted as an energetic occurrence, which is related to both physical and mental features of performance, and hence it refers to an individual who is feeling alive, energetic and fully charged. Therefore, several studies have incorporated subjective vitality as a mediating factor (Mouratidis *et al.*, 2010, pp. 619–637; Tristán *et al.*, 2016; Choi *et al.*, 2020, pp. 1–7).

Thus, it is an extreme need to address subjective vitality as a moderating factor a relationship amid job burnout and turnover intention. Hence, this study has proposed the following hypothesis:

H10: *Subjective vitality has a significant and positive relationship with job burnout and turnover intention.*

The above formulated hypotheses exhibited that affective commitment and continuance commitment have a positive impact on faculty members, which reduces the turnover intention (Kusuma & Syah, 2020, pp. 660–667). Then, the hypotheses have demonstrated that the organizational commitment with workers and managers reflect the shared values and identification, and have a significant influence on turnover intention (Wang *et al.*, 2020, pp. 456–475; Tanculescu-Popa, 2020, pp. 133–144; Hwang & Moon, 2020, pp. 211–226; Mahmod & Rosari, 2020, pp. 18–33). Similarly, mediating hypotheses demonstrated organizational commitment as mediating (Lee & Lee, 2020, pp. 143–161; Li & Xie, 2021; Wazir & Jan, 2020, pp. 48–57; Sokhanvar *et al.*, 2018, pp. 133–140). Hence, the above formulated hypotheses regarding the serial mediation exhibited that organizational cynicism, the employee has a negative attitude towards the organization (Nurtati, 2020, pp. 75–89; Hussain *et al.*, 2020, pp. 501–512; Dayeh & Farmanesh, 2021, pp. 2011–2020). However, cynicism reduces the normative commitment of a workforce (Aksu *et al.*, 2020, pp. 194–207; Santi *et al.*, 2020, pp. 109–122). Similarly, the above formulated hypotheses of moderation have demonstrated that the subjective vitality has an important construct, which enhances the employees' psychological well-being and healthy life style (Romeo *et al.*, 2020). Therefore, these studies advocated for subjective vitality as a potential moderating variable to boost the employee's morale and commitment (Park, 2020, pp. 317–335; Ryan & Deci, 2017; Deci & Ryan 2002). Finally, on the basis of formulated hypotheses, we have taken measurement scales of variables, and collected the data, and employed a suitable research methodology to carry out this research study.

Research method

Research design and measurement scales

The undertaken study employed a structured, and five-point, Likert scale questionnaire for gathering responses. The scale of Maslach Burnout Inventory-General was proposed in 1996, and refined for measuring the burnout level in subsequent years (Maslach *et al.*, 2001, pp. 397–422; Maslach *et al.*, 1996). Moreover, the items of cynicism, efficacy and emotional exhaustion are taken from Maslach *et al.* (2009, pp. 86–108), Hwang and Moon (2020, pp. 211–226). We have also used, Wahyono and Riyanto (2020, pp.

286–316) and Kresna and Putra (2020, pp. 30–37) organizational commitment (affective, normative & continuance commitments) scale for measurement the commitment towards the organization. The items of turnover intention were taken from the Romeo *et al.* (2020), and Aksu *et al.* (2020, pp. 194–207). The items of subjective vitality were extracted from previous literature, such as Ryan and Deci (2008, pp. 702–717), Park (2020, pp. 317–335), Tristán *et al.* (2016, pp. 68–77), Vergara-Torres *et al.* (2020, pp. 1–10), Mouratidis *et al.* (2010, pp. 619–637), and Bostic *et al.* (2000, pp. 313–324).

Sampling frame and sampling strategy

The sampling frame of this research was the junior and senior faculty members working in private universities of Pakistan. For the sampling purposes, we employed purposive sampling technique. We used the criterion of Saunders *et al.* (2009) for determining the sample size. Initially, we have contacted 900 faculty members of private universities, but we could get complete responses of 712 from the targeted sampling frame. Hence, the response rate is 79.11%, which is considered a quite satisfactory number, especially in the online mode. We used both in person and online mode, for the online mode we used LinkedIn social media and personal emails (taken from the official websites of the universities).

Data collection procedure

The faculty staff, including lecturers, assistant professors, associate professors, and full professors from various private universities of Karachi, Lahore and Islamabad cities, were requested for participation using the purposive sampling technique in the research information accumulation. The junior and senior faculty members were informed regarding the nature and the significance of the study, the survey questionnaire, and the information collection process. For this research, the questionnaire was circulated through personal emails and in-person at twenty-five private universities of Karachi, Lahore, and Islamabad cities of Pakistan. However, the total number of private universities are 59 in Pakistan, and thus the sampling frame has become 42.37% of total population. Then, we focused on the main urban centers including Karachi (10 private universities), Lahore (9 private universities), and Islamabad (6 private universities) cities. However, the total public sector universities are 73. The lecturers, assistant professors, associate professors, and full professors were made aware of the procedures and requirements of the study and how it was to be carried out. The

data was collected from January 2021 to June 2021 for the undertaken research study.

Demography of respondents

Out of 712 responses, we received 311 (43.67%) responses from lecturers and 176 (24.71%) responses from assistant professors. The responses from the associate professors were 129 (18.11%), and 96 (13.48%) responses were taken from the full professors of private universities of Pakistan.

Data analyses and estimation techniques

We have applied a PLS-SEM modeling to evaluate our hypothesized modified framework. The PLS-SEM is a multivariate technique that is mainly used in social sciences in empirical researches (Balcerzak & Pietrzak, 2016; Hair *et al.*, 2019, pp. 2–24; Nguyen *et al.*, 2021). In order to examine the relationship among the constructs, we employed PLS-SEM by using Smart-PLS. The PLS-SEM approach is two steps process. Initially, the measurement model is tested through convergent validity using factor loading of each item, composite reliability (CR), Cronbach alpha (CA) (Ahmed *et al.*, 2019, pp. 246–271).

However, the discriminant validity was examined using AVE, Heterotrait-Monotrait (HTMT) ratio of correlation method, and Fornell and Larcker (1981, pp. 39–50) criterion.

The second phase evaluates the structural model; R-squared values, path co-efficient analyses, predictive relevance (Q^2), and SRMR measurement validate the hypothesized structural model. We have also employed descriptive analysis to evaluate the basic hallmarks of factors and establish the normality of the data, a prerequisite for PLS-SEM.

Results

Descriptive analysis

Table 1 have exhibited that skewness and standard deviation ranges between ± 1.5 , and values of Kurtosis ranges from ± 3 ; thus, it is confirmed that the considered sample data of all the constructs follows the central limit theorem, and the considered sample data follows the normality pat-

tern, which is a precondition for using SEM-based multivariate technique (Ahmed *et al.*, 2020, pp. 5–27).

