



The Impact of Job Stress, Job Satisfaction and Job Burnout on Turnover Intention among Project Management Team Members in Industrial Cities in The Kingdom of Saudi Arabia

Dr. Maher Badawi

Associate Professor

Abdullah A. AlOtaibi

Sultan M. AlOtaibi

Department of Quantitate Analysis

College of Business Administration

King Saud University

Saudi Arabia

Abstract

This research is aiming to figure out the impact of job stress, job satisfaction and job burnout on turnover intention among project management team members in industrial cities in the kingdom of Saudi Arabia. The research sample consisted of 212 respondents and the data were collected using electronic questionnaires. Statistical procedures were applied using SPSS (means, standard deviations, correlation analysis, reliability analysis) and AMOS (Path analysis). The research findings showed that there are positive relationships between job burnout and turnover intention and between job stress and job burnout.

The findings showed a negative relationship between job burnout and job satisfaction and between job satisfaction and turnover intention. The findings showed a positive relationship between job burnout and turnover intention. The results of this research can be used as a reference for industrial fields in the Kingdom of Saudi Arabia to improve the public awareness and enhance the organizational efficiency.

Keywords: *Job stress, Job Satisfaction, Job burnout, Turnover Intention, Project Management Team Members, Industrial Cities, Saudi Arabia.*

Introduction

Project management is a complex process, and it consists of a sequence of events. Typical project management has a project manager who oversees the project's management and the entire project's internal activities; he is the project manager. The manager supervises the project team members and ensures the smooth running of all the project activities. The manager is also accountable for introducing new tools, methods, and procedures for the project's activities. (Peng et al., 2017: 275-287)

While today is the era of high technology and rapid achievement, a high performance is expected to be the norm (Baars, 2006). Many organizations demand for a high level of quality, service, and overall business success; therefore, the pressure is felt on individuals at all levels of organization. Anyone who has been ever involved in a project confirms that project environments in general are challengeable and stressful at the same time. This is mostly because of the nature of project work, which is a temporary activity, limited to a specific time and budget.

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Basically, four elements should be considered as the main features of a project. These features consist of goal, group of people (project team), specific duration of time, and limited amount of money (Baars, 2006). Recently, the economic models of production and delivery, such as supply chain management have contributed further to the stress in project management due to the fluid nature of supply chains, the permeability of the boundaries that divide companies, time urgency, and the variability of stakeholder participation (Friedman, 2005). Turnover is especially costly in high-skill sectors such as medicine, where training a new employee constitutes a significant financial burden to employers (Silvestre et al., 2017: 110). Turnover intention refers to thoughts of seeking to separate or leave the employment relationship (Emerson, 1976). This study involves testing the impact of job stress, burnout, and job satisfaction (independent variables) on turnover intention (dependent variable) among project management teams in industrial cities of KSA. Turnover is a problem in many industries, especially those with high levels of job stress that are prone to employee burnout (Salvarani et al., 2019: 765-774). Throughout the study, job stress refers to the psychological condition of feeling emotionally and physically exhausted from work, burnout refers to the feeling of detachment and indifference toward one's work, job satisfaction refers to a positive emotional state resulting from an individual's job or experience.

THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENTS

The Relationship between Job Burnout and Job Satisfaction on Turnover Intention

Past studies relating to turnover intention have shown that organizational commitment and job satisfaction are regarded as two important antecedent variables that affect the turnover intention of employees (Clegg, 1983: 88-101). Factors affecting employee turnover today have become increasingly complex. The variables affecting job satisfaction are numerous and complex in relation to each other. Nevertheless, among all the possible factors affecting job satisfaction, most studies classify factors such as work environment and coworker relationships as the most influential factors affecting job satisfaction (Cranny et al., 1992).

The academic literature has identified several antecedents of turnover intention including uneven workloads, low employee morale, burnout, lack of relationship continuity, lack of collaboration and isolation (Kobischen, 2020)

Burnout is a critical factor that affects educator's intent to leave the profession (Kusy & O'Leary-Driscoll, 2020). The causal model of turnover (Mobley, 1977: 237) has provided the theoretical framework for many studies on turnover and asserts that dissatisfaction at work may lead to thoughts and intentions of quitting, which is the direct precursor of actual voluntary turnover (Jeswani and Dave, 2012: 117-131). This study sought to understand how the work environment and burnout influence the extent to which an employee plans to separate from their place of employment. For this reason, the turnover intention measure was used. A number of earlier studies have empirically identified burnout's direct impact on turnover intention (Jackson & Maslach, 1982: 63-77).

