



## Impact of Job Burnout on Organizational Commitment of Universities in Lahore, Pakistan.

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### Abstract

This study examined impact of job burnout on organizational commitment of universities in managing the impact of job burnout on organizational commitment and drawing on the theoretical support of Maslach and Jackson's theory, behavioral theories and social identity theory. To conduct this research, data was collected through primary source i.e. Questionnaire. Convenient sampling technique was used for data collection. A total of 300 faculty members from 21 public and private universities situated in Lahore, participated in this study. The results from Correlations and Regression Analysis are presented using SPSS. The results revealed negative relationship and did not supported the hypothesized direct impact of job burnout on organizational commitment.

**Key Words:** Burnout, Emotional Exhaustion, Depersonalization, Organizational Commitment.

### 1. Introduction

In the field of administrative studies, many researches address job burnout because it is an important subject to study due to its impact and its significance for organization's achievement, improvement and progression of organizations and their capacity to accomplish their objectives in the required powerful and effective way. At work an employee may face many challenges and stressful circumstances due to which employee can feel stress and may worry about work which may not only affect their own lives but their professional lives also. Thus, the seriousness of nonstop pressures causes negative effects; generally, a job burnout (Khdour et al., 2015).

According to Usman and Raja (2013) these days the most happening condition the employees to confront is job burnout which is usually referred as stress while at work. Job burnout essentially is identified with the mental set up which is activated by the outside condition and this could prompt person's absence of consideration at work and increasingly worried about leaving the job immediately in addition, the

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displeasure and burst could ruin affiliation with the colleagues and more probable the managers.

In Leiter's view job burnout alludes to the rise of a state employees due to continued stress because of the nature, type or wrong state of their employments. Different studies have demonstrated that workforce who are in direct contact with individuals confront more pressure and sooner than staff of different occupations turn out to be emotionally and physically depleted. Educational organizations also are experiencing work burnout among their staff. The person who is facing job burnout can't keep up their psychological stability and most often quarrels and argues without any specific cause. Job Burnout disrupts the individual's stability first and then the organizational stability, disrupting productivity and output and as a result, efficiency (Shirazi et al., 2011).

In the earlier years, it is believed that organizational commitment as a subject that is studied broadly in expressions of its mechanisms, circumstances, associates, and consequences. From different sources, it has been inferred that organizational commitment is an emotional attachment to an organization. The cause of degree organizational commitment is to discover what employees suppose and fell approximately their place of work and how the organization can make it as an extra relaxed region for work so personnel could end up extra attracted in the direction of the organization. There are numerous causes that leads an employee to be dedicated to the business enterprise, together with liberation, safety, satisfaction and autonomy (Sajid, 2014).

Organizational commitment is one of the predominant variables which might be inevitable to be practiced for the duration of the activity and most of the employees ought to benefit the attention of higher authorities whereas acting more regular in order that they could get the maximum advantage in phrases of prestige and rapport. Some of the corporations are recognized to be the hardest due to their low wages and high work timings and therefore personnel get exhausted and feel low at the same time as working within the companies and those companies in most cases are related to private sectors (Usman & Raja, 2013).

In the past two decades, even though, maximum researchers' analyzing the idea of Organizational dedication have used the definition and measures developed by Mowday, steers, & porter. In line with the definition of those authors' organizational commitment is "the Relative energy of an individual's identity within self and involvement in a particular Organization" (Srivastava, 2013).

### **1.1. Problem statement**

Sajid (2014) said organizational dedication in the public and private institutes has emerged as a prime hassle in Pakistan and other countries. D66+ue to this trouble, enough and significant enlarged has been found in rules and

strategies which aim to spotlight this trouble. Since the job burnout is the major problem for the employees to face, the most integrated part of the study is to find out impact of burnout on organizational commitment among faculty members.

### **1.2. Objectives of this Study**

This study has below objectives.

