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The Mediating Role of Psychological Resilience in the Relationship Between Job Burnout Dimensions with Job Satisfaction and Organizational Commitment

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A B S T R A C T

The purpose of this research was to examine the mediating role of psychological resilience in the relationship between dimensions of job burnout with organizational commitment and job satisfaction among teachers. This research was descriptive and correlational in nature. The statistical population included all teachers in District 2 of Zahedan city in 2025, from which 223 individuals (144 women and 79 men) were selected through Stratified random sampling. To collect data, the Maslash (1985) burnout questionnaire, Smith et al.'s (1969) job satisfaction questionnaire, Allen and Meyer's(1991) organizational commitment questionnaire, and Connor and Davidson's(2003) resilience questionnaire were used. For data analysis, SPSS-26 software (for descriptive statistics and Pearson correlation coefficient) and Smart PLS-4 (for path analysis) were used. Results showed that there is a negative and significant relationship between dimensions of job burnout (emotional exhaustion and depersonalization) with psychological resilience, organizational commitment, and job satisfaction, while personal accomplishment has a positive and significant relationship with these variables. Path analysis indicated that psychological resilience plays a significant mediating role in the relationship between dimensions of job burnout (personal accomplishment, depersonalization, and emotional exhaustion) and job satisfaction, but does not have a significant mediating role in the relationship between these dimensions and organizational commitment. The research model was able to explain 68 percent of the variance in job satisfaction, 46 percent of the variance in organizational commitment, and 46 percent of the variance in psychological resilience.

Introduction

In today's challenging and competitive world, organizations face a dynamic and changing environment that can lead to increased psychological pressures and stress among employees. This chronic stress resulting from the work environment often leads to a phenomenon known in organizational psychology literature as "job burnout" (Maslach et al., 2001). Job burnout is a psychological syndrome accompanied by various physiological reactions and stems from prolonged exposure to work-related stressors, resulting in decreased energy and enthusiasm toward one's job (Shi et al., 2025). Job burnout, as a psychological response to chronic stress in the workplace, is characterized by three main dimensions: emotional

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exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016). Emotional exhaustion refers to the depletion of an individual's emotional resources, depersonalization represents a negative and cynical attitude toward clients and colleagues, and reduced personal accomplishment indicates feelings of inadequacy and lack of success at work (Kolutek et al., 2024).

Job burnout can have numerous negative consequences for employees and organizations. From an individual perspective, burnout can cause physical and psychological problems such as depression, sleep disorders, and gastrointestinal issues (Lee et al., 2011; Liu et al., 2023). Additionally, it can lead to various problems including decreased job satisfaction, performance decline, absenteeism, turnover intention, and even mental and physical health problems (Kolutek et al., 2024). Based on what was mentioned, job burnout, in addition to individual aspects, affects other aspects of employees' lives such as job satisfaction and organizational commitment.

Job satisfaction and organizational commitment are recognized as two important variables in organizational literature that have a close relationship with job burnout. Job satisfaction, as one of the most important variables related to job burnout, is a positive emotional state that an individual experiences after employment (Shi et al., 2025) and is defined as a positive feeling and favorable attitude of an individual toward their job, playing a decisive role in productivity, quality of services, and the tendency to remain in the organization (Weiss et al., 2018). Individuals with high job satisfaction have more motivation in their work environment, experience less stress, and show greater commitment to their work (Resnick, 2018). In general, job satisfaction affects job performance, motivation, work attitudes, and organizational commitment of employees (Meng et al., 2019; Taşkıran et al., 2024). Organizational commitment, as another important variable in the field of organizational behavior, refers to an individual's emotional and psychological attachment to the organization. Organizational commitment includes an individual's willingness to accept the organization's values and goals, willingness to exert considerable effort for the organization, and a strong desire to maintain membership in the organization (Meyer & Allen, 1991). Numerous studies have shown a negative relationship between job burnout and job satisfaction and organizational commitment. Wang et al. (2012) and Kaur et al. (2013) demonstrated in their studies that job burnout can have a negative impact on job satisfaction and organizational commitment. Al-Harbi et al. (2016), as cited in Shi et al. (2025), found in their study that individuals who experience moderate to high levels of job burnout report significant dissatisfaction with their jobs (Shi et al., 2025). Mauritz et al. (2022) showed in a study that job burnout is significantly associated with decreased organizational commitment. Additionally, Hou et al. (2020) found in their research on nurses that job burnout is a significant negative predictor of job satisfaction. Given the negative consequences of job burnout, identifying protective factors against this phenomenon is of particular importance. One of these protective factors that has recently attracted much attention is psychological resilience (Tian et al., 2015; Archer et al., 2024; Ali Aghlari, 2021). Psychological resilience is defined as the ability to return to normal state after experiencing life's hardships and challenges (Smith et al., 2008) and refers to an individual's ability to adapt successfully to adverse and stressful conditions (Fletcher & Sarkar, 2013). Resilience, as a positive resource, can help individuals better cope with workplace stresses and challenges (Southwick & Charney, 2012).