Job satisfaction has a significant impact on an individual's emotions, behaviors, and work performance and consequently impacts both the individual and the organization. Job satisfaction has been demonstrated to be positively correlated with the emotional stability of the worker (Alkahtani, 2015).

According to the literature, the first and second hypothesis propose that Job burnout and Job satisfaction are significantly related to on turnover Intention, thus:

- **H₁**: Job burnout is significantly and positively related to turnover intention.
- **H₂**: Job satisfaction is significantly and negatively related to turnover intention.

The Relationship Between Job stress and Job Burnout:

This will be a serious problem for employees and companies if it has led to the emergence of burnout. Burnout is a condition of loss of energy both psychologically and physically. Usually this happens due to working conditions that do not support or are not in line with expectations. Usually, burnout is experienced

in the form of physical, mental, and emotional fatigue. Because it is psychobiological (the psychological burden of moving to the physical appearance, it's easy to be dizzy, not concentrating, easy to get sick) and usually cumulative, sometimes the problem is not easily solved (Saputra, 2014). And according to the National Safety Council (NSC) in Maharani and Hapsari, it is explained that burnout is a result of stress that is felt on a general workload, a specific symptom of work saturation in the form of boredom, pessimism, lack of concentration, unsatisfactory quality of work, depression, decreased job satisfaction, absence from work, experiencing illness or suffering from an illness (Hapsari, 2014). Therefore, based on these findings, the third hypothesis propose:

H_3 : Job stress is significantly and positively related to job burnout.

The Relationship between Job burnout on Job Satisfaction

Job satisfaction is important in organizational management because it contributes to the promotion of organizational commitment and the successful development of the organization (Kraiger et al., 1989). Burnout is a term for a decrease in physical condition after stress that is not cured that is related to work and is characterized by a disease or physical disorder. Baron & Greenberg in Saputra, say that burnout is an emotional, physical, and mental fatigue syndrome associated with a low sense of self-esteem, due to intense and prolonged stress suffering (Saputra, 2014). A number of earlier studies have empirically identified burnout's negative impact on job satisfaction (Jayaratne et al., 1986: 53-58)

Most recently, the World Health Organization (2019) classified burnout as a workplace phenomenon resulting from unsuccessfully managed chronic workplace stress characterized by exhaustion, cynicism, and reduced professional efficacy, the three dimensions developed by (Maslach et al, 1986)

Considered a continuing and unfavorable work-related state of mind burnout develops when work-related effort exceeds an individual's available energy leading to consistent and intense negative feelings (Schaufeli et al., 1993: 199-215). In this way, when educators experience burnout, they become emotionally and cognitively distanced from their work, leading to quality deterioration in teaching and instruction (Huang et al., 2007). In a ComPsych Survey (2017), 60% of workers report an increase in work-related pressure over the past 5 years, with more than one third citing excessive workloads and tight deadlines. Therefore, based on these findings, the fourth hypothesis propose:

H_4 : Job burnout is significantly and negatively related to job satisfaction.

Job burnout role as a mediator between Job stress and job satisfaction as well as turnover intention.

On an individual level, burnout can result in numerous negative effects such as emotional exhaustion and reduced sense of accomplishment (Maslach and Jackson, 1981: 99-113). Additionally, it can lead to physical fatigue and cognitive weariness caused by chronic high levels of workplace stress (Schonfeld and Bianchi, 2016: 22-37). Such levels of job stress and reduced job satisfaction have been shown to lead employee turnover (Cavanagh and Coffine, 1992: 1369-1376). Therefore, based on these findings, the fifth and sixth hypothesis propose:

- H_5 : Job burnout is significantly mediator between job stress and job satisfaction.
- H_6 : Job burnout is significantly mediator between job stress and turnover intention.

Job Satisfaction role as a mediator between Job burnout and turnover intention.

The Moderator variables can affect relationships among independent variables and can also be used to describe changes in relationships among dependent and independent variables (Antonakis and House, 2014). Job satisfaction and turnover intention have been frequently examined along with burnout in various fields (Acker, 1999: 112-119) and are considered as two important outcomes of burnout (Kahill, 1988: 284-297).

job turnover intention can be defined as “the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and intent to search for alternative employment also belongs” (Tett and Meyer, 1993:259-293). Lu & Guroy (Lu et al., 2002: 214-219) also noted that job burnout is one of the best predictors of job satisfaction and turnover intention, which is consistent with the findings of the current study. Matin et al. (2012) (Lu et al., 2002: 214-219) reached a similar conclusion, noting that employees who are experiencing job burnout are not only less committed to their employer, but are also more dissatisfied with their job. It can be concluded that job burnout and job satisfaction were important factors causing or limiting employee turnover, a finding that aligns with previous work. based on these findings, the seventh hypothesis propose:

H₇: Job satisfaction is significantly mediator between job burnout and turnover intention.