- i. To emphasize job burnout occurrence and discover its possibility amongst faculty members of universities in Pakistan.
- ii. To discover organizational commitment level among faculty members of universities in Pakistan.
- iii. To study the impact of job burnout dimensions on organizational commitment of Universities.

### **1.3. Significance of the Study**

This study is an effort to build up and analyze burnout and to determine its effects on organizational commitment. This study would reveal the problems faced by the employees, their commitment with the organization and the likelihood of burnout if faced.

It will open the gateways of understanding about faculty member's organizational commitment due to burnout and thus the amount of problems to be faced by the higher authorities due to this variable. By conducting this study, we can also understand how universities' faculty members can become happy and show their commitment towards their universities and how much does this different aspect have contribution towards their level of commitment. This study will help to overcome the deficiency of applied studies and research on the concept of job burnout particularly in the educational sector.

## **2. Literature Review**

Two basic variables were studied in this study are Job burnout and organizational commitment. Job burnout have further three dimensions which are Emotional Exhaustion, Depersonalization and lack of personal accomplishment.

### **2.1 Job Burnout**

Job burnout is a syndrome that effects of continual strain at work, with several outcomes to employees' welfare and health (Salvagioni et al., 2017). Burnout syndrome has been first tested within the scientific trials and it has been defined because the of being exhausted due to stress, fatigue, energy and energy loss or unaddressed requests over the domestic sources of the employee by using Freudian Berger in 1974 for the primary time (Eryeşil, 2016).

Haghani et al., (2016) said in his research the most widely well-known and used definition of burnout became made via Maslach who defined it as a

multidimensional structure. According to the author, job burnout is a reaction to stress and activity-associated demands inside the place of work, and involves emotional exhaustion, depersonalization and personal accomplishment

The Job burnout syndrome is defined as a protracted-termed reaction against the persistent, emotional, and interpersonal strain resources in an enterprise environment (Bedük, Eryeşil, & Eşmen, 2015). The causes of burnout recommended via the researchers may additionally include the low pay bundle, workload, loss of guide from manager and associates, lack of kit and public complaint (Malik et al., 2010).

Zarei Matin et al., (2012) illustrated job performance and health aspects which are two causes of job burnout consequences. burnout accompanies with job withdrawal, absenteeism, intention to leave and turnover in terms of job performance. Those workers who are facing job burnout in their work face low productivity and efficiency. Consequently, burnout accompanies with job pleasure lower as well as an activity or organizational commitment mitigation.

Furthermore, burnout is a form of chronic process strain, which substantially related to negative results for organizations, which include turnover intention, loss of job pleasure and organizational dedication (Salahian, Oreizi, Abedi, & Soltani, 2012). Burnout causes that humans lose interest in their work, lessen their efficiency, undermine inputs and performance of themselves or others, behave in a way that encourages others to lessen the enter, or behave in a way that change their input and go away their jobs Aghaei et al., (2012).

Eryeşil (2016) Stated in the literature, burnout is studied in three dimensions as emotional (fatigue) burnout, depersonalization and an experience of low personal accomplishment. Emotional exhaustion is described as exhaustion of person's emotions and feelings towards the opposite human beings.

#### *2.1.1 Emotional Exhaustion*

Emotional exhaustion is described as exhaustion of person's emotions and feelings towards the opposite human beings (Eryeşil, 2016). Emotional exhaustion is described as exhaustion of man or woman's emotions and emotions closer to the other people (Bedük et al., 2015). According to (Srivastava, 2013) opinion of being overextended and exhausted by work duties, powerlessness, hopefulness and dejection are included in emotional exhaustion

According to the research conducted by Cordes & Dougherty in 1993 if an employee is not receiving emotional support in the workplace then emotional exhaustion will be evident and it appears significantly high in its prevalence regardless of employee's job settings (Khdour et al., 2015).

