

The Mediating Effect of Organizational Commitment towards Organizational Culture and Job Burnout



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ABSTRACT: This study aimed to determine whether organizational commitment can mediate the relationship between organizational culture and job burnout. The data were gathered using a questionnaire that included questions about burnout, organizational commitment, and organizational culture. The employees of private schools in Cagayan de Oro City (CDO) were the study's target population with at least five (5) years of professional experience. Findings revealed that Organizational Culture alone cannot predict Job Burnout. No matter what kind of culture exists in the respondents' workplace, it has no effect on their burnout. This demonstrates that respondents are resilient enough to combat the influence of even a bad organizational culture. Organizational Commitment (M) reduces the effect of Organizational Culture (X) on Job Burnout (Y). As Organizational Culture increases, Job Burnout decreases. Only when organizational commitment is included in the equation does culture have an effect on job burnout.

KEYWORDS: Organizational Commitment, Organizational Culture, Job Burnout, Private school

I. INTRODUCTION

Every work position is responsible for carrying out its duties diligently and effectively. They have received instructions regarding their duties and work orientation. They are initially really inspired and driven to execute their work, but occasionally things don't go according to plan and expectations. As they continue to work for the institution, they become aware of its weaknesses, particularly if they are dissatisfied with the services and benefits it offers to its employees.

Due to the recent global economic crisis, employees demand more things that secure not just their financial status but also their health and professional development. They become stressed due to workload, insecurities, and threats in the workplace, and these factors easily lead them to fear and panic. Some employees become bitter and frustrated due to different circumstances in their organization.

According to Lubbadah (2020), job burnout is a condition precipitated by prolonged susceptibility to stress at work. Furthermore, the global pandemic exposes employees to high levels of stress in their work and personal lives. Bianchi (2018) stated that the omnipresent view is that burnout is associated intrinsically with work factors and secondly with personality factors.

Amidst an increasingly competitive environment, employees who are committed to the organization or firm are probably more invested in achieving its goals, plans, or objectives despite any circumstances or challenges that the organization is experiencing. They will comprehend their profession more fully and develop greater flexibility in embracing any situation that may arise. Greater job commitment, according to Quiambao and Nuqui (2017), improves employees' job happiness, motivation, efficiency, and performance and reduces the inefficiency and discontent that cause job burnout.

In the Philippines, local colleges and universities are facing difficulties in keeping their employees committed to the organization. Gorde (2018) noted that some factors, including an organization's support for employee growth, employees' independence, a healthy work-life balance, a stress-free environment, and peer support, have been demonstrated to have a substantial impact on employee behavior. Thus, employees who are satisfied with their jobs manifest loyalty to the organization. Batugal (2018) believed that employees who love their work tend to perform well. Committed employees lead to higher performance and productivity.

The three components of commitment—continuation, adaptation, and control commitment—were examined by Savas, et al. (2015), with continuance commitment being connected to workers' cognitive systems. Werf (2020) in his article, discussed the three components of organizational commitment and described that employees with strong affective commitment remain. They *want to*, those with strong continuance commitment because they *need to*, and those with strong normative commitment because they feel that they *ought to*.

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Moreover, the common perceptions, values, and practices of a company's personnel are specified and indicated by the organizational culture, which influences the behavior of the personnel as described by Ahmady et al. (2016). Organizational cultures vary greatly from one another and within them, and they can either bring out the best or the worst in their personnel (Warrick et al., 2016).

Based on the report of the University of Texas on the Organizational Culture Assessment Tool developed by Cameron and Quinn (2018), there are four (4) cultural dimensions in the organization, namely the 1) dominant characteristics of the organization, or what the organization as a whole is like; 2) the leadership style and approach that permeate the organization; 3) the management of employees or the approach that defines how employees are handled and the nature of the workplace; and 4) the organizational glue or bonding mechanisms that hold the organization together.

As a result, the institution's daily activities demonstrate the culture that has developed. Eaton and Kilby (2015) claimed that improving performance and productivity requires establishing and sustaining an effective corporate culture. How the individuals in the organization interact and link to each other, as well as their experience in the organization, is affected by their culture.

Furthermore, literature has revealed a link between organizational culture and job burnout, but the researcher concerns if culture has a direct impact on the job burnout or if organizational commitment which has taken the role of mediator must also be taken into account. The researcher would also like to test different models that will best fit the burnout of the respondents using the variables.