The measurement model

The PLS-SEM approach is a two-step process. Initially, the measurement model is tested through convergent validity using factor loading of each item, composite reliabilities (CR), and Cronbach alpha (CA) (Ahmed *et al.*, 2019, pp. 246–271; Hair *et al.*, 2019, pp. 2–24). The outcomes of Table 1 and Figure 1 exhibited that factor loading of every scale is greater than 0.60, and readings of CR and CA of each construct are greater than 0.70. Hence, the reliability of data and condition of convergent validity has been achieved (Štreimikienė & Ahmed, 2021, pp. 125–157). The discriminant validity is evaluated through average variance extracted (AVE), which showed that each construct has the value of more than 0.50 (Fornell & Larcker, 1981, pp. 39–50). Hence, our considered hypothesized measurement model is valid, as it passes the preliminary requirements (Lu *et al.*, 2020, pp. 1719–1728).

The criterion of Fornell and Larcker (1981, pp. 39–50) has also established discriminant validity; this criterion has been measured by taking the square roots of the values of AVE of each construct. The outcomes of Table 2 demonstrated that the diagonal values, as highlighted, are higher than the correlation of other undertaking constructs, thus the considered measurement model is valid.

The findings of Table 3 demonstrated the values of Heterotrait-Monotrait (HTMT) correlation ratio that described that the reading of each HTMT correlation ratio is less than 0.85. Thus, according to Henseler *et al.* (2015, pp. 115–135), the condition of discriminant has been further established. Additionally, the considered measurement model is valid for burn-out and turnover intention.

Structural model

The next phase is to evaluate the structural hypothesized model; the values of R-squared, path co-efficient analyses, predictive relevance (Q^2), and SRMR measurement validate the hypothesized structural model. Table 4 and Figure 2 exhibited the measured values of R-square, which demonstrate the goodness of fit for the structural model. The results of Table 4 and Figure 2 indicated the readings of R-square of every endogenous construct, which showed that turnover intention experienced 91.6% variation because of its corresponding exogenous construct, mediating, and moderating fac-

tors. Similarly, job burnout has a value of R^2 (Change) of 100% due to the second-order of exogenous constructs, for instance, professional efficacy, organizational cynicism, & emotional exhaustion. Finally, the mediators such as affective commitment, normative commitment, and continuance commitment felt the change of 82.0%, 80.4%, and 63.1%, respectively, due to the job burnout and its elements, such as emotional exhaustion, professional efficacy, and organizational cynicism. Thus, the values of R^2 validated the hypothesized structural model of job burnout and turnover intention.

Postulated direct relationship

The path co-efficient analysis comprises two steps, and the first step is to evaluate the direct relationship between primary predictors, for instance, professional cynicism, emotional exhaustion, & professional efficacy, and job burnout. The direct relationship is very complex. First, we measure the impact of primary constructs and then secondary constructs on their respective outcome variables. The outcomes of Figure 2 and Table 5 demonstrated that all the primary regressors have a significant influence on job burnout ($T > \pm 1.96$ & $p < 0.01$). The next phase of direct relationship is to evaluate the secondary predictors, for instance, continuance commitment, job burnout, normative commitment, affective commitment, and subjective vitality, with their corresponding endogenous variables. Similarly, the outcomes of Figure 2 and Table 5 also demonstrated that all the secondary regressors have a significant influence on faculty turnover intention, and hypotheses H1 to H4 are substantiated ($T > \pm 1.96$ & $p < 0.01$). Hence, the considered hypothesized structural model is validated for the job burnout and faculty turnover intention.

Serial mediation analyses

Figure 2 and Table 6 depicted the significant serial mediating effect of affective commitment, normative commitment, and continuance commitment in a relationship of job burnout and its constituents, such as emotional exhaustion, professional efficacy, and organizational cynicism, employees' turnover intention. We employed the bootstrapping method to measure the serial mediating effect amongst the variables (Hayes & Rockwood, 2020, pp. 19–54). The outcomes given in Table 6 further demonstrated that the serial mediation path of EE, PE, OCY, JBO, AC, NC, CC, and TI are significant. Similarly, the serial mediation path of JBO, AC, NC, CC, and TI is also significant. Finally, the mediation of AC, NC, & CC between Job burnout (JBO) and employees' turnover intention is also significant. The

outcomes demonstrated a significant serial mediation at different paths, as shown in Table 6 and Figure 2. Hence, the formulated different set of hypotheses, for instance H5, H6a, H6b, H7a to H7c, H8a to H8c, H9a to H9c, are substantiated since $T > \pm 1.96$ & $p < 0.05$, and zero does not occur amid the lower and upper interval of BCCI, which further validated the mediation between exogenous and endogenous constructs (Ahmed *et al.*, 2020, pp. 5–27).

Moderation analyses

The moderation of the effect of subjective vitality is exhibited in Table 7 and Figure 3. The findings have demonstrated that subjective vitality has a significant and positive influence of moderation in a relationship between exogenous variables such as job burnout and its elements such as organizational cynicism, professional efficacy, and emotional exhaustion, and employee turnover intention. The moderation effect is measured through bootstrapping method (Hayes & Rockwood, 2020, pp. 19–54), which demonstrates that subjective vitality may increase the turnover intention amongst the job burnout and its constituents, for instance, organizational cynicism, professional efficacy, and emotional exhaustion. Thus, the formulated hypothesis H10 has also been substantiated, because readings of $T > \pm 1.96$ and $P < 0.01$ and modified model of job burnout and turnover intention have been validated with the incorporated moderating factor, i.e., subjective vitality.

Finally, we have measured the graphical slope of moderating effect of subjective vitality in a relationship amid job burnout and faculty turnover intention; the moderation is depicted in Figure 4. It is confirmed that subjective vitality has a significant and positive influence as a moderating variable between job burnout and faculty turnover intention.

Stone-Geisser (Q^2 – Predictive) and model fit summary

The Stone–Geisser or Q^2 predictive readings of endogenous factors are reported in Table 8, which exhibited that all the Q^2 predictive relevance readings followed the threshold values. This has endorsed all the Q^2 relevance predictive of endogenous, affective commitment, continuance commitment, employee turnover intention, job burnout, and normative commitment (0.816, 0.376, 0.754, 1.000, & 0.760 respectively), and specific independent construct. Moreover, the outcomes of Table 9 signified the model fit summary including SRMR (< 0.08), NFI values (> 0.90), and

D_ULS and D_G ($P > 0.05$), which also confirmed the goodness of fit of the hypothesized structural model of job burnout and turnover intention.

Discussion

The undertaken study was intended to examine the influence of job burnout on turnover intentions among faculty members of private universities of Pakistan. The results have demonstrated that burnout has a significant impact on turnover intention amongst faculty members. The literature also exhibited similar outcomes (Tanculescu-Popa, 2020, pp. 133–144; Wang *et al.*, 2020, pp. 456–475; Yoon *et al.*, 2016, pp. 1577–1597). The results further demonstrated that professional efficacy, organizational cynicism, and emotional exhaustion exhibited a positive and significant influence on job burnout. Preceding literature also exhibited that influence (Li & Xie, 2021; Santi *et al.*, 2020, pp. 109–122). Previous studies have demonstrated a direct relationship between constructs, whereas this research also exhibits the relationship of antecedents of variables with other constructs, and identified the outcomes of job turnover intention.

