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# Emotional Exhaustion, Job Satisfaction, and Organizational Commitment of Indonesian Healthcare Workers

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## Abstract

*Chronic workplace stress and emotional demands pose a significant threat to healthcare professionals, leading to emotional exhaustion with adverse impacts on job satisfaction and organizational commitment. This study investigates the correlation between emotional exhaustion, job satisfaction, and organizational commitment among 265 healthcare workers at Advent Hospitals in Manado, Indonesia, utilizing a quantitative approach. Employing survey questionnaires and Pearson correlation analysis, the research reveals a negative correlation between emotional exhaustion and both job satisfaction and organizational commitment. These findings offer empirical insights into factors influencing healthcare workers' well-being and commitment, informing strategies for organizational effectiveness. Addressing emotional exhaustion becomes pivotal for healthcare organizations, fostering healthier work environments, improving employee satisfaction, commitment, and ultimately elevating the quality of patient care.*

**Keywords:** *emotional exhaustion, job satisfaction, organizational commitment*

## 1. Introduction

The healthcare sector is characterized by its demanding nature, which places healthcare professionals at a heightened risk of experiencing emotional exhaustion, especially during the COVID-19 pandemic. Healthcare workers face a myriad of stressors, including heavy workloads, long and irregular hours, high patient volumes, critical and life-or-death situations, ethical dilemmas, and complex interpersonal dynamics. The cumulative effect of these stressors can take a toll on the emotional well-being of healthcare professionals, leading to emotional exhaustion (Cao et al., 2016; Kinman et al., 2023; Sun et al., 2017).

Emotional exhaustion is a state of chronic fatigue and depletion of emotional resources. It arises when individuals are consistently exposed to excessive job demands, both physical and emotional, without adequate opportunities for recovery or self-care (Cao et al., 2016; López-Cabarcos et al., 2021; Sun et al., 2017). In the healthcare sector, emotional exhaustion stems from the constant need to manage and regulate emotions in difficult and emotionally charged situations. Healthcare professionals are often required to show empathy, compassion, and emotional support to patients and their families, even in the face of personal stress, grief, and challenging circumstances (Marrau, 2004; Panari et al., 2019; Tlili et al., 2020).

Its implications permeate across mental, physical, and professional realms, intricately intertwining to create a significant impact. This state can materialize through various symptoms, including pervasive fatigue, a sense of detachment or apathy towards work,

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cynicism, and a decline in perceived personal accomplishment. These symptoms not only affect the individual's psychological health but also act as formidable barriers that impede their ability to perform optimally within their professional roles. As emotional exhaustion takes root and progresses, its pervasive effects extend to diminishing job satisfaction, thereby further complicating the landscape of healthcare provision.

Numerous contemporary studies have scrutinized the intricate relationship between emotional exhaustion and job satisfaction among healthcare professionals (Allam et al., 2021, 2023; Baeriswyl et al., 2016; Prajogo, 2019; Skaalvic, 2023). The culmination of these investigations highlights the close association between these factors. Emotional exhaustion represents a multifaceted challenge with far-reaching consequences for the holistic well-being of healthcare professionals. Emotional exhaustion not only threatens the personal well-being of healthcare workers but also correlates with a decline in their satisfaction with their roles. This intertwining relationship underscores the critical need for effective strategies and interventions aimed at mitigating emotional exhaustion, as it not only impacts the individual but also reverberates throughout the healthcare system, potentially compromising the quality of care provided to patients.

Besides, emotional exhaustion's repercussions extend far beyond the mental and physical well-being of healthcare practitioners, infiltrating the core foundation of organizational commitment. This commitment reflects the profound allegiance and alignment that employees maintain with their workplace's values, mission, and objectives. However, when healthcare workers confront emotional exhaustion, it becomes a catalyst for the gradual erosion of this commitment. This decline is discernible as individuals exhibit signs of detachment, diminished motivation, and a reluctance to channel discretionary effort into their professional efforts, ultimately undermining their connection to the organizational ethos.

