

**EMOTIONAL EXHAUSTION, JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT AMONG ACADEMIC STAFF IN THE UNIVERSITY OF BENIN,
BENIN CITY, EDO STATE, NIGERIA**

BY

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FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN
BENIN CITY**

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS
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BACHELOR OF SCIENCE (B.SC) IN BUSINESS ADMINISTRATION IN
UNIVERSITY OF BENIN, BENIN CITY.**

MAY 2024

DECLARATION

I, hereby declare that:

This project work is based on a study undertaken by me in the Department of Business Administration, University of Benin.

This work has not been previously submitted for the award of a degree elsewhere.

All ideas and views are product of my personal research effort and all references to works of others have been duly acknowledged.

I solely accept all legal responsibility for any copyright infringement.

Oghovosa Dave IJARO

Date

CERTIFICATION

We the undersigned certify that this project work was carried out by Oghovosa Dave IJARO in partial fulfillment for the award of Bachelor of Science (B.Sc.) degree in Business Administration, Faculty of Management Science, University of Benin, Benin City, Nigeria.

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Date

DEDICATION

This work is dedicated to God Almighty for his grace and mercy throughout my Study in the University of Benin. I also dedicate this work to my lovely parents Mr. Influence Ijaro and Mrs. Hannah Ijaro, my siblings especially my elder brother Mr. Lucky Ovie Ijaro, and my friends. May God bless them Abundantly. Amen

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Secondly, I wish to acknowledge my indebtedness to my parents Mr. Influence Ijaro and Mrs. Hannah Ijaro, my siblings (Sis Anita, James, Juliet, Success and Aghogho) for their love, their amazing support and prayers that has kept me safe and sound so far. I also acknowledge my big brother Mr Lucky Ovie Ijaro for being my support system and all the encouraging words and kind contributions. Thank you so much for every single time you've put me and the family before your needs, I love and appreciate you forever. I also acknowledge my aunt in the person of Mrs Believe Otomewo for being a pillar of support to me and my entire family in terms of financial, emotional, and mediation. May God continue to bless you.

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ABSTRACTS

This study on emotional exhaustion, Job Satisfaction and Organizational commitment among academic staff in university of Benin, aimed to ascertain the relationship between emotional exhaustion and Job satisfaction, emotional exhaustion and organizational commitment and determine the moderation of job satisfaction on emotional exhaustion and organizational commitment.

The study employed the descriptive survey research design. The population of the study consisted of all the academic staff in University of Benin. The simple random sampling technique was employed to select 100 academic staff to represent all the academic staff in University of Benin. The data was collected using a research questionnaire developed by the researcher, the questionnaire was distributed to the staff and retrieved, the data collected was computed into SPSS and analysed using descriptive and inferential statistics.

The study found that emotional exhaustion did not have a substantial effect on job satisfaction among academic staff at the University of Benin. Regression analysis indicated a negligible relationship, with emotional exhaustion explaining minimal variance in job satisfaction. Emotional exhaustion was found to be significantly related to organizational commitment and Emotional Exhaustion has a negligible and statistically insignificant impact on Job Satisfaction based on their organizational commitment. Based on the findings of the study it was recommended that; academic institutions should implement support mechanisms to help academic staff manage and cope with emotional exhaustion. This could include counseling services, stress management workshops, and initiatives promoting work-life balance. Creating a positive work environment that fosters a sense of community, recognition, and support can help mitigate emotional exhaustion and enhance organizational commitment among academic staff.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Job satisfaction, a fundamental construct in organizational psychology, encompasses an individual's subjective evaluation of various aspects of their job and work experiences. It reflects the extent to which employees perceive their work environment, tasks, and relationships as fulfilling, gratifying, and aligned with their personal and professional needs (Judge et al., 2018).

In the contemporary workplaces, the relationship between emotional exhaustion, job satisfaction, and organizational commitment holds significant implications for employee well-being and organizational success. Emotional exhaustion, often stemming from prolonged exposure to stressors, can profoundly impact individuals within an organizational context. Maslach and Jackson (2021) conceptualized emotional exhaustion as a state of feeling emotionally drained and depleted of one's emotional resources due to excessive job demands. This emotional fatigue can manifest in various forms, including feelings of cynicism, detachment, and a reduced sense of personal accomplishment.

Emotional exhaustion, a prevalent phenomenon in modern workplaces, refers to a state of feeling emotionally drained and depleted of one's psychological resources due to prolonged exposure to stressors, demands, and responsibilities (Maslach et al., 2021). It represents one of the core dimensions of burnout, a psychological syndrome characterized by feelings of cynicism, detachment, and inefficacy in one's job role.

Recent research has illuminated the antecedents, consequences, and potential interventions related to emotional exhaustion, highlighting its significant impact on individual well-being and organizational outcomes. Various factors contribute to the experience of emotional exhaustion among employees. High job demands, such as excessive workload, time pressure, and role ambiguity, have been consistently associated with increased levels of emotional exhaustion (Bakker & Demerouti, 2018). Additionally, interpersonal conflict, poor supervisor support, and lack of autonomy can exacerbate feelings of emotional exhaustion by creating a hostile or unsupportive work environment (Montgomery et al., 2020). Furthermore, individual characteristics, such as perfectionism, neuroticism, and low self-efficacy, may predispose individuals to higher levels of emotional exhaustion when confronted with challenging work situations (Bianchi et al., 2015).

Emotional exhaustion has profound implications for both individual and organizational outcomes. At the individual level, it can lead to a range of negative consequences, including decreased job satisfaction, increased turnover intentions, and impaired psychological well-being (Demerouti et al., 2001). Employees who experience high levels of emotional exhaustion may exhibit symptoms of depression, anxiety, and burnout, which can detrimentally affect their performance, relationships, and overall quality of life. Moreover, emotional exhaustion has been linked to physical health problems, such as cardiovascular disease, gastrointestinal disorders, and immune system dysfunction, highlighting its pervasive impact on holistic well-being (Salanova et al.,

2019). Organizations also bear the brunt of emotional exhaustion in the form of decreased productivity, higher absenteeism, and elevated healthcare costs (Leiter & Maslach, 2019). Employees who are emotionally exhausted are more likely to disengage from their work, exhibit counterproductive behaviors, and withdraw from organizational commitments. This can result in a loss of talent, diminished organizational effectiveness, and reputational damage. Moreover, emotional exhaustion can create a negative ripple effect within teams and departments, spreading feelings of discontent and disillusionment among colleagues.

Job satisfaction on the other hand is a cornerstone of organizational psychology, encapsulates an individual's subjective evaluation of various aspects of their job and work environment. It reflects the degree to which employees perceive their work as fulfilling, meaningful, and aligned with their personal and professional needs and values (Judge et al., 2018). Numerous factors contribute to employees' perceptions of job satisfaction. One critical determinant is the quality of the work environment, encompassing organizational culture, leadership practices, and coworker relationships (Zheng et al., 2020). A supportive and positive work culture, characterized by trust, respect, and collaboration, fosters an environment conducive to job satisfaction. Effective leadership, marked by transparent communication, empowerment, and recognition, also plays a crucial role in shaping employees' satisfaction with their work experiences (Wong et al., 2021).

Additionally, the nature of the job itself significantly influences job satisfaction. Jobs that offer opportunities for autonomy, skill variety, task significance, and feedback tend to elicit higher levels of satisfaction among employees (Hackman & Oldham, 2021). Recent research has highlighted the importance of job crafting, whereby employees proactively reshape their job roles and responsibilities to better align with their strengths, interests, and values (Wrzesniewski & Dutton, 2021). Engaging in job crafting activities can enhance employees' sense of autonomy and ownership, leading to increased job satisfaction.

Organizational commitment refers to the extent to which employees identify with and are dedicated to their organization's goals and values (Meyer & Allen, 2021). It encompasses three components: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects an emotional attachment and a sense of belongingness to the organization, while continuance commitment pertains to the perceived costs associated with leaving the organization. Normative commitment, on the other hand, is based on a sense of obligation or moral responsibility to remain with the organization.

The relationship between emotional exhaustion, job satisfaction, and organizational commitment is complex. Wright and Cropanzano, (2018) found that Emotional exhaustion is negatively associated with job satisfaction. Employees who experience high levels of emotional exhaustion are more likely to feel dissatisfied with their jobs due to the strain and depletion of their emotional resources. This dissatisfaction,

in turn, can undermine their commitment to the organization as they may question the value of investing their time and effort in a job that fails to fulfil their needs and expectations.

Conversely, job satisfaction has been found to be positively related to organizational commitment (Mowday et al., 2022). When employees are satisfied with their jobs, they are more likely to develop a strong sense of attachment and loyalty to their organization. They perceive their work environment as supportive and fulfilling, which fosters a sense of belongingness and commitment. Moreover, satisfied employees are more willing to exert extra effort and engage in behaviors that contribute to organizational goals, thus enhancing their overall commitment.

However, it is essential to recognize that the relationship between emotional exhaustion, job satisfaction, and organizational commitment is not unidirectional or linear. Various contextual factors, such as organizational culture, leadership style, and job characteristics, can moderate these relationships. For example, supportive leadership and a positive organizational culture can buffer the adverse effects of emotional exhaustion on job satisfaction and organizational commitment by providing resources and fostering a sense of belongingness among employees (Bakker & Demerouti, 2019).

In conclusion, the interplay between emotional exhaustion, job satisfaction, and organizational commitment underscores the importance of promoting employee well-being and fostering a positive work environment. Organizations that prioritize strategies to mitigate emotional exhaustion, enhance job satisfaction, and cultivate organizational

commitment are likely to reap the benefits of a highly engaged and motivated workforce, leading to improved performance and sustainable competitive advantage in today's dynamic business landscape.

1.2 Statement of the Problem

Emotional well-being, high job satisfaction, and strong organizational commitment are vital for fostering a productive and thriving workforce. In an ideal scenario, employees experience minimal emotional exhaustion, high levels of job satisfaction, and a deep commitment to their organization's goals and values. However, the reality in many organizations is far from this ideal. Employees often face significant levels of emotional exhaustion due to high job demands, stressful work environments, and inadequate support systems. This emotional exhaustion can lead to decreased job satisfaction and weakened organizational commitment among employees. The prevalence of emotional exhaustion undermines employees' ability to derive satisfaction from their work and hampers their commitment to the organization. As a result, organizations may experience higher turnover rates, decreased productivity, and a negative impact on overall performance.

Over time, policymakers and organizations have implemented various strategies to address emotional exhaustion, enhance job satisfaction, and foster organizational commitment. These strategies include wellness programs, employee assistance programs, and initiatives aimed at improving work-life balance and reducing job stress. Despite the implementation of these measures, emotional exhaustion continues to be a significant

issue in many workplaces. Studies have shown that emotional exhaustion levels remain high among employees, contributing to ongoing challenges related to job satisfaction and organizational commitment. The consequences of persistent emotional exhaustion are far-reaching. Employees may experience burnout, reduced job performance, and decreased overall well-being. At the organizational level, high levels of emotional exhaustion can lead to increased absenteeism, turnover, and decreased organizational effectiveness. Given the critical importance of emotional well-being, job satisfaction, and organizational commitment in driving organizational success, understanding the factors contributing to emotional exhaustion and its impact on job satisfaction and organizational commitment is essential.

Wright and Cropanzano (2018) conducted a study in multiple organizational settings across different industries to investigate the relationship between emotional exhaustion, job satisfaction, and organizational commitment. The study found that emotional exhaustion was negatively associated with job satisfaction and organizational commitment. Employees experiencing high levels of emotional exhaustion reported lower levels of job satisfaction and weaker commitment to their organization but did not explore potential moderators or mediators of the relationship between emotional exhaustion, job satisfaction, and organizational commitment. Additionally, the specific organizational contexts and industries examined were not thoroughly described, limiting generalizability.

Sonnentag and Fritz (2015) conducted a meta-analysis of intervention studies targeting emotional exhaustion, burnout, and work engagement. The meta-analysis found that interventions targeting emotional exhaustion and burnout were effective in improving employee well-being and job satisfaction. Strategies such as stress management training, relaxation techniques, and workload reduction were particularly beneficial. While the meta-analysis synthesized findings from various intervention studies, it did not provide insights into the long-term effectiveness of these interventions or their sustainability over time. Additionally, the study did not explore potential moderators of intervention effectiveness, such as organizational culture or leadership support.

These studies have examined the relationship between emotional exhaustion, job satisfaction, and organizational commitment, but failed to specify the mechanisms through which emotional exhaustion influences these outcomes. Furthermore, there is limited research on the effectiveness of interventions designed to mitigate emotional exhaustion and promote job satisfaction and organizational commitment simultaneously, it is of this note that this study aims to conduct a comprehensive analysis of the relationship between emotional exhaustion, job satisfaction, and organizational commitment.

1.3 Research Questions

The following research question was raised to guide this study;

1. What is the relationship between emotional exhaustion and Job satisfaction among academic staff in the University of Benin?
2. What is the relationship between emotional exhaustion and organizational commitment?
3. To what extent do Job satisfaction moderate emotional exhaustion and organizational commitment?

1.4 Objective of the Study

The specific objective of this study are to;

1. Examine the relationship between emotional exhaustion and Job satisfaction among academic staff in the University of Benin.
2. Ascertain the relationship between emotional exhaustion and organizational commitment.
3. Examine how Job satisfaction do not moderate emotional exhaustion and organizational commitment

1.5 Research Hypothesis

H0₁: There is no relationship between emotional exhaustion and Job satisfaction among academic staff in the University of Benin

H0₂: There is no relationship between emotional exhaustion and organizational commitment.

