The relationship between job satisfaction and intention to quit a job: mediating factor job burnout

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ABSTRACT

The study explores the aspects of job satisfaction related to the employee’s intention to quit the job in the presence of job fatigue and can help decision-makers and administrators in the Jordanian private banking sector retain highly qualified employees. The current research attempted to investigate the relationship between job satisfaction through its dimensions (satisfaction with pay, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of the work, satisfaction with communication with the organization), and the intention to quit a job through its dimensions (remuneration, nature of work? Health problems and ineffective driving). The study was conducted on Jordanian commercial banks. The descriptive analytical method was used through a sample selected from the study community represented by (Alhilal Bank, Arab Bank, and Arab Islamic Bank). After conducting the tests, the study concluded that there is a significant correlation between job satisfaction in its dimensions and the intention to quit smoking. The study recommends motivating employees by reviewing wages, promotions, and emergency bonus policies in light of the results.

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Introduction

Jordan has a highly developed bank sector, according to regional standards in services, business, investment and retail, local and international banks in Jordan are constantly growing. Jordan also has a comprehensive legal framework (Jordan central bank law, banking law, anti-money laundering and Anti-Terrorist Financing Law, Exchange law, public debt law, foreign exchange control law, Electronic Transactions Law). according to the World Economic Forum’s Global Competitiveness Report 2017-2018, the availability of investment capital and access to loans has steadily improved over the past years (WEF Global Competitiveness Report 2017 - 2018 Jordan).

Regarding the size of banks operating in Jordan and the size of their employees, there are 23 banks operating in Jordan, including 15 local Jordanian banks; divided into 12 commercial banks and 3 Islamic banks, in addition to 8 foreign banks, which include 7 commercial banks and one Islamic Bank. According to the latest data of the Central Bank of Jordan, Jordanian banks operate a branch network of 871 branches, in addition to 70 offices. As for the distribution of ownership of these branches, the number of branches of Jordanian commercial banks reached 643 branches, and branches of Jordanian Islamic bank's 166 branches, in addition to 62 branches belonging to foreign banks. The increase in the number of bank branches was accompanied by an expansion in the number of ATMs to increase from 2,038 devices at the end of 2019 to 2,078 devices at the end of 2020. Finally, the number of employees of Jordanian banks exceeded the threshold of 20 thousand at the end of 2020 (Jordanian federation of banks, 2021).

Abu Alhoul A (2020) pointed out that there is a low level of approval for the turnover variable, as there is a low level in transferring to another job at the bank, so there is an importance of statistics of labor turnover bank employees for banks, and the need for the

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transfers not to be a way to punish the employee, which may have a negative impact on performance. Thus, there is a clear impact for turnover of work on the performance of Jordanian banks.

In the face of changes in the business world, there are aspects that relate to the factors of job burnout. Although these topics have been studied in the previous literature, few studies have shown the relationship between job satisfaction and the intention to quit the job in light of job burnout among employees of private banks in Jordan. Therefore, there is a need to study the relationship between these concepts in order to understand the reasons behind quitting current job in the banking sector in Jordan.

The practical importance of helping to develop or integrate retention strategies in banks, and the rate of which employees in private Jordanian banks quit their job and seek another job or opportunity, The study exploration of this phenomenon, which contributes to the lack of functional competencies in banks, provides a framework for the integration of theories from all disciplines, in order to understand the factors that are explored in the literature, by employing the structures of job satisfaction and the employee's intention to quit the job as an independent variable in view of the subordinate fatigue as an intermediate variable. The study also explores the aspects of job satisfaction that are related to the employee's intention to quit the job, in the presence of job fatigue, and can help decision makers and administrators in the Jordanian private banking sector to retain highly qualified employees.

The current research is intended to investigate the impact of job satisfaction on the intention to quit a job using job burnout as a mediating factor in the banking sector in Jordan. The problem of the study lies in trying to study the relationship between job satisfaction and the intention to quit work, in the light of job burnout, as many studies have indicated that job burnout is a major issue for employees in the banking sector (Khalid, 2020). The current research will attempt to study the relationship between job satisfaction through its dimensions (satisfaction with pay, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of the work, satisfaction with communication with the organization), and the intention to quit a job through its dimensions (remuneration, nature of work – Health problems and ineffective driving).