The extensive body of contemporary research exploring the nexus between emotional exhaustion and organizational commitment among healthcare professionals (Akdemir, 2019; El Gareh et al., 2023; Majeed et al., 2023; Sarisik et al., 2019; Wullur & Werang, 2020) accentuates the intricate dynamics at play. These studies collectively illuminate the impactful relationship between emotional exhaustion and the fundamental dedication of healthcare workers to their organization's goals. The intimate correlation underscores the urgency of recognizing and addressing emotional exhaustion as not only a personal struggle but also a critical factor in preserving and reinforcing organizational commitment. By acknowledging and mitigating emotional exhaustion's adverse effects, organizations can fortify their workforce's dedication and fortitude, fostering a more resilient and devoted healthcare environment.

Despite numerous contemporary studies exploring the link between emotional exhaustion, employees' job satisfaction (Allam et al., 2021, 2023; Baeriswyl et al., 2016; Prajogo, 2019; Skaalvic, 2023), and its impact on employees' organizational commitment (Akdemir, 2019; El Gareh et al., 2023; Majeed et al., 2023; Sarisik et al., 2019; Wullur & Werang, 2020), there's a notable gap in empirical research examining the causal relationships among these factors in Indonesia context, especially within the Advent Hospitals setting during the COVID-19 pandemic. While prior studies have separately delved into stress among healthcare workers (Aditya et al., 2022) and the relationship between workload, work-related stress, and emotional exhaustion during the pandemic (Asaloei et al., 2022), there remains an evident absence of research investigating the direct causal links between emotional exhaustion and job satisfaction, and between emotional exhaustion and organizational commitment within this specific healthcare setting. Understanding these intricate connections is crucial as it can facilitate the development of targeted interventions and strategies aimed at alleviating emotional exhaustion,

enhancing job satisfaction, and bolstering organizational commitment among healthcare professionals in Advent Hospitals.

Thus, this study aimed to fill in the existing knowledge gap by describing how emotional exhaustion relates to job satisfaction and organizational commitment, taking the healthcare workers at Advent Hospitals in Manado, Indonesia, as the samples. This study was guided by the following two research questions: (1) Does emotional exhaustion relate significantly negatively to job satisfaction among the healthcare workers at Advent Hospital in Manado, North Sulawesi, Indonesia? And (2) Does emotional exhaustion relate significantly negatively to the organizational commitment among the healthcare workers at Advent Hospital in Manado, North Sulawesi, Indonesia? To answer these two research questions, a quantitative survey research design was utilized.

## **2. Related Literature**

### **Healthcare Workers' Emotional Exhaustion and Job Satisfaction**

Job satisfaction within the healthcare sector encapsulates the holistic sense of happiness and personal contentment that healthcare professionals derive from their work environment. It goes beyond mere contentment, extending to a profound sense of accomplishment derived from the meaningful contributions made within their roles. This satisfaction involves a spectrum of positive emotions and cognitive appreciation, reflecting their deep-rooted commitment and passion for their job responsibilities.

Healthcare professionals often enter the field driven by a desire to help others and make a difference. When they perceive that their work positively contributes to patient outcomes, it enhances their job satisfaction. Job satisfaction refers to the overall contentment and gratification that healthcare workers experience in their work environment. Embedded within the frame of healthcare work is a profound tapestry of emotions and cognitive connections that professionals foster towards their roles, tasks, and the organization they serve. This intricate web encompasses their deep satisfaction and active engagement in fulfilling their responsibilities, showcasing their commitment and dedication to their craft.

Healthcare workers' job satisfaction is influenced by various factors specific to the healthcare industry. One significant factor is their emotional exhaustion which, in turn, hinders their ability to make a meaningful impact on patients' lives. Taking into account healthcare workers' capacity to influence their satisfaction, the following existing literature has emphasized how emotional exhaustion relates closely to employees' job satisfaction. [Allam et al. \(2023\)](#) thoroughly examined how emotional exhaustion, job involvement, and job satisfaction are linked in the financial sector in Saudi Arabia using data from 200 employees. The study sheds light on the changing dynamics in modern financial workplaces due to technological advances moving work to virtual platforms. It stresses the vital role of employee engagement and satisfaction in improving productivity and organizational success. Through a conceptual framework and analysis using Partial Least Square Structural Equation Modeling (PLS-SEM), the research affirms strong connections among emotional exhaustion, job involvement, and job satisfaction.