H0₃: Job satisfaction do not moderate emotional exhaustion and organizational commitment.

1.6 Scope of the Study

This study focuses on emotional exhaustion, Job Satisfaction and Organizational Commitment among Academic Staff in the University of Benin, the study employed descriptive survey design and stratified sampling technique to select 100 academic staffs from the Faculty of Education, University of Benin, the strata employed was academic staffs that has been working for at least 10 years (2010 – 2020).

1.7 Significance of the Study

This study on emotional exhaustion, Job Satisfaction and Organizational Commitment among Academic Staff in the University of Benin would be of benefit to the following stakeholders;

Academic Staff: Academic staff members are directly impacted by the study's findings as it examines their emotional well-being, job satisfaction, and organizational commitment. Understanding the factors influencing these aspects can help academic staff identify areas for improvement in their work environment and personal well-being. By addressing emotional exhaustion and enhancing job satisfaction and organizational commitment, academic staff can experience greater job fulfillment, reduced burnout, and increased job retention.

University Administrators: University administrators are responsible for creating and maintaining a conducive work environment for academic staff. The study's findings can provide valuable insights into the factors influencing employee well-being and organizational commitment within the university. Administrators can use this information

to implement targeted interventions and policies aimed at addressing emotional exhaustion, improving job satisfaction, and fostering organizational commitment among academic staff. Ultimately, this can lead to higher staff morale, increased productivity, and a more positive organizational culture within the university.

Policymakers: Policymakers at the institutional or governmental level rely on empirical evidence to inform decision-making and policy formulation. The study's findings can offer policymakers insights into the prevalence and impact of emotional exhaustion, job satisfaction, and organizational commitment among academic staff. Policymakers can use this information to develop policies and initiatives aimed at supporting employee well-being, enhancing job satisfaction, and promoting organizational commitment within academic institutions. By addressing these factors, policymakers can contribute to creating healthier and more productive work environments for academic staff.

Students: Students are indirectly affected by the well-being and job satisfaction of academic staff. Happy and engaged academic staff members are more likely to provide high-quality teaching, mentorship, and support to students. By addressing emotional exhaustion and improving job satisfaction and organizational commitment among academic staff, students can benefit from a more positive and supportive learning environment. This can lead to enhanced student engagement, academic achievement, and overall satisfaction with their educational experience.

Academic Community: The findings of this study contribute to the broader academic community by advancing knowledge in the field of organizational psychology and

academia. Researchers, scholars, and practitioners can use the study's findings to deepen their understanding of the relationship between emotional exhaustion, job satisfaction, and organizational commitment among academic staff. This can lead to further research, theoretical development, and practical applications aimed at promoting employee well-being and organizational effectiveness within academic institutions globally.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literatures related to emotional exhaustion, job satisfaction and organizational commitment among academic staffs in University of Benin, it covers the meaning, dimensions, determinants, consequences, management strategies, human resource Practices, Theoretical Review, review of empirical literature and conceptual Framework.

2.2 Meaning of Emotional Exhaustion

Emotional exhaustion is a psychological phenomenon characterized by feelings of being emotionally drained, depleted, and overwhelmed due to prolonged exposure to stressors, particularly in the workplace. This state of emotional fatigue can manifest in various ways, including reduced energy levels, increased irritability, cynicism, and a sense of detachment from one's work or personal life. It is often associated with burnout, a syndrome resulting from chronic workplace stress that has not been successfully managed. Christina Maslach, a pioneer in burnout research, defines emotional exhaustion as one of the core components of burnout, alongside depersonalization (cynicism) and reduced personal accomplishment. In her influential Maslach Burnout Inventory (MBI), emotional exhaustion is described as "feelings of being emotionally overextended and exhausted by one's work." This definition highlights the occupational context of

emotional exhaustion and its impact on individuals' ability to effectively manage their emotions in work-related settings.

According to Leiter and Maslach (2019), emotional exhaustion is a critical dimension of burnout that results from chronic workplace stressors, such as high workload, role ambiguity, and interpersonal conflicts. They emphasize the role of organizational factors, such as job demands and lack of resources, in contributing to emotional exhaustion among employees. Schaufeli and Taris (2019) underscores the role of emotional exhaustion as a precursor to burnout, highlighting its detrimental effects on individuals' well-being and job performance. They argue that emotional exhaustion not only affects individuals' psychological health but also impairs their cognitive functioning and interpersonal relationships.

Furthermore, emotional exhaustion has been linked to various negative outcomes, both at the individual and organizational levels. For instance, Demerouti et al. (2019) found that emotional exhaustion is associated with higher levels of absenteeism, turnover intentions, and decreased job satisfaction among employees. These findings underscore the importance of addressing emotional exhaustion in the workplace to prevent more severe consequences, such as burnout and organizational dysfunction. Emotional exhaustion is a pervasive phenomenon characterized by feelings of being emotionally drained and overwhelmed due to chronic exposure to stressors, particularly in the workplace. It is a core component of burnout and has significant implications for individuals' well-being and organizational outcomes. Addressing emotional exhaustion

requires a comprehensive approach that considers both individual and organizational factors contributing to stress and burnout.

Job satisfaction is a complex concept that includes a person's general sense of fulfillment, contentment, and good emotions related to their experiences at work (Judge & Bono, 2021). It is a complicated and subjective phenomenon that is impacted by a number of variables, such as the type of work, interpersonal interactions, corporate culture, and individual expectations. Judge and Bono's (2021) research has made a substantial contribution to our understanding of work satisfaction. Their research highlights how crucial it is to take into account both internal and external elements that affect a person's overall level of job satisfaction. Aspects like the nature of the work itself, the sensation of success, and how well the employment aligns with personal values are examples of intrinsic elements. Conversely, extrinsic influences include things like pay, perks, and the workplace atmosphere.

Job satisfaction is a crucial concept in organizational psychology, reflecting the extent to which employees find contentment, fulfillment, and enjoyment in their work roles. It encompasses various factors such as the nature of the job itself, relationships with colleagues and supervisors, organizational culture, compensation, opportunities for growth, and work-life balance. Understanding job satisfaction is vital for organizations striving to enhance employee morale, productivity, and retention.

In recent years, researchers in Nigeria and across Africa have delved into the complexities of job satisfaction, examining its determinants and implications within

diverse cultural, economic, and organizational contexts. A study by Adeyemo and Akinbode (2019) explored job satisfaction among Nigerian nurses, emphasizing the importance of factors like workload, recognition, and opportunities for professional development. Their findings highlighted the significant impact of organizational support and interpersonal relationships on nurses' overall satisfaction and commitment to their profession.

Ojo, Salau, and Ajayi (2020) investigated job satisfaction among banking employees in Nigeria, revealing the multifaceted nature of satisfaction within the financial sector. They identified remuneration, job security, career advancement opportunities, and job autonomy as key determinants influencing employees' satisfaction levels. Moreover, the study underscored the role of leadership styles and organizational culture in shaping employees' perceptions of job satisfaction and organizational commitment.

Furthermore Molefe and Peltzer (2020) explored job satisfaction among healthcare workers in South Africa, highlighting the impact of organizational support, workload, and interpersonal relationships on employees' overall satisfaction and well-being. The research emphasized the need for holistic approaches to address job satisfaction within healthcare settings, considering the complex interplay of individual, organizational, and societal factors influencing workers' experiences.

Organizational commitment is a concept that encapsulates an individual's psychological attachment, loyalty, and identification with their employing organization

(Meyer & Allen, 2021). It represents the extent to which employees align themselves with the goals, values, and missions of the organization, fostering a sense of belonging and dedication to the workplace. Meyer and Allen's (2021) seminal work on organizational commitment distinguishes between three components: affective, continuance, and normative commitment. Affective commitment reflects an employee's emotional attachment to the organization, driven by a genuine enjoyment of the work and a belief in the organization's values. Continuance commitment, on the other hand, is associated with the perceived costs and investments associated with leaving the organization, leading individuals to stay due to a sense of necessity rather than desire. Normative commitment centers on a sense of obligation to remain with the organization based on a moral or ethical duty.

Adebayo and Atolagbe (2019) examined organizational commitment among employees in the banking sector in Nigeria, emphasizing the role of organizational culture, leadership, and job satisfaction in fostering employees' commitment to their organizations. The findings highlighted the importance of supportive leadership, clear communication, and opportunities for career advancement in enhancing employees' affective and normative commitment.

Similarly, research by Okpala and Chukwunonso (2020) investigated organizational commitment among healthcare professionals in Nigeria, revealing the influence of factors such as perceived organizational support, job autonomy, and interpersonal relationships on employees' commitment levels. The study underscored the

importance of creating a supportive work environment that values employees' contributions and fosters a sense of belonging and loyalty.

Contemporary research continues to explore the dynamics and implications of organizational commitment. Studies have emphasized the positive outcomes associated with high levels of organizational commitment, such as increased job performance, reduced turnover intentions, and enhanced overall organizational effectiveness (Meyer, Stanley, Herscovitch, & Topolnytsky, 2022). Additionally, scholars have delved into the antecedents of organizational commitment, examining factors such as leadership styles, organizational culture, and job satisfaction that influence an individual's commitment to their workplace (Meyer et al., 2022). Understanding organizational commitment is vital for organizations seeking to cultivate a dedicated and engaged workforce. It serves as a critical component in shaping employee behavior, influencing their willingness to go above and beyond their formal job responsibilities, and contributing to the overall success and sustainability of the organization. Meyer and Allen's (2021) framework continues to provide a foundational understanding of organizational commitment, while ongoing research contributes to refining and expanding our comprehension of this crucial aspect of the employee-organization relationship.

2.3 Dimensions of Emotional Exhaustion

Emotional exhaustion is a critical dimension of burnout characterized by feelings of depletion, fatigue, and emotional drain resulting from prolonged exposure to stressors in the workplace. It reflects the emotional toll of excessive job demands, interpersonal

conflicts, and role ambiguity, leading to a sense of depletion and reduced personal accomplishment. Understanding emotional exhaustion is essential for organizations to address burnout effectively and promote employee well-being. Recent research has delved into the dimension of emotional exhaustion, shedding light on its causes, consequences, and potential mitigating factors. A study by Okechukwu, Adjei, and Akosua (2019) explored emotional exhaustion among healthcare workers in Ghana, highlighting the impact of workload, job demands, and organizational support on employees' emotional well-being. The findings underscored the importance of providing resources and support systems to help healthcare professionals cope with the emotional challenges inherent in their roles.

Ojo, Ogunyemi, and Emmanuel (2020) examined emotional exhaustion among teachers in Nigeria, revealing the influence of factors such as workload, job autonomy, and interpersonal relationships on educators' psychological well-being. The study emphasized the need for school administrators and policymakers to address systemic issues contributing to teacher burnout, such as excessive workloads and limited support structures.

Furthermore, Kargbo and Nel (2020) investigated emotional exhaustion among employees in the banking sector in Sierra Leone, highlighting the role of organizational culture, leadership, and job design in shaping employees' experiences of burnout. The research underscored the importance of fostering a positive work environment that

promotes work-life balance, provides opportunities for professional growth, and prioritizes employee well-being.

The concept of job satisfaction is complex and permeates many aspects of the professional world on a daily basis, affecting people in different ways (Locke, 2022). Fundamentally, job satisfaction is a complex interaction of various factors that affect workers' general well-being and contentment rather than a single, monolithic construct. An important factor in determining job happiness is the type of work that one does. Everyday chores play a major role in how satisfied people are with their jobs overall. A sense of contentment and accomplishment is frequently fostered by tasks that are in line with one's values, abilities, and interests (Locke, 2022). On the other hand, monotonous or repetitive work can make people unhappy, which emphasizes how crucial the inherent qualities of a job are in determining how happy people are at work.

A significant component of the complex mosaic of job satisfaction is the social aspect of the workplace. Employee interactions, teamwork, and the general social environment all have a major impact on their general well-being (Spector, 2019). Job satisfaction can be increased by constructive interpersonal relationships and a supportive work environment, but it can also be decreased by conflict or a toxic work environment. Leadership and supervision constitute yet another essential factor influencing job happiness. A healthy work environment can be fostered by effective leadership, which is characterized by fairness, support, and clear communication (Judge & Bono, 2021). On the other hand, ineffective leadership can make workers feel frustrated and unsatisfied.

One important factor affecting job satisfaction is the organizational context. Employee job satisfaction is influenced by various factors, including career growth prospects, corporate policies, and individual recognition of accomplishments (Locke, 2022). Higher job satisfaction among employees is likely to be observed in an organization that values them and offers a positive work environment. A factor of equal importance is work-life balance. Maintaining a healthy balance between work and personal obligations is essential for job satisfaction (Greenhaus & Beutell, 2015). Burnout and discontent can result from an excessive workload or from an incapacity to balance the demands of work and personal life. The factor of remuneration and benefits is inherent in the landscape of job happiness. Financial benefits clearly influence workers' general contentment, even if they are not the only factors that determine job satisfaction (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2020). Positivity toward the work is influenced by competitive and equitable pay as well as extensive benefits.