Resilience, as an important individual characteristic, has attracted the attention of many organizational managers because it can regulate individuals' stress responses and increase their coping abilities. Connor and Davidson's Conservation of Resources Theory (2003) explains well how resilience can reduce the impact of job burnout on job satisfaction and organizational commitment. According to this theory, individuals can neutralize some of the negative effects of stressors by acquiring, maintaining, or cultivating useful resources or by having a higher capacity to cope with challenges (i.e., higher psychological resilience) (Shi et al., 2025).

Although numerous studies have examined the relationships between job burnout, psychological resilience, job satisfaction, and organizational commitment, the precise mechanism of psychological resilience's effect on the relationship between dimensions of job burnout with job satisfaction and organizational commitment is not yet fully understood. Some studies have shown that resilience can act as a mediator in the relationship between job burnout and organizational outcomes. For example, Chang et

al. (2023) found in their research that resilience can reduce the negative impact of job burnout on job satisfaction. Similarly, Huang et al. (2024) found that resilience can moderate the relationship between job burnout and organizational commitment. In the existing literature, the mediating role of resilience in the relationship between different dimensions of job burnout with job satisfaction and organizational commitment has been less addressed. Most previous studies have considered job burnout as an overall construct and have not examined the different effects of various burnout dimensions (emotional exhaustion, depersonalization, and reduced personal accomplishment).

Given what has been said, this gap in the research literature suggests that examining the mediating role of psychological resilience in the relationship between different dimensions of job burnout with job satisfaction and organizational commitment can lead to a better understanding of the mechanisms for coping with job burnout. This issue is important from several perspectives:

1. From a theoretical perspective, examining the mediating role of resilience can contribute to the development of more comprehensive conceptual models in the field of the relationship between job burnout, job satisfaction, and organizational commitment.
2. From a practical perspective, identifying the role of resilience as a mediator can help design more effective interventions to reduce the negative effects of job burnout and improve job satisfaction and organizational commitment
3. At the organizational level, a better understanding of the role of resilience can help managers develop strategies to increase their employees' resilience and consequently reduce job burnout and improve satisfaction and organizational commitment.

Method

This research was descriptive and correlational in nature.

Sample and Sampling Method

The statistical population included all teachers in District 2 of Zahedan city in 2025, from which 223 individuals (144 women and 79 men) were selected through stratified sampling.

Tools Used

Smith et al.'s Job Satisfaction Questionnaire (1969)

This instrument, designed by Smith, Kendall, and Hulin in 1969, is one of the most reliable and widely used scales for measuring job satisfaction. The structure of this questionnaire allows participants to respond to brief statements and express their views on six main dimensions of job satisfaction. These dimensions include satisfaction with the type of work, salary level, supervision style, coworkers, promotion opportunities, and work environment. Responses are arranged on a five-point scale ranging from strongly disagree (1) to strongly agree (5), with the middle score (3) indicating a neutral stance. After completing the questionnaire, a separate profile is generated for each of the six aforementioned domains.