The study also aims to answer the following question:

i. What is the relationship between job satisfaction with its dimensions (satisfaction with pay, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of the work, satisfaction with communication with the organization) and the intention to quit the job?

ii. What is the relationship between job satisfaction dimensions and intention to quit work?

iii. What is the relationship between intention to quit and burnout job?

**Literature Review**

**Theoretical and Conceptual Background**

**Job Satisfaction**

Job satisfaction was defined as any arrangement of physiological, psychological and environmental conditions that affect an individual to honestly say that I am satisfied with my job (Abdirahman et al., 2018, p14). Alam (2019) defined it as the feeling of pleasure and achievement which comes from policies of human resource, compensation, supervision, task clarity and career growth that employees experience in doing a job when they realize that their work is worth doing. Yukongdi and Shrestha (2020) it was defined also as a measure of individual’s overall feeling and attitude towards a job. According to Trisnawatib and Yasinc (2021), job satisfaction is a positive emotional state from evaluating a person's work experience. Job dissatisfaction arises when these expectations are not met. Finally it was defined as the extent to which an employee feels self-motivated, content and satisfied with his job (Hashim et al., 2022, p126).

**Saturation with pay**

Athamneh (2019) pointed out that satisfaction with wages is one of the important factors that contribute to enhancing organizational productivity based on the motivational factor. In his study, the researcher found that the satisfaction of Jordanian public sector employees with wages is relatively low and that employees are less than satisfied with the various aspects of wages that were queried, including the level of wages, benefits, wage increase, wage structure and management. This implies that low productivity in the public sector can be the result of a lack of motivation for employees due to low wages.

According to Devi and Suneja (2020), pay and promotion are the most influential factors in job satisfaction in the banking business. Organizational aspects, supervisor conduct, job and working conditions and coworker behavior influenced job satisfaction.

**Saturation with co-workers**

A study of Hong et al. (2017) has suggested that job satisfaction is the result of an individual's expectations of his co-workers, established on the basis of information available in a particular context. Consistent with the Enterprise, Trust in managers, especially regarding his ability to implement future tasks, fits perfectly into the dynamics of these relationships based on performance expectations. Thus, the establishment contributes to a better understanding of these analyzed interrelations.
Satisfaction with emergency bonuses

The importance of incentives is indicated by a study of Lam et al. (2020) in which the employee who receives a basic salary in addition to the incentives and bonuses provided based on their performance, will provide the organization with an employee with an additional incentive to do his job to the very best of his ability. It is an effective way to align the worker's incentive to earn additional financial rewards with the company's goals. You can implement it with the help of the HR department to monitor and evaluate the performance of employees based on the standard to avoid biases.

Satisfaction with the nature of the work

The nature of the workplace affects the job satisfaction of employees. This is done by making employees feel appreciated for the nature of their job. Thus, this will increase their job satisfaction as well as job performance in the organization (Shmailan, 2019).

Satisfaction with communication with the organization

The training program contributes to communication skills with organizations; employees can improve their communication skills. This skill is very important in banking. Where employees need to communicate with their customers. And good communication skills help employees to deal well with customers. As a result, employees can increase their productivity and commitment. Improving interpersonal skills builds confidence and can ensure that employees' job expectations are met. Thus, communication skills with organizations are positively correlated with the level of job satisfaction (Phonthanukitiithawornl, 2017).

The importance of job satisfaction

Job satisfaction is one of the topics that has received the attention of many psychologists, because most individuals spend a large part of their lives working somewhere, so they should look for job satisfaction and its role in their personal and professional lives, and there is also a point of view that job satisfaction may contribute to increasing productivity and improving performance, which entails benefits for organizations and employees, which has increased the importance of this topic (Abdolshah et al, 2018).

Job satisfaction is also an important factor in career success. A factor that increases efficiency as well as personal satisfaction. Job satisfaction is an internal factor and can be considered as an emotional adaptation to jobs and working conditions. So, if work is a good pleasure for any person, he will be satisfied with his job. In contrast, if a person does not have the desired job satisfaction, they will not enjoy his work, so he will want to change his job (Abdolshah et al, 2018).