[Skaalvik \(2023\)](#) investigated emotional exhaustion and job satisfaction among Norwegian school principals concerning perceived job demands and resources. The study aimed to explore how principals perceive job demands and resources in their leadership roles, examining their associations with emotional exhaustion, job satisfaction, and intentions to leave their positions.

Using a sample of 340 principals from elementary and high schools in Norway, the study found that job demands like time pressure and demanding parents were linked to emotional exhaustion, while job resources such as opportunities for personal development and competent teachers were associated with job satisfaction. The findings suggest the relevance of assessing job demands and resources in educational contexts to enhance well-being but highlight the need for further research across various professions and settings to address perceived demands and boost resources effectively.

Projogo (2019) delved into the intricate dynamics among emotions experienced at work, job satisfaction, work performance, and the inclination to seek new employment, involving 399 employees as participants. The research employed path analysis using the AMOS 24 program to analyze the gathered data. One significant finding was that emotional exhaustion led to a reduction in job satisfaction among the employees studied. These results hint at a nuanced and intricate relationship between emotional exhaustion, job satisfaction, work performance, and intentions to leave a current job. Particularly noteworthy was the unexpected discovery of a positive association between emotional exhaustion and job performance. This unexpected positive impact on performance calls for deeper exploration and understanding, as it challenges conventional expectations and demands further investigation to comprehensively grasp its implications in workplace dynamics.

Suminar and Yulianti (2013) investigated the effect of emotional exhaustion on job satisfaction and its impact on performance. The study involved 40 lecturers using primary and secondary data. Path analysis was employed to assess direct and indirect influences between variables. Surprisingly, the results revealed that emotional exhaustion had no direct impact on either lecturer job satisfaction or performance. However, lecturer job satisfaction significantly influenced their performance, and job satisfaction did not act as a mediator between emotional exhaustion and lecturer performance. Ultimately, the research concluded that despite emotional exhaustion, lecturer performance remained unaffected.

The above studies collectively reveal the profound influence of emotional exhaustion on job satisfaction across a spectrum of job roles. The amalgamation of these research efforts underscores the nuanced and intricate nature of how emotional exhaustion affects job satisfaction and work performance within various professional sectors. Their significance lies in offering insight into the complexities surrounding emotional exhaustion's impact on job satisfaction and performance. However, while these studies contribute substantially to understanding these relationships, they also illuminate gaps in our comprehension, indicating the necessity for ongoing research to fully grasp these unexpected connections.

### **Healthcare Workers' Emotional Exhaustion and Organizational Commitment**

In the constantly evolving landscape of the healthcare sector, the dedication and commitment of healthcare workers stand as fundamental pillars in guaranteeing the delivery of high-quality patient care. These professionals serve at the forefront of healthcare, navigating a dynamic environment characterized by evolving medical advancements, technological innovations, and ever-increasing patient needs. Their commitment becomes a cornerstone for the seamless functioning of healthcare systems, encompassing various roles from doctors and nurses to administrative staff and support teams.

Amidst the fast-paced and demanding nature of the healthcare industry, the commitment of healthcare workers becomes a linchpin in upholding standards of excellence. Their commitment extends beyond mere job responsibilities; it embodies a profound dedication to

providing compassionate care, upholding ethical principles, and continuously adapting to the evolving needs and challenges within the healthcare landscape. As the healthcare industry faces unprecedented challenges and pressures, the commitment of these individuals plays an integral role in maintaining the quality, accessibility, and effectiveness of healthcare services, ultimately impacting patient outcomes and overall satisfaction.

The healthcare workers' commitment forms the backbone of patient-centric care, ensuring that individuals receive not just treatment but also empathy, support, and holistic attention to their well-being. Considering healthcare workers' ability to shape their commitment to patient care, the following existing literature has emphasized the impact of emotional exhaustion on employees' organizational commitment. In their study, [Bavani et al. \(2016\)](#) investigated the impact of burnout on the commitment of 383 employees working within Melaka's manufacturing industries. Their research revealed two crucial findings: firstly, they identified a substantial negative association between emotional exhaustion and depersonalization experiences with the commitment levels of these employees within these industries. Secondly, Bavani et al. highlighted a positive relationship between employees' sense of personal accomplishment and their commitment to their work in the same setting.