This questionnaire possesses good face and content validity. Studies by Smith and colleagues have shown that the reliability coefficient of this instrument varies between 0.62 and 0.89. In studies conducted in Iran, research by Khayatan et al. (2012) reported a reliability of 0.91 for this instrument. In the present study, examination of the questionnaire's reliability using Cronbach's alpha method yielded a coefficient of 0.87.

Resilience Questionnaire

The Connor-Davidson Resilience Scale, developed by these researchers in 2003, consists of 25 statements that are evaluated on a five-point Likert scale ranging from zero (meaning "completely false") to four (meaning "always true"). With this scoring system, the respondent's total score can range from 0 to 100.

The creators of this scale (Connor and Davidson, 2003) calculated the reliability of the instrument using Cronbach's alpha method as 0.89. Additionally, the reliability coefficient using the test-retest method over a four-week period was determined to be 0.87.

In Iran, Mohammadi (2006) standardized this tool on a sample of young adults aged 18 to 25 years. Using Cronbach's alpha coefficient, he reported the reliability of the scale as 0.89. In the current study, the reliability coefficient of the questionnaire calculated using Cronbach's alpha was estimated at 0.94, indicating excellent internal consistency of the instrument.

Organizational Commitment Questionnaire (OCQ)

This questionnaire was developed by Meyer and Allen (1991) and consists of 24 questions and 3 subscales:

- Affective commitment (items 1, 4, 7, 10, 13, 16, 19, 22)
- Continuance commitment (items 2, 5, 8, 11, 14, 17, 20, 23)
- Normative commitment (items 3, 6, 9, 12, 15, 18, 21, 24)

Items 2, 3, 6, 10, 11, 17, and 20 are reverse-scored. In this questionnaire, "Strongly agree" receives a score of 5, "Agree" receives 4, "Neither agree nor disagree" receives 3, "Disagree" receives 2, and "Strongly disagree" receives 1. The minimum score is 24 and the maximum score is 120, with higher scores indicating greater organizational commitment (Asghari Ebrahimabad et al, 2020). In the research by Keyvanloo et al. (2017), the Cronbach's alpha coefficient for this questionnaire was estimated at 0.80. Additionally, in the research by Asghari Ebrahimabad et al. (2020), the alpha coefficient for this questionnaire was reported as 0.66. In the present study, the Cronbach's alpha coefficient was obtained as 0.76.

Job burnout Questionnaire

This questionnaire was developed by Maslach in 1985 to assess occupational burnout among teachers. This questionnaire consists of 22 questions that measure factors related to emotional exhaustion, depersonalization phenomena, and lack of personal accomplishment in occupations. The components of this questionnaire include emotional exhaustion (questions 1, 2, 3, 6, 8, 13, 14, 16, 20), depersonalization (questions 5, 10, 11, 15, 22), and personal performance (questions 4, 7, 9, 12, 17, 18, 19, 21). The score range for each question varies from (0) to (6). In this questionnaire, the options range between (0 never, 1 rarely, 2 low, 3 sometimes, 4 moderate, 5 high, 6 always), and higher scores indicate greater job burnout (Nasrollahzadeh et al, 2019). In the study by Yue et al (2022), the level of job burnout was divided according to the components as follows: High-level burnout: When all three dimensions are at a high level. Medium-level burnout: When two dimensions are at a high level. Low-level burnout: When only one dimension is at a high level. No burnout: When all dimensions are at a low level. In the study by Nasrollahzadeh et al (2019) Cronbach's alpha coefficient for this questionnaire was reported to be 0.72. In the present study, the alpha coefficient for depersonalization 0/80 , emotional exhaustion 0/89 & personal accomplishment 0/81 was obtained.