Based on the above-mentioned literature the conceptual model for the study can be developed as the following:

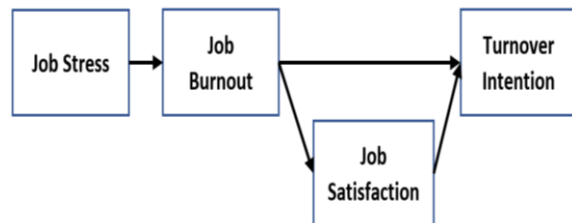


Figure 1 Research Model

METHODOLOGY

To understand the degree to which job stress, job Satisfaction, job burnout might predict turnover intention among project management team members, the goal of this study is to determine the degree to which the three independent variables explained the dependent variable (turnover intention). This quantitative study conducts a quantitative methodology, using descriptive statistics for the demographic data. The questionnaire was delivered to a project management team members of an industrial cities in the Kingdom of Saudi Arabia. From this context, this research may support future studies that understand relationships between these variables better.

Sample and Data Collection

The target population for sampling was project management team members working in the industrial cities in the Kingdom of Saudi Arabia. These members were assumed to hold at least a diploma’s degree, Also, important to the study was the criterion of a minimum of 3 year of experience in project management because any less experience was deemed insufficient to inform the response of the study. Potential participants were targeted from a list of project managers, assistant project managers, project specialists and projects documents controllers who working in different industrial cities in entire Kingdom. Although the original plan was to contact random samples of participants through an official email with google format link sent by the researchers to all potential participants.

Survey questions, and instruments were loaded onto the Googles forms. The online survey was closed April 19, 2022, upon realizing and exceeding the minimum number of participants which identified by the following equation:

$$N = \left(\frac{Z_{\alpha/2} \sigma}{E} \right)^2$$

Where:

- Z = the standard normal value for corresponding to the desired level of confidence.
- σ = The standard deviation.
- E = the maximum allowable error.

Measures

The survey began with demographic questions that assessed age, gender, qualification, and years of experience, then the questionnaire was structured based on multiple instruments such as Job-Related Stress

Scale (Parker & DeCotiis, 1983) to measure the job-related stress, Friedlander Scale on job satisfaction (FSJS) to measure the job satisfaction, Maslach Burnout Inventory Scale to measure burnout, (Prof Gert Root) (TIS-6; Bothma & Roodt, 2013) scale to measure turnover intention. The used scales will be provided in the appendixes.

Data Collection

A questionnaire was designed to collect responses required to achieve the research objectives. It had two sections; the first dealt with demographic aspects of respondents, including age, gender, qualification, and experience. While the second section included questions related to the study variables.

The questionnaire consisted of 46 items: 13 items to measure Job Stress, 11 items to measure Job Satisfaction, 16 items to measure Job Burnout, and 6 items to measure Turnover intention. The questionnaire also included 4 demographic questions, which are as follows: age, gender, qualification, and experience. The study sample consisted of 212 respondents working in industrial cities in the Kingdom of Saudi Arabia.

Table 1: Demographic Variables

Variable	N (%)
Age	
20 – 25	3 (1.4%)
26 – 30	48 (22.6%)
31 – 35	56 (26.4%)
36 – 40	77 (36.3%)
+ 40	28 (13.2%)
Total	212 (100%)
Gender	
Male	174 (82.1%)
Female	38 (17.9%)
Total	212 (100%)
Qualification	
Diploma	7 (3.3%)
Bachelor	157 (74.1%)
Master	47 (22.2%)
Doctorate	1 (0.5%)
Total	212
Experience	
3 – 5	38 (17.9%)
5 – 7	36 (17%)
7 – 10	38 (17.9%)
+ 10	100 (47.2%)
Total	212 (100%)

RESULTS AND DISCUSSION

Descriptive Results

In Table 1, The respondents’ age ranged: from 20 to 25 years of age is 1.4%, from 26 to 30 years of age is 22.6%, from 31 to 35 years of age is 26.4%, from 36 to 40 years of age is 36.3% and above 40 years of age is 13.2%. The respondents’ demographic variables determined that most of the employees were male, with a percentage of 82.1% (N=174), and 17.9% (N=38) were females. In addition to that, the respondents’ education was as follows: Diploma 3.3%, most of them had a bachelor’s degree, where their percentage was 74.1%, master’s degree 22.2%, doctorate 0.5%. Finally, their distribution concerning experience was as follows: more than ten years, where the most significant proportion was 47.2%, from three to five years 17.9%, from five to seven years 17%, from seven to ten years 12.5%.