Additionally, this research aimed to respond to the following queries: 1) Is there a significant relationship between organizational culture and job burnout? and 2) Does organizational commitment mediate the relationship between organizational culture and job burnout?

Based on literature, the researcher's concerns haven't received much attention either locally or internationally, particularly in the context of education. This is one of the factors motivating the researcher to carry out this study to close the gap in the literature and add to the body of scientific knowledge.

II. METHODOLOGY

Research Design

This study used a correlational research design. The study examined the relationships between two or more variables without any manipulation to affect them. Based on the relationships obtained with the research design, there is an opportunity to predict some results. In this research design, rather than cause-effect relationships, the variation of variables is discussed. The results obtained using the correlational research give an idea of cause-and-effect relationships (Büyüköztürk et al., 2008). This cause-and-effect relationship can be better illustrated using mediation analysis. In this research, relationships between burnout, perceptions of organizational culture, and teachers' organizational commitment were investigated and analyzed using mediation analysis.

Data Collection Method and Research Instrument

The data were collected through an electronic questionnaire via Google Forms that had four main sections. The first part of the questionnaire includes information about the participants like their age gender, marital status, and the number of years working in the organization. The second part of the questionnaire includes items about organizational culture, followed by organizational commitment and job burnout.

In this research, a 5-point Likert Scale closed-ended questionnaire was used for taking responses. For measuring the burnout level, Maslach Burnout Inventory-General Survey (199) was employed. The researcher also used Allen and Meyer (1990) organizational commitment scale for the measurement of the commitment toward the organization. The items from the 'Organizational Culture Assessment Instrument' (OCAI) developed by Kim Cameron and Robert Quinn were also used for the undertaken study.

Study Population and Sampling Method

The employees working in private schools were the targeted population for the study. The employees in the private schools, having at least five (5) years of professional experience, were considered the target sample for the proposed study.

Of a population of 93 who participated in the survey, only around 48 were used as the sample in this research. A purposive sampling technique with inclusion was used to gather the responses for the undertaken study.

Data Analysis

For this study, Mediation model 4 analysis of the Hayes Macro Process was used to test the mediating effect of organizational commitment in the relationship between burnout and organizational culture. It is used to analyse the relationship between measured variables and latent constructs. This method is preferred by the researcher because it estimates the multiple and interrelated dependence in a single analysis.

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III. RESULTS AND DISCUSSIONS

Table 1. Test on Relationship of the respondents’ organizational culture and job burnout

	Job Burnout			Burnout			Depersonalization			Personal Achievement		
	r-value	P-value	Interpretation	r-value	P-value	Interpretation	r-value	P-value	Interpretation	r-value	P-value	Interpretation
Organizational Culture	0.00	1.00	NS	0.01	0.85	NS	-0.01	0.94	NS	-0.03	0.66	NS
Dominant Characters	-0.03	0.69	NS	-0.02	0.83	NS	-0.03	0.66	NS	-0.05	0.55	NS
Organizational Leadership	-0.02	0.80	NS	-0.01	0.86	NS	-0.01	0.85	NS	-0.05	0.52	NS
Management of Employee	0.05	0.53	NS	0.03	0.69	NS	0.06	0.43	NS	0.02	0.84	NS
Organizational Glue	0.00	0.96	NS	0.04	0.61	NS	-0.03	0.73	NS	-0.02	0.80	NS

**significant at the 0.05 level (2-tailed)

Organizational culture, in particular, is not significantly correlated with burnout ($r=.01$, $p=0.85$). This means that respondents who believe their workplace has a strong organizational culture do not necessarily have a high level of burnout.

Organizational culture, on the other hand, is not significantly correlated with depersonalization ($r=-.01$, $p=0.94$). This means that respondents who believe their workplace has a strong organizational culture do not necessarily have a high level of depersonalization. Finally, organizational culture is not significantly related to personal achievement ($r=-.03$, $p=0.66$). This means that respondents who believe their workplace has a strong organizational culture do not necessarily have a high level of personal achievement.