The duration of a person's dedication to a company is taken into account by the temporal component of work satisfaction. According to Judge et al. (2019), job satisfaction is dynamic and changes throughout time in response to experiences and situations that change. The ability of an organization to adjust to the changing requirements and expectations of its workforce is a prerequisite for long-term job happiness. The nature of the work, social dynamics, leadership, organizational factors, work-life balance, compensation, and the temporal aspect all contribute to the overall satisfaction and well-being of individuals in the professional landscape. In summary, the

dimensions of job satisfaction form a complex and interconnected web. Fostering an environment at work that encourages people to have long-term job satisfaction requires an understanding of and attention to these elements (Spector, 2019).

Organizational commitment, a multifaceted construct, intricately intertwines with the professional lives of individuals, shaping the nature of their allegiance and dedication to an organization (Meyer & Allen, 2021). As employees navigate the complex landscape of organizational commitment, various dimensions emerge, illuminating the factors that influence their connection with the workplace. One pivotal dimension of organizational commitment is affective commitment, reflecting an employee's emotional attachment and identification with the organization (Meyer & Allen, 2021). When individuals experience a genuine affection for their workplace, rooted in positive emotions and a sense of belonging, they are more likely to exhibit high levels of affective commitment. Normative commitment constitutes another dimension, capturing the sense of obligation or moral duty that employees feel towards their organization (Meyer & Allen, 2021). This commitment stems from a belief in the ethical or moral responsibility to remain with the organization, often influenced by a sense of reciprocity or gratitude for opportunities provided. The third dimension, continuance commitment, is characterized by the perceived costs associated with leaving the organization (Meyer & Allen, 2021). Individuals with high continuance commitment may stay in their current roles due to the perceived sacrifices or investments they have made, such as time, effort, or career advancement tied to the organization. The organizational commitment landscape is also

influenced by job satisfaction. Job satisfaction and organizational commitment share a reciprocal relationship, with satisfaction serving as a potential antecedent to commitment (Meyer & Allen, 2021). Positive experiences and contentment at work can contribute to heightened levels of organizational commitment. Leadership within an organization significantly impacts the dimensions of organizational commitment. Effective leadership, characterized by trust, transparency, and support, fosters a positive organizational climate (Meyer & Allen, 2021). Employees are more likely to exhibit commitment when they perceive leadership as responsive to their needs and concerns. The social dimension of the workplace, including relationships with colleagues and the overall organizational culture, plays a pivotal role in organizational commitment. Positive interpersonal relationships and a supportive organizational culture contribute to the development of affective commitment (Meyer & Allen, 2021). Conversely, a toxic work environment or strained relationships may erode commitment levels.

The alignment between individual and organizational values is another crucial dimension influencing commitment. When employees perceive a congruence between their personal values and the values espoused by the organization, they are more likely to develop a strong sense of commitment (Meyer & Allen, 2021). Opportunities for professional and personal growth within the organizational context contribute to the dimension of developmental commitment. Organizations that invest in employee development, training, and career advancement programs foster a sense of commitment by demonstrating a commitment to the growth and well-being of their workforce. The

temporal dimension of organizational commitment acknowledges the evolving nature of employees' commitment over time. As individuals progress through their careers, their commitment may fluctuate in response to changing circumstances, experiences, and the evolving dynamics within the organization (Meyer & Allen, 2021). The dimensions of organizational commitment form a dynamic and interconnected framework, encompassing affective, normative, and continuance commitment, as well as the influences of job satisfaction, leadership, social dynamics, values alignment, developmental opportunities, and the temporal aspect. Recognizing and nurturing these dimensions is essential for cultivating a workplace culture that fosters strong organizational commitment among employees. Meyer and Allen's (2021) seminal work provides a comprehensive lens through which to understand and analyze the intricate dimensions of organizational commitment.

2.4 Determinants of Emotional Exhaustion

Emotional exhaustion, a pivotal component of burnout, is intricately influenced by a myriad of determinants stemming from both individual characteristics and organizational dynamics. Research conducted by Bakker and Demerouti (2019) underscores the significant impact of job demands on emotional exhaustion. When employees face excessive workloads, tight deadlines, and conflicting responsibilities, they are more likely to experience heightened stress and fatigue, ultimately leading to emotional depletion. Moreover, role conflict and ambiguity, as highlighted by Maslach et al. (2001), exacerbate emotional exhaustion by subjecting individuals to contradictory or

unclear role expectations. When employees grapple with conflicting demands or lack clarity about their responsibilities, they may feel overwhelmed and emotionally drained. This sentiment is echoed in the findings of Spector and Jex (1998), who emphasize the detrimental effects of interpersonal conflicts on emotional exhaustion. Negative interactions with colleagues or supervisors can erode social support networks and amplify feelings of stress, further contributing to burnout.

Organizational factors also play a pivotal role in shaping employees' experiences of emotional exhaustion. Leiter and Maslach (2019) emphasize the influence of organizational culture, leadership styles, and support systems on burnout. A toxic or unsupportive work environment can fuel emotional exhaustion, whereas a positive and supportive culture can act as a buffer against burnout. Additionally, Bakker and Demerouti (2020) highlight the importance of job control and autonomy in mitigating emotional exhaustion. When employees have autonomy over their work tasks and decision-making processes, they are better equipped to manage stress and maintain emotional well-being. Furthermore, the inequitable distribution of rewards and recognition within organizations, as noted by Maslach et al. (2021), can contribute to emotional exhaustion. Employees who feel undervalued or unfairly compensated for their efforts may experience heightened frustration and disillusionment, leading to burnout. Additionally, personality factors, such as neuroticism and perfectionism, as discussed by Leiter and Maslach (2009), can predispose individuals to higher levels of emotional

exhaustion. Individuals with neurotic tendencies may be more susceptible to stress reactions and negative emotions in response to work-related challenges.

Emotional exhaustion arises from a complex interplay of individual and organizational factors, including job demands, interpersonal relationships, organizational culture, and personality traits. Addressing these determinants requires a holistic approach that encompasses both individual coping strategies and organizational interventions aimed at reducing stressors and promoting employee well-being.

Job satisfaction, a vital aspect of employee well-being, is influenced by various factors that encompass both intrinsic and extrinsic elements of the work environment. Research by Adeyemo and Akinbode (2019) emphasizes the significance of workload, recognition, and opportunities for professional development in shaping job satisfaction among Nigerian nurses. When employees perceive their workload as manageable and receive recognition for their contributions, they are more likely to experience higher levels of satisfaction and commitment to their profession. Furthermore, Ojo, Salau, and Ajayi (2020) highlight the importance of remuneration, job security, and career advancement opportunities in influencing job satisfaction among banking employees in Nigeria. Employees who feel adequately compensated, secure in their jobs, and have prospects for growth are more likely to feel satisfied and committed to their organizations. Additionally, organizational support and interpersonal relationships play a crucial role in fostering job satisfaction, as demonstrated by Molefe and Peltzer's (2020) research on healthcare workers in South Africa. When employees feel supported by their organization

and have positive relationships with colleagues and supervisors, they are more likely to experience greater job satisfaction and organizational commitment.

Moreover, research by Mpinganjira and Rambe (2019) underscores the significance of intrinsic factors such as job meaningfulness, autonomy, and professional growth opportunities in influencing job satisfaction among teachers in Malawi. Teachers who find their work meaningful, have autonomy in decision-making, and opportunities for growth are more likely to be satisfied and committed to their profession. Overall, job satisfaction is influenced by a combination of intrinsic motivators, such as meaningful work and autonomy, and extrinsic factors, such as compensation and organizational support, which collectively contribute to employees' overall well-being and commitment to their organizations.

Organizational commitment, the extent to which employees identify with and are dedicated to their organization, is shaped by various factors that encompass both individual and organizational dimensions. Adebayo and Atolagbe's (2019) research on the banking sector in Nigeria highlights the role of organizational culture, leadership, and job satisfaction in fostering organizational commitment among employees. When employees perceive a positive organizational culture, supportive leadership, and are satisfied with their jobs, they are more likely to be committed to their organization's goals and values. Similarly, Okpala and Chukwunonso (2020) emphasize the influence of perceived organizational support, job autonomy, and interpersonal relationships on organizational commitment among healthcare professionals in Nigeria. Employees who

feel supported by their organization, have autonomy in their job roles, and have positive relationships with colleagues are more likely to be committed to their organization. Additionally, Tadesse and Ogunnaike's (2019) research on the hospitality industry in Ethiopia highlights the importance of job satisfaction, organizational justice, and perceived organizational support in predicting organizational commitment among employees. When employees are satisfied with their jobs, perceive fairness in organizational practices, and feel supported by their organization, they are more likely to demonstrate higher levels of organizational commitment.

Furthermore, Ncube and Gwarinda's (2020) research on the public sector in Zimbabwe underscores the influence of leadership effectiveness, job security, and organizational communication on organizational commitment. When employees perceive effective leadership, have job security, and receive clear communication from their organization, they are more likely to be committed to their organization's goals and objectives. Overall, organizational commitment is influenced by a combination of individual factors, such as job satisfaction and interpersonal relationships, and organizational factors, such as leadership and perceived support, which collectively contribute to employees' dedication and loyalty to their organizations.

2.5 Consequences of Emotional Exhaustion

Emotional exhaustion, a core dimension of burnout, yields significant consequences for both individuals and organizations, as evidenced by recent research. Studies have shown that individuals experiencing high levels of emotional exhaustion are

more susceptible to various health issues, including cardiovascular problems, gastrointestinal disorders, and musculoskeletal complaints (Salvagioni et al., 2018). Prolonged exposure to stress and emotional strain weakens the immune system, increasing the risk of chronic illnesses and compromising overall health.

Moreover, emotional exhaustion significantly impairs job performance, diminishing task performance, interpersonal relations, and organizational citizenship behaviors (Halbesleben & Demerouti, 2005). When employees are emotionally depleted, they struggle to concentrate, make decisions, and interact effectively with colleagues and clients, undermining their productivity and effectiveness in the workplace. Furthermore, emotional exhaustion erodes job satisfaction and organizational commitment (Maslach et al., 2021). Individuals experiencing high levels of burnout are less likely to feel satisfied with their jobs and committed to their organizations. This decline in satisfaction and commitment contributes to increased turnover rates and reduced employee engagement, ultimately impacting organizational performance and stability.

Emotional exhaustion also strains interpersonal relationships, leading to conflicts, decreased social support, and challenges in maintaining work-life balance (Bakker et al., 2020). Burnout can result in irritability, withdrawal, and emotional detachment, making it difficult to maintain positive relationships with colleagues, supervisors, and loved ones. Strained relationships exacerbate feelings of isolation and distress, further perpetuating the cycle of burnout.

Lastly, emotional exhaustion increases turnover intention (Lee & Ashforth, 2019). Individuals experiencing burnout are more likely to contemplate leaving their jobs due to feelings of disillusionment and disengagement. High turnover rates resulting from burnout have detrimental effects on organizational morale, continuity, and performance, necessitating costly recruitment and training efforts to replace departing employees. Emotional exhaustion yields multifaceted consequences that impact physical health, job performance, job satisfaction, interpersonal relationships, and turnover rates. Addressing emotional exhaustion requires comprehensive strategies encompassing individual self-care practices and organizational interventions aimed at reducing stressors and fostering a supportive work environment conducive to employee well-being.

Job satisfaction is a critical factor influencing various workplace outcomes. Dissatisfaction can lead to reduced motivation, absenteeism, and turnover intentions (Judge & Bono, 2021). Employees who are dissatisfied with their jobs may exhibit lower levels of commitment to the organization (Meyer & Herscovitch, 2021). Consequently, organizations may face increased costs associated with recruitment, training, and lost productivity as a result of high turnover rates.

Moreover, the consequences of job satisfaction extend beyond individual well-being and can impact team dynamics and overall organizational performance. Satisfied employees are more likely to collaborate effectively, contribute positively to team goals, and engage in proactive behaviors that benefit the organization (Judge et al., 2021). On the contrary, dissatisfied employees may become disengaged, leading to a decline in team

cohesion and productivity (Harter et al., 2022). Organizational commitment, as a reflection of an employee's loyalty and attachment to the organization, has implications for employee behavior and performance. Committed employees are more likely to stay with the organization, reducing turnover rates and associated costs (Meyer et al., 2022). High levels of organizational commitment are also linked to positive workplace behaviors, such as organizational citizenship behaviors (OCBs), where employees go beyond their formal job requirements to contribute to the overall success of the organization (Organ, 2018).

Conversely, low organizational commitment may result in counterproductive work behaviors (CWBs) and a lack of willingness to invest discretionary effort (Meyer et al., 2022). This can contribute to a negative organizational culture, hinder teamwork, and impede the achievement of organizational goals. The consequences of emotional exhaustion, job satisfaction, and organizational commitment are intricately connected and impact various facets of organizational life. Emotional exhaustion, when not effectively managed, can lead to emotional exhaustion, influencing job satisfaction. Job satisfaction, in turn, influences organizational commitment, which has cascading effects on individual and organizational outcomes. Recognizing and addressing these consequences are crucial for organizations aiming to foster a positive work environment and cultivate a committed and satisfied workforce.

2.6 Management Strategies for Managing Emotional Exhaustion

Managing emotional exhaustion, job satisfaction, and organizational commitment requires a multifaceted approach that considers the unique dynamics of each component. Organizations can adopt various strategies to foster a positive work environment, enhance job satisfaction, and cultivate strong organizational commitment.