#### *2.1.2 Depersonalization*

Depersonalization, is frequently related with a decrease in the awareness of the human attributes of others and a lack of humanity in interpersonal interaction. Depersonalization is a response to job associated pressure that results in employee's becoming increasingly more disconnected emotionally from their work, co-worker, customers, and treating customers and purchasers in dehumanizing conduct (Srivastava, 2013).

According to Haghani et al., (2016) depersonalization method retaining a far off and terrible mindset toward one's colleagues and ignoring them. Depersonalization is defined as that the person feels lack of emotion in the direction of the humans; his/her negative and rigid attitudes toward the humans he/she serves; that he/she becomes unreactive to the job; and that he/she behaves to the human beings like an object, says insolent words to the human beings, famous a detached and mocker attitude (Bedük et al., 2015).

### *2.1.3 Lack of personal accomplishment*

The third dimension of job burnout is lack of personal accomplishment, is associated with a sense of everyday and routine disappointments, defeat and hopelessness (Cordes & Dougherty, 1993). job burnout might lead to individual, family, and even work place abuse, if it is gone without notice and unchecked in an organization (Srivastava, 2013).

In lack of personal accomplishment an employee feels himself feeling negative and inadequate regarding job performance (Haghani et al., 2016). Bedük et al (2015) stated that in reduced personal accomplishment an employee evaluates his own achievements negatively and this cause decrease at the level of the adequacy and efficiency in the business of individual.

## **2.2 Organizational Commitment**

Organizational commitment refers to the attitude towards the employer. This attitude is a Psychological bond in the courting among an employee and the organization that affects the degree to which an employee identifies with the dreams and values of the company, exerts attempt to achieve organizational desires, and wants to remain inside the organization (Yasmin & Marzuki, 2015).

Organizational commitment is one of the main variables that are expected to be practiced during the job and most of the employees could attain the maximum advantage in terms of prestige and rapport while get the attention of higher authorities by performing extra ordinary work. Mostly private organizations are considered as tough because they offer low salary packages and more work timings due to this an employee can exhausted and feel low while on duty (Usman & Raja, 2013).

According to Bedük et al., (2015). Organizational commitment as a, the energy of the bond that employee experience about the company that rise because of employer-employee relationship. In other words, organizational dedication which constitute the psychological approach to the organization, is a mental circumstance that displays the connection among the worker and the organization, and that brought about the decision to continue employment within the organization.

Organizational commitment refers to employee identity with, and involvement in, an corporation. Better stages of commitment are meditated in lower prices of turnover. It's also believed to be associated with stronger productivity and better delivery of services. It seems reasonable to postulate that the revel in of burnout might lead

employees to be less committed to the corporation, and for this reason more likely to give up their jobs (Gemlik et al., 2010).

Organizational commitment described as a multidimensional concept embracing an employee's preference to stay in a corporation, willingness to exert effort on its behalf, and notion in and recognition of the values and dreams of the organization. The maximum normally used definition of enterprise commitment belongs to Allen and Meyer in 1990) "a mental state that binds an employee to the organization."(El-Demerdash et al., 2013).

### *2.3 Relationship between job burnout and organizational commitment*

Gemlik et al., (2010) determine the relationship between burnout and organizational commitment among health sector staff in Turkey. The analysis of the regression test results in this study shows the relationship between burnout and organizational commitment among health sector staff in Turkey. So, it supports the hypothesis that burnout typically has been assumed to be a predictor of organizational commitment.

Srivastava and Misra (2012) explored the role Career Saliency as a moderator for the relationship between Job Burnout and Organizational Commitment. It became reflected from the consequences that Job Burnout was negatively related to Organizational Commitment and Career Saliency moderated the relationship between Job Burnout and Organizational Commitment.

A study was designed by Sajid (2014) between organizational commitment, and job burnout among faculty members in private institution and public institution with a moderating effect of job satisfaction. Results revealed that emotional exhaustion, personal accomplishment and depersonalization were not established relationship with organizational commitment.