[Haghani et al. \(2016\)](#) explored the relationship between burnout and organizational commitment among social security workers, considering demographic variables as moderators. The study included 124 social security workers in Mazandaran Province, Iran. Employing Pearson's correlation as the analytical tool, the study revealed a substantial and meaningful correlation between burnout and the organizational commitment of these social security workers, highlighting the importance of considering these factors in understanding the dynamics within this professional setting.

[Sarışik et al. \(2019\)](#) studied 700 public officers in Istanbul to understand how burnout relates to their commitment at work. Utilizing Partial Least Squares for analysis, the study highlighted significant findings: (a) emotional exhaustion was negatively associated with the officers' commitment to their work; (b) personal accomplishment was positively linked to their commitment; and (c) no significant relationship emerged between depersonalization experiences and any of the three dimensions of burnout, shedding light on the nuanced nature of these associations within this specific professional context.

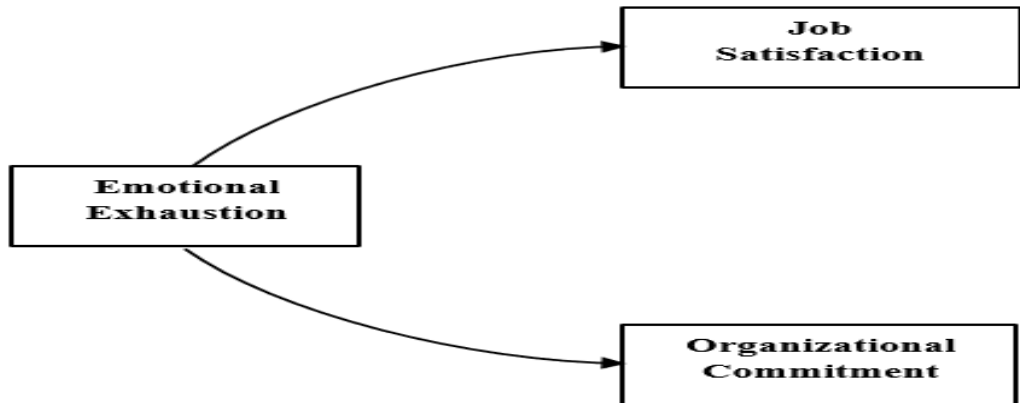
Furthermore, [Akdemir \(2019\)](#) delved into the impact of burnout on the organizational commitment of teachers in Turkey, involving 173 participants. The study meticulously employed the Maslach Burnout Inventory and Organizational Commitment Scale to gather comprehensive data. Employing Statistical Package for the Social Sciences (SPSS) and multiple regression analysis as analytical tools, the investigation uncovered a noteworthy outcome: a strong and significant positive correlation emerged between teachers' experience of job burnout and their level of organizational commitment, emphasizing the influential role burnout plays in shaping teachers' dedication to their workplace.

These studies show how emotional exhaustion strongly affects employees' organizational commitment in different jobs. It's not just emotional exhaustion; feelings like depersonalization and personal accomplishment also play a big role. The study highlights the urgent need to address emotional exhaustion systematically to make employees more committed to their jobs. Recognizing how emotional exhaustion impacts commitment in various jobs can help organizations create targeted plans to fight burnout, make a better work environment, and boost employee satisfaction. These efforts don't just make workplaces healthier but also

improve how well the company does and how long employees stick around.

### **Hypothetical Model of the Study**

Drawing from previous literature exploring how emotional exhaustion relates to both job satisfaction and organizational commitment among employees across job settings, the study's hypothetical model is depicted in Figure 1.



**Figure 1. The hypothetical model of the study**

Emotional exhaustion encompasses a state where individuals feel emotionally depleted and fatigued due to the stress and pressures encountered in their work environment. This model postulates a significant negative correlation between emotional exhaustion and two crucial aspects: job satisfaction and organizational commitment within the healthcare context. It is hypothesized that as healthcare workers experience heightened emotional exhaustion, there will likely be a subsequent decrease in their satisfaction with their job and a reduction in their commitment to the organization. Comprehending these relationships holds paramount importance for healthcare institutions such as Advent Hospital in Manado. Understanding how emotional exhaustion affects job satisfaction and organizational commitment is essential for these organizations to address potential challenges. By acknowledging and addressing these factors, healthcare organizations can elevate employee well-being, bolster job satisfaction, and enhance commitment, subsequently positively impacting the overall efficiency and quality of care provided to patients.