Job burnout leads to the emergence of a number of Health and psychological problems of employees, such as lack of job dissatisfaction, low production quality, and other work-related factors such as constantly changing expectations, work pressure without an outlet for support, conflicts of job roles that can cause job burnout syndrome personality traits such as work orientation, the need for self-affirmation, and idealism can increase the risk of work burnout (Özel & Hacıoğlu, 2021(a); Özel & Hacıoğlu, 2021(b)). The state of job burnout arises due to frequent exposure to stressful situations at work that cause physical, mental and emotional exhaustion. The negative impact on workers continues due to job burnout, which leads to an impact on the effectiveness of enterprises along with unacceptable effects on employees. Risk factors associated with job burnout include lack of support by the organization, lack of motivation, lack of clarification, incompetence, increased responsibilities, unrealistic expectations (Salama et al., 2022).

Physical, emotional and mental exhaustion is caused by massive and constant stress, which reveals the employee's emotional reactions to their jobs arising from constant exposure to the stress-related work environment. And the lack of guidance and the absence of a relationship can subsequently lead to burnout. Burnout usually arises as a result of a work-related disorder caused by an individual's impression of an imbalance between the job application and the resources available to him in a period of time. There are also other factors that lead to burnout and therefore leaving the job, such as lack of organizational support, unattainable expectations, insufficient motivation, high demand for jobs and discord, problems from the family (Adebola et al, 2021).

The importance of job satisfaction and job burnout is shown, having confirmed the existence of a negative relationship between job satisfaction and job burnout. In the banking sector, research shows that job burnout is a frequent occurrence, which highlights the negative relationship between job burnout of bank employees and their job satisfaction. This has affected many changes in the banking sector such as the procedures of acquisitions, mergers and voluntary withdrawals in the field of human resources, trying to find a way out of the consequences of the crisis (Gidoua et al, 2021).

The advantage of job satisfaction

Job Satisfaction works to provide the company with more efficiency, high loyalty which can lead to more commitment, it also leads to good profits for an organization and job satisfaction helps the company to retain employees with high efficiency. On the other hand, having a non-satisfied employee can lead to organizations failures, personal conflicts, bureaucracy, lack of clarity, communication problems, poor decisions, and many other problems and obstacles (Lee et al, 2020).

Job burnout

Job burnout is defined by three components: emotional burnout, depersonalization, and decreased personal integration. Job burnout is intensified by personal and organizational components. This is due to the low quality of life at work. People with job burnout feel
very tired, alienated from their work, experience decreased efficiency and depressed mood, increased irritability, inability to relax, sleep disturbance, physical inconveniences such as muscle aches, headaches, digestive problems, concentration, memory problems. And job burnout leads not only to deterioration of health, but also to social and economic costs. Asgari et al (2018) defined it as a psychological syndrome of fatigue and inefficiency, which is experienced in response to chronic work stress. It was defined also as “a syndrome of emotional burnout, depersonalization, and low personal achievement that can occur among individuals who work with people in some capacity” (Mehrad, 2019). According to Mehrad (2019) Job burnout is defined as a physical, emotional, and mental burnout, resulting from long and direct communication with individuals under difficult working conditions. Wang et al (2020) defined it as “any negative experience that affects an individual and is the result of an imbalance between work requirements and an employee's ability to respond, especially if work requirements are too many to handle, which increases the likelihood of stress reactions”. According to Gidoua et al (2021) Job burnout defined as a psychological syndrome of emotional overstrain, character dulling, decreased self-efficacy that can occur among individuals working with other people in organizations. Finally it was defined as "a feeling of emotional exhaustion and exhaustion from one's work.” (Salama et al, 2022).

Causes of job burnout

Sonder (2022) point out that employees today suffer from fatigue at work, which is caused by working conditions and personal factors, namely:

Working from home: in case the conditions are not suitable, difficulty turning off (longer hours), technology failure, insufficient support, lack of cooperation, feeling of loneliness or isolation, Dysfunctional workplace dynamics-such as workplace bullying, undermining of colleagues, low office morale, head of micromanagement, general inconsistency with office culture or values, Exposure to injustice at work – and the absence of trust or justice in the workplace, Inability to control-inability to influence decisions that affect one's job, such as schedule, tasks, or access to required resources, Unclear work expectations-uncertainty about the degree of authority of an individual in a role, the expectations of a supervisor or others from them. Lack of bonuses or incentives, which contributes to the lack of positive feedback. A-excessive workload and time pressures in relation to employees ’ expectations or abilities. An employee may spend too much time at work to the detriment of relationships, rest, healthy eating or leisure activities to dissatisfaction with work. Poor physical health-physical and mental health are closely related and depend on each other to function optimally. Sleep problems-lack of sleep prevents the body and mind from working properly. Job insecurity and financial worries-low organizational commitment to the employee, finally Rely on digital self-help tools instead of social support-self-help apps can provide valuable initial guidance, but they should be complementary, not substitutes.