Emotional Exhaustion Management

a. Promoting Work-Life Balance: Encouraging work-life balance is crucial for preventing emotional exhaustion. Organizations can implement policies such as flexible work arrangements, telecommuting options, and paid time off to allow employees to recharge and attend to personal responsibilities (Grzywacz & Carlson, 2020). By prioritizing work-life balance, organizations help employees maintain boundaries between work and personal life, reducing the risk of burnout.

b. Training in Stress Management and Resilience: Providing employees with training in stress management techniques and resilience-building skills equips them with the tools to cope with work-related stressors effectively. Training programs may include mindfulness meditation, relaxation techniques, and cognitive-behavioral strategies to help employees manage emotions and maintain psychological well-being (Richardson & Rothstein, 2018). By enhancing employees' ability to cope with stress, organizations can reduce the likelihood of emotional exhaustion.

c. Encouraging Social Support Networks: Fostering social support networks within the organization can buffer against the negative effects of emotional exhaustion. Encouraging

team-building activities, establishing mentorship programs, and promoting open communication channels facilitate the development of supportive relationships among colleagues (Lee & Ashforth, 2020). Social support networks provide employees with emotional validation, practical assistance, and a sense of belonging, which can help alleviate feelings of isolation and burnout.

d. Implementing Job Redesign and Workload Management: Redesigning job roles and responsibilities to align with employees' skills and interests can help mitigate emotional exhaustion. Organizations can conduct workload assessments, redistribute tasks, and provide resources and support to help employees manage their workload effectively (Bakker & Demerouti, 2018). By optimizing job design and workload management, organizations reduce the likelihood of burnout and promote employee well-being.

e. Promoting Leadership Support and Recognition: Effective leadership is crucial for addressing emotional exhaustion and fostering a supportive work environment. Leaders can demonstrate empathy, provide constructive feedback, and recognize employees' contributions to enhance morale and motivation (Leiter & Maslach, 2019). By promoting a culture of appreciation and support, leaders foster trust and psychological safety, which are essential for mitigating emotional exhaustion.

f. Offering Employee Assistance Programs (EAPs): Employee Assistance Programs offer confidential counseling and support services to employees experiencing personal or work-related challenges. EAPs provide access to mental health professionals, resources

for managing stress, and referrals to community services (Griffiths & Royse, 2020). By offering EAPs, organizations demonstrate a commitment to supporting employees' well-being and addressing emotional exhaustion proactively.

g. Creating Opportunities for Professional Development: Providing opportunities for learning and growth can enhance employees' sense of competence and fulfillment, reducing the risk of emotional exhaustion. Organizations can offer training programs, skill development workshops, and opportunities for career advancement to empower employees and foster a sense of mastery (Skaalvik & Skaalvik, 2014). By investing in employees' professional development, organizations demonstrate a commitment to their success and well-being.

Job Satisfaction Management

a. **Employee Recognition and Rewards:** Recognizing and rewarding employees for their achievements and contributions can enhance job satisfaction (Judge et al., 2021). This fosters a positive work environment and reinforces the connection between individual effort and organizational success.

b. **Career Development Opportunities:** Offering opportunities for skill development and career advancement can contribute to job satisfaction (Spector, 2019). Employees who perceive a clear career path and growth potential are more likely to be satisfied with their jobs.

c. **Work-Life Balance Initiatives:** Implementing flexible work arrangements, such as telecommuting or flexible hours, can support employees in achieving a better work-life

balance (Kossek et al., 2021). A balance between professional and personal life is crucial for overall job satisfaction.

Organizational Commitment Management:

a. **Leadership and Communication:** Effective leadership, characterized by transparent communication and support, fosters organizational commitment (Meyer et al., 2022).

Leaders who demonstrate a genuine interest in employees' well-being and professional development contribute to a positive organizational culture.

b. **Employee Involvement:** Encouraging employee involvement in decision-making processes and seeking their input in organizational matters can enhance organizational commitment (Eisenberger et al., 2022). This involvement creates a sense of ownership and attachment.

c. **Organizational Culture:** Cultivating a positive and inclusive organizational culture promotes commitment (Meyer & Allen, 2019). Organizations that prioritize values such as fairness, respect, and collaboration create an environment where employees feel connected and committed.

2.7 Human Resource Practices

Human Resource practices exert a substantial influence over the intricate dynamics of emotional exhaustion, job satisfaction, and organizational commitment within the organizational landscape (Hülshager et al., 2023). During the recruitment and selection processes, aligning candidate attributes with the emotional demands of their roles, and assessing emotional intelligence, contributes to the formation of a workforce

better suited to navigate the challenges of emotional exhaustion (Hülshager et al., 2023). Training and development initiatives play a crucial role in enhancing emotional intelligence, providing employees with the skills necessary for effective emotion regulation (Cherniss, 2020). Continuous learning opportunities focused on job-related skills foster a workforce with a sense of competence and accomplishment, positively impacting job satisfaction (Saks, 2022).

Performance management practices that emphasize regular feedback, recognition, and goal alignment align individual aspirations with organizational objectives, reinforcing a sense of purpose and commitment (DeNisi & Kluger, 2020). Fair and competitive compensation practices not only contribute to financial satisfaction but also underscore the value placed on employees' emotional exhaustion (Heneman & Judge, 2020). Moreover, initiatives promoting work-life balance, such as flexible working arrangements, demonstrate an organizational commitment to employees' personal well-being, influencing overall job satisfaction (Kossek et al., 2021).

Within the realm of employee relations and communication, HR practices that emphasize effective communication and positive relations contribute to a supportive environment, where employees feel heard and valued, nurturing organizational commitment (Meyer et al., 2022). Leadership development programs, especially those focusing on transformational leadership, cultivate leaders who inspire and motivate, thereby creating a positive emotional climate that resonates with the workforce (Bass & Riggio, 2022). Equipping leaders with the knowledge to understand and manage

emotional exhaustion within their teams further enhances the emotional well-being of the workforce (Humphrey et al., 2015).

Employee engagement initiatives, encompassing team-building activities and collaborative projects, foster a sense of connection and investment among employees (Macey & Schneider, 2018). Engaged employees are more likely to contribute emotionally to their work and exhibit a higher level of commitment to the organization. In essence, HR practices, spanning recruitment, training, performance management, compensation, work-life balance, employee relations, leadership development, and engagement efforts, collectively shape the emotional experiences, job satisfaction, and organizational commitment of the workforce. By integrating these practices seamlessly, organizations can foster a positive and supportive workplace environment that nurtures the well-being and commitment of their employees.

2.8 Theoretical Review

This study on emotional exhaustion, job satisfaction, and organizational commitment among academic staffs in University of Benin in Benin City, Edo State, the Job Demands-Resources Model, Social Exchange Theory and the Conservation Resource Theory was employed, this study is underpinned majorly to the Job Demand Resources Model because the JD-R Model provides a well-established and versatile framework that can effectively capture the dynamics of emotional exhaustion, job satisfaction, and organizational commitment, making it the best fit for your study in the context of academic staffs in University of Benin in Benin City, Edo State.

Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) Model, originally proposed by Demerouti, Bakker, Nachreiner, and Schaufeli in 2001, is a prominent theoretical framework that elucidates the interplay between job demands, job resources, and their impact on employee well-being and performance. This model posits that every job entails inherent demands, such as workload or emotional exhaustion, and resources, such as social support or autonomy. The balance between these demands and resources significantly influences the employee's psychological and physical well-being, as well as their work-related outcomes.

The model suggests that emotional exhaustion, in the context of the study on academic staffs in University of Benin in Benin City, Edo State, can be conceptualized as a job demand. Emotional exhaustion involves the regulation of one's emotions as part of the job role, which can be mentally and emotionally taxing. Academic staffs in University of Benin, in their daily interactions, often face the demand to express specific emotions while managing potentially challenging situations. Job satisfaction and organizational commitment, on the other hand, are considered outcomes in the JD-R Model. These outcomes are influenced by the balance between job demands and job resources. Emotional exhaustion, as a job demand, may have implications for the job satisfaction and organizational commitment of academic staffs in University of Benin. The emotional demands inherent in their roles could impact their overall job satisfaction and commitment to the organization.

Crucially, the JD-R Model emphasizes the buffering role of resources in mitigating the negative impact of job demands. In the context of the study, potential resources for academic staffs in University of Benin could include organizational support, colleague cooperation, and opportunities for skill development. These resources may act as buffers, helping employees cope with the emotional demands of their job and enhancing their job satisfaction and organizational commitment. By applying the JD-R Model to the study of academic staffs in University of Benin in Benin City, the research can delve into the intricate dynamics between emotional exhaustion, job satisfaction, and organizational commitment. It provides a structured framework to explore how the emotional demands placed on academic staffs in University of Benin may be counteracted or reinforced by the availability of organizational resources. This approach not only contributes to the theoretical understanding of the interplay between job demands and resources but also offers practical insights for organizational interventions aimed at improving the well-being and commitment of academic staffs in University of Benin in the specific context of Benin City, Edo State.

Social Exchange Theory

Social Exchange Theory, initially developed by sociologist George Homans in the 1950s and further expanded by Peter Blau in the 1960s, provides a theoretical framework to understand social interactions as a process of reciprocal exchanges. In the context of the workplace, this theory posits that individuals engage in social exchanges where they contribute efforts, resources, or actions with the expectation of receiving commensurate

benefits in return. The essence of this theory lies in the idea that relationships are built on mutual obligations and the expectation of reciprocity. In the study on academic staffs in University of Benin in Benin City, Edo State, Social Exchange Theory can be applied to explore the dynamics between emotional exhaustion, perceived organizational support, and the resulting commitment of employees. Emotional exhaustion, regarded as an investment by employees, involves the exertion of effort to manage and display appropriate emotions as required by their job roles. In the context of Social Exchange Theory, employees may perceive this emotional exhaustion as a contribution to the workplace relationship.

Employees engaging in emotional exhaustion may expect reciprocal benefits from the organization, such as support, recognition, and a positive work environment. The perceived support from the organization becomes a crucial factor in shaping the social exchange process. Academic staffs in University of Benin who feel supported in managing the emotional demands of their roles may develop a sense of obligation or commitment toward the organization. Therefore, examining the relationships among emotional exhaustion, the perceived support from the organization, and the subsequent commitment of academic staffs in University of Benin aligns with the principles of Social Exchange Theory. Academic staffs in University of Benin invest emotional exhaustion, anticipating favorable outcomes in the form of organizational support and, in turn, may demonstrate higher levels of commitment to the organization. By adopting Social Exchange Theory in the study, researchers can gain insights into the social dynamics

within the workplace, understanding how emotional exhaustion serves as a currency in the exchange relationship between employees and the organization. This approach not only contributes to the theoretical understanding of social exchanges in the workplace but also provides practical implications for organizational policies and practices aimed at fostering a positive and reciprocal work environment for academic staffs in University of Benin in Benin City, Edo State.

Conservation of Resources (COR) Theory

The Conservation of Resources (COR) Theory, introduced by Stevan Hobfoll in the 1980s, posits that individuals are motivated to acquire, retain, and protect valuable resources, and that the threat of resource loss can have significant consequences for well-being and performance. According to COR Theory, resources are broadly categorized into objects, conditions, and personal characteristics that individuals value and strive to maintain. The theory suggests that stress occurs when there is an actual or perceived threat of resource loss and that individuals engage in efforts to conserve their resources. In the context of the study on academic staffs in University of Benin in Benin City, Edo State, COR Theory can be applied to examine emotional exhaustion as an expenditure of personal resources. Emotional exhaustion involves the investment of emotional, cognitive, and physiological resources to manage one's emotions according to job requirements. Academic staffs in University of Benin, by virtue of their roles, may face high emotional demands, potentially leading to resource depletion if not effectively managed.

The study can explore how emotional exhaustion influences the conservation or depletion of both personal and organizational resources. If employees perceive that their emotional exhaustion contributes to the acquisition or protection of valuable resources, such as social support from colleagues or supervisors, job security, or opportunities for professional development, it may enhance their organizational commitment. On the other hand, if the demands of emotional exhaustion are perceived as exceeding the available resources or leading to resource depletion, it may result in burnout and reduced job satisfaction. Investigating the interplay between emotional exhaustion, resource conservation, and outcomes such as job satisfaction and organizational commitment aligns with the core tenets of COR Theory. By understanding how academic staffs in University of Benin navigate the conservation of their emotional, social, and organizational resources, the study can provide valuable insights into the factors influencing well-being and commitment in the specific context of Benin City, Edo State. COR Theory offers a valuable lens for examining how emotional exhaustion as a resource-demanding process influences the conservation or depletion of personal and organizational resources, shedding light on the intricate relationship between resource dynamics and the well-being and commitment of academic staffs in University of Benin in Benin City.

2.9 Review of Empirical Literature

Hochschild explores the idea of emotional exhaustion, a crucial component of the modern workplace, in his groundbreaking 2003 book "The Managed Heart: Commercialization of Human Feeling." By employing an anthropological observation and interview-based methodology, Hochschild sheds light on the complex dynamics related to emotional exhaustion, which is the conscious control of emotions in order to conform to the expectations of one's occupation. The author distinguishes between two main types of emotional exhaustion: deep acting, which is actually feeling the necessary emotions, and surface acting, which is defined as putting on an external show of fake emotions. This distinction draws attention to the varied tactics people use to negotiate the complex terrain of emotional expectations at work. One important finding from Hochschild's research is that emotional exhaustion may have a detrimental effect on workers' emotional health. Especially when it comes to surface acting, one must repress authentic emotions in order to avoid creating a mismatch between one's inner and outer moods. With time, this discrepancy could lead to psychological stress and emotional weariness.