The proposed hypothetical model provides valuable insights into the relationship between emotional exhaustion, job satisfaction, and organizational commitment among healthcare workers at Advent Hospitals in Manado, Indonesia. However, validating these ideas with empirical evidence, through testing with real data, is crucial to affirm their applicability in actual healthcare settings. Conducting studies and gathering real-world information is imperative to substantiate these hypothetical models and gain a comprehensive understanding of how emotional exhaustion correlates with job satisfaction and commitment in healthcare roles. This process aids in pinpointing the specific causes underlying these connections. Such insights hold significant potential to benefit institutions like Advent Hospital in Manado by steering the development of strategies aimed at supporting their employees in coping with emotional exhaustion and enhancing their overall work experiences. Essentially, this testing phase enables us to translate theories into actionable measures, fostering improved working conditions for healthcare employees based on concrete evidence.

### **3. Method**

#### **Research Design**

The current investigation utilized a quantitative research strategy by employing a survey-based method to delve into how parental support and the school environment impact students' academic achievements. Quantitative research entails the utilization of unique methodologies and presumptions to scrutinize numerical trends within psychological, social, and economic occurrences (Coghlan & Brydon-Miller, 2014). This approach involves gathering and scrutinizing numerical data to recognize trends, forecast outcomes, explore cause-and-effect associations, and make deductions about wider demographics (Bhandari, 2022). Employing insights from smaller sample sizes to comprehend larger populations is a common practice in quantitative research.

Surveys represent a valuable tool within quantitative research, commonly employed by researchers to collect numerical data (Williams, 2007). The adoption of survey research designs originates from diverse reasons, primarily owing to their effectiveness in eliciting opinions and perspectives on specific topics from individuals (Mills, 2021). Moreover, recent studies (Habeahan et al., 2022; Sondakh et al., 2023; Werang et al., 2023a,b) have emphasized the benefits of using surveys, highlighting their cost-effectiveness, rapid data collection, efficient gathering of substantial information within a brief period, and generation of highly precise statistical results.

#### **Research Setting and Samples**

The research took place at Advent Hospital in Manado, Indonesia, involving 265 healthcare workers who filled out three separate survey questionnaires. To pick participants, the study used convenience sampling from among the hospital's healthcare staff. This method was chosen because the workers had different shifts, making it hard to pick a specific time for data collection. Using convenience sampling, the researchers could gather data without being tied to a specific time, ensuring they got responses from workers across various shifts. This approach helped include a diverse mix of healthcare workers from different shifts, giving a broader view of experiences at Advent Hospitals. It also ensured the researchers had enough data for statistical analysis, which is crucial for drawing meaningful conclusions. Overall, using convenience sampling in this setting allowed researchers to gather responses from a wide range of healthcare workers in a constantly changing work environment, making the study more inclusive and practical.

#### **Data Collection and Measurements**

As aforementioned, the study used surveys to explore how emotional exhaustion relates to both job satisfaction and organizational commitment. Three survey questionnaires were distributed to 265 healthcare employees working at Advent Hospitals in Manado, Indonesia. For data related to healthcare workers' perceptions of their emotional exhaustion, we used a questionnaire of 7 items from a current study conducted by Werang (2018). The list of items used a four-point Likert scale, marked from 1 (strongly disagree) to 4 (strongly agree). To help participants understand the questionnaire items better, all items were given in the Indonesian language. The samples of items of questionnaires in the English version are the following: "I feel I get tired of my current job," "I feel unenthusiastic about my profession," "I feel drained of energy when I come home from work," "I feel drained of both emotional and cognitive energy at work," "I feel drained after working during my shifts," and "Interacting with people all day long is a significant strain for me."

For data related to healthcare workers' perceptions of their job satisfaction, we modified a questionnaire of 18 items from a previous study conducted by [Wula et al. \(2020\)](#). The list of items used a four-point Likert scale, marked from 1 (strongly disagree) to 4 (strongly agree). To help participants understand the questionnaire items better, all items were given in the Indonesian language. The samples of items of questionnaires in the English version are the following: "I believe I receive equitable compensation for my work," "My supervisor demonstrates competence in their role," "I typically receive recognition for a job well done," "I have positive relationships with my co-workers," "The hospital's objectives are well articulated," and "I find my work to be fulfilling."