The normative commitment, affective commitment, and continuous commitment negatively associate with job burnout at the workplace. Previous literature also demonstrated similar outcomes (Nurtati, 2020, pp. 75–89; Hwang & Moon, 2020, pp. 211–226). We also investigate the influence of affective, normative, and continuance commitments (constructs of organizational commitment) on turnover intentions in which normative commitment shows an affirmative impact on turnover intention, on the other side, affective and continuance commitment demonstrated an insignificant influence on turnover intention (Kranabetter & Niessen, 2017, pp. 492–502; Fullerton, 2014, pp. 657–673). However, previous literature does not demonstrate the relationship of direct constructs and their precursors, whereas this research addresses this relationship.

The findings of serial mediation illustrated the significant serial mediating effect of normative commitment, affective commitment, and continuance commitment in a relationship of job burnout and its constituents such as emotional exhaustion, professional efficacy, and organizational cynicism, employees' turnover intention. Previous literature has also demonstrated similar results (Romeo *et al.*, 2020; Wahyono & Riyanto, 2020, 286–316; Aksu *et al.*, 2020, pp. 194–207; Ahmed *et al.*, 2020, pp. 5–27). The previous studies only discussed the direct relationship amongst the constructs, whereas the undertaken study discussed the antecedents of different independent and mediating variables (Tristán *et al.*, 2016, pp. 68–77;

Vergara-Torres *et al.*, 2020, pp. 1–10; Mouratidis *et al.*, 2010, pp. 619–637). Additionally, previous literature does not address the multiple variables concurrently, for instance, exogenous, endogenous, mediating and moderating variables.

Conclusions

The results obtained in the current study have indicated that professional efficacy, organizational cynicism, and emotional exhaustion exhibit a positive and significant influence on job burnout. However, if employees stay in their current job by choice in affective commitment, they need to do so in continuance commitment. Individuals calculate their investing-time in an organization through transactional affection by assessing what they gain in return of time investment, if they want to remain with the organization. Due to lack of substitutions, employees have distress of losing their security and established continuance commitment. It echoes the price of evading their outlay and drawings their paybacks. Organizational commitment and turnover intention are two diverse features of employees' thinking. When employees express turnover intention, they adrift their rationality. The self-efficacy, job satisfaction, motivation, and affective organizational commitment indicate the professional affinity for the employees.

Moreover, affective organizational commitment and self-efficacy transmit to each other for avoiding employees from turnover, job burnout, and emotional exhaustion. It ascertains self-trust, self-motivation, and self-confidence as factors which impact employees' commitment. For reaching a lower turnover rate, the organizational commitment should be strong and satisfactory. The cynicism is defined as “annoyance, disbelief, mistrust, negative attitude & behavior towards the organization”. The productivity of organization always hampers due to cynical employees. However, in bad times, competition, and psychological state the normative commitment occurs. Finally, it is concluded that the phenomenon of job burnout and turnover intention is not simple, and turnover intention is reliant on several direct and indirect variables. The moderation findings have demonstrated that subjective vitality has a positive and significant influence in a relationship amid exogenous variable (burnout) and its elements, such as organizational cynicism, professional efficacy, emotional exhaustion, and employees' turnover intention.

This research has several theoretical and managerial contributions. It offered a novel conceptual framework that increase the current knowledge of the considered subject. Thus, this unique conceptual model provides the

basis for the future research studies. Therefore, it has a long-term theoretical implication, and future researchers can replicate this unique model in their studies for other industries worldwide. Similarly, the managerial implications are not limited to the management of private universities rather senior management of other industries can also mitigate employees' turnover intention by using the results of this study. Human resources departments of organizations should specially concentrate to address the employees' grievances and suggest human capital strategies to the senior management.

There are several limitations of this study, for instance, this research was conducted from the Pakistani perspective, thus, the results cannot be generalizable for all developing nations. Therefore, it is recommended to future researchers to take a broader sample and include countries in the region for the more robust results. This research does not demonstrate the cause and effect between the variables, which is another limitation, thus, in future research it is recommended to employ cause & effect models. This research has taken only a limited educational sector, which is also a limitation, hence, it is recommended to future researchers to replicate this model by taking other industrial sectors.

References

- Ahmad, N., Iqbal, N., Javed, K., & Hamad, N. (2014). Impact of organizational commitment and employee performance on the employee satisfaction. *International Journal of Learning, Teaching and Educational Research*, 1(1), 84–92.
- Ahmed, R. R., Hussain, S., Pahi, M. H., Usas, A., & Jasinskis, E. (2019). Social media handling and extended technology acceptance model (ETAM): evidence from SEM-based multivariate approach. *Transformations in Business & Economics*, 18, 3(48), 246–271.
- Ahmed, R. R., Štreimikienė, D., Rolle, J. A., & Due, P. A. (2020). The COVID-19 pandemic and the antecedents for the impulse buying behavior of US Citizens. *Journal of Competiveness*, 12(3), 5–27. doi: 10.7441/joc.2020.03.01.
- Aksu, A., Arslan, S., Yardımcı, O., Kaya, F., & Ergenççeği, A. (2020). Effect of job involvement, organizational commitment and satisfaction on turnover intention: a research in the city of Antalya. *Turizam*, 24(4), 194–207. doi: 10.5937/turizam24-26247.
- AL-Hussami, M. (2008). A study of nurses' job satisfaction: the relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *European Journal of Scientific Research*, 22(2), 286–295.

- Bakker, A. B., & Costa, P. L. (2014). Chronic job burnout and daily functioning: a theoretical analysis. *Burnout Research, 1*(3), 112–119. doi: 10.1016/j.burn.2014.04.003.
- Balcerzak, A. P., & Pietrzak, M. B. (2016). Structural equation modeling in evaluation of technological potential of European Union countries in the Years 2008–2012. In M. Papież & S. Śmiech (Eds.). *The 10th professor Aleksander Zelias international conference on modelling and forecasting of socio-economic phenomena. Conference proceedings*. Cracow: Foundation of the Cracow University of Economics, 9–18.
- Bostic, T. J., Rubio, D. M., & Hood, M. (2000). A validation of the subjective vitality scale using structural equation modeling. *Social Indicators Research, 52*, 313–324.
- Choi, H., Kim, I., Yim, Y., & Won, S. (2020). Influence of quality of nursing work life on nurses' turnover intention: the mediating effect of organizational commitment. *Medico-Legal Update, 20*(3), 1–7. doi: 10.37506/mlu.v20i3.1555.
- Dayeh, K. A., & Farmanesh, P. (2021). The link between talent management, organizational commitment and turnover intention: a moderated mediation model. *Management Science Letters, 11*(7), 2011–2020. doi: 10.5267/j.msl.2021.3.008.
- Deci, E. L., & Ryan, R. (2002). *Handbook of self-determination research*. New York: The University Rochester Press.
- Fornell, C., & Larcker, D. (1981). Structural equation modeling and regression: guidelines for research practice. *Journal of Marketing Research, 18*(1), 39–50. doi: 10.1177/002224378101800313.
- Fullerton, G. (2014). The moderating effect of normative commitment on the service quality-customer retention relationship. *European Journal of Marketing, 48*(3/4), 657–673. doi: 10.1108/ejm-06-2011-0333.
- Hair, J., Risher, J., Sarstedt, M., & Ringle, C. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2–24. doi: 10.1108/eb-11-2018-0203.
- Hayes, A. F., & Rockwood, N. J. (2020). Conditional process analysis: concepts, computation, and advances in modeling of the contingencies of mechanisms. *American Behavioral Scientist, 64*(1), 19–54. doi: 10.1177/0002764219859633.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43*(1), 115–135. doi: 10.1007/s11747-014-0403-8.
- Hobfoll, S. E. (2001). Conservation of resources: a rejoinder to the commentaries. *Applied Psychology: An International Review, 50*, 419–421. doi: 10.1111/1464-0597.00064.

- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Annual review of organizational psychology and organizational behavior. Conservation of resources in the organizational context: the reality of resources and their consequences. *Annual Reviews*, 5(1), 103–128. doi: 10.1146/annurev-orgpsych-032117-104640.
- Hobfoll, S. E., Stevens, N. R., & Zalta, A. K. (2015). Expanding the science of resilience: conserving resources in the aid of adaptation. *Psychological Inquiry*, 26(2), 174–180. doi: 10.1080/1047840X.2015.1002377.
- Hong, Y.-J., & Kim, Y.-J. (2020). The effect of hotel staff's psychological empowerment on job satisfaction, organizational commitment and turnover intention. *Foodservice Management Society of Korea*, 23(5), 53–71. doi: 10.47584/jfm.20.23.5.53.
- Hussain, A., Khan, M. A., & Hussain, J. (2020). Interplay of organizational commitment and turnover intention in academic sector. *Review of Economics and Development Studies*, 6(2), 501–512. doi: 10.47067/reads.v6i2.218.
- Hwang, E. J., & Moon, S. J. (2020). The effect of self-leadership of nurses on organizational commitment, burnout and turnover intention. *Korean Association For Learner-Centered Curriculum And Instruction*, 20(13), 211–226. doi: 10.22251/jlcci.2020.20.13.211.
- Hyder, S. J., Fatima, S. A., & Krishnadas, L. (2016). Impact of work life balance features in a hospital setting. *International Journal of Advanced Research*, 5(1), 119–130.
- Jaya, M. C., & Artaya, I. P. (2020). Relationship of job satisfaction and organizational commitment to turnover intention in PT.MEGA KAPUAS MULTINAGI employees in Jakarta. *Jurnal Ekonomi*, 20(2), 78–84. doi: 10.29138/je.v20i2.68.
- Jędrzejczak-Gas, J., & Wyrwa, J. (2020). Determinants of job satisfaction in a transport company: a Polish case study. *Equilibrium. Quarterly Journal of Economics and Economic Policy*, 15(3), 565–593. doi: 10.24136/eq.2020.025.
- Kalidass, A., & Bahron, A. (2015). The relationship between perceived supervisor support, perceived organizational support, organizational commitment and employee turnover intention. *International Journal of Business Administration*, 6(5), 82–89. doi: 10.5430/ijba.v6n5p82.
- Kim, J., Song, H. J., & Lee, C.-K. (2016). Effects of corporate social responsibility and internal marketing on organizational commitment and turnover intentions. *International Journal of Hospitality Management*, 55, 25–32. doi: 10.1016/j.ijhm.2016.02.007.
- Kranabetter, C., & Niessen, C. (2017). Managers as role models for health: moderators of the relationship of transformational leadership with employee exhaustion and cynicism. *Journal of Occupational Health Psychology*, 22(4), 492–502. doi: 10.1037/ocp0000044.
- Kresna, I. P., & Putra, S. D. (2020). Effect of organizational commitment, job stress and work-family conflict to turnover intention. *International Research Journal of Management, IT and Social sciences*, 17(2), 30–37. doi: 10.21744/irjmis.v7n2.859.

- Kuok, A. C. H., & Taormina, R. J. (2015). Conflict between affective versus continuance commitment among casino dealers. *Evidence based HRM*, 3(1), 46–63. doi: 10.1108/ebhrm-12-2013-0039.
- Kusuma, I. S., & Syah, L.Y. (2020). The effect of job satisfaction and organizational commitment on teacher turnover intention in X institution in Palembang. *Dinasti International Journal of Management*, 1(5), 660–667. doi: 10.31933/dijms.v1i5.278.
- Lee, J-H., & Lee, S-B. (2020). The effects of career plateau on organizational commitment and turnover intention through attitudes toward behavior, subjective norm and perceived behavioral control: focused on the theory of planned behavior. *Korean Journal of Hospitality & Tourism*, 29(1), 143–161. doi: 10.24992/kjht.2020.01.29.01.143.
- Li, Y., & Xie, W. (2021). Linking change-oriented organizational citizenship behavior to turnover intention: effects of servant leadership and career commitment. *Public Personnel Management*. Advance online publication. doi: 10.1177/0091026020985907.
- Lowman, G. H. (2016). Moving beyond identification: using gamification to attract and retain talent. *Industrial and Organizational Psychology*, 9(3), 677–682. doi: 10.1017/iop.2016.70.
- Lu, J., Ren, L., Zhang, C., Wang, C., Ahmed, R. R., & Streimikis, J. (2020). Corporate social responsibility and employees' behavior: evidence from mediation and moderation analysis. *Corporate Social Responsibility and Environmental Management*, 27(4), 1719–1728. doi: 10.1002/csr.1919.
- Macedo, I. M., Pinho, J. C., & Silva, A. M. (2016). Revisiting the link between mission statement and organizational performance in the non-profit sector: the mediating effect of organizational commitment. *European Management Journal*, 34(1), 36–46. doi: 10.1016/j.emj.2015.10.003.
- Mahmod, D. R., & Rosari, R. (2020). The impact of burnout toward affective commitment and turnover intention. *Jurnal Siasat Bisnis*, 24(1), 18–33. doi: 10.20885/jsb.vol24.iss1.art2.
- Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). *MBI: Maslach burnout inventory*. Palo Alto, CA: Consulting Psychologists Press Inc.
- Maslach, C., Leiter, M. P., & Schaufeli, W. B. (2009). Measuring burnout. In C. L. Cooper & S. Cartwright (Eds). *The Oxford handbook of organizational well-being*. Oxford: Oxford University Press, 86-108.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422. doi: 10.1146/annurev.psych.52.1.397.
- Mouratidis, A., Lens, W., & Vansteenkiste, M. (2010). How you provide corrective feedback makes a difference: the motivating role of communicating in an autonomy-supporting way. *Journal of Sport and Exercise Psychology*, 32, 619–637. doi: 10.1123/jsep.32.5.619.