Means, Standard Deviations and Correlation Analysis of Variables

Table 2 shows the means, standard deviations, and correlations. According to the findings, there was a negative correlation between job stress and job satisfaction with ($r = -0.485$; $p < 0.01$), a positive correlation between job stress and job burnout with ($r = 0.654$; $p < 0.01$) and a positive correlation between job stress and turnover intention with ($r = 0.537$; $p < 0.01$). The correlation between job satisfaction and job burnout is negative with ($r = -0.782$; $p < 0.01$) and the correlation is also negative between the job satisfaction and turnover intention with ($r = -0.704$; $p < 0.01$). Finally, the correlation between job burnout and turnover intention is positive with ($r = 0.744$; $p < 0.01$).

Table 2 Means, std. Deviation and Correlations

Variable	Mean	Std. Dev	Job Stress	Job Satisfaction	Job Burnout	Turnover Intention
Job Stress	2.65	.716				
Job Satisfaction	2.57	.684	-.485			
Job Burnout	3.31	.507	.654	-.782		
Turnover Intention	2.92	.758	.537	-.704	.744	

Table 3 Cronbach’s Alpha

Variable	Cronbach’s Alpha	N of items
Job Stress	0.898	13
Job Satisfaction	0.847	11
Job Burnout	0.821	16
Turnover Intention	0.741	6

The correlation coefficients in table 3 indicate that the strongest correlation is between job satisfaction and job burnout and the weakest correlation is between job stress and job satisfaction.

Reliability Analysis of the Scales

Table 3 shows the reliability analyses we had conducted for the job stress, job satisfaction, job burnout, and turnover intention variables. According to the reliability analysis, the Cronbach's Alpha as follows: 0.898 for job stress, 0.847 for job satisfaction, 0.821 for job burnout and 0.741 for turnover intention. The variables are acceptable and reliable based on these findings.

Testing research model and hypothesis:

Table No.4 shows the indices of model fit. As shown below, the direct relationships of the burnout and job satisfaction on the turnover intention were tested.

Table 4 Model Specifications and Fit Indicators

Model	Feature	X ²	D	P	CFI	NFI	TLI	RMSEA
1	Model Fit	3.87	2	0.14	0.99	0.99	0.98	0.06

Path analysis is conducted using (AMOS) version 26 to test the study hypotheses. The theoretical model shown in Fig.1 was tested. The present study used a set of different types of fit measures such as, Chi-square value, Comparative Fit Index (CFI), the Bentler-Bonnett Fit index (NFI), Tucker-Lewis Fit Index (TLI), and root mean square error of approximation (RMSEA), to determine the goodness of fit a model. The recommended value for CFI, NFI and TLI are higher than 0.9, while RMSEA value is less than or equal to 0.06 for a good model fit.

The result shows that job burnout and job satisfaction predict the turnover intention. Further, job stress has indirect relationship with the turnover intention; mediated by job burnout. Also, job burnout has indirect relationship with turnover intention; mediated by job satisfaction. The results of testing hypotheses are as follows:

- 1- The model fit in table 5 shows that Job satisfaction ($\beta = -0.348, p < 0.001$), predict turnover intention. Hence, first hypothesis is supported.
- 2- The model fit in table 5 shows that job burnout ($\beta = 0.746, p = 0.010$), predict turnover intention. Hence, second hypothesis is supported.
- 3- job burnout is predicted by job stress ($\beta = 0.463, p < 0.001$). Hence, third hypothesis is supported.
- 4- Job satisfaction is predicted by job burnout ($\beta = -1.055, p < 0.001$). Hence, fourth hypothesis is supported.
- 5- The results show job burnout is a mediator between job stress and turnover intention. Hence, fifth hypothesis is supported.
- 6- The results show job burnout is a mediator between job stress and job satisfaction. Hence, sixth hypothesis is supported.
- 7- The results show job satisfaction is a mediator between job burnout and turnover intention. Hence, seventh hypothesis is supported.

Table 4 and table 5 show that we have reached the best model which explains the relationship between the variables according to the indicators we mentioned, which means that the model is appropriate. Overall, the findings revealed that this study had sufficient validity and reliability, with no multiple collinearities problem. Besides, the analysis model fits the data well.