The importance of job burnout comes from the fact that it is a sign that looks like a warning, which can cause its increase in the appearance of physical and mental problems among employees, which is a serious indicator in the appearance of those signs in the employee, which in turn affects his performance, and the appearance of these indicators as a result of job stress makes the organization constantly seeks a number of strategies and methods that can reduce job stress among staff, such as training and workshops (Wang et al., 2020).

The disadvantage of job burnout are many, such as: the feeling that the individual has no purpose towards his work environment, in addition to the negative emotions that dominate the individual as a result of stress, loss of motivation and participation in work, feeling depressed in the individual, loss of positive feeling towards the job, unwillingness to help others, low activity in performance, feeling (Mehrad, 2019).

Intention to quit a job

The intention to do something specific or act in a specific way A. Anything intended or planned: goal, end or purpose (Cao et al., 2018). Bryan (2019) defined it as the willingness to bring about something planned or foreseen; the state of being set to do something. It was defined also as an indicator of planned behavior, especially when the behavior is rare, difficult to observe, or involves an unpredictable time lag. Intention can have a huge impact on behavior (Schikofskya et al, 2020). According to CoeaMarissa et al (2021), intention to quit a job is the direction or direction of the mind towards something. Finally it was defined as Purpose or attitude toward the effect of one's actions or conduct (Salama et al, 2022).

Factors need intention to quit a job

Liu et al (2019) study has verified job satisfaction, work stress, intentions to leave work and factors that are associated with intentions to leave work in rural areas, and the study has indicated that the situation of the workforce due to health problems are global concern, especially in rural and remote areas. It faces a serious challenge to the management of rural health workers.

Yukongdi and Shrestha (2020) study that answered Respondents’ answers to two open questions revealed that the most common factors that would influence employees to resign include lack of career growth opportunities low salaries, lack of timely promotion, compensation commensurate with the top position, work environment, severe work stress, labor relations with supervisors and co-workers, motivational factors, the nature of jobs, work-life imbalance, management behavior towards employees. The full list of factors is given below (listed in alphabetical order). A study of Dawlat et al. (2021) indicated that an employee’s intention to quit a job poses a significant threat to the organization, since a number of factors arise and affect the employee intention to quit a job, which affects the organization performance, positive or negative, and employees lack of intention to quit a job stems from a feeling of job
burnout, and therefore dissatisfaction with the work environment, incentives, rewards and work pressures, can prompt employee to quit a job, which will adversely affect the organization employees performance, as well as who quit from their jobs.

There are important factors that contribute to the significant growth of institutions in the markets, which contributed to the increase in competition on a large scale in the banking sector, which called on the sector to hire talented people from competitors by offering better wages, career growth opportunities, training and benefits as retention strategies. Such interbank switching or staff turnover is quite common in the Nepalese banking sector due to high competition and lack of competent human resources (Jane, 2021) A survey conducted by Abu-Shakra (2022) that employee all over the world feel able to leave jobs if their expectations are not met. Since employers are increasingly offering flexible work curricula, higher wages are now the biggest motivation for changing jobs, especially given the high inflation and available vacant roles.

The importance of intention to quit the job

Many companies understand the importance of retaining employees, and not quite their job, which may be due to the fact that these companies do not rely on retention strategies, but there are companies that adopt different approaches and techniques to retain their employees. And those strategies vary from company to company, as companies provide raises, incentives, competitive bonus packages, promotions, evaluation systems, training and recognition of work within an attractive work environment, these means are tools commonly used by employers to retain employees (Frye et al., 2020).

The disadvantages of intention to quit the job

Quitting a job is shown by the fact that it is an indicator of organizational commitment to the highest value. This is what drives the employee to decide whether to quit the job or stay, especially if he needs this job and does not have an alternative. The impact of regulatory compliance on employee turnover is extremely important for investigating the reason for the intention to leave a job. If the organization fails to provide development and opportunities, the active employee will begin to search for alternative jobs based on possible opportunities in the external sign, this negatively affects the organization, because it will start again to search for new competencies and attract them, which costs it financially, and also contributes to wasting its time during research and training, leaving high competencies in the organization will have a significant negative impact on the organization (Romadhoni et al, 2020).