- Nam, S.-J., Chun, H. J., Moon, J. S., Park, S. C., Hwang, Y.-J., Yoo, I. K Lee, J. M., Kim, S. H., Choi, H. S., Kim, E. S., Keum, B., Jeon, Y. T., Lee, H. S. & Kim, C. D. (2016). Job stress and job satisfaction among healthcare workers of endoscopy units in Korea. *Clinical Endoscopy*, 49(3), 266–272. doi: 10.5946/ce.2015.085.
- Nawaz, M. S., & Pungil, F. (2016). Career concern as predictor of turnover intention: empirical evidence from education industry. *Asian Journal of Applied Sciences*, 4(2), 501–512.
- Nguyen, P. V., Nguyen, L. T., Doan, K. N. V., & Tran, H. Q. (2021). Enhancing emotional engagement through relational contracts, management receptiveness, and employee commitment as a stimulus for job satisfaction and job performance in the public sector. *Equilibrium. Quarterly Journal of Economics and Economic Policy*, 16(1), 203–224. doi: 10.24136/eq.2021.008.
- Nursalam, N., Ekawati, S., & Wahyudi, A. S. (2020). The association of organizational commitment and personal factor with burnout syndrome and turnover intention in nurses. *Indonesian Nursing Journal of Education and Clinic*, 5(2), 158–165. doi: 10.24990/injec.v5i2.318.
- Nurtati, N. (2020). Turnover intention: the impact of ethical climate, job satisfaction and organizational commitment. *Relevance: Journal of Management and Business*, 3(1), 75–89. doi: 10.22515/relevance.v3i1.2389.
- Park, H-Y. (2020). A study on the effects of career plateau on organizational commitment, burnout and turnover intention of airline flight attendants in Korea. *Korea International Trade Research Institute*, 16(1), 317–335. doi: 10.16980/jitc.16.1.202002.317.
- Romeo, M., Yepes-Baldó, M., & Lins, C. (2020). Job satisfaction and turnover intention among people with disabilities working in special employment centers: the moderation effect of organizational commitment. *Frontiers in Psychology*, 11, 1–8. doi: 10.3389/fpsyg.2020.01035.
- Ryan, R. M., & Deci, E. L. (2008). From ego depletion to vitality: theory and findings concerning the facilitation of energy available to the self. *Social & Personality Psychology Compass*, 2(2), 702–717. doi: 10.1111/j.1751-9004.2008.00098.x.
- Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: basic psychological needs in motivation, development, and wellness*. New York: Guilford Press.
- Ryan, R. M., & Frederick, C. M. (1997). On energy, personality and health: subjective vitality as a dynamic reflection of well-being. *Journal of Personality*, 65, 529–565. doi: 10.1111/j.1467-6494.1997.tb00326.x.
- Ryan, R. M., Huta, V., & Deci, E. L. (2008). Living well: a self-determination theory perspective on eudaimonia. *Journal of Happiness Studies*, 9, 702–717. doi: 10.1007/s10902-006-9023-4.
- Santi, M. W., Nandini, N., & Alfiansyah, G. (2020). The effect of burnout syndrome on turnover intention using organizational commitment as an intermediate variable. *Jurnal Administrasi Kesehatan Indonesia*, 8(2), 109–122. doi: 10.20473/jaki.v8i2.2020.109-122.

- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Harlow: Pearson Education.
- Schaufeli, W. B., & Buunk, B. P. (1996). Professional burnout. In J. A. M. Winnubst & C. L. Cooper (Eds). *Handbook of work and health psychology*. Chichester: Wiley Publishing.
- Sokhanvar, M., Kakemam, E., Chegini, Z., & Sarbakhsh, P. (2018). Hospital nurses' job security and turnover intention and factors contributing to their turnover intention: a cross-sectional study. *Nursing and Midwifery Services*, 7(3), 133–140. doi: 10.4103/nms.nms_2_17.
- Srivastava, S., & Agrawal, S. (2020). Resistance to change and turnover intention: a moderated mediation model of burnout and perceived organizational support. *Journal of Organizational Change Management*, 33(7), 1431–1447. doi: 10.1108/jocm-02-2020-0063.
- Stanley, D. J., Meyer, J. P., & Topolnytsky, L. (2005). Employee cynicism and resistance to organizational change. *Journal of Business and Psychology*, 19(4), 429–459. doi: 10.1007/s10869-005-4518-2.
- Szostek, D., Balcerzak, A. P., Rogalska, E. (2020). The relationship between personality, organizational and interpersonal counterproductive work challenges in industry 4.0. *Acta Montanistica Slovaca*, 25(4), 577–592. doi: 10.46544/AMS.v25i4.11.
- Štreimikienė, D., & Ahmed, R. R. (2021). The integration of corporate social responsibility and marketing concepts as a business strategy: evidence from SEM-based multivariate and Toda-Yamamoto causality model. *Oeconomia Copernicana*, 12(1), 125–157. doi: 10.24136/oc.2021.006.
- Sugiharjo, R. J., Purbasari, R. N., Parashakti, R. D., & Prastia, A. (2020). The effect of job involvement, organizational commitment, and job satisfaction on turnover intention. *Information and Knowledge Management*, 11(2), 125–157. doi: 10.7176/ikm/11-1-05.
- Tanculescu-Popa, L. (2020). Equal, but so much different: examining socio-demographic differences of the employees in relation to organizational commitment, burnout and intention to leave. *Psihologia Resurselor Umane*, 18(2), 133–144. doi: 10.24837/pru.v18i2.477.
- Tristán, J., López-Walle, J., Tomás, I., Pérez-García, J. A., Cantú-Berrueto, A., & Castillo, I. (2016). Development and validation of the Coach's task presentation scale: a self-report instrument. *Psychology of Sport and Exercise*, 25, 68–77. doi: 10.1016/j.psychsport.2016.04.002.
- Tuna, R., & Baykal, U. (2014). The relationship between job stress and burnout levels of oncology nurses. *Asia Pacific Journal*, 1(1), 33–39. doi: 10.4103/2347-5625.135818.
- Vergara-Torres, A. P., Tristán, J., López-Walle, J. M., González-Gallegos, A., Pappous, A., & Tomás, I. (2020). Students' perceptions of teachers' corrective feedback, basic psychological needs and subjective vitality: a multilevel approach. *Frontiers in Psychology*, 11, 1–10: doi: 10.3389/fpsyg.2020.558954.

- Wahyono, I., & Riyanto, S. (2020). Effect of organizational commitment, job stress, and job satisfaction on turnover intention. *International Journal for Innovation Education and Research*, 8(10), 286–316. doi: 10.31686/ijier.vol8.iss10.2682.
- Wang, Y., Jiang, N., Zhang, H., & Liu, Z. (2020). Organizational justice, burnout, and turnover intention of social workers in China. *Journal of Social Work*, 21(3), 456–475. doi: 10.1177/1468017320911347.
- Wazir, H., & Jan, I. (2020). Moderating effects of organizational commitment on job satisfaction and turnover intention. *Journal of Research in Emerging Markets*, 2(4), 48–57. doi: 10.30585/jrems.v2i4.542.
- Yoon, D., Jang, J., & Lee, J. H. (2016). Environmental management strategy and organizational citizenship behaviours in the hotel industry: the mediating role of organizational trust and commitment. *International journal of Contemporary hospitality Management*, 28(8), 1577–1597. doi: 10.1108/ijchm-10-2014-0498.