Procedure

After selecting the research topic and target population, the total number of teachers in District 2 of Zahedan city was determined by consulting the Education Office of District 2. Considering that the population included both male and female teachers, stratified sampling method was employed, and the selected sample consisted of 223 individuals (144 women and 79 men). For data collection, the Maslach Burnout Inventory, Smith et al.'s Job Satisfaction Questionnaire, Allen and Meyer's Organizational Commitment Questionnaire, and Connor-Davidson Resilience Scale were utilized. Teachers responded to the research questions knowingly and voluntarily. After data collection, SPSS software version 26 and PLS were used for data analysis.

Results

In order to analyze the data of this study, SPSS-26 software was used for descriptive statistics including mean, standard deviation, and Pearson correlation coefficient, and Smart PLS-4 software was used for inferential statistics including path analysis.

Table 1. Mean, standard deviation, and correlation coefficient in the research variables

Variable	Mean	SD	1	2	3	4	5	6
1. Emotional exhaustion	34.15	7.61	1					
2. Depersonalization	20.47	3.86	.75**	1				
3. Personal accomplishment	13.49	4.967	-.55**	-.59**	1			
4. Resiliency	47.45	15.20	-.28**	-.41**	.63**	1		
5. Organizational commitment	46.43	11.00	-.37**	-.33**	.50**	.44**	1	
6. Job satisfaction	53.78	12.80	-.65**	-.58**	.66**	.57**	.56**	1

**p<.01

The correlation coefficient results indicate that job burnout sub-scales including emotional exhaustion is negatively and significantly correlated with resiliency (r=-.28, p<.01), organizational commitment (r=-.37, p<.01), and job satisfaction (r=-.65, p<.01). Depersonalization is negatively and significantly correlated with resiliency (r=-.41, p<.01), organizational commitment (r=-.33, p<.01), and job satisfaction (r=-.58, p<.01). Personal accomplishment is positively and significantly correlated with resiliency (r=.63, p<.01), organizational commitment (r=.50, p<.01), and job satisfaction (r=.66, p<.01).

Discriminant validity assessment and heterotrait-monotrait

Table 2 presents the reliability of the research variables by utilizing Cronbach's alpha, composite alpha, adapted variance, and the heterotrait-monotrait correlation ratio (HTMT) measure. This facilitates the evaluation of discriminant validity.

Table 2. Cronbach's alpha, composite alpha, average variance extracted, and heterotrait-monotrait correlation ratio (HTMT) measure

Variable	Cronbach's alpha	CR	AVE	1	2	3	4	5	6
1. depersonalization	0.80	0.80	0.55						
2. emotional exhaustion	0.89	0.90	0.54	0.90					
3. job satisfaction	0.87	0.89	0.27	0.73	0.72				
4. organizational commitment	0.76	0.81	0.20	0.58	0.55	0.72			
5. personal accomplishment	0.81	0.83	0.48	0.74	0.65	0.79	0.63		
6. resiliency	0.94	0.96	0.45	0.52	0.36	0.68	0.52	0.73	-

The alpha value that is deemed acceptable must exceed 0.70. As demonstrated in Table 2, any values exceeding 0.70 confirm the consistency of internal reliability in the study variables. All coefficients of the heterotrait-monotrait correlation ratio (HTMT) measure fall within acceptable ranges. Consequently, the dependability of all research variables falls within acceptable thresholds.

To test the mediating role of resiliency in the relationship of job burnout components with organizational commitment and job satisfaction, path analysis with direct and indirect effects was used using Smart PLS software version 4. The results are shown in Table 3 and Figure 1.