Empirical Review and Hypothesis Development

Khalid et al (2020) study which aimed to reveal the impact of occupational stress on job fatigue among employees in the banking sector. The study was conducted at various banks in Pakistani cities. A modified questionnaire, including a measure of the imbalance between effort and reward, psychological capital, and a general survey of the burnout stock were used to collect data from 1,778 male and female employees of the bank. The study found a number of results, the most important of which are: that there is a positive relationship between external effort and excessive commitment on the one hand, and emotional exhaustion and depersonalization on the other. The study also found that reward was negatively associated with emotional burnout and depersonalization. However, the reward had a positive correlation with personal achievement. There was a gender difference in the median effect of psychological capital on stress at work and job burnout.

Musawer et al (2021) discussed a reveal the factors influencing the intention of employees to leave work at private universities in Kabul, Afghanistan. The study included independent variables represented by job satisfaction, job stress, the proportionality of a person's organization and organizational commitment, while the intention to leave work came as a dependent variable. The sample consisted of 70 randomly selected employees from private universities in Kabul, Afghanistan. A questionnaire was distributed among them to collect data. Hypotheses were tested using correlation and regression analysis. The study found that job satisfaction, the organization of the right person and the organizational commitment of employees in private universities were significantly and negatively correlated with the intention of their turnover.

The aim of Asgari et al (2018) study was to verify the impact of job fatigue on the performance of Ministry of Justice employees (case study: Ministry of Justice employees in Alborz governorate). The study used the descriptive-analytical approach based on the structural equation model. The community consists of 728 administrative and judicial employees in Alborz governorate, which includes eight groups with different population ratios. For example, 252 of them were randomly selected by stratified random sampling. The measuring instrument in this study is a questionnaire. To assess the appropriateness of their validity and reliability, they were measured. The results of the analysis of the structural equation on the proposed model showed that the model has a good and acceptable fit and showed that job burnout has a positive and significant impact on the performance of employees of the Ministry of Justice. Romadhoni et al (2020) study aimed to test job satisfaction on the intention to leave work, through the mediation of organizational commitment and moderation in alternative job opportunities. The researchers practiced a quantitative method in this research. The questionnaire was used as a tool for collecting study data; it was distributed to all employees of the supraharmonia concertendo with at least a working period of a year and a total of 106 respondents. The results showed that job satisfaction did not significantly affect the intention to leave. Meanwhile, job satisfaction significantly influenced organizational commitment, and organizational commitment also significantly influenced the intention to leave. Furthermore, organizational commitment has been able to mediate the effects of job satisfaction and the intention to leave. While alternative job opportunities did not mitigate the impact
of job satisfaction and intention to leave. Subsequent research in a variety of places can give complex results and add new variables such as work and leadership stress.

Purbaningrat (2019) study that aim to measure the impact of job stress variables on the intention to leave, job satisfaction on the intention to leave, and emotional exhaustion on the intention to leave. The study used a random sample consisting of 48 employees working in Matahari Department. Demirci and (2021) study that aimed to reveal whether there is a difference between job satisfaction and the intention to leave the levels of private security officers in terms of the remuneration they receive according to the types of employment (public sector-private sector). The study was applied to the study community, which was represented by private security officers working in Istanbul. Random samples were taken representing 6249. In this study, a job satisfaction scale, a measure of intention to leave work were used and the study found that there is a statistically significant difference between job satisfaction and intention to leave the levels of private security officers working in the private sector in each of the wage categories. However, although there is a statistically significant difference between the intentions to leave the levels of private security officers working in the public sector in each of the wage categories, there is only a statistically significant difference in the maximum wage category in relation to the level of job satisfaction. Al Jamil et al (2022) study that try to verification of the role of job satisfaction as an intermediate variable of the influence of workload, work stress and organizational climate on turnover intention. The questionnaire was used as a data collection tool and was distributed to a sample of 116 employees of BTN Shariah bank Malang. The study found that there is a significant impact between workload and work pressure on job satisfaction and intention to rotate. However, the organizational climate does not support the proposed hypothesis that the organizational climate does not show a vital role in predicting job satisfaction and turnover intention. Moreover, job satisfaction convincingly affects the intention of employees to leave. Finally, it is proved that job satisfaction is a mediator of the influence of workload and work pressure on the intention to rotate. However, unexpectedly, job satisfaction did not mediate the relationship between the organizational climate and the intention to rotate.