Annex

Table 1. Reliability & validity (Measurement model)

| Constructs | Items | FL | CA | CR | AVE | SD | SKE | KUR | JBO | |
|------------------------------|-------------------------|-------|-------|-------|-------|-------|--------|--------|--------|---|
| Job Burnout (JBO) | Emotional Exhaustion | EE1 | 0.852 | 0.722 | 0.843 | 0.643 | 1.159 | -0.255 | -1.316 | CA=0.943; CR=0.950; AVE=0.596; SD=1.116; SKE=-0.413; KUR=-1.135 JBO: |
| | | EE2 | 0.728 | | | | | | | |
| | | EE3 | 0.820 | | | | | | | |
| | Professional Efficacy | PE1 | 0.815 | 0.873 | 0.908 | 0.664 | 1.163 | -0.139 | -1.385 | |
| | | PE2 | 0.860 | | | | | | | |
| | | PE3 | 0.773 | | | | | | | |
| | | PE4 | 0.865 | | | | | | | |
| | | PE5 | 0.755 | | | | | | | |
| | Organizational Cynicism | OCY1 | 0.706 | 0.878 | 0.912 | 0.677 | 1.132 | -0.247 | -1.423 | |
| | | OCY2 | 0.729 | | | | | | | |
| | | OCY3 | 0.773 | | | | | | | |
| | | OCY4 | 0.844 | | | | | | | |
| | Affective Commitment | AC1 | 0.900 | 0.842 | 0.895 | 0.682 | 1.154 | -0.287 | -1.356 | |
| | | AC2 | 0.761 | | | | | | | |
| | | AC3 | 0.877 | | | | | | | |
| AC4 | | 0.756 | | | | | | | | |
| Normative Commitment | NC1 | 0.838 | 0.767 | 0.821 | 0.607 | 1.142 | -0.397 | -1.088 | | |
| | NC2 | 0.795 | | | | | | | | |
| | NC3 | 0.697 | | | | | | | | |
| Continuance Commitment | CC1 | 0.741 | 0.854 | 0.889 | 0.573 | 1.113 | -0.553 | -0.926 | | |
| | CC2 | 0.730 | | | | | | | | |
| | CC3 | 0.739 | | | | | | | | |
| | CC4 | 0.727 | | | | | | | | |
| | CC5 | 0.781 | | | | | | | | |
| | CC6 | 0.821 | | | | | | | | |
| Subjective Vitality | SV1 | 0.781 | 0.845 | 0.892 | 0.674 | 1.144 | -0.386 | -1.083 | | |
| | SV2 | 0.799 | | | | | | | | |
| | SV3 | 0.849 | | | | | | | | |
| | SV4 | 0.852 | | | | | | | | |
| Employees Turnover Intention | ETI1 | 0.942 | 0.915 | 0.936 | 0.715 | 1.118 | -0.457 | -1.238 | | |
| | ETI2 | 0.836 | | | | | | | | |
| | ETI3 | 0.754 | | | | | | | | |
| | ETI4 | 0.937 | | | | | | | | |
| | ETI6 | 0.931 | | | | | | | | |
| | ETI5 | 0.625 | | | | | | | | |

Table 2. The Fornell–Larcker (1981) criterion — Discriminant validity

| Constructs | AC | CC | EE | ETI | JBO | NC | OCY | PE | SV |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Affective Commitment | 0.826 | | | | | | | | |
| Continuance Commitment | 0.708 | 0.857 | | | | | | | |
| Emotional Exhaustion | 0.803 | 0.581 | 0.802 | | | | | | |
| Employee Turnover Intention | 0.765 | 0.751 | 0.618 | 0.845 | | | | | |
| Job Burnout | 0.805 | 0.617 | 0.770 | 0.650 | 0.772 | | | | |
| Normative Commitment | 0.777 | 0.783 | 0.744 | 0.668 | 0.673 | 0.779 | | | |
| Organizational Cynicism | 0.811 | 0.619 | 0.680 | 0.627 | 0.746 | 0.680 | 0.823 | | |
| Professional Efficacy | 0.768 | 0.551 | 0.518 | 0.602 | 0.742 | 0.558 | 0.792 | 0.815 | |
| Subjective Vitality | 0.737 | 0.809 | 0.777 | 0.795 | 0.618 | 0.714 | 0.766 | 0.786 | 0.821 |

Table 4. R-Square

| Endogenous Variables | R Square | R Square Adjusted |
|-----------------------------|----------|-------------------|
| Affective Commitment | 0.820 | 0.819 |
| Continuance Commitment | 0.631 | 0.629 |
| Employee Turnover Intention | 0.916 | 0.914 |
| Job Burnout | 1.000 | 1.000 |
| Normative Commitment | 0.804 | 0.802 |

Table 5. Postulated direct relationship

| Hypotheses | Hypothesized Direct Relationship | SRW | T Statistics | P* Values | Decision |
|------------|--|--------|--------------|-----------|----------|
| H1 | Job burnout -> Turnover Intention | -0.198 | 2.781 | 0.006 | Accepted |
| H2 | Emotional exhaustion -> Job Burnout | 0.252 | 29.440 | 0.000 | Accepted |
| | Professional Efficacy -> Job Burnout | 0.348 | 27.629 | 0.000 | Accepted |
| | Organizational cynicism -> Job Burnout | 0.452 | 33.015 | 0.000 | Accepted |
| H3 | Job Burnout -> Affective Commitment | -0.909 | 86.475 | 0.000 | Accepted |
| | Job Burnout -> Normative Commitment | -0.445 | 5.963 | 0.000 | Accepted |
| | Job Burnout -> Continuance Commitment | -0.279 | 3.864 | 0.000 | Accepted |
| H4 | Affective commitment -> Turnover Intention | 0.496 | 7.883 | 0.000 | Accepted |
| | Normative commitment -> Turnover Intention | 0.539 | 8.310 | 0.000 | Accepted |
| | Continuance Commitment -> Turnover Intention | 0.496 | 10.407 | 0.000 | Accepted |

Note: Null Hypotheses Rejected at * $p < 0.01$; SRW: Standardized Regression Weights

Table 6. Mediation analysis

| Hypotheses | Mediation Path Analyses | Path Coefficient | T Statistics | P* Values | BCCI | |
|------------|-------------------------|------------------|--------------|-----------|-------|--------|
| | | | | | 2.5% | 97.5% |
| H5 | JBO -> AC -> TI | 0.450 | 7.683 | 0.000 | 0.288 | 0.340 |
| | JBO -> NC -> TI | 0.240 | 5.280 | 0.000 | 0.087 | -0.035 |
| | JBO -> CC -> TI | 0.139 | 3.588 | 0.000 | 0.148 | -0.048 |
| H6a | JBO -> AC -> NC -> TI | 0.227 | 4.428 | 0.000 | 0.074 | -0.021 |
| | JBO -> NC -> CC -> TI | 0.229 | 5.041 | 0.000 | 0.303 | 0.620 |