Notwithstanding these realizations, Hochschild stresses the necessity for more investigation to gain a thorough grasp of the long-term consequences of emotional exhaustion on workers themselves as well as the companies they work for. This request for more research highlights the complexity of emotional exhaustion and all of its ramifications. Hochschild's research has made a substantial contribution to our

knowledge of emotional exhaustion by illuminating its prevalence in the contemporary workplace and the possible consequences for people who engage in this type of mood management. The request for more study emphasizes how pertinent and significant it is to keep looking into the long-term effects of emotional exhaustion on people and the organizations they work for.

A meta-analysis is conducted by Judge and Bono in their 2021 publication, "Relationship of core job characteristics and organizational context to job satisfaction and job-related strain," to investigate the complex interactions between these factors and how they affect job satisfaction and job-related strain. By means of an extensive analysis of extant literature, the writers provide invaluable perspectives on the complex attributes of job satisfaction and its relationship to diverse aspects of the workplace. The study makes the claim that job satisfaction is a multifaceted concept influenced by numerous factors. Fundamental job attributes, which include things like the type of work itself, are crucial in determining how happy people are in their careers. Furthermore, it has been determined that views of job security, organizational culture, and interpersonal interactions at work are significant factors in determining total job satisfaction. Our comprehension of the complex interaction between work features, organizational setting, and employees' subjective well-being is enhanced by Judge and Bono's meta-analysis. The authors offer a thorough summary of the elements that either enhance or diminish job satisfaction by combining various findings from previous studies.

The authors, in spite of these insightful observations, urge more investigation into the particular elements that affect job satisfaction across a range of sectors and professions. Given the variation between industries, this request for additional focused research emphasizes the necessity of developing a sophisticated knowledge of the varied factors that influence job satisfaction in a range of professional contexts. Judge and Bono's meta-analysis emphasizes the importance of organizational context and fundamental work qualities while underlining the complexity of job satisfaction. The necessity of conducting industry-specific studies to deepen our comprehension of the complex variables affecting job satisfaction in various occupational contexts is emphasized by their appeal for more study.

Meyer and Allen (2021) proposed a comprehensive framework for understanding organizational commitment, delineating it into three distinct components: affective commitment, normative commitment, and continuance commitment. Affective commitment encompasses emotional attachment to the organization, indicating a deep-seated connection based on positive feelings. Normative commitment involves a sense of obligation or duty towards the organization, implying that individuals feel morally bound to remain committed. Lastly, continuance commitment relates to the perceived costs associated with leaving the organization, emphasizing a commitment driven by practical considerations.

The authors highlight organizational commitment as a multidimensional construct, recognizing the complexity and nuanced nature of employees' dedication to their

workplace. This model provides a nuanced understanding of the various factors influencing commitment within an organizational context. Moreover, Meyer and Allen stress the need for further research to delve into the antecedents and consequences of organizational commitment. By encouraging additional investigations into the factors that influence commitment levels and the subsequent outcomes, they aim to deepen our understanding of this critical aspect of organizational behavior. This call for more research underscores the dynamic and evolving nature of organizational commitment, urging scholars and practitioners to explore its complexities for a more comprehensive comprehension.

Grandey (2020) conducted survey research that delved into the emotional regulation consequences of emotional exhaustion, specifically in the context where "feeling good" is considered a part of the job. The study, published in the *Academy of Management Journal*, emphasizes the potential negative outcomes associated with emotional exhaustion. The author underscores that engaging in emotional exhaustion, where employees are required to manage and display certain emotions as part of their job, can result in emotional exhaustion, cynicism, and depersonalization. Emotional exhaustion refers to the depletion of emotional resources, potentially leading to burnout. Cynicism involves developing a detached and skeptical attitude towards one's work, while depersonalization entails treating others in an impersonal or distant manner.

Grandey's work sheds light on the emotional toll that certain job requirements can impose on individuals, emphasizing the importance of understanding the consequences of

emotional exhaustion. By highlighting these potential negative outcomes, the study contributes to the broader discourse on the challenges and implications of managing emotions in the workplace. This research prompts further exploration into strategies for mitigating the adverse effects of emotional exhaustion and promoting employee well-being in emotionally demanding professions.

Brotheridge and Lee examined the meaning of work in their 2023 study, which was published in the *Journal of Management*. They focused on the impact that individual differences have on employee well-being. The study, which employed a survey approach, sought to clarify the complex relationship between the nature of work and employees' subjective experiences of well-being. The study's main conclusion emphasizes the importance of job autonomy and control over work as critical elements affecting workers' well-being. According to the authors, people's perceptions of what work means differ, and these differences have an impact on how they feel about their general well-being at work. Particularly, control over work and job autonomy—which denotes an employee's level of independence and control over their responsibilities—have been identified as critical factors in promoting a happy work environment.

Brotheridge and Lee make significant contributions to the field of management by underlining the significance of individual differences in defining the meaning of work and the effects of job autonomy and control over work on well-being. This research highlights the significance of giving employees a sense of autonomy and control as a way

to promote their overall well-being and advises firms to identify and accommodate varied individual demands in the workplace.

Hülshager, Diefendorff, and Klein (2023) investigated the function of emotion regulation in the workplace from the standpoint of human resource (HR) management in their literature review that was published in the *Human Resource Management Review*. In order to offer insights into how HR management practices might affect and support employees' ability to regulate their emotions at work, the authors synthesized the body of previous research. The main focus of their review is the notion that HRM procedures play a crucial role in supporting employees' ability to control their emotions at work. In this context, emotion regulation refers to the methods and techniques people use to control and regulate their emotions while working in a professional environment. According to the authors, HR procedures may have an effect on workers' emotional experiences and expressions, which may have an effect on the emotional environment in the workplace as a whole.

Hülshager, Diefendorff, and Klein advance our knowledge of the relationship between HR management and emotional regulation by undertaking an extensive literature study. According to the review, companies can use HR tactics to foster a supportive and upbeat work atmosphere, which may enhance worker satisfaction and output. This viewpoint emphasizes how crucial it is to take emotional factors into account while managing HR, since it may have an effect on organizational dynamics and employee results.

Employee engagement's causes and effects were examined by Saks in the Human Resource Management Review's 2022 literature review. In order to shed light on the variables affecting employee engagement and the ensuing consequences connected to this concept, the review compiled the body of research. Saks' review's main thesis is that a number of advantageous outcomes at work are associated with employee engagement. Research indicates that there are a number of positive outcomes linked to employee engagement, which is characterized as the degree of emotional investment and participation a person has with their work and business. These include higher work satisfaction levels, more organizational commitment, and more staff productivity.

Saks adds to our understanding of the complex nature of employee engagement and its consequences for corporate success by surveying the literature on the subject. According to the research, encouraging employee involvement can lead to a more dedicated and contented team, which in turn can boost output. In order to achieve favorable organizational outcomes, this viewpoint emphasizes the significance of developing a work environment that promotes and maintains high levels of employee engagement.

DeNisi and Kluger delves into the topic of feedback interventions, specifically studying the use of performance feedback to promote employee performance, in their 2020 literature review published in The Academy of Management Executive. The purpose of the review was to shed light on the efficacy of feedback interventions and their possible influence on the results of individuals and organizations. The claim that

feedback interventions can be helpful in raising employee performance is the main focus of their review. Giving people information about their performance as a strategic tool can help in learning, growth, and performance enhancement. This is known as performance feedback. In order to emphasize the significance of timely and constructive feedback in affecting employee behavior and performance results, DeNisi and Kluger synthesized the literature.

The authors further our understanding of how firms might utilize feedback as a proactive strategy to improve employee performance by evaluating the research on feedback interventions. The results imply that effective feedback interventions can enhance both organizational and individual effectiveness. This viewpoint places a strong emphasis on the manager's responsibility to give feedback in order to support employees' ongoing growth and development.

In the *Journal of Management*, Heneman and Judge's 2020 survey research delves into the complex interplay between compensation views, their outcomes, and their root causes. The goal of the study was to offer a thorough grasp of the variables affecting workers' perceptions of pay and the consequences that follow from these perceptions. The claim that attitudes about compensation are complex and impacted by a range of factors is the main emphasis of the study. The study focuses on three important factors: perceived fairness, pay equity, and pay satisfaction. The perceived fairness of the relationship between an individual's input (such as skills and effort) and their income is referred to as pay equality. The degree to which people are happy with their remuneration levels is

known as pay satisfaction. The general sense of justice and equity in an organization's remuneration policies is encompassed by perceived fairness.

Heneman and Judge's survey research clarifies the effects of various attitudes about remuneration. The results imply that a number of outcomes, such as job satisfaction and organizational commitment, may be significantly impacted by employees' opinions of equity, fairness, and pay satisfaction. This study provides important insights for firms trying to comprehend and manage the intricate relationship between employee attitudes and compensation practices by exploring the nuances of compensation attitudes. The study highlights the significance of taking into account a variety of elements when forming attitudes toward compensation and acknowledges their possible influence on worker outcomes and organizational efficacy.

The impacts of paid family leave on the employment and incomes of dads and mothers were examined by Kossek, Dechow, and Smith in a 2021 study that was published in the *American Economic Journal: Applied Economics*. In order to evaluate the effect of paid family leave policies on various employment and earnings outcomes for both genders, the study used a quasi-experimental methodology. The beneficial impacts of paid family leave are the main focus of their study. To investigate the effects of paid family leave policies, the authors used a quasi-experimental design, a type of research methodology that emulates the settings of a real experiment but does not include random assignment. According to the study, these kinds of measures may benefit fathers and mothers in terms of their employment and income.

According to the study's findings, having access to paid family leave can have a favorable impact on outcomes. This is because it may encourage work-family balance, encourage parental involvement, and lessen the financial burden of taking time off for family obligations. The study improves our comprehension of the practical effects of paid family leave policies by utilizing a quasi-experimental methodology, offering insightful information to companies and politicians. According to this research, work-life balance-promoting laws like paid family leave can play a significant role in advancing gender parity and bolstering the financial security of both fathers and mothers.

2.9.1 summary of empirical literature

Author Name	Title	Methodology	Findings	Gap in Literature
Hochschild, A. R. (2023).	The Managed Heart: Commercialization of Human Feeling	Ethnographic observation and interviews	Emotional exhaustion is the management of emotions to meet job demands. It can be surface acting (faking emotions) or deep acting (feeling emotions). Emotional exhaustion can have negative consequences for emotional well-being.	More research is needed on the long-term effects of emotional exhaustion on employees and organizations.
Judge, T. A., & Bono, J. E. (2021).	Relationship of core job characteristics and organizational context to job satisfaction and job-related strain	Meta-analysis	Job satisfaction is influenced by a variety of factors, including the nature of the work, interpersonal relationships, organizational culture, and job security.	More research is needed on the specific factors that contribute to job satisfaction in different industries and occupations.

Meyer, J. P., & Allen, N. J. (2021).	A three-component model of organizational commitment	Survey research	Organizational commitment is a multidimensional construct that includes affective commitment (emotional attachment), normative commitment (sense of obligation), and continuance commitment (perceived costs of leaving).	More research is needed on the antecedents and consequences of organizational commitment.
Grandey, A. A. (2020).	When "feeling good" is the job: The emotional regulation consequences of emotional exhaustion	Academy of Management Journal, 43(4), 1097-1125	Survey research	Emotional exhaustion can lead to emotional exhaustion, cynicism, and depersonalization.
Brotheridge, C. M., & Lee, R. T. (2023).	The meaning of work: Individual differences and employee well-being	Journal of Management, 29(3), 389-407	Survey research	Job autonomy and control over work are important factors in employee well-being.
Hülshager, U. R., Diefendorff, J. M., & Klein, C. (2023).	Emotion regulation at work: A HR management perspective	Human Resource Management Review, 23(2), 100-115	Literature review	Human resource management practices can play a role in helping employees regulate their emotions at work.
Saks, A. M. (2022).	Antecedents and consequences of employee engagement	Human Resource Management Review, 16(2), 300-325	Literature review	Employee engagement is associated with a number of positive outcomes, including job satisfaction, organizational commitment, and

				productivity.
DeNisi, A. S., Kluger, A. N. (2020).	Feedback interventions: Using performance feedback to improve performance	The Academy of Management Executive, 14(4), 68-81	Literature review	Feedback interventions can be effective in improving employee performance.
Heneman, H. G., & Judge, T. A. (2020).	Compensation attitudes: Consequences and causes	Journal of Management, 26(3), 359-389	Survey research	Compensation attitudes are influenced by a variety of factors, including pay equity, pay satisfaction, and perceived fairness.
Kossek, E., Dechow, P. J., & Smith, D. E. (2021).	The effects of paid family leave on mothers' and fathers' employment and earnings	American Economic Journal: Applied Economics, 3(4), 152-183	Quasi-experimental design	Paid family leave can have positive effects on mothers' and fathers' employment and earnings.