In order to achieve the goals of the study, the following hypotheses were formulated:

H1: there is a significant relationship between job satisfaction with its dimensions (satisfaction with pay, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and intention to quit.

H1-1 there is relationship between satisfaction with pay and intention to quit.
H1-2, there is relationship between satisfaction with the education and intention to quit.
H1-3 there is a significant relationship between satisfaction with co-workers and intention to quit.
H1-4 there is a significant relationship between satisfaction with emergency bonuses and intention to quit.
H1-5 there is a relationship between satisfaction with the nature of work and intention to quit.
H1-6 there is a relationship between satisfaction with communication with the organization and intention to quit.

H2: there is a significant relationship between job satisfaction with its dimensions and job fatigue with its dimensions (organizational commitment, absenteeism, interpersonal relationships, workloads, non-functional adjustment).

H2-1: there is a relationship between job satisfaction dimensions and organizational commitment.
H2-2: there is a relationship between job satisfaction dimensions and absenteeism.
H2-3 there is a relationship between job satisfaction dimensions and inter personal relationships
H2-4: there is a relationship between job satisfaction dimensions and workloads.
H2-5: there is a significant relationship between job satisfaction with its dimensions and non-functional adaptation.

H3: there is a significant relationship between the intention to quit the job with its dimensions, and the functional burnout with its dimensions (pay, the nature of the work, health problems, ineffective driving).

H3-1: there is a significant negative relationship between functional burnout with its dimensions and payment.
H3-2: there is a negative relationship between job satisfaction dimensions health problems.
H3-3: there is a significant negative relationship between job satisfaction with its ineffective driving.

Research Methodology

Population and sample

The study community of Jordanian commercial banks. And a number of banks were selected as a sample of study, represented by (Alahali Bank, Arab Bank, and Arab Islamic Bank).

Data analysis

The statistical analysis program was used to analyze the study data where calculation methods and the Pearson correlation coefficient was extracted between job satisfaction with its dimensions (satisfaction with wages, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and the intention to leave the job.
Analysis and Findings

The Results

The current research aims to investigate the effect of job satisfaction on intention to leave a job using job burnout as an intermediary factor. By answering the following questions:

What is the relationship between job satisfaction with its dimensions (satisfaction with wages, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and the intention to quite the job?

To answer this question, the Pearson correlation coefficient was extracted between job satisfaction with its dimensions (satisfaction with wages, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and the intention to leave the job and the following table shows these results:

Table 1: Pearson correlation coefficient between job satisfaction and its sub-dimensions and intention to leave the job

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>intention to quit the job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with wages</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
</tr>
<tr>
<td>Satisfaction with promotion</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
</tr>
<tr>
<td>Satisfaction with co-workers</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
</tr>
<tr>
<td>Satisfaction with emergency bonuses</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
</tr>
<tr>
<td>Satisfaction with the nature of work</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
</tr>
<tr>
<td>Satisfaction with communication with the organization</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
</tr>
</tbody>
</table>

*At the semantic level 0.05
** At the semantic level 0.01

Table (1) shows a statistically significant correlation between the total degree of job satisfaction and its dimensions (satisfaction with promotion, satisfaction with colleagues, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and the intention to leave the job where the coefficient of correlation between the total degree of job satisfaction and the intention to leave the job (0.515), Satisfaction with communication with the organization) and intention to leave the job (0.318, 0.348, 0.473, 0.221) in order, they are all positive and a function at the level of 0.05. The table shows that there is no statistically significant relationship between salary satisfaction and intention to leave the job.

What is the relationship between the dimensions of job satisfaction and job burnout (organizational commitment, absenteeism, interpersonal relationships, workloads, non-functional adaptation)?

To answer this question, the Pearson correlation coefficient was extracted between the dimensions of job satisfaction and job burnout with its dimensions (organizational commitment, absenteeism, interpersonal relationships, workloads, non-functional adaptation) and the following table shows these results:
Table 2: Pearson correlation coefficient between job satisfaction and job burnout dimensions