Table 3. Results of the analysis of the path coefficients of direct and indirect effects

Pathway coefficients	Beta	SD	t	P values	CI 95%	
					LL	UL
D -> JS	-0.005	0.086	0.063	0.950	-0.179	0.157
D -> OC	-0.044	0.145	0.305	0.760	-0.340	0.232
D -> R	-0.263	0.095	2.776	0.006	-0.456	-0.088
EE -> JS	-0.394	0.097	4.075	0.0001	-0.574	-0.194
EE -> OC	-0.324	0.110	2.947	0.003	-0.545	-0.120
EE -> R	0.207	0.093	2.227	0.026	0.012	0.378
PA -> JS	0.206	0.086	2.397	0.017	0.041	0.374
PA -> OC	0.262	0.097	2.698	0.007	0.060	0.444
PA -> R	0.613	0.080	7.693	0.0001	0.440	0.747
R -> JS	0.410	0.080	5.133	0.0001	0.261	0.573
R -> OC	0.195	0.112	1.742	0.082	-0.026	0.415
PA -> R -> JS	0.252	0.068	3.715	0.0001	0.135	0.395
PA -> R -> OC	0.120	0.073	1.631	0.103	-0.015	0.274
D -> R -> JS	-0.108	0.040	2.670	0.008	-0.195	-0.037
D -> R -> OC	-0.051	0.037	1.371	0.170	-0.141	0.006
EE -> R -> JS	0.085	0.043	1.983	0.047	0.005	0.174
EE -> R -> OC	0.040	0.032	1.261	0.207	-0.006	0.117
R^2=.68, job satisfaction; R^2=.46, organizational commitment; R^2=.46, resiliency						

Note: D: Depersonalization, JS: Job Satisfaction, OC: Organizational Commitment, R: Resiliency, EE: Emotional Exhaustion, PA: Personal Accomplishment,

Depersonalization has no significant direct effect on job satisfaction (Beta= -0.005, t=0.063, p=0.95) and organizational commitment (Beta= -0.044, t=0.305, p=0.76). But depersonalization has a significant direct effect on resiliency (Beta= -0.263, t=2.776, p=0.006). Emotional exhaustion has a significant direct effect on job satisfaction (Beta= -0.394, t=4.075, p=0.0001), organizational commitment (Beta=-0.324, t=2.947, p=0.003), and resiliency (Beta= 0.207, t=2.227, p=0.26). Personal accomplishment has a significant direct effect on job satisfaction (Beta=0.206, t=2.397, p=0.017), organizational commitment (Beta=0.262, t=2.698, p=0.007), and resiliency (Beta=0.613, t=7.693, p=0.0001). Resiliency has a significant effect on job satisfaction (Beta=0.410, t=5.133, p=0.0001). But resiliency has not a significant effect on organizational commitment (Beta=0.195, t=1.742, p=0.082). Personal accomplishment has an indirect, positive, and significant effect on the relationship between resiliency and job satisfaction (Beta=0.252, t=3.715, p=0.0001). Personal accomplishment has not a significant indirect effect on the relationship between resiliency and organizational commitment (Beta=-0.120, t=1.631, p=0.103). Depersonalization has an indirect, negative, and significant effect on the relationship between resiliency and job satisfaction (Beta=-0.108, t=2.67, p=0.008). Depersonalization has not a significant indirect effect on the relationship between resiliency and organizational commitment (Beta=-0.051, t=1.371, p=0.17). Emotional exhaustion has an indirect, positive, and significant effect on the relationship between resiliency and job satisfaction (Beta=0.085, t=1.983, p=0.047). But, emotional exhaustion has not an indirect and significant effect on

the relationship between resiliency and organizational commitment (Beta=0.040, t=1.261, p=0.207). Resiliency mediated significantly the relationship of personal accomplishment, depersonalization, and emotional exhaustion with job satisfaction. But resiliency did not mediate significantly the relationship of personal accomplishment, depersonalization, and emotional exhaustion with organizational commitment.