For data related to healthcare workers' perceptions of their organizational commitment, we used a questionnaire of 8 items that was modified from a previous study conducted by [Werang et al. \(2021\)](#). The list of items used a four-point Likert scale, marked from 1 (strongly disagree) to 4 (strongly agree). To help participants understand the questionnaire items better, all items were given in the Indonesian language. The samples of items of questionnaires in the English version are the following: "I take pride in endorsing the excellence of this hospital to others," "I find joy in sharing with others that I am part of this hospital's staff," "My role significantly aligns with the hospital's objectives and aspirations." "I am well aware of the direction in which this hospital is heading," "The principles upheld by this hospital strongly resonate with my values," "I am employed within a hospital that operates with exceptional organization."

### Data Analysis

The data collected for this study underwent rigorous statistical analysis using the simple linear regression technique, facilitated by the Statistical Package for the Social Sciences (SPSS) version 21 software. The primary focus of the investigation revolved around exploring two specific research hypotheses. Firstly, the study aimed to scrutinize the potential negative correlation between emotional exhaustion and job satisfaction among healthcare workers at Advent Hospitals in Manado, Indonesia. Secondly, the research sought to investigate another negative correlation, specifically between emotional exhaustion and organizational commitment among employees within the same healthcare setting.

Through the utilization of the SPSS software and the application of simple linear regression analysis, this study delved into evaluating the relationships proposed in the hypotheses. It sought to uncover whether emotional exhaustion significantly and adversely affected both job satisfaction and organizational commitment among the healthcare staff at Advent Hospitals in Manado, Indonesia. This approach enabled a comprehensive examination of the connections between emotional exhaustion, job satisfaction, and organizational commitment, shedding light on crucial factors influencing the well-being and dedication of employees within the healthcare context.

## 4. Results

This study aimed to describe how emotional exhaustion relates to both job satisfaction and organizational commitment of the healthcare workers at Advent Hospitals in Manado, Indonesia. The significant outcomes derived from the statistical analysis, aligning with the posed research questions and hypotheses, are systematically displayed in Table 1 and Table 2.

**Table 1:** Emotional Exhaustion and its Relationship with Job Satisfaction.

| N   | R     | t       |         | Sig. |
|-----|-------|---------|---------|------|
|     |       | t-count | t-table |      |
| 265 | -.049 | 798     | 1.96899 | .426 |



The provided data analysis, shown in Table 1, indicates that the calculated t-value (t-count) of .798 is less than the critical t-value (t-table) of 1.96899 at a significance level (alpha) of .05. Additionally, the coefficient value of -0.049, along with a significance (Sig.) value of .426, suggests that there is an insignificant negative relationship between emotional exhaustion and job satisfaction. Based on this data, the alternative hypothesis ( $H_a$ ) proposing a significant negative correlation between emotional exhaustion and job satisfaction is not fully supported. In other words, as the correlation is negative but insignificant at the alpha level of .05, the findings suggest that there is insufficient substantial evidence to entirely support the alternative hypothesis.

**Table 2:** Emotional Exhaustion and its Relationship with Organizational Commitment.

| N   | R     | t-count | t-table | Sig. |
|-----|-------|---------|---------|------|
|     |       | 0.05    |         |      |
| 265 | -.154 | 2.527   | 1.96899 | .012 |

The data analysis presented in Table 2 indicates that the calculated t-value (t-count) of 2.527 exceeds the critical t-value (t-table) of 1.96899 at a significance level (alpha) of .05. Moreover, with a coefficient value of -0.154 and a significance (Sig.) value of .012, it suggests a statistically significant negative relationship between emotional exhaustion and organizational commitment. This data supports the alternative hypothesis ( $H_a$ ), which proposes a significant negative correlation between emotional exhaustion and organizational commitment. In essence, as the correlation is statistically significant at the alpha level of .05, the findings provide sufficient substantial evidence to fully support the alternative hypothesis.