<table>
<thead>
<tr>
<th>Job satisfaction with</th>
<th>Regulatory commitment</th>
<th>Absenteeism</th>
<th>Personal relationships</th>
<th>Workload</th>
<th>Non-functional adaptation</th>
<th>Job burnout</th>
</tr>
</thead>
<tbody>
<tr>
<td>wages</td>
<td>Correlation coefficient</td>
<td>.063</td>
<td>.016</td>
<td>.072</td>
<td>.008</td>
<td>.019</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
<td>.554</td>
<td>.884</td>
<td>.501</td>
<td>.940</td>
<td>.860</td>
</tr>
<tr>
<td>promotion</td>
<td>Correlation coefficient</td>
<td>.027</td>
<td>-.074</td>
<td>-.090</td>
<td>.003</td>
<td>.051</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
<td>.803</td>
<td>.487</td>
<td>.401</td>
<td>.975</td>
<td>.632</td>
</tr>
<tr>
<td>co-workers</td>
<td>Correlation coefficient</td>
<td>.197</td>
<td>-.426**</td>
<td>-.007</td>
<td>.285**</td>
<td>.051</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
<td>.062</td>
<td>.000</td>
<td>.946</td>
<td>.006</td>
<td>.634</td>
</tr>
<tr>
<td>emergency bonuses</td>
<td>Correlation coefficient</td>
<td>.012</td>
<td>-.191</td>
<td>.143</td>
<td>.238*</td>
<td>-.008</td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
<td>.909</td>
<td>.071</td>
<td>.179</td>
<td>.024</td>
<td>.939</td>
</tr>
<tr>
<td>nature of work</td>
<td>Correlation coefficient</td>
<td>.356**</td>
<td>-.264*</td>
<td>-.109</td>
<td>.345**</td>
<td>.239*</td>
</tr>
<tr>
<td>with communication</td>
<td>Semantic level</td>
<td>.001</td>
<td>.012</td>
<td>.308</td>
<td>.001</td>
<td>.023</td>
</tr>
<tr>
<td></td>
<td>Correlation coefficient</td>
<td>-.113</td>
<td>-.142</td>
<td>-.123</td>
<td>.482**</td>
<td>-.178</td>
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<tr>
<td>the organization</td>
<td>Semantic level</td>
<td>.288</td>
<td>.182</td>
<td>.249</td>
<td>.000</td>
<td>.092</td>
</tr>
<tr>
<td>Job satisfaction with</td>
<td>Correlation coefficient</td>
<td>.133</td>
<td>-.189</td>
<td>-.060</td>
<td>.324**</td>
<td>.025</td>
</tr>
<tr>
<td>nature of work</td>
<td>Job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>with communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Semantic level</td>
<td>.213</td>
<td>.075</td>
<td>.576</td>
<td>.002</td>
<td>.818</td>
</tr>
</tbody>
</table>

*At the semantic level 0.05  
** At the semantic level 0.01

Table (2) shows that there is no statistically significant correlation between job satisfaction with its dimensions (satisfaction with wages, satisfaction with promotion, satisfaction with co-workers, satisfaction with communication with the organization) and after the organizational commitment except after the satisfaction of the nature of work, where the function came statistically at the level of 0.05 and the value of the correlation coefficient (0.356), that is, there is a positive correlation statistically significant in the after the satisfaction of the nature of work and after the organizational commitment.

As Table (2) shows the absence of a statistically significant correlation between job satisfaction with its dimensions (satisfaction with wages, satisfaction with promotion, satisfaction with colleagues, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and after absenteeism except for my dimension (satisfaction with colleagues and satisfaction with the nature of work) where the function came statistically at the level of nature of work and after absenteeism.

Table 2 shows that there is no statistically significant correlation between job satisfaction in all its dimensions (satisfaction with wages, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and the dimensions of personal relationships and non-functional adaptation and the overall degree of job burnout, i.e. there is a statistically significant correlation in job satisfaction with its sub-dimensions and between the dimensions of personal relationships and non-functional adaptation and the overall degree of job burnout.

As Table (2) shows a statistically significant correlation between job satisfaction with its dimensions (satisfaction with wages, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and after the workload except for my dimension (satisfaction with wages, satisfaction with promotion) where the function came statistically at the level of 0.05, Satisfaction with the nature of the work, satisfaction with communication with the organization and the overall degree of job burnout) as follows (0.258 -0.345 - 0.238 - 0.324 -0.482) respectively, that is, there is a statistically significant positive correlation between the dimensions (satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization and the overall degree of job satisfaction) and the dimension of workloads.