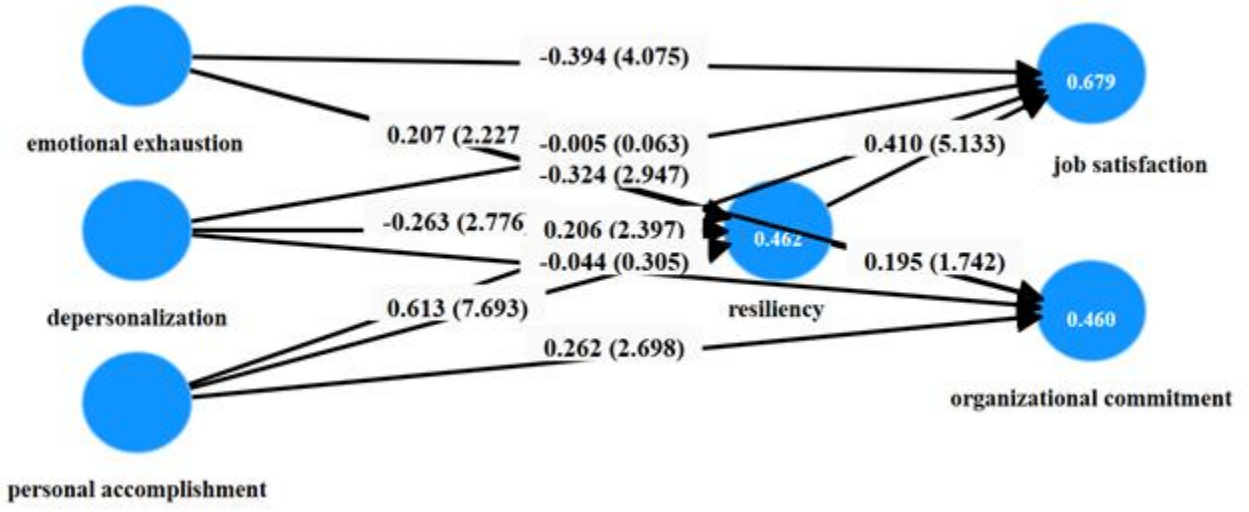


Figure 1. Pathway coefficient Beta and t-values

Discussion & Conclusion

The present study aims to examine the mediating role of psychological resilience in the relationship between burnout with organizational commitment and job satisfaction. Results showed that emotional exhaustion with a path coefficient of β=-0.394 has a significant negative effect on job satisfaction. This finding means that as emotional exhaustion increases, job satisfaction decreases. This result is consistent with previous research findings. For example, Heydari Tafreshi and Daryabegian (2012) in their study showed that there is a significant negative relationship between burnout and job satisfaction. Additionally, Safari et al. (2016) in their study demonstrated an inverse relationship between job satisfaction and burnout, which is consistent with the findings of the current research. Wang et al (2022) in their research demonstrated that employees who experience high levels of burnout have lower job satisfaction and derive less pleasure from performing their job tasks. Emotional exhaustion refers to the feeling of being drained of emotional and psychological energy and occurs when an individual feels their emotional resources are depleted. This condition leads to decreased motivation, enthusiasm, and job satisfaction. Vafaei and Javaherizadeh (2024) also showed in their research that work engagement (which is the opposite of emotional exhaustion) has a significant positive effect on job satisfaction. This indicates that the more job enthusiasm a person has, the higher their job satisfaction. Path analysis results showed that depersonalization with a path coefficient of β=-0.005 and significance level of p=0.950 does not have a significant effect on job satisfaction. This finding is contrary to theoretical expectations, as depersonalization (cold attitude and indifference toward clients and colleagues) is usually expected to have a negative impact on job satisfaction. This finding is inconsistent with some previous studies. For example, Wu (2020) in his study showed that depersonalization has a significant negative effect on job satisfaction. The reason for this inconsistency could be related to sample characteristics, specific work environment, or cultural differences. It is also possible that in the studied sample, other factors such as resilience or social support may have moderated the negative effects of depersonalization on job satisfaction. Another finding of the research showed that personal accomplishment with a path coefficient of β=0.206 has a significant positive effect on job satisfaction. This finding means that with an increase in