Table 2. Mediation Model Coefficients

Antecedent	Organizational Commitment (M)			Job Burnout (Y)		
	Coeff.	SE	p	Coeff.	SE	p
Organizational Culture (X)	-0.013	0.061	0.829	0.014	0.023	0.538
Organizational Commitment (M)				0.953	0.032	<0.001
Constant	3.57	0.250	<0.001	0.045	0.130	728

Organizational Culture (X) does not significantly predicted Organizational Commitment (M), Coeff = -0.013, $p=.829$.

DISCUSSION

Organizational Commitment (M) significantly predicts the employees’ Job Burnout (Y), Coeff. = 0.953, $p = <0.001$. Multiplying these two regression coefficients resulted to the “indirect effect” of Organizational Culture (X) on employees’ Job Burnout (Y) through Organizational Commitment (M). Accordingly, the product is -0.001 (i.e. $.014 \times -0.013$). If this value falls in the 95% bootstrapped interval that contains a “zero”, then the null hypothesis is rejected – and conclude that the M significantly mediates between X and Y (Demming et al., 2017). This indirect effect is statistically significant, having a 95% confidence interval from -.007 to 0.002 . Therefore, we can conclude that Organizational Commitment mediates the relationship between Organizational Culture and Job Burnout.

The negative indirect effect implies that as X increases, Y decreases – or vice versa. Within the statistical literature, this represents inconsistent mediation or statistical suppression (MacKinnon et al., 2000). In other words, the mediation is reducing the effect of the predictor on the outcome. In this study, Organizational Commitment (M) is reducing the effect of Organizational Culture (X) on Job Burnout (Y) – that is as Organizational Culture increases, the Job Burnout decreases.

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The direct effect, on the other hand, is the effect of M on the Y, while statistically controlling for X at all. As can be seen in the table above, this direct effect is statistically significant, $\text{Coeff} = 0.953, p < 0.001$. The regression coefficient is positive, meaning that employees who rated high on Organizational Culture (X), but who have equally rated high in the Organizational Commitment (M), that is, statistically controlling it, is estimated to be 0.953 units higher Job Burnout (Y). Thus, Organizational Culture (X) significantly influence the Job Burnout (Y), among employees who have high scores in Organizational Commitment.

Lastly, one can calculate the total effect by adding the direct effect and the indirect effect. Accordingly, the sum is 0.952 (i.e. $0.953 + -0.001$). The 95% bias corrected bootstrap confidence interval is entirely above zero (0.893 to 1.015), thus we don't have a significant total effect.

In summary, Organizational Commitment (M) is reducing the effect of Organizational Culture (X) on Job Burnout (Y) of the respondent employees of the surveyed organization. In particular, as Organizational Culture increases, the Job Burnout decreases because of the presence of Organizational Commitment. Organizational Culture alone cannot predict Job Burnout; (i.e. total effect is not significant).

One needs to look first into the relationship between Organizational Culture and Job Burnout. The incidence rate of moderate-to-severe burnout increases by 157% as a result of poor workplace cultures. According to a Kronos study, ineffective management and a toxic workplace culture are to blame for 56% of burnout. Mild burnout can result from even the smallest cultural slip-ups in the workplace (Montañez, 2019). This in contrast to the result in this study since culture has nothing to do with the job burnout. Only when Organizational commitment was put into the equation, then culture has now an effect on Job Burnout.

One now needs to establish the essence of the commitment to burnout. Sarisik et al. (2019) found that employees' burnout was negatively related to organizational commitment. Thus, the higher the burnout level of employees, the lower their commitment.

CONCLUSIONS

The main finding of this paper is that Organizational Commitment (M) is reducing the effect of Organizational Culture (X) on Job Burnout (Y) (i.e. indirect effect is significant). In particular, as Organizational Culture increases, the Job Burnout decreases— and this is because of the presence of Organizational Commitment. What is interesting is that Organizational Culture alone cannot predict Job Burnout as revealed in this study (i.e. total effect is not significant). No matter what kind of culture exists in the workplace of the respondents, it has no effect at all to the burnout of respondents. This shows that the respondents are resilient enough to combat the influence of even a bad organizational culture. Statistically controlling for Organizational Commitment, however, changes the scenario (i.e. direct effect is significant). That is, for two respondents with same organizational commitment, the job burnout of one respondent is significantly higher compared to the other one (i.e. who rated 1 unit higher in organizational culture compared to the first). As presumed above their resilience in combating the influence of even a bad organizational culture, once their commitment is shaken, only then that culture has an effect on their job burnout.

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