Discussion and Conclusion

The aim of the study was to investigate the impact of job stress, job burnout, and job satisfaction on turnover intention among project

Table 5 Path Analysis

		Estimate	S.E.	C.R.	P
Job_Burnout	<--- Job_Stress	.463	.037	12.570	***
Job_Satisfaction	<--- Job_Burnout	-1.055	.058	-18.221	***
Turnover_Intention	<--- Job_Burnout	.746	.105	7.075	***
Turnover_Intention	<--- Job_Satisfaction	-.348	.078	-4.452	***

management teams members in industrial cities in the Kingdom of Saudi Arabia. The results revealed a significant positive effect of job burnout and a significant negative effect of job satisfaction on turnover intention; this explains why the first and second hypotheses are supported.

The result is showing a positive impact of the job stress on job burnout, this explains why the third hypotheses is supported. This result is consistent with National Safety Council (NSC) in Maharani and Hapsari (Hapsari, 2014). The result is also showing a negative impact of the job burnout on job satisfaction, this explains why the fourth hypotheses is supported. This result is consistent with (Maslach et al., 1986).

The result is showing a mediating relationship of job burnout between job stress and turnover intention, also between job stress and job satisfaction, this explains why the fifth and sixth hypotheses are supported. This result is consistent with previous studies discussed in section 2.4.

The result is showing a mediating relationship of job satisfaction between job burnout and turnover intention, this explains why the seventh hypotheses is supported. This result is consistent with previous studies discussed in section 2.5.

The hypotheses of the study can be discussed in more details as follows:

- In the H_1 hypothesis, the results yielded a most positive impact of the job burnout on turnover intention. This result is consistent with previous studies. We can interpret the result as when the project management teams members working in the industrial cities in KSA feel that they are burned out, this will lead directly to the turnover intention.
- In the H_2 hypothesis, the results yielded a negative impact of the job satisfaction on turnover intention. This result is consistent with previous studies. We can interpret the result as when the project management teams members working in the industrial cities in KSA feel that they are not satisfied of their work, this will lead directly to the turnover intention.
- In the H_3 hypothesis, the results yielded a positive impact of the job stress on job burnout. This result is consistent with previous studies. The interpretation states that when the project management teams members working in the industrial cities in KSA facing stress in their work, this will lead directly to the employee's job burnout.
- In the H_4 hypothesis, the results yielded a most negative impact of the job burnout on the job satisfaction. This result is consistent with previous studies. It is interpreted that when the project management teams members working in the industrial cities in KSA burned out in their work, this will make the employees not satisfied in their works.
- In the H_5 and H_6 hypothesis, the results yielded an indirect impact of the job stress on the job satisfaction and turnover intention through job burnout. This result is consistent with previous studies. It is interpreted that when the project management teams members working in the industrial cities in KSA get stressed in their work, this may affect on employee turnover intention or job satisfaction.
- In the H_7 hypothesis, the results yielded an indirect impact of the job burnout on the turnover intention through job satisfaction. This result is consistent with previous studies. It is interpreted that when the project management teams members working in the industrial cities in KSA burned out in their work, this may affect on employee turnover intention.

The results of this study highlight the need of designing jobs in a way that fulfill and satisfy different needs and expectations of individuals. In this research, the relationship between the independent variables (Job stress, Job Satisfaction and Job burnout) and the dependent variable (Turnover intention) were investigated. There is a greater relationship between job burnout and turnover intention. The findings have

also included that there is a strong relationship between job burnout and job satisfaction; meaning that when employee get burned out, this will affect the organization's nonsatisfaction negatively. These findings will provide valuable guidance for researchers and practitioners for identifying the mechanisms by which they can improve job satisfaction which will be reflected on organization's turnover accordingly.

Research Limitations:

The projects management teams were informed about the upcoming study during their huddles and meetings with their managers. Although all prospective participants received assurances of confidentiality and anonymity, some employees may have chosen not to participate because of personal reasons, the lack of time, or the lack of interest. Thus, the sample of participants cannot be considered to have been an entirely random sample of the general population of projects management teams members, but as result this "self-selection" process, might consist of a sample that contains any number of unknown and unmeasured biases. It is thus difficult to know how similar this sample was to samples that might have been assembled under other circumstances or from other organizations. In consideration of this limitation, the findings from the study can be generalized only with caution to similar populations of projects management teams members in other organizations.

The study used a single method of data collection. These considerations might have affected the ability to generalize the study findings with regards to settings, samples, and populations. There is simply no way to know with any certainty what results might have been obtained if various other alternative types of research designs and/or data collection methods might have been employed instead.

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