The study conducted by Bedük et al., (2015) to examine the relationship between organizational commitment. According to results of this study there is a negative statistically significant relationship between organizational commitment and burnout.

### **2.3 Hypotheses of this Study**

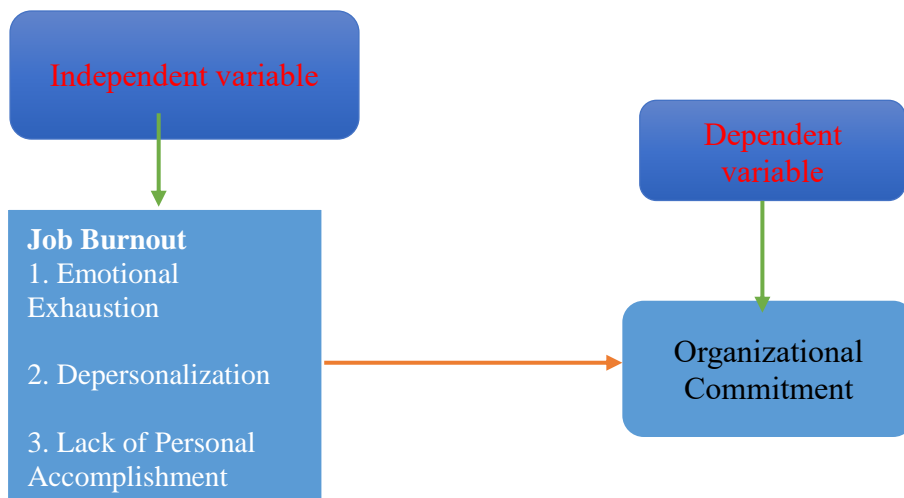
Following the hypotheses of this study:

H1: Emotional exhaustion which is dimension of Job burnout have positive impact on organizational commitment.

H2: Depersonalization which is dimension of Job burnout have positive impact on organizational commitment.

H3: Lack of personal accomplishment which is dimension of Job burnout have positive impact on organizational commitment.

## 2.4 Theoretical Framework



## 3. Methodology

### 3.1 Population

Population refers to the whole gathering of individuals, occasions, or things that the researcher wishes to research. The main objective of this study was to analyze the impact of job burnout on organizational commitment of universities in Lahore.

The study was conducted in Lahore, where information was collected from public and private universities. List of recognized public and private universities were acquired from HEC website. In this study different public and private universities were selected for collecting required information.

### 3.2 Sample

According to HEC website recognized public and private universities were minimum in Lahore city, public universities are ten and private universities are eleven hence whole populations was considered as sample size.

### 3.3 Sampling Technique

In this study convenience sampling was used to select the respondents in education sectors and convenience sampling is a type non-probability sampling. As this study was based on short period of time so this demands convenience sampling technique of non-probability sampling.

The respondents belong to academic staff and they were faculty members. The respondents were both male and female and they hold designation of lecturers, assistant professors, associate professors, and professors. For this study 380 questionnaires were distributed personally in different universities in Lahore, from which 310 questionnaires were received and 10 questionnaires were having missing

values so 300 questionnaires were considered for this study. Questionnaire consists of three parts which are: Part 1: Demographic information. Part 2: Job burnout, Part 3: Organizational commitment and it was measured by 16 items scale was used.

### 3.4 Data Analysis

Following analysis was done in this study:

- Demographic analysis
- Correlations Analysis
- Regression analysis

To analyze and test hypotheses Statistical Package for the Social Sciences(SPSS) V.23 and Microsoft Excel was used.

## 4. Results and Discussion

### 4.1 Demographic Analysis:

Table 1 shows the demographic characteristics of faculty members from public and private universities in Lahore. Data in table 1 shows that faculty members in Lahore Universities are male dominated as male are 54.3%. However, it is noteworthy that 45.7% respondents are female. Almost 52% of faculty members have age between 25 to 30 years. About 43% have master’s degree. About 80% respondents have 1 to 5 years’ experience and 63.3% faculty members hold the designation of lecturer.