## 5. Discussion

### Emotional Exhaustion and Job Satisfaction among Healthcare Workers

Organizations that place a priority on nurturing and improving worker engagement, participation, and overall contentment by implementing targeted strategies aimed at effectively managing emotional exhaustion are poised to witness a tangible surge in their employee's productivity (Alshehri & McLaughlin, 2021). The constant emotional drain can erode healthcare workers' passion for their profession, making it challenging to maintain high levels of job satisfaction. This approach involves acknowledging and addressing emotional exhaustion as a critical factor influencing employee job satisfaction. By proactively introducing mechanisms to cope with emotional exhaustion, such as providing stress management resources, fostering a supportive work environment, or implementing mindfulness programs, companies can significantly enhance their employees' well-being.

When organizations prioritize initiatives geared towards mitigating emotional exhaustion among their workforce, they inherently cultivate an environment that values employee welfare. This proactive approach not only acknowledges the significance of mental health in the workplace but also fosters a culture where individuals feel supported and heard. As a result, employees are more likely to experience higher job satisfaction, reduced burnout, and increased motivation to excel in their roles. This, in turn, culminates in heightened productivity levels as employees are better equipped to focus on tasks, collaborate effectively, and contribute meaningfully to the organization's goals and objectives.

The data analysis conducted revealed a statistically insignificant negative relationship between emotional exhaustion and job satisfaction, indicated by the R coefficient value of -0.049 and a

non-significant (Sig.) value of 0.426. This outcome suggests that there is a tendency for job satisfaction to decrease as emotional exhaustion increases, and conversely, as job satisfaction decreases, emotional exhaustion tends to rise. This happens because when employees are dealing with emotional exhaustion, the joy they usually find in their day-to-day tasks diminishes. Consequently, this decline in their enjoyment of work directly contributes to an overall decrease in their satisfaction with their job. However, the term 'insignificant' in statistical analysis signals that this observed negative relationship lacks the strength required to confidently assert its existence as a reliable pattern within the entire population. Essentially, while there appears to be a connection between emotional exhaustion and job satisfaction, the lack of statistical significance implies that this correlation might not be robust enough to be considered a consistent and dependable pattern.

Comprehending the lack of significance in this relationship implies that the observed negative correlation between emotional exhaustion and job satisfaction might potentially stem from chance occurrences or unaccounted-for variables within the analysis. Consequently, reaching a definitive conclusion that this negative correlation consistently applies and impacts the broader population becomes challenging. The statistical insignificance indicates a degree of uncertainty, suggesting that while a link between emotional exhaustion and job satisfaction seems apparent, it lacks the robustness necessary to establish it as a steadfast and widespread pattern.

Nevertheless, the current findings are consistent with previous research conducted by [Khamisa et al. \(2015\)](#), [Prajogo \(2019\)](#), and [Talachi and Gorji \(2013\)](#), all of which underscored a negative relationship between emotional exhaustion and job satisfaction among employees. Despite this alignment, the absence of statistical significance urges caution against broad generalizations. It emphasizes the imperative need for further exploration and nuanced investigation to comprehensively grasp the intricate dynamics that underlie the interplay between emotional exhaustion and job satisfaction within the workplace setting. Additional research is essential to validate and deepen our understanding of these relationships, accounting for potential confounding variables and considering diverse contexts to enhance the accuracy and reliability of the conclusions drawn.

### **Emotional Exhaustion and Organizational Commitment among Healthcare Workers**

Emotional exhaustion remains a prevalent psychological state among healthcare workers. This mental state notably impacts their dedication to the organization and their job performance. Witnessing human suffering, dealing with patient trauma, and making critical decisions in high-pressure environments can lead to emotional exhaustion and emotional dissonance ([Gilbert et al., 2010](#); [López-Cabarcos et al., 2021](#); [Maslach & Leiter, 2016](#)). The gap between the emotions healthcare professionals genuinely undergo and the emotions they must display can generate emotional strain, which contributes to emotional exhaustion. Continuous exposure to distressing situations without adequate support systems can heighten emotional exhaustion, leaving healthcare workers vulnerable to burnout and decreased overall well-being. When healthcare workers experience emotional exhaustion, they often feel depleted, both physically and emotionally. They may display symptoms such as chronic fatigue, cynicism, and a decreased sense of personal achievement ([Kinman et al., 2023](#)). These symptoms can result in a decline in commitment to work, as healthcare professionals may struggle to find satisfaction and enjoyment in their jobs.