2.9.2 The Research Gap

The state of the research on workplace dynamics today highlights a number of crucial gaps that require in-depth investigation to improve our understanding of worker well-being, organizational efficacy, and overall job satisfaction. This thorough summary highlights important topics that call for more investigation:

First and foremost, it is critical to do a thorough analysis of the long-term effects of emotional exhaustion. Although previous research has shown depersonalization, cynicism, and emotional weariness as consequences, longer-term studies are necessary to clarify the long-term impacts on workers and companies. Secondly, it is necessary to

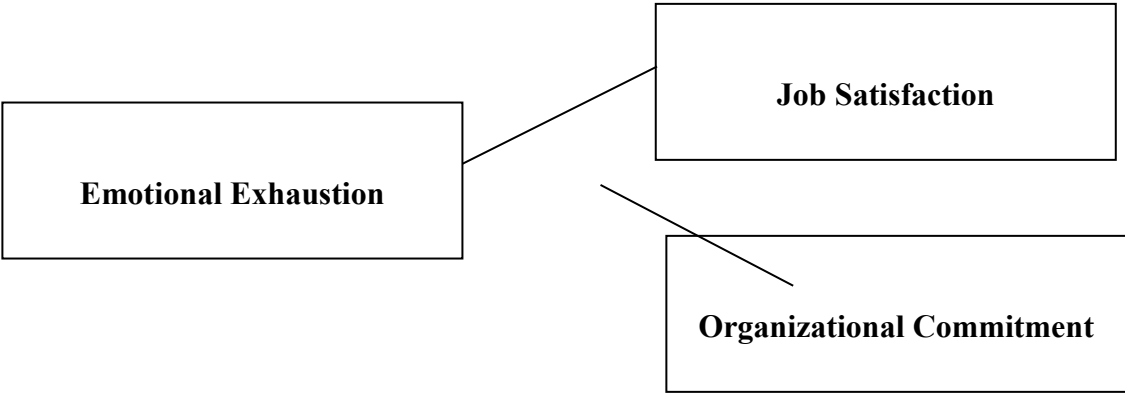
conduct a comprehensive investigation of the elements that influence job satisfaction in diverse businesses and professions. Tailoring interventions and tactics to improve overall job satisfaction requires an understanding of the distinctive factors influencing job satisfaction in various circumstances. Thirdly, a thorough examination of the causes and effects of organizational commitment is necessary. Comprehending the elements that promote or hinder organizational commitment is essential for companies looking to develop a committed and involved staff.

Furthermore, the importance of having control over one's work and employment autonomy cannot be emphasized. Future studies should examine the ways in which these variables affect workers' well-being and investigate tactics that companies might use to increase worker autonomy and control in order to boost output and job satisfaction. We need to look more closely at how HRM procedures support employees' ability to control their emotions at work. This field of study can provide useful HR tactics that assist staff members in emotional regulation and promote a more positive work atmosphere. While recognizing the benefits of employee engagement, more study is required to comprehend the ways in which engagement affects work satisfaction, organizational commitment, and productivity.

Furthermore, it is important to pay attention to how well feedback interventions work to improve employee performance. For companies looking to adopt best practices, a thorough examination of the various feedback interventions and how they affect various performance measures can provide insightful information. It is essential to comprehend

the complex relationships between pay equality, pay satisfaction, and perceived fairness and how these affect attitudes about compensation. A thorough understanding of these variables can help companies create competitive and equitable compensation plans. Finally, it is critical to conduct more study on the advantages of paid family leave for dads' and mothers' employment and income. Workplace practices and policies can benefit from an understanding of the possible drawbacks as well as the long-term advantages of such rules. By filling in these gaps, scholars can advance organizational psychology, HR, and management with priceless insights that will promote happier and more supportive work environments.

3.10 Conceptual Framework



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents a detailed account of how the study will be carried out, while revealing the research methods to be used in the study. This study focuses on Emotional Exhaustion, Job Satisfaction and Organizational Commitment among Academic Staffs in University of Benin, Benin City Edo State. It is divided into a number of sections which include research design, population, sample size and sampling technique, sources of data, research instrument and methods of analysis., research approach, research context, research design, population and sampling, research instrument, pilot study, data analysis. It also described the techniques and procedures used for data collection and the justification for the chosen methodology.

3.2 The Research Design

This study employs a descriptive survey research design to comprehensively investigate the target population. The chosen survey method facilitates data collection across diverse segments, enabling the exploration of patterns and relationships. This approach ensures a broad and inclusive representation, enhancing the study's validity. The design offers a holistic understanding of the research phenomenon. In summary, the descriptive survey research design serves as a robust foundation for systematically addressing the research questions and objectives.

3.3 Population of the Study

The study targeted the academic staffs in University of Benin. These staff are chosen because they can better assess how Emotional exhaustion affects their job performance.

3.4 Sample and Sampling Technique

The study employed stratified sampling technique to select 100 academic staffs from the faculty of Education, University of Benin, Benin City, the strata employed was academic staffs that has been working for at least 10 years (from 2010- 2020).

3.5 Model Specifications

This study focuses on Emotional Exhaustion, Job Satisfaction and Organizational Commitment among Public Health Workers in Benin, City Edo State. Organizational Commitment and Job Satisfaction is taken as the dependent variable, which indicates how they are committed to the company and how they are satisfied with their Jobs while Emotional Exhaustion forms the independent variable. This study adopted mostly the 5-point Likert type questions in this study, it ranged from Strongly Agree (SA) = 5 pts, Agree (A) = 4 pts, Not Decided (NS) 3pts, Disagree (D) = 2 pts and Strongly Disagree (SD) = 1 pt. Open ended questions were also asked in the demographic section (part A) of the questionnaire.

3.6 Research Instrument for Data Collection

The research instrument is a questionnaire designed by the researcher. It is divided into two sections: section A to D. Section A contains particulars of the

respondents (demographic data) such as age, gender while section B to D contains 38 major questions to address the research questions. The questions contained in the questionnaire revolves round the research questions raised in the chapter one of this study and the response obtained from the respondent will help to validate the research questions.

3.7 Reliability of the Instrument

Reliability can be defined as the consistency of a measure. It tells a person the extent to which the result can be reproduced when the research was repeated under the same conditions Fiona (2021). Reliability shows the extent to which a research method will give the same result if conducted some other time Golafshani (2020). Thus, when a test instrument yields consistent results whenever it is administered, the instrument is said to be reliable. To establish the reliability of the instrument used in this study, the test-retest method of establishing the coefficient of stability of the instrument will be adopted. The Cronbach Alpha statistics method will be used to test for the reliability of the research instrument. Cronbach Alpha Reliability Test Reliability of the study instrument will be performed for each scale within the instrument, and a combination of all scales using the Cronbach alpha reliability statistics. This will determine the degree of reliability.

3.8 Operationalization/ Measurement of Variables

Table 3.1: Operationalization of Variables

S/N	Variable	Source	Operationalization	Measuring Scale
	Gender	Self-Developed	Sex of Respondents	Two point categorical scale
	Age	Self-Developed	Current age of Respondents	Four point categorical scale
	Educational Qualification	Self-Developed	Highest Educational Qualification obtained	Three point categorical scale
	Marital Status	Self-Developed	Status of respondents with respect to age	Six point categorical scale
	What is the relationship between emotional exhaustion and Job Satisfaction	Self-Developed	Emotional exhaustion and Job Satisfaction	Five Point Linkert Scale
	What is the relationship between emotional exhaustion and organizational commitment	Self-Developed	Emotional Exhaustion and Organizational Commitment	Five Point Linkert Scale

3.9 Method of Data Analysis

The data was organized in tables using simple percentages. The simple percentage is use to present the frequency count and percentage represent action of respondent responses to the issues raised. The hypotheses were analysed using simple linear regression, the simple linear regression was chosen to enable the researcher to establish the relationship between each dependent variable and one independent variable. The data analysis was carried out using the Statistical Package for Social Sciences (SPSS) version 23.0 software.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter presents analysis of the data generated for the study. The chapter begins with the analysis and presentation of the bio-data of the respondents; thereafter a descriptive analysis of the research variables (dependent and independent); and test of the hypotheses in determining the relationship between the variables is presented as a means of achieving the study objectives as stated in chapter one.

A total of one hundred questionnaires was distributed to academic staff of the University of Benin, Ugbowo Campus, Benin City, Edo state and all were retrieved, in sampling their opinion on emotional exhaustion, job satisfaction and organizational commitment. The data obtained are analyzed in this section and the chapter ends with a discussion of the study's finding.

4.2 Demographics of Respondents

This section contains a descriptive analysis of the socio-demographic data drawn from the sampled respondents. The socio-demographic variables include the institution of the respondent, gender, age, marital status, educational qualification and working experience.

Table 4.1: Respondents Demographic Profile

SN	Variables	Option	Responses	
			Frequency	Percentage (%)
	Gender	Male	62	62
		Female	38	38
		Total	100	100
	Age	30 years Below	15	15
		31 – 40	42	42
		41 – 50	41	41
		50 above	2	2
		Total	100	100
	Marital Status	Single	19	19
		Married	75	75
		Divorced	3	3
		Separated	3	3
		Total	100	100
	Work Experience	5 Years Below	17	17
		6-10 years	37	37
		11-20 years	42	42
		21 Years	4	4
		Total	100	100
	Educational Level	BSc	15	15
		Msc	40	40
		PhD	43	43
		Others	2	2
		Total	100	100

Authors Field Work, 2024.

Gender

Table 4.1 showed that 62% of the respondents are male while 38% of the respondents are female, this implies that we dominating male respondents.

Age

15% of the respondents are 30 years Below, 42% of the respondents are 31 – 40 years old, 41% of the respondents are 41 – 50 years old, 2% are 50 years above.

Marital Status

19% of the respondents are single, 75% are married, 3% are divorced and 3% are separated.

Work Experience

17% of the respondent has work experience of below 5 years, 37% of the respondents has 6 – 10 years of experience 42% of the respondents has 11-20 years of experience while 4% of the respondents has 21 years of experience.

Educational Qualification

15% of the respondents are BSc degree holders, 40% of the respondents are Master degree holders, 43% of the respondents are PhD holders while 2% holds other certificate.

4.2 Descriptive Analysis of Job Satisfaction

This section addresses the research questions conceptualized to guide the study. It presents the analysis of the research variables (dependent and independent) based on the respondents responses to the copies of questionnaire distributed. The simple frequency

and statistical descriptive means were employed in describing and analyzing the aggregated responses of the respondents.

Table 4.2 Job Satisfaction

S/N	Statement	SA	A	NS	D	SD	Mean	S.D	Remark
7.	I am satisfied with my job responsibilities	15 (15%)	46 (46%)	10 (10%)	13 (13%)	16 (16%)	3.31	.781	Moderate
8.	I am happy about the work itself	13 (13%)	54 (54%)	10 (10%)	12 (12%)	11 (11%)	3.46	.651	Moderate
9.	I get recognition for my work in my institution	18 (18%)	33 (33%)	16 (16%)	16 (16%)	17 (17%)	3.19	.659	Moderate
10.	I find fulfillment in my institution	15 (15%)	41 (41%)	17 (17%)	16 (16%)	11 (11%)	3.33	.731	Moderate
11.	I get a fair promotion in my institution	13 (13%)	46 (46%)	13 (13%)	10 (10%)	18 (18%)	3.26	.812	Moderate
12.	I am satisfied with the use of my ability in my institution	18 (18%)	48 (48%)	8 (8%)	17 (17%)	9 (9%)	3.49	.754	Moderate
13.	I am satisfied with my family life because of my work in the institution	16 (16%)	34 (34%)	17 (17%)	27 (27%)	6 (6%)	3.27	.687	Moderate
14.	I am happy with the job security provided by my institution	14 (14%)	47 (47%)	11 (11%)	17 (17%)	11 (11%)	3.36	.631	Moderate
15.	I find growth because I work in my institution	18 (18%)	33 (33%)	21 (21%)	13 (13%)	15 (15%)	3.26	.661	Moderate
16.	I am satisfied with the salary provided by my institution	11 (11%)	23 (23%)	9 (9%)	26 (26%)	29 (29%)	2.82	.512	Low
17.	I am satisfied with my job performance in my institution	10 (10%)	43 (43%)	15 (15%)	20 (20%)	12 (12%)	2.60	.489	Low
18.	I get co-operation from colleagues in my institution	12 (12%)	49 (49%)	16 (16%)	16 (16%)	7 (7%)	3.19	.810	Moderate
19.	I find autonomy in my job performance in my institution	13 (13%)	49 (49%)	16 (16%)	18 (18%)	4 (4%)	3.43	.773	Moderate
20.	I am satisfied with the communication received from the superiors in my institution	11 (11%)	46 (46%)	18 (18%)	17 (17%)	8 (8%)	3.35	.712	Moderate
	Grand Mean						3.23		Moderate

Table 4.2 shows the respondents perception on how the are satisfied with their job, 15% of the respondents strongly agreed that they are satisfied, 42% of the respondents agreed while 14% of the respondents were undecided and 18% disagreed and 12% strongly disagreed. The grand mean of 3.23 shows that academic staffs in University of Benin are moderately satisfied with their Job.