Characteristics	Category	Frequency	Percent
Gender	Male	163	54.3
	Female	137	45.7
Age	25-30	155	51.7
	31-35	74	24.7
	36-40	39	13.0
	41-50	18	6.0
	51-55	14	4.7
Education	Master	127	42.3
	Post Graduate	84	28.0
	Doctoral	89	29.7
Experience	1to5	239	79.7
	6to10	37	12.3
	11to15	17	5.7



	above 15	7	2.3
Designation	Lecturer	190	63.3
	Assistant Professor	101	33.7
	Associate Professor	8	2.7
	Professor	1	0.3

#### 4.2 Reliability Analysis

To verify the reliability of used questionnaire Cronbach's Alpha value has been checked as it must reach 0.70 and it should not be less than 0.70. Table 2 is representing Cronbach's value for all variables and these values are above 0.70 which means that all variables studied in this research meet reliability.

**Table 2**  
*Cronbach's Alpha*

Serial No.	Variables	Cronbach's Alpha Value	Items
1	Emotional Exhaustion	0.904	6
2	Depersonalization	0.873	6
3	Lack of Personal Accomplishment	0.843	5
4	Organizational Commitment	0.839	16

#### 4.3 Correlation Analysis

Table 3 is representing Pearson Correlation between variables EE and OC as 0.780, between DP and OC is -0.712 and between LPA and OC is -0.776. Here all three values are almost close to 1 this means that when correlation value is 1 it represents a strong relationship between variables. So, it can be stated that when one variable changes the other variables will also change and these are strongly correlated.

Significant (2-tailed) value lets us know whether the correlation between two variables is significant or not? To get significant correlation between two variables significant (2-tailed) value must be less than 0.01. Table 3 is representing Sig. (2-tailed) value for all variables (EE, DP, LPA) which is 0.000 and this means that these variables bear a statistically significant relationship.

**Note:** EE (Emotional Exhaustion), DP (Depersonalization), LPA (Lack of Personal

**Table 3**

*Correlation Analysis*

		EE	DP	LPA	OC
EE	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	300			
DP	Pearson Correlation	.910**	1		
	Sig. (2-tailed)	0.000			
	N	300	300		
LPA	Pearson Correlation	.669**	.669**	1	
	Sig. (2-tailed)	0.000	0.000		
	N	300	300	300	
OC	Pearson Correlation	-.780**	-.712**	-.776**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	300	300	300	300

\*\* Level of Significance of Correlation is 0.01 (2-tailed).

Accomplishment), OC (Organizational Commitment)

**4.4 Regression Analysis:**

*4.4.1 Emotional exhaustion and organizational commitment.*

Table 4 shows that Hypothesis H<sub>1</sub> of this study is: Emotional exhaustion which is dimension of Job burnout have positive impact on organizational commitment.

**Table 4: Unstandardized Coefficients**

University Type	Model		B	Std. Error	T	Sig.
Public	1	(Constant)	1.547	0.068	22.761	0
		EE	-0.623	0.035	17.987	0
		R	0.828			
		R2	0.686			
		ΔR2	0.684			
		F	323.518			
Private	1	(Constant)	1.746	0.102	17.07	0
		EE	-0.57	0.047	12.154	0
		R	0.707			
		R2	0.5			
		ΔR2	0.496			
		F	147.709			

The  $R$  value speaks to the simple correlation and is 0.828 of public universities, which shows a high degree of correlation and 0.707 of private universities. The  $R^2$  value demonstrates 68.6% can be clarified of public universities, and 50.0% of private universities and Unstandardized Coefficients ( $\beta = -0.623$ ,  $p < 0.05$ ) of public universities and Unstandardized Coefficients ( $\beta = -0.570$ ,  $p < 0.05$ ) of public sector universities. The level of significance is 0.000 for both public universities and private universities which is less than 0.05; therefore, it confirmed that hypothesis  $H_1$  is not accepted.