The statistical analysis conducted unveiled a noteworthy finding regarding the correlation between emotional exhaustion and organizational commitment among the healthcare workers

at Advent Hospitals in Manado, Indonesia. The obtained results indicated a statistically significant negative relationship, denoted by the R coefficient value of -0.154. This statistical result indicates that higher levels of emotional exhaustion are linked to lower levels of organizational commitment among the subjects studied, emphasizing the impact of emotional exhaustion on the dedication and loyalty of individuals towards their organization. The negative coefficient signifies that as emotional exhaustion increases, organizational commitment tends to decrease among the surveyed healthcare workers. Moreover, the significance value (Sig.) associated with this relationship was found to be 0.012, which falls below the conventional threshold of 0.05, indicating a strong level of confidence in the observed relationship. This suggests that the negative correlation between emotional exhaustion and organizational commitment is unlikely to have occurred by chance, indicating a meaningful and reliable finding within the dataset. The findings of this study align with [Bavani et al.'s \(2016\)](#), [Khan et al.'s \(2014\)](#), and [Wullur and Werang's \(2020\)](#) research, which also observed a negative relationship between emotional exhaustion and organizational commitment among employees in various organizations.

Healthcare workers who demonstrate strong commitment to their workplace and maintain low levels of emotional exhaustion tend to excel in patient care, exhibiting dedication, minimal turnover, and absenteeism while delivering top-notch services. In instances of high emotional exhaustion among healthcare workers, their commitment to their profession diminishes, potentially impacting the quality of services rendered. Persistent emotional exhaustion can significantly undermine their motivation to provide optimal care, ultimately compromising service quality. This state of emotional exhaustion may impede the consistent delivery of high-quality care, affecting essential skills such as communication, decision-making, and critical thinking abilities, all crucial for effective patient care. Consequently, this can jeopardize patient safety, elevate the risk of medical errors, and diminish the overall quality of healthcare services.

However, healthcare workers grappling with emotional exhaustion often experience a diminished sense of commitment toward their daily tasks, which directly impacts their ability to provide optimal care for patients. This reduced commitment stemming from emotional exhaustion can result in a decline in their overall job productivity. When healthcare professionals are emotionally drained, their capacity to deliver compassionate and effective patient care may suffer, as their energy and focus become compromised. Consequently, this can create challenges in maintaining high standards of care and may adversely affect patient outcomes. Finding strategies to support healthcare workers in managing emotional exhaustion is pivotal to sustaining their commitment and ensuring the continuous delivery of excellent patient care.

## **6. Conclusion**

The findings from the data analysis revealed a significant negative correlation between emotional exhaustion and both job satisfaction and organizational commitment among healthcare workers at Advent Hospitals in Manado, Indonesia. These results emphasize the critical necessity of addressing emotional exhaustion as a key factor in enhancing job satisfaction and organizational commitment within healthcare settings.

Recognizing the pervasive prevalence of emotional exhaustion within the healthcare sector is imperative for healthcare organizations and policymakers. It prompts the implementation of effective strategies aimed at mitigating emotional exhaustion and fostering the job satisfaction

and organizational commitment of healthcare workers. Such initiatives may encompass providing resources for stress management, advocating for work-life balance, cultivating a supportive and positive work environment, introducing emotional support programs, and facilitating accessibility to mental health services. By prioritizing the well-being of healthcare professionals and establishing supportive work environments, healthcare institutions can cultivate higher levels of job satisfaction and organizational commitment. This, in turn, enhances employee engagement, elevates the quality of patient care, and contributes to the overall success of the organization. Moreover, the findings of this study contribute to the existing knowledge base by shedding light on the intricate interplay between emotional exhaustion, job satisfaction, and organizational commitment within the healthcare context.

The study primarily focused on Advent Hospitals in Manado, Indonesia, thereby constraining the extent to which findings can be extrapolated to wider healthcare settings or regions. This confined focus prompts inquiries into the broader relevance of the results beyond this specific context. To augment the future research's applicability, it is imperative to broaden the sample size and incorporate participants from diverse healthcare facilities across various regions or settings. This comprehensive approach aims to augment the generalizability of findings and cultivate a more nuanced understanding of emotional exhaustion, job satisfaction, and organizational commitment within a spectrum of healthcare environments.

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