Table 6. Continued

| Hypotheses | Mediation Path Analyses | Path Coefficient | T Statistics | P* Values | BCCI | |
|------------|------------------------------------|------------------|--------------|-----------|--------|--------|
| | | | | | 2.5% | 97.5% |
| H7a | EE -> JBO -> AC -> TI | 0.114 | 7.491 | 0.000 | 0.216 | 0.244 |
| | EE -> JBO -> NC -> TI | -0.060 | 5.325 | 0.000 | -0.147 | -0.017 |
| | EE -> JBO -> CC -> TI | -0.035 | 3.582 | 0.000 | -0.105 | -0.035 |
| H7b | EE -> JBO -> AC -> NC -> TI | -0.057 | 4.300 | 0.000 | -0.096 | -0.029 |
| | EE -> JBO -> NC -> CC -> TI | 0.058 | 5.093 | 0.000 | 0.075 | 0.155 |
| | EE -> JBO -> AC -> NC -> CC -> TI | 0.055 | 4.443 | 0.000 | 0.128 | 0.265 |
| H8a | PE -> JBO -> AC -> TI | 0.157 | 7.494 | 0.000 | 0.068 | 0.147 |
| | PE -> JBO -> NC -> TI | -0.083 | 5.117 | 0.000 | -0.157 | -0.067 |
| | PE -> JBO -> CC -> TI | -0.048 | 3.544 | 0.000 | -0.053 | -0.016 |
| H8b | PE -> JBO -> AC -> NC -> TI | -0.079 | 4.429 | 0.000 | -0.082 | -0.009 |
| | PE -> JBO -> NC -> CC -> TI | 0.080 | 4.856 | 0.000 | 0.105 | 0.221 |
| | PE -> JBO -> AC -> NC -> CC -> TI | 0.075 | 4.536 | 0.000 | 0.101 | 0.205 |
| H9a | OCY -> JBO -> AC -> TI | 0.203 | 7.531 | 0.000 | 0.389 | 0.433 |
| | OCY -> JBO -> NC -> TI | -0.108 | 5.206 | 0.000 | -0.115 | -0.012 |
| | OCY -> JBO -> CC -> TI | -0.063 | 3.551 | 0.000 | -0.190 | -0.063 |
| H9b | OCY -> JBO -> NC -> CC -> TI | 0.103 | 4.982 | 0.000 | 0.138 | 0.283 |
| | OCY -> JBO -> AC -> NC -> TI | -0.102 | 4.396 | 0.000 | -0.212 | -0.064 |
| | OCY -> JBO -> AC -> NC -> CC -> TI | 0.098 | 4.577 | 0.000 | 0.315 | 0.647 |

Note: Null Hypotheses Rejected at: *p<0.01; BCCI: Bias Corrected Confidence Interval

Table 7. Moderation analysis (Subjective Vitality)

| Hypothesis | Moderation Path Analyses | Path Coefficient | T Statistics | P* Values | Confidence Interval | |
|------------|---|------------------|--------------|-----------|---------------------|--------|
| | | | | | 2.5 % | 97.5 % |
| H10 | Moderating Effect of Subjective Vitality: SV -> ETI | 0.034 | 2.753 | 0.006 | 0.011 | 0.059 |

Note: Null Hypotheses Rejected at: *p<0.01; SV=Subjective Vitality; ETI=Employees Turnover Intention

Table 8. Stone-Geisser (Q^2)

| Constructs | Q^2 Predictive Relevance |
|-----------------------------|--|
| Affective Commitment | 0.816 |
| Continuance Commitment | 0.376 |
| Emotional Exhaustion | |
| Employee Turnover Intention | 0.754 |
| Job Burnout | 1.000 |
| Normative Commitment | 0.760 |
| Organizational Cynicism | |
| Professional Efficacy | |
| Subjective Vitality | |

Table 9. Model Fit Summary

| Model Fit Summary | Saturated Model | Estimated Model |
|--------------------------|------------------------|------------------------|
| SRMR | 0.053 | 0.058 |
| D_ULS | 5.321 | 7.629 |
| D_G | 1.231 | 1.432 |
| NFI | 0.913 | 0.902 |