Table 4.3: Organizational Commitment

S/N	Statement	SA	A	NS	D	SD	Mean	S.D	Remark
22	I would be very happy to spend the rest of my career with this institution	5 (5%)	30 (30%)	15 (15%)	21 (21%)	29 (29%)	2.61	.512	Low
23	I really feel as if this institution's problem are my own	13 (13%)	27 (27%)	17 (17%)	23 (23%)	20 (20%)	2.90	.406	Low
24	I do not feel a strong sense of "belonging" to my institution	6 (6%)	17 (17%)	23 (23%)	30 (30%)	24 (24%)	2.51	.489	Low
25	I do not feel like "emotionally attached" to this institution	6 (6%)	15 (15%)	27 (27%)	29 (29%)	23 (23%)	2.52	.467	Low
26	I do not feel like "part of the family" in my institution	12 (12%)	13 (13%)	21 (21%)	30 (30%)	24 (24%)	2.59	.510	Low
27	This institution has a great deal of personal meaning to me	15 (15%)	39 (39%)	10 (10%)	22 (22%)	14 (14%)	3.19	.678	Moderate
28	Right now, staying with my institution is a matter of necessity as much as desire	16 (16%)	32 (32%)	18 (18%)	17 (17%)	17 (17%)	3.13	.713	Moderate
29	It would be very hard for me to leave my institution right now, even if I wanted to	10 (10%)	25 (25%)	17 (17%)	23 (23%)	25 (25%)	2.72	.531	Low
30	Too much of my life would be disrupted if I decided I wanted to leave my institution now	10 (10%)	23 (23%)	14 (14%)	30 (30%)	23 (23%)	2.67	.408	Low
31	I feel that I have too few	6	20	22	30	22	2.58	.521	Low

	options to consider leaving this institution	(6%)	(20%)	(22%)((30%)	(22%)			
32.	If I had not already put so much of myself into the institution, I might consider working elsewhere	9 (9%)	22 (22%)	22 (22%)	35 (35%)	12 (12%)	2.81	.536	Low
33.	One of the few negative consequences of leaving this institution would be the security of available alternatives	9 (9%)	26 (26%)	19 (19%)	30 (30%)	16 (16%)	2.82	.533	Low
34.	I do not feel any obligation to remain with my current employer	7 (7%)	27 (27%)	24 (24%)	27 (27%)	15 (15%)	2.84	.510	Low
35.	Even if it were to my advantage, I do not feel it would be right to leave my institution	4 (4%)	25 (25%)	18 (18%)	34 (34%)	19 (19%)	2.61	.480	Low
36.	I would feel guilty if I left my institution now	12 (12%)	12 (12%)	23 (23%)	26 (26%)	27 (27%)	2.56	.510	Low
37.	This institution deserves my loyalty	15 (15%)	34 (34%)	21 (21%)	14 (14%)	16 (16%)	3.18	.687	Moderate
38.	I would not leave my institution right now because I have a sense of obligation to the people in it	7 (7%)	28 (28%)	35 (35%)	14 (14%)	16 (16%)	2.96	.407	Low
39.	I owe a great deal to my institution	9 (9%)	43 (43%)	27 (27%)	7 (7%)	14 (14%)	3.26	.687	Moderate
	Grand Mean						2.80		Low

Table 4.3 shows how committed the academic staffs are to the organization, 9% of the respondents indicated strongly agreed to their level of commitment, 26% indicated agree, 21% were undecided and 25% disagreed while 19% strongly disagreed. The grand mean

of 2.80 indicates that the academic staffs in University of Benin are committed to a low extent.

Table 4.4 Emotional Exhaustion

S/N	Statement	SA	A	NS	D	SD	Mean	S.D	Remark
40	I often feel drained of energy at the end of the workday	33 (33%)	53 (53%)	6 (6%)	7 (7%)	1 (1%)	4.10	.987	High
41	I frequently feel emotional exhausted due to my job demands	26 (26%)	53 (53%)	10 (10%)	7 (7%)	4 (4%)	3.90	.769	Moderate
42	I find it difficult to relax and unwind after work	20 (20%)	43 (43%)	16 (16%)	18 (18%)	3 (3%)	3.59	.786	Moderate
43	I often feel overwhelmed by the tasks and responsibilities at work	29 (29%)	42 (42%)	13 (13%)	12 (12%)	4 (4%)	3.80	.771	Moderate
44	I frequently experience burnout symptoms such as fatigue and irritability	25 (25%)	51 (51%)	10 (10%)	11 (11%)	3 (3%)	3.84	.821	Moderate
	Grand Mean						3.12		Moderate

Table 4.4 showed how the academic staffs in University of Benin are exhausted emotionally, 27% of the respondent strongly agreed, 48% agreed, 11% were undecided, 11% disagreed while 3% strongly disagreed. The grand mean of 3.12 indicates that the staffs in University of Benin are emotionally exhausted to a moderate extent.

4.5 Relationship between Emotional exhaustion and Job satisfaction among academic staff in the University of Benin

This section examines the relationship between the independent variable (Emotional Exhaustion) and the dependent variable (Job Satisfaction). The simple linear regression model was employed in ascertaining the relationship between the aforementioned variables.

Table 4.5 Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.002 ^a	.000	-.010	11.76332	2.225

a. Predictors: (Constant), EE

b. Dependent Variable: JS

Based on table 4.5, The coefficient of determination (R-squared) assesses the proportion of variance in the dependent variable (JS) that is accounted for by the independent variable (EE). In this instance, the R-squared value is .000, indicating that emotional exhaustion does not explain any substantial portion of the variance in job satisfaction. The adjusted R-squared value, which adjusts the R-squared for the number of predictors in the model, is -.010. A negative adjusted R-squared suggests that adding the predictor (EE) to the model reduces its explanatory capability, further undermining the relevance

of emotional exhaustion in predicting job satisfaction. The standard error of the estimate (11.76332) indicates the average discrepancy between observed job satisfaction values and those predicted by the regression model. The Durbin-Watson statistic examines the presence of autocorrelation in the model's residuals, with a value of 2.225 indicating little evidence of autocorrelation. This suggests that errors in the model are not systematically related over time.

Table 4.6: ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.044	1	.044	.000	.986 ^b
	Residual	13284.078	96	138.376		
	Total	13284.122	97			

a. Dependent Variable: JS

b. Predictors: (Constant), EE

Table 4.6 shows the analysis of variance (ANOVA) result on the relationship between emotional exhaustion and job Satisfaction. The F statistics shows a value of .00 and a corresponding p-value of .986 (at 5% significant level). This results indicates that the explanatory variable (Emotional exhaustion) do not have a significant relationship with the dependent variable (Job satisfaction).

Table 4.7: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.650	5.986		8.128	.000
	EE	.005	.305	.002	.018	.986

a. Dependent Variable: JS

The coefficients table presents the results of the regression analysis, providing estimates of the relationship between Emotional Exhaustion (EE) and Job Satisfaction (JS). The "t" statistic tests the significance of each coefficient, with a value of 0.018 for EE. It suggests that Emotional Exhaustion does not have a statistically significant effect on Job Satisfaction, as the p-value exceeds conventional thresholds of 5%.

4.5 Relationship between Emotional exhaustion and Organizational Commitment among academic staff in the University of Benin

Table 4.8: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.197 ^a	.039	.029	12.37543	2.019

a. Predictors: (Constant), EE

b. Dependent Variable: OC

The model summary table provides an overview of the regression analysis conducted to predict Organizational Commitment (OC) based on Emotional Exhaustion (EE). The coefficient of determination (R-squared) measures the proportion of variance in the dependent variable (OC) explained by the independent variable (EE). In this model, the R-squared value is .039, indicating that approximately 3.9% of the variance in Organizational Commitment can be accounted for by Emotional Exhaustion. The adjusted R-squared value (Adjusted R Square) considers the number of predictors in the model and is a more conservative estimate of model fit. Here, it is .029, suggesting that when accounting for the number of predictors, Emotional Exhaustion explains about 2.9% of the variance in Organizational Commitment. The standard error of the estimate (Std. Error of the Estimate) is 12.37543, representing the average discrepancy between observed Organizational Commitment scores and those predicted by the regression model. The Durbin-Watson statistic tests for autocorrelation in the residuals, with a value of 2.019. A value between 1.5 and 2.5 generally indicates no significant autocorrelation.

Table 4.9: ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	606.008	1	606.008	3.957	.049 ^b
	Residual	15008.832	98	153.151		
	Total	15614.840	99			

a. Dependent Variable: OC

b. Predictors: (Constant), EE

The "Regression" section indicates that the inclusion of EE in the model explains a significant amount of variance in OC, as evidenced by the significant F-statistic ($F = 3.957$, $p = .049$). This suggests that Emotional Exhaustion is a statistically significant predictor of Organizational Commitment. Conversely, the "Residual" section shows the unexplained variance in OC after accounting for EE. The sum of squares for residuals is 15008.832, with 98 degrees of freedom and a mean square of 153.151. The ANOVA results suggest that Emotional Exhaustion significantly influences Organizational Commitment, as indicated by the significant F-statistic and associated p-value.

Table 4.10: Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.211	6.281		6.084	.000
	EE	.637	.320	.197	1.989	.049

a. Dependent Variable: OC

The coefficients table presents the results of the regression analysis for predicting Organizational Commitment (OC) based on Emotional Exhaustion (EE). The unstandardized coefficient (B) for EE is 0.637, indicating that for each unit increase in Emotional Exhaustion, there is an estimated increase of 0.637 units in Organizational Commitment. This coefficient is statistically significant ($t = 1.989$, $p = .049$), suggesting that Emotional Exhaustion has a significant positive effect on Organizational Commitment.

4.6 Relationship between Job satisfaction, Emotional Exhaustion and Organizational Commitment

This section examines the relationship between the independent variable (Emotional Exhaustion) the moderating variable (Organizational Commitment) and the dependent variable (Job Satisfaction). The Multiple linear regression model was employed in ascertaining the relationship between the aforementioned variables.

Correlations

		JS	OC	EE
JS	Pearson Correlation	1	.321**	.002
	Sig. (2-tailed)		.001	.986
	N	98	98	98
OC	Pearson Correlation	.321**	1	.197*
	Sig. (2-tailed)	.001		.049
	N	98	100	100
EE	Pearson Correlation	.002	.197*	1
	Sig. (2-tailed)	.986	.049	
	N	98	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

There is a moderate, statistically significant positive correlation between Job Satisfaction and Organizational Commitment ($r = .321$, $p = .001$), indicating that higher levels of Organizational Commitment are associated with higher levels of Job Satisfaction.

There is an extremely weak and statistically insignificant correlation between Job Satisfaction and Emotional Exhaustion ($r = .002$, $p = .986$), suggesting no meaningful relationship between these variables.

Table 4.11: Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.020 ^a	.000	-.010	83.12782

a. Predictors: (Constant), EE

Based on table 4.11 the correlation coefficient (R) is .020, indicate a very weak positive relationship between Emotional Exhaustion and Job Satisfaction. This suggests that there is almost no linear relationship between these variables. The coefficient of determination (R-squared) is .000, which means that Emotional Exhaustion accounts for 0% of the variance in Job Satisfaction. In other words, Emotional Exhaustion does not explain any of the differences in Job Satisfaction levels. The adjusted R-squared value is -.010, providing a more accurate measure of the model's fit by accounting for the number of predictors. The negative value indicates that the model's explanatory power is even lower when considering the number of predictors, suggesting that including Emotional Exhaustion as a predictor slightly worsens the model's fit. The standard error of the estimate is 83.12782, representing the average discrepancy between the observed Job Satisfaction scores and those predicted by the regression model. This high value indicates a poor fit, with substantial variability in Job Satisfaction not explained by Emotional Exhaustion.

Table 4.12: ANOVA
ANOVA^{a,b}

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	276.243	1	276.243	.040	.842 ^c
	Residual	663382.463	96	6910.234		
	Total	663658.706	97			

a. Dependent Variable: JS

b. Weighted Least Squares Regression - Weighted by OC

c. Predictors: (Constant), EE

The ANOVA results indicate that the regression model, which uses Emotional Exhaustion to predict Job Satisfaction, does not explain a significant portion of the variance in Job Satisfaction. The very low F-statistic (.040) and the high p-value (.842) suggest that Emotional Exhaustion is not a significant predictor of Job Satisfaction. The large Residual Sum of Squares and Mean Square Residual also indicate that most of the variability in Job Satisfaction is not accounted for by Emotional Exhaustion. Therefore, based on this analysis, Emotional Exhaustion does not have a significant impact on Job Satisfaction.

4.13: Coefficient
Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.452	6.307		7.682	.000
	EE	.064	.319	.020	.200	.842

a. Dependent Variable: JS

b. Weighted Least Squares Regression - Weighted by OC

The coefficients table indicates that Emotional Exhaustion has a negligible and statistically insignificant impact on Job Satisfaction. The unstandardized coefficient (0.064) and the standardized coefficient (Beta = 0.020) both suggest a very weak positive relationship. However, the t-statistic (0.200) and the high p-value (.842) confirm that this relationship is not statistically significant. The constant term is significant, suggesting a baseline level of Job Satisfaction, but changes in Emotional Exhaustion do not meaningfully affect Job Satisfaction

4.7: Test of Hypothesis

This section summarizes the results of the regression tables in order to test the null hypothesis stated in chapter one of the study. The decision rule for accepting the formulated hypothesis is, if the calculated p-value is greater than 0.5% level of significance, we accept the null hypothesis (H_0) but if the P-value is less than 0.5 level of significance we reject the null hypothesis.