#### 4.4.2 Depersonalization and organizational commitment.

The second hypothesis of this study  $H_2$  is: Depersonalization which is dimension of Job burnout have positive impact on organizational commitment.

Table 5 is showing model summary of depersonalization of public and private universities. Here value of  $r$  which is simple correlation, public universities are having 0.753 which shows a high degree of correlation and 0.653 of private universities. The  $R^2$  value demonstrates total variation between dependent and independent variables and it can be clarified. So, table 5 represents  $R$  square value of public universities which is 56.6% and 42.6% of private universities and Unstandardized Coefficients ( $\beta = -0.498$ ,  $p < 0.05$ ) of public universities and Unstandardized Coefficients ( $\beta = -0.598$ ,  $p < 0.05$ ) of public sector universities.

The level of significance is 0.000 for both public universities and private universities which is less than 0.05; therefore, it represents hypothesis  $H_2$  is not accepted.

Table 5: *Linear Regression for Depersonalization and Organizational Commitment*

University Type	Model		Unstandardized Coefficients			
			B	Std. Error	T	Sig.
Public	1	(Constant)	1.629	0.081	20.078	0.000
		DP	-0.498	0.036	13.906	0.000
		R	0.753			
		R <sup>2</sup>	0.566			
		$\Delta R^2$	0.564			
		F	193.387			
Private	1	(Constant)	1.531	0.137	11.151	0.000
		DP	-0.598	0.057	10.48	0.000
		R	0.653			
		R <sup>2</sup>	0.426			
		$\Delta R^2$	0.422			
		F	109.821			

4.4.3 Lack of personal accomplishment and organizational commitment.

Third hypothesis of this study H<sub>3</sub> is: Lack of Personal Accomplishment which is dimension of Job burnout have positive impact on organizational commitment.

Tables 6 is showing model summary of lack of personal accomplishment of public and private universities. Here value of r which is simple correlation, public universities are having 0.818 which shows a high degree of correlation and 0.702 of private universities. The R<sup>2</sup> value demonstrates total variation between dependent and independent variables and it can be clarified. So, table 6 represents R square value of public universities which is 66.9% and 49.3% of private universities and unstandardized Coefficients ( $\beta = -0.549$ ,  $p < 0.05$ ) of public universities and Unstandardized Coefficients ( $\beta = -0.533$ ,  $p < 0.05$ ) of public sector universities.

The level of significance is 0.000 for both public universities and private universities which is less than 0.05; therefore, it confirmed that so hypothesis H<sub>3</sub> is not accepted.

Table 6: Linear Regression for Lack of Personal Accomplishment and Organizational Commitment

University Type	Model		Unstandardized Coefficients			
			B	Std. Error	T	Sig.
Public	1	(Constant)	1.519	0.072	21.107	0.000
		LPA	-0.549	0.032	17.302	0.000
		R	0.818			
		R2	0.669			
		$\Delta R2$	0.667			
		F	229.358			
Private	1	(Constant)	1.607	0.114	14.037	0.000
		LPA	-0.533	0.044	12.003	0.000
		R	0.702			
		R2	0.493			
		$\Delta R2$	0.490			
		F	144.0600			

5. Discussion

Most constant job burnout dimension is emotional exhaustion which stood first in public sector universities and private sector universities. This can be caused by despair, long hours of work, and absence of mental and viable fixation, sleep deprivation, cerebral pains, tension, and work over load, over tasks and increased stress in public universities.

Depersonalization dimension of job burnout is stood third in this study and this dimension is also high again in public universities just like other two dimensions. There can be several reasons of depersonalization in which Absence of confidence and feelings in dealing with others, terrible conduct when managing associates, tension, animosity in the work place, debate, and sarcasm are included. So in the wake of investigating above outcomes it can be expressed that job burnout level is high in public sector universities instead of private sector universities. It implies that public universities teachers are experiencing mental and physical pressure and have a contrary disposition towards work and low individual accomplishment level, which can be credited to their work in their education field.