**What is the relationship between the intention to leave work and job burnout in its dimensions (payment, nature of work, health problems, ineffective leadership)?**

52
To answer this question, the Pearson correlation coefficient between job burnout and its dimensions (payment, nature of work, health problems, ineffective driving) and the intention to leave the job was extracted and the following table shows these results:

Table 3: Pearson correlation coefficient between job burnout and intention to leave the job and its sub-dimensions

<table>
<thead>
<tr>
<th>intended to quit the job</th>
<th>job burnout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with wages</td>
<td>Correlation coefficient: 0.026</td>
</tr>
<tr>
<td></td>
<td>Semantic level: 0.809</td>
</tr>
<tr>
<td>Satisfaction with promotion</td>
<td>Correlation coefficient: 0.698**</td>
</tr>
<tr>
<td></td>
<td>Semantic level: 0.000</td>
</tr>
<tr>
<td>Satisfaction with co-workers</td>
<td>Correlation coefficient: 0.345**</td>
</tr>
<tr>
<td></td>
<td>Semantic level: 0.001</td>
</tr>
<tr>
<td>Satisfaction with emergency bonuses</td>
<td>Correlation coefficient: -0.150</td>
</tr>
<tr>
<td></td>
<td>Semantic level: 0.159</td>
</tr>
<tr>
<td>Satisfaction with the nature of work</td>
<td>Correlation coefficient: 0.482**</td>
</tr>
<tr>
<td></td>
<td>Semantic level: 0.000</td>
</tr>
<tr>
<td>Satisfaction with communication with the organization</td>
<td>Correlation coefficient: 0.026</td>
</tr>
<tr>
<td></td>
<td>Semantic level: 0.809</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Correlation coefficient: 0.698**</td>
</tr>
<tr>
<td></td>
<td>Semantic level: 0.000</td>
</tr>
</tbody>
</table>

*At the semantic level 0.05
** At the semantic level 0.01

Table 3 shows a statistically significant correlation between the total degree of intention to leave the job and my dimension (the nature of work and health problems) and job burnout where the correlation coefficient between the total degree of intention to leave the job and job burnout (0.482) and the correlation coefficient between the dimensions of the intention to leave the job (the nature of work and health problems) and job burnout (0.698, 0.345) on the routine and came positive and a function at the level of significance 0.05. The table shows that there is no statistically significant relationship between two dimensions (propulsion and ineffective driving) and functional combustion.

Conclusion

After conducting the tests on SPSS, it was found end that the first hypothesis is significant, which means that there is a significant relationship between job satisfaction with its dimensions (satisfaction with pay, satisfaction with promotion, satisfaction with co-workers, satisfaction with emergency bonuses, satisfaction with the nature of work, satisfaction with communication with the organization) and intention to quit. This result confirms with Rusyandi (2015) study that aimed to reveal the role of employee engagement towards the intention of ending job insecurity as a moderate variable in the government bank in Bandung city.

For the second hypothesis, the result of the test showed that the hypothesis is confirmed, which means that there is a significant relationship between job satisfaction with its dimensions and job fatigue with its dimensions (organizational commitment, absenteeism, interpersonal relationships, workloads, non-functional adjustment). This result confirms with Zhang and Feng (2011) study, that aimed to discuss the relationship between job satisfaction, burnout, and turnover intention among physicians from urban state-owned medical institutions in Hubei/China.

For the third hypothesis, the result of the test found that the hypothesis is significant, which means that there is a significant relationship between the intention to quit the job with its dimensions, and the functional fatigue with its dimensions (payment, the nature of the work, health problems, ineffective driving). This result confirms with Dawlat et al (2021) study that aimed to discuss the factors influencing employees’ intention to leave job: Kabul, Afghanistan private University.

In light of the findings, the study recommends the following:

i. The need to motivate employees by reviewing pay, promotion and emergency bonus policies.
ii. The need to monitor both external and technical sources of job satisfaction of employees, in order to reduce the feelings of stress among employees, and therefore not to quite a job.
iii. It's necessary to develop mechanisms that contribute a good job description to attract employee, and give them opportunities to constantly grow and learn.
iv. Jordanian private banks should rely in their policies on stress prevention activities, which may need to increase employees retention.
The need for further studies that address job satisfaction and intention to quit a job: mediating factor job burnout in other fields and organisations.

Temporal boundaries: the study was conducted in the year, Temporal boundaries: the study was applied to Jordanian commercial banks. Finally Objective boundaries: the object of study is determined in relationship between job satisfaction and intention to quit a job: mediating factor job burnout.

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All authors have read and agreed to the published version of the manuscript.


Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to restrictions.

Conflicts of Interest: The authors declare no conflict of interest.

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