Figure 1. Smart-PLS — Factor Loading & Average Variance Extracted

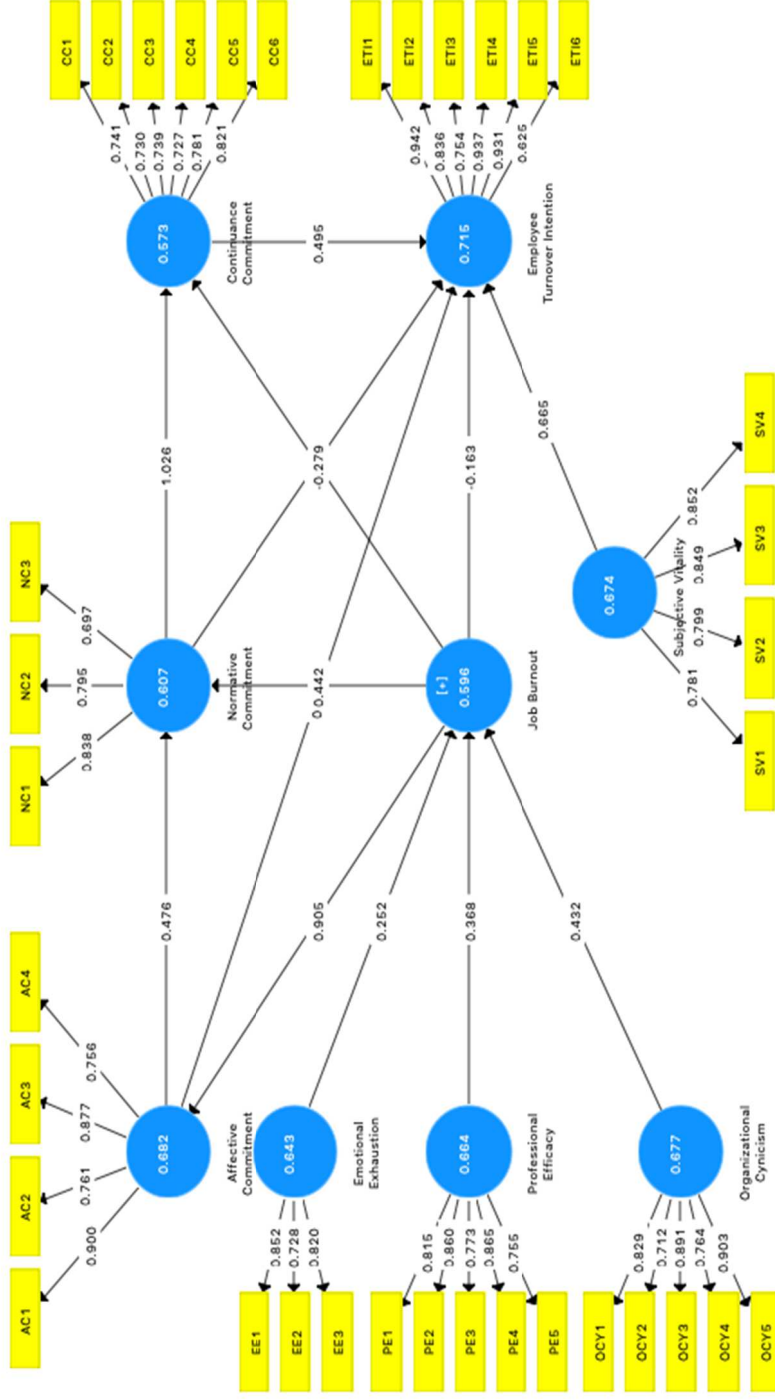


Figure 2. Smart-PLS — Path Analyses with R-Square Values

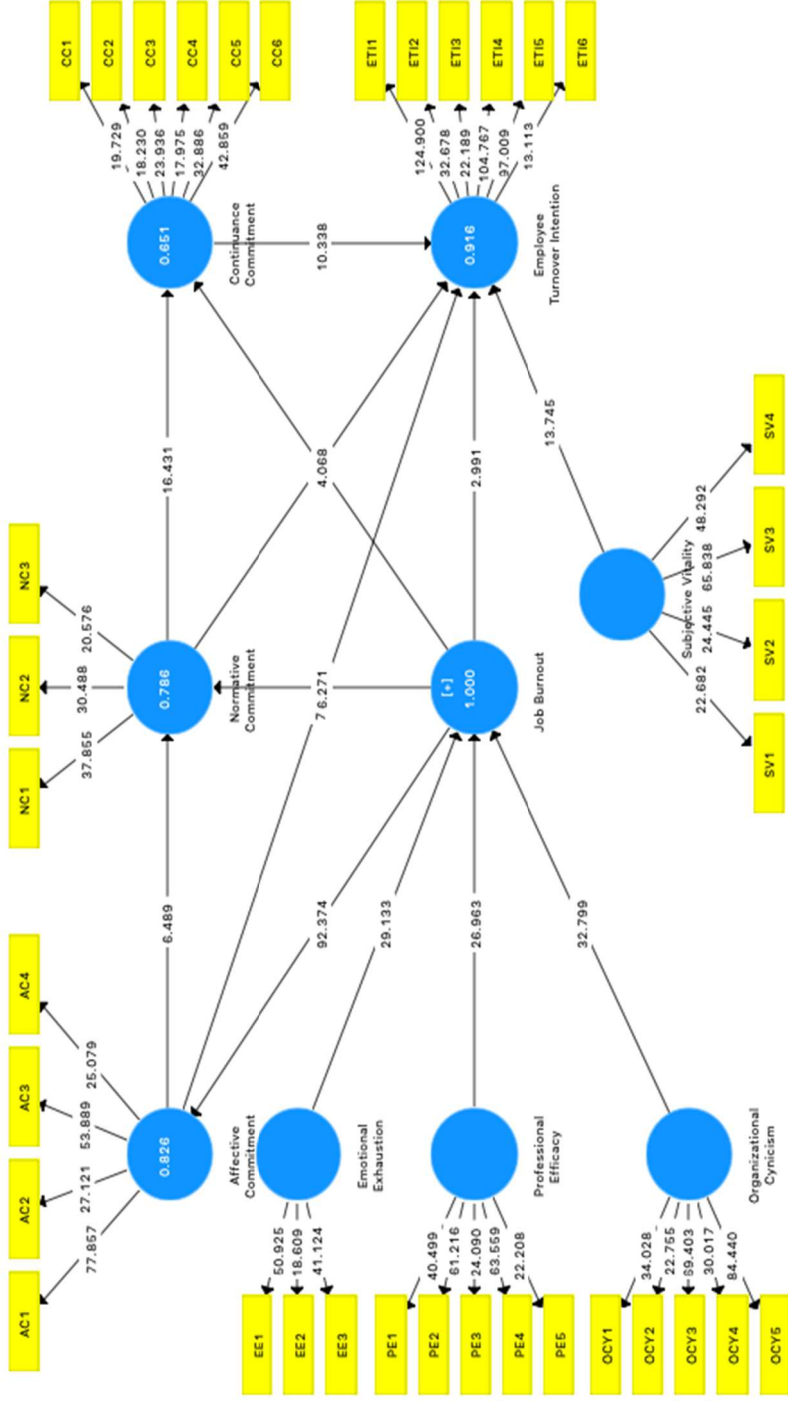


Figure 3. Smart-PLS — Moderation Analysis of subjective vitality

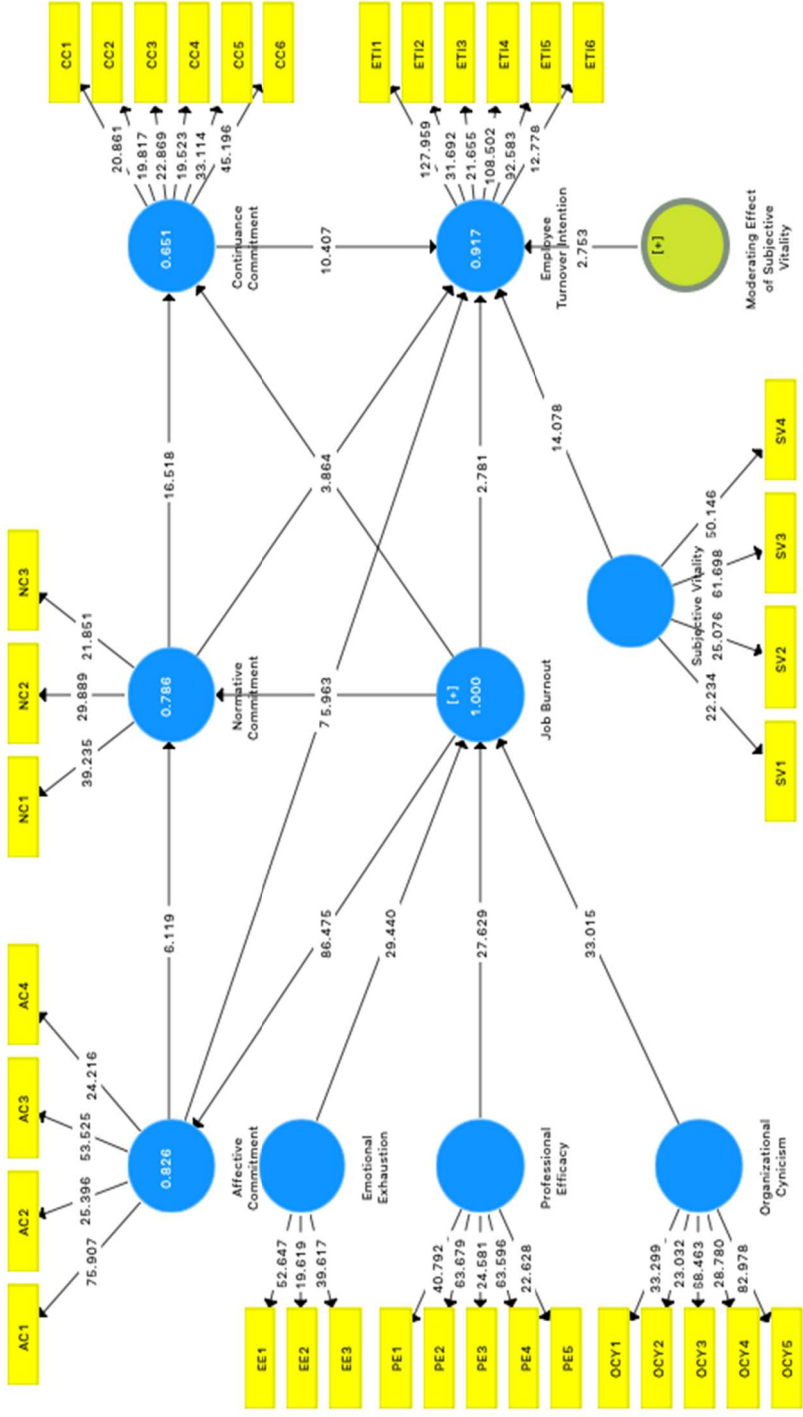


Figure 4. The Slop of Moderating Effect

