



Modeling The Significance Of Work Culture On Burnout, Satisfaction, And Psychological Distress

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ABSTRACT:

Introduction Human resources are a critical factor for achieving sustainable development in organizations. Without a competent and skilled workforce, companies would struggle to compete effectively in the existing and emerging markets. Nevertheless, the human element in organizations poses a challenge, as employees are susceptible to errors and variations in performance. Factors, such as emotional state, discomfort, and discouragement, may contribute to suboptimal job performance (Tarigan et al., 2022). Employees are increasingly exposed to multiple work-related demands, long working hours, and high workloads, placing them at a greater risk of psychological distress and lower performance levels (Ghawadra et al., 2019). Psychological distress is an essential marker of psychological health and manifests as a range of symptoms, ranging from anxiety to depression and resulting in emotional distress (Ridner, 2004). The psychological distress of employees and its impact on the productivity and cost of enterprises are crucial issues in human resource management, given that employees with good mental health tend to experience less stress and anxiety, less sick leave, higher work efficiency, and higher work engagement (Kunte, 2016). In other words, a healthy workforce can result in increased productivity, engagement, and efficiency, ultimately benefiting both employees and the organization.

Keywords: Job Satisfaction, Gender, Mental Symptoms, Life Satisfaction, Psychological Well-Being, Adult Workers, Significance Of Work Culture On Burnout, Satisfaction, And Psychological Distress.

INTRODUCTION:

The JD-R model (Demerouti et al., 2001) has gained widespread recognition among researchers as it helps comprehend specific workplace features that can lead to positive or negative organizational results. This model identifies two distinct variables in any job setting: job demands and

resources (Bakker et al., 2003). Job resources are the physical, social, or organizational assets that a job provides for individual employees. According to Aazami S, Shamsuddin K, Akmal S, Azami G (2015) On the one hand, job demands refer to the physical, psychological, social, and organizational aspects of a job that require sustained

physical, cognitive, or emotional efforts and may lead to stress (Bakker & Demerouti, 2007). According to Nigeria. Glob Knowl Memory Commun Thus, given the aforementioned distressing nature of 996 work culture and work overload, they can be conceptualized as job demands. On the other hand, perceived career development opportunities and perceived pay for performance offered by organizations can be regarded as job resources, as they are considered any element of a job that can decrease the demands and/or the associated psychological and physiological expenses of those demands. A revised version of the JD-R model by Schaufeli and Bakker (2004) includes burnout and well-being as mediators in the link between job demands and negative outcomes (e.g., psychological distress), job resources, and positive results (e.g., perceived health). Development of hypotheses 996 work culture. 996 work culture, based on a dominant and restrictive hierarchy, is a microcosm of the occurrence of overtime WC and employees are mandated to work for 12h a day, 6 days a week, which includes working during the 9 a.m.-9 p.m. period. Given that 996 work culture is a type of job demand, employees who work under the 996 work regimes need to spend more continuous physical, cognitive, or emotional effort to maintain their work performance. The JD-R model postulates that high job demands necessitate additional influence to attain work

objectives and avoid reduced performance, resulting in physical and psychological outcomes such as fatigue and irritability (Schaufeli & Taris, 2014). Lee and Ashforth (1996) define burnout as a multifaceted phenomenon involving emotional exhaustion, physical fatigue, and mental weariness resulting from prolonged exposure to stress. Sufiyati and Cokki (2021) suggest that burnout can be caused by several factors, including overtime work and working on holidays, excessive work pressure to meet deadlines, and changes in work. The negative effects of overtime work on an individual's psychological well-being can be amplified at the organizational level, where people are inclined to share and reflect on their negative experiences (Beckers et al., 2008). Therefore, it is rational to infer that, as a job demand, overtime work can lead to emotional exhaustion and mental weariness, which are significant indicators of burnout. Furthermore, overtime work has been associated with decreased employee satisfaction and productivity. Job demands, such as long working hours, decrease employees' job satisfaction (Yeh, 2015). Consistent with this notion, Ko and Choi (2019) propose that a high level of overtime work required by a firm may lead to long working hours for employees, which can result in work fatigue and a subsequent decrease in job satisfaction. Hence, the following hypotheses are proposed.

MATERIALS AND METHODS:**Participants and Procedure:**

A quantitative method was employed to assess the links between the constructs, and the data were collected through a cross-sectional study. The G-Power software was used to estimate the necessary sample size for this study. To perform a meaningful analysis of the model with six predictors, this study needed a sample size of at least 146, based on an a priori test that factored in a power of 0.95 and an effect size of 0.15 (Faul et al., 2007). Reinartz et al. (2009) suggest that a minimum sample of 100 is necessary when using partial least squares structural equation modeling (PLS-SEM). This study used a convenience sampling strategy to gather data. Specifically, an online survey was administered using WJX which is a user-friendly and effective tool. The survey included several qualifying questions to screen potential participants. All participants signed an informed consent form, prior to answering the formal questionnaire. The consent form outlined the purpose of data collection, the intended use of the data, and the participants' options to withdraw from the research at any particular time. To prevent possible problems of multicollinearity, this study increased the sample size prior to one-off data collection (Midi et al., 2010). Finally, 676 valid responses were obtained.

Measures and Data Analysis:

Overall, According to Al Bastaki S Haak-Saheem W, Darwish TK (2021) the scale for this study was developed based on the previous literature, and the survey questions were phrased in a clear and neutral language, ensuring that respondents could comprehend them effortlessly. The English versions of the items presented in Supplementary Material S1. Survey Questionnaire. To examine the correctness and validity of the questionnaire items, and to guarantee the equivalence of the measures in the English and Chinese versions, we invited two authorized experts to assess the final iteration of the created measure. Overall, the survey participants were requested to rate the variables on a 5-point Likert scale (1–5, from “strongly disagree” to “strongly agree”). The research data was submitted as Supplementary Material S2. Dataset. Common method variance (CMV). To address the potential issue of CMV, the participants were guaranteed anonymity and informed that there were no correct or incorrect answers (Podsakoff et al., 2003). The study also utilized Harman's one-factor test, which extracts one common factor from all principal constructs and explains a variance of less than 50%, revealing that one component accounts for 37.19% of the variance, suggesting that CMV was not a significant issue. Additionally, the full collinearity test recommended by Kock (2015) was conducted to assess

CMV, and the variance inflation factor values for 996 work culture (1.501), work overload (1.371), perceived career development opportunities (1.840), perceived pay for performance (1.660), job burnout (1.738), job satisfaction (1.628), and psychological distress (2.533) were all less than 3.3, indicating no evidence of multicollinearity in the data. Data analysis method. PLS-SEM is a technique that identifies the causal relationship between constructs and maximizes the variance explained in dependent latent constructs (Hair et al., 2011).

DISCUSSION:

As per Kinsey R, Parker S (2018), this study provides evidence work culture and work overload significantly contribute to job burnout and psychological distress among the Chinese Gen Z workforce. These findings underscore the need for organizations to generate a healthy work environment and provide ample support and resources to workers to prevent burnout and promote their mental well-being. Moreover, the study underscores the importance of companies that adopt 996 work culture in implementing corresponding incentive policies for their employees, including providing suitable career development opportunities and competitive salaries, which can enhance employees' job satisfaction and promote mental health. The outcomes of this study offer valuable insights for policymakers and

managers to design effective interventions to enhance the mental well-being and working conditions of employees. As the global workforce becomes more diverse, it is necessary to identify the predictors of job burnout and job satisfaction across different cultures and contexts. Further research is encouraged to explore context.

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