feelings of success and achievement at work, job satisfaction also increases. This finding is consistent with the results of many previous studies. For example, Luthans and Youssef (2007) in their study showed that feelings of success and achievement at work have a positive effect on job satisfaction. Meilinda et al (2021) also showed in their research that feelings of success and personal progress at work have a significant positive relationship with job satisfaction. The results of Vafaei and Javaherizadeh's (2024) study also support this finding, showing that work engagement (which includes absorption in work and feelings of meaningfulness and success) has a significant positive effect on job satisfaction. Results also showed that emotional exhaustion with a path coefficient of β=-0.324 has a significant negative effect on organizational commitment. This finding means that as emotional exhaustion increases, organizational commitment decreases. This finding is consistent with the results of previous studies. For example, For example, Dargahi-Karkandi and Taghipour (2019) showed in their study that there is a negative and significant relationship between job burnout and organizational commitment. Safari et al. (2016) also showed in their study that psychological empowerment (which is the opposite of burnout) with a path coefficient of β=0.34 has a significant positive effect on organizational commitment. This result is indirectly consistent with the current research finding. Path analysis results showed that depersonalization with a path coefficient of β=-0.044 and significance level of p=0.760 does not have a significant effect on organizational commitment. This finding is also contrary to theoretical expectations, as depersonalization is usually expected to have a negative impact on organizational commitment. This finding is inconsistent with some previous studies. Vafaei and Javaherizadeh (2024) also showed in their research that work engagement (which is the opposite of depersonalization) has a significant positive effect on organizational commitment. Similar to the effect of depersonalization on job satisfaction, the reason for this inconsistency could be related to sample characteristics, specific work environment, or cultural differences. Another result of this research was that personal accomplishment with a path coefficient of β=0.262 has a significant positive effect on organizational commitment. This finding means that with an increase in feelings of success and achievement at work, organizational commitment also increases. This finding is consistent with the results of many previous studies. For example, Luthans et al (2007) in their study showed that feelings of success and achievement at work have a positive effect on organizational commitment. Allen and Meyer (1997) also showed in their study that feelings of success and progress at work have a significant positive relationship with affective commitment. Safari et al. (2016) also showed in their study that psychological empowerment (which includes feelings of meaningfulness, competence, and impact) has a significant positive effect on organizational commitment. This result is consistent with the current research finding. Path analysis results also showed the mediating role of resilience in the relationship between burnout and job satisfaction. This finding indicates that resilience can act as a protective factor against the negative effects of burnout on job satisfaction. In other words, even in conditions where individuals experience burnout, if they have high resilience, they can have greater job satisfaction. This finding is consistent with the results of Montgomery and Patrician's (2022) research, which showed that resilience can play an important role in influencing experiences of burnout and intention to leave among nursing leaders. Piotrowski et al. (2022) also showed that resilience has a protective effect on recovery from stress and burnout in specific work environments. In another study by Aliaoughlari (2021), it was found that resilience plays a mediating role in the relationship between organizational identity determination and job satisfaction. This finding indirectly supports the results of the current research, as it shows that resilience can act as a mediator in relationships between organizational variables. The findings of this research have important theoretical and practical implications. From a theoretical perspective, this research contributes to expanding knowledge in the field of the relationship between burnout, resilience, and job satisfaction. It also clarifies the mediating role of resilience in this relationship. From a practical perspective, this research offers suggestions for organizational managers and human resource specialists. Given the important role of resilience in reducing the negative effects of burnout on job satisfaction, organizations can design and implement programs to increase employee resilience. These programs may include training in stress coping skills, time management, and creating a supportive work environment. Also, given the negative impact of burnout on job satisfaction, organizations should seek solutions to reduce burnout. These solutions may include reducing workload, increasing individuals' control over their jobs, and creating a fair reward

system. This research also has limitations that should be considered in interpreting the results; the cross-sectional design of this study limits precise inference. Future research could use longitudinal designs to provide a better understanding of the relationships between variables. Finally, this research emphasizes the importance of considering burnout and resilience in understanding and managing job outcomes such as job satisfaction and organizational commitment. Organizations can develop strategies to reduce burnout and strengthen employee resilience based on these findings.

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