Lack of personal accomplishment dimension is stood second. It is ascribed to the weak productivity and low energy, inadequacy of some employees. This dimension was also high in public sector universities than private sector universities.

Teachers must perform their duties and this work is administered with rules and regulations due to which teachers experience exhausted and their job is without any development, innovativeness redesign etc. They must perform daily routine work. Burnout level is high in public sector universities and this could be due to many reasons. That is associated to exceptional work hours, proceeded with work weight, and expanded number of students to whom they instruct; including new enrolls, large number of students and nonappearance of recognition granted to staff and progress of career as compare to private sector universities.

Organizational commitment of employees of public sector universities can be expanded by expanding following elements which are: security, wellbeing, work conditions, and human advancement, work fulfillment, compensation, authoritative culture, working environment physical condition, behavioral respectability and initiative style. Khdour et al. (2015) conducted a comparative study of public and private universities in Jordan to examine relationship of job burnout and employee satisfaction. From results it is revealed that public sector universities are facing more burnout than private sector universities.

A study was designed by Sajid (2014) between organizational commitment, and job burnout among faculty members in private institution and public institution with a moderating effect of job satisfaction. Results revealed that emotional exhaustion, personal accomplishment and depersonalization were not established relationship with organizational commitment.

The study conducted by Bedük et al. (2015) to examine the relationship between organizational commitment. According to results of this study there is a negative statistically significant relationship between organizational commitment and burnout.

## 6. Limitations

1. The sample size of this study is small and limited to 21 universities, so the outcome of this study does not represent public universities and private universities of other cities. Moreover, this study is only applicable on public and private universities in Lahore and is not applicable on public and private universities of other cities.
2. This research is only limited to public and private universities in Lahore thus results can differ region to region wise.
3. The study highlighted two variables only i.e. burnout and organizational commitment. Other many variables can be used just like the anticipated behavior of the employees.
4. In this study Organizational Commitment is used as a single variable and dimensions was not considered.

## **7. Recommendations and Future directions**

- This study was conducted only in Lahore but to compare the results other cities can be considered for this study. Moreover, this study may be conducted to other public and private sector organizations.
- Another study may be directed to investigate the impact of culture on job burnout and organizational commitment in public sector universities and private sector universities of other cities it will provide some interesting findings.
- This research can be conducted to inspect the relationship of workplace (inclusion, peer solidarity, boss help, work weight, clearness and physical tranquil) on aim to commitment through job burnout. Especially together with organizational behavior matters -that may change organizational commitment and burn out to the study may result in more effective results.
- stress management courses should be offered to all faculty members with the objective to manage stress, instructing them on the best way to manage and defeat challenges; permitting them an adequate extent of independency in settling on their own choices identified with work; urging them to coordinate and turn out to be completely ready to give psychological help at the work.
- It is of paramount significance that reward frameworks are executed with a specific end goal to offer appreciation to faculty members for the work they do.
- Deal with faculty members carefully, especially recently delegated members; give counsel, consult with them about procedures before starting their work, empower them to accomplish a harmony between their aspirations and their work reality.

## **8. Conclusion**

1. In this study, impact of job burnout on organizational commitment of Universities in Lahore was examined.

2. As per consequences of the investigation, it was resolved that job burnout levels of the faculty members of public universities were in the high level and also their level of organizational commitment is low, and it was determined that level of job burnout of the faculty members of private universities were in the low level but their level of organizational commitment is high.
3. The job burnout was assessed in three dimensions and it was determined that a negative impact of three dimensions of job burnout exist. It was concluded that job burnout dimensions have a negative impact on organizational commitment on faculty members of public universities and private universities in Lahore. Hence, it's stated that job burnout has a negative impact on organizational commitment.

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