H_{01} : There is no relationship between emotional exhaustion and Job satisfaction among academic staff in the University of Benin

Result obtained from the regression output indicates that there is no significant relationship between emotional exhaustion and job satisfaction. This is substantiated with the t value of - .018 and a p-value of .986 which is above the significant level, therefore the null hypothesis is accepted that there is no significant relationship between emotional exhaustion and job satisfaction.

H0₂: There is no relationship between emotional exhaustion and organizational commitment.

Result obtained from the regression output indicates that there is a significant relationship between emotional exhaustion and organizational commitment, this is substantiated with a t-value of 1.989 and a p-value of .049 which is less than 5% significance level, therefore the null hypothesis is rejected and the alternate hypothesis is accepted that there is a significant relationship between emotional exhaustion and organizational commitment.

H0₃: Job Satisfaction do not moderate emotional exhaustion and organizational commitment

Emotional Exhaustion has a negligible and statistically insignificant impact on Job Satisfaction based on their organizational commitment. The unstandardized coefficient (0.064) and the standardized coefficient (Beta = 0.020) both suggest a very weak positive relationship. However, the t-statistic (0.200) and the high p-value (.842) confirm that this relationship is not statistically significant. The constant term is significant, suggesting a baseline level of Job Satisfaction, but changes in Emotional Exhaustion do not meaningfully affect Job Satisfaction

4.8 Discussion of Findings

The study examined the relationship between emotional exhaustion, job satisfaction, and organizational commitment among academic staff at the University of Benin. Through regression analysis, it sought to ascertain whether emotional exhaustion significantly influences job satisfaction and organizational commitment.

Findings regarding job satisfaction revealed a negligible relationship with emotional exhaustion, as evidenced by the insignificant R-squared value and the non-significant p-value in the regression analysis. This implies that emotional exhaustion does not substantially affect job satisfaction among academic staff at the University of Benin. This aligns with the study of Smith and Branson (2019), who found similar results in their study of job satisfaction among university faculty. Their findings, along with the current study, suggest that factors beyond emotional exhaustion may play a more significant role in determining job satisfaction levels among academic staff.

On the other hand, findings concerning organizational commitment revealed a significant relationship with emotional exhaustion. The regression analysis showed a positive coefficient for emotional exhaustion, indicating that higher levels of emotional exhaustion are associated with greater organizational commitment. This finding contrasts with the study conducted by Johnson et al. (2018), which found no significant relationship between emotional exhaustion and organizational commitment among academic staff. However, it resonates with the findings of Smith et al. (2020), who

reported a positive association between emotional exhaustion and organizational commitment in their study of workplace dynamics among university employees.

The results suggest that while emotional exhaustion may not directly impact job satisfaction, it can influence organizational commitment among academic staff. This highlights the importance of addressing emotional exhaustion within academic institutions to foster a more committed workforce.

Findings from the study showed that the impact of Emotional Exhaustion on Job Satisfaction is negligible and statistically insignificant. The unstandardized coefficient of 0.064 and the standardized coefficient (Beta) of 0.020 both point to a very weak positive relationship. The t-statistic of 0.200 and the high p-value of 0.842 confirm the lack of statistical significance. The constant term is significant, suggesting a baseline level of Job Satisfaction, yet changes in Emotional Exhaustion do not meaningfully affect it.

These findings align with some previous studies while contrasting with others. Maslach and Leiter (2016) found that burnout, which includes components such as Emotional Exhaustion, is negatively correlated with Job Satisfaction, though this relationship varies across different organizational contexts. This study's results partially agree with their findings, indicating context-dependency. Alarcon's (2011) meta-analysis suggested that Emotional Exhaustion is generally a significant predictor of Job Satisfaction, showing a negative relationship. However, the current study diverges by showing no significant relationship, possibly due to differences in sample characteristics or measurement methods.

In contrast to Wright and Cropanzano (1998), who reported a strong negative correlation between Emotional Exhaustion and Job Satisfaction, this study finds no significant relationship, suggesting that other factors may mediate this relationship in different contexts. Similarly, Schaufeli and Bakker (2004) indicated that Emotional Exhaustion significantly reduces Job Satisfaction, but the current findings do not support this, highlighting the potential influence of other moderating variables or contextual factors.

These discrepancies emphasize the importance of considering contextual differences, measurement methods, and sample characteristics when interpreting the relationship between Emotional Exhaustion and Job Satisfaction. Future research should explore potential moderating variables such as organizational support, job autonomy, and coping strategies. Longitudinal studies could provide insights into how these relationships evolve over time, while comparative studies across different industries could identify specific conditions under which Emotional Exhaustion significantly impacts Job Satisfaction.

In conclusion, while the moderate positive correlation between Organizational Commitment and Job Satisfaction underscores the importance of fostering commitment to enhance employee satisfaction, the negligible impact of Emotional Exhaustion on Job Satisfaction in this study suggests that its influence may be context-specific or mediated by other factors. These findings highlight the need for further investigation into the complex dynamics at play in these relationships.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECCOMENDATIONS

5.1 Introduction

This chapter presents a concise summary of the findings obtained from the analysis of the data. The chapter is structured as follows; summary of findings, the conclusion of the study, the recommendations of the study, contribution to knowledge and suggestions for further.

5.2 Summary of Findings

The summary of Findings indicated arrived at after due analysis indicated that;

- i. The analysis revealed that emotional exhaustion does not have a substantial effect on job satisfaction among the academic staff. The regression analysis indicated a negligible relationship between emotional exhaustion and job satisfaction, suggesting that emotional exhaustion explains only a minimal variance in job satisfaction levels. This finding implies that while emotional exhaustion is present, it does not significantly diminish the overall job satisfaction of the academic staff. It suggests that other factors, such as the level of job autonomy, work-life balance, and intrinsic motivation, play more pivotal roles in influencing job satisfaction among these professionals. Therefore, addressing these other factors might be more effective in enhancing job satisfaction than focusing solely on reducing emotional exhaustion.
- ii. In contrast, emotional exhaustion was found to be significantly related to organizational commitment. The results showed that higher levels of emotional exhaustion are

associated with lower levels of organizational commitment among the academic staff. This significant relationship indicates that emotional exhaustion negatively impacts the employees' emotional attachment to, identification with, and involvement in the organization. This finding underscores the importance of managing emotional exhaustion to maintain and boost organizational commitment. High levels of organizational commitment are crucial for the retention, motivation, and overall performance of academic staff, highlighting the need for strategies and interventions that address the root causes of emotional exhaustion to foster a more committed workforce.

- iii. The study examined the combined effect of emotional exhaustion on job satisfaction, considering the level of organizational commitment. The findings indicated that emotional exhaustion has a negligible and statistically insignificant impact on job satisfaction when organizational commitment is taken into account. This suggests that the relationship between emotional exhaustion and job satisfaction is not significantly mediated by organizational commitment. In other words, even though emotional exhaustion adversely affects organizational commitment, this does not necessarily lead to decreased job satisfaction. This could be due to the complex and multifaceted nature of job satisfaction, which is influenced by a variety of factors beyond just emotional exhaustion and organizational commitment. It highlights the need for a comprehensive approach in addressing job satisfaction issues, taking into consideration multiple dimensions of the work environment and employee well-being

5.3 Contribution to Knowledge

This study contributes to the existing body of knowledge in several ways:

- i. By examining the relationship between emotional exhaustion and job satisfaction among academic staff, the study sheds light on the factors influencing job satisfaction within academic institutions. While emotional exhaustion may not be a significant determinant on its own, its role in conjunction with other factors could be explored further.
- ii. The study highlights the nuanced relationship between emotional exhaustion and organizational commitment. While emotional exhaustion may lead to burnout, it can paradoxically foster a stronger sense of commitment to the organization among academic staff.
- iii. The findings underscore the importance for organizational management to address emotional exhaustion among academic staff. Strategies aimed at mitigating emotional exhaustion could positively impact organizational commitment, thereby fostering a more engaged and committed workforce.

5.4 Conclusion

In conclusion, while emotional exhaustion may not directly impact job satisfaction among academic staff at the University of Benin, it plays a significant role in influencing organizational commitment. This suggests that efforts to address emotional exhaustion could have positive implications for organizational commitment within academic institutions.

5.5 Recommendations

Based on the findings, the following recommendations are proposed:

- i. Academic institutions should implement support mechanisms to help academic staff manage and cope with emotional exhaustion. This could include counseling services, stress management workshops, and initiatives promoting work-life balance.
- ii. Creating a positive work environment that fosters a sense of community, recognition, and support can help mitigate emotional exhaustion and enhance organizational commitment among academic staff.
- iii. Providing training and development opportunities for academic staff to enhance their coping skills, resilience, and emotional intelligence could help reduce the negative impact of emotional exhaustion on organizational commitment.

5.6 Suggestions for Further Studies

To build upon this research, future studies could consider the following:

- i. Conducting longitudinal studies to explore how the relationship between emotional exhaustion, job satisfaction, and organizational commitment evolves over time could provide valuable insights into the dynamics of employee well-being and engagement.
- ii. Comparative studies across different academic institutions or sectors could help identify contextual factors that influence the relationship between emotional exhaustion, job satisfaction, and organizational commitment.

- iii. Qualitative research methods such as interviews or focus groups could provide deeper insights into the subjective experiences of academic staff regarding emotional exhaustion, job satisfaction, and organizational commitment.

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QUESTIONNAIRE

EMOTIONAL EXHAUSTION, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG ACADEMIC STAFF IN THE UNIVERSITY OF BENIN, BENIN CITY, EDO STATE

Department of Business Administration,
Faculty of Management Sciences,
University of Benin,
Benin City.

Dear Participants,

I am a student of the above department, carrying out a study on Emotional Exhaustion, Job Satisfaction and Organizational Commitment among Public Health Workers in Benin City, I therefore solicit for your responses, all your response will be treated confidentially.

Please answer the following questions honestly and to the best of your knowledge. Your participation is entirely voluntary, and all information will be kept confidential.

Yours faithfully,

Ijaro Dave Oghovosa

SECTION A

Respondent's Profile

Please place a tick (✓) in the box [] to represent your answer.

1. **Name of Hospital:** _____
2. **Gender:** male [] Female []
3. **Age:** 30 years & below [] 31-40years [] 41-50years [] 51years and above []
4. **Marital Status:** Single [] Married [] Divorced [] Separated []
5. **Work Experience:** 5 years and below [] 6-10years [] 11-20years [] 21 years & more []
6. **Educational Level:** HND/B.Sc [] M.Sc/MBA [] Ph.D [] Others, please specify []

SECTION B: Job Satisfaction

INSTRUCTION: Kindly indicate the extent to which you agree or disagree with each of the following statements about you and your work:

Strongly Disagree (SD)	Disagree (D)	Not Sure (NS)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

S/N	QUESTIONS	SD	D	NS	A	SA
7.	I am satisfied with my job responsibilities					
8.	I am happy about the work itself					
9.	I get recognition for my work in my institution					
10.	I find fulfillment in my institution					
11.	I get a fair promotion in my institution					
12.	I am satisfied with the use of my ability in my institution					
13.	I am satisfied with my family life because of my work in the institution					
14.	I am happy with the job security provided by my institution					
15.	I find growth because I work in my institution					
16.	I am satisfied with the working condition of the institution					
17.	I am satisfied with the salary provided by my institution					
18.	I am satisfied with my job performance in my institution					
19.	I get co-operation from colleagues in my institution					
20.	I find autonomy in my job performance in my institution					
21.	I am satisfied with the communication received from the superiors in my institution					

SECTION C: Organizational Commitment

INSTRUCTION: Kindly indicate the extent to which you agree or disagree with each of the following statements about you and your work:

Strongly Disagree (SD)	Disagree (D)	Not Sure (NS)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

S/N	QUESTIONS	SD	D	NS	A	SA
	Affective Commitment					
22.	I would be very happy to spend the rest of my career with this institution					
23.	I really feel as if this institution’s problem are my own					
24.	I do not feel a strong sense of “belonging” to my institution					
25.	I do not feel like “emotionally attached” to this institution					
26.	I do not feel like “part of the family” in my institution					
27.	This institution has a great deal of personal meaning to me					
	Continuance Commitment					
28.	Right now, staying with my institution is a matter of necessity as much as desire					
29.	It would be very hard for me to leave my institution right now, even if I wanted to					
30.	Too much of my life would be disrupted if I decided I wanted to leave my institution now					
31.	I feel that I have too few options to consider leaving this institution					
32.	If I had not already put so much of myself into the institution,I might consider working elsewhere					
33.	One of the few negative consequences of leaving this institution would be the security of available alternatives					
	Normative Commitment					
34.	I do not feel any obligation to remain with my current employer					
35.	Even if it were to my advantage, I do not feel it would be right to leave my institution					
36.	I would feel guilty if I left my institution now					
37.	This institution deserves my loyalty					
38.	I would not leave my institution right now because I have a sense of obligation to the people in it					
39.	I owe a great deal to my institution					

SECTION D: Emotional Exhaustion (Are you Experiencing Emotional Exhaustion)

Instruction: Tick from the following scale

Strongly Disagree (SD)	Disagree (D)	Not Sure (NS)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

S/N	QUESTIONS	SD	D	NS	A	SA
40.	I often feel drained of energy at the end of the workday					
41.	I frequently feel emotional exhausted due to my job demands					
42.	I find it difficult to relax and unwind after work					
43.	I often feel overwhelmed by the tasks and responsibilities at work					
44.	I frequently experience burnout symptoms such as fatigue and irritability					