



Proceedings of the 38th iSTEAMS Bespoke Conference – Accra Ghana 2024

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**38th International Science Technology Education Arts Management
& Social Sciences (iSTEAMS) Bespoke Conference - Accra Ghana 2024**

**Influence of Job Burnout on Employee Performance Among Academic
Staff Of Tertiary Institutions In Ekiti State, Nigeria**

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ABSTRACT

The study examined the influence of job burnout on employee performance among academic staff of tertiary institutions in Ekiti State. Specifically, the study investigated the influence of emotional exhaustion; examined the influence of depersonalization and determined the influence of personal accomplishment on employee performance among academic staff of tertiary institutions in Ekiti State. A descriptive survey research design was adopted for the study. The population of the study comprised academic staff of tertiary institutions in Ekiti State. The sample size was 344 respondents and was determined through Yamani sampling model. Primary data used for the study were gathered through the administration of structured questionnaire. Data gathered were analyzed using multiple regression. The result showed that emotional exhaustion has significant effect on employee productivity ($t=3.454$, $t= 2.776$ and $t=-2.910$, $p<0.05$); It further showed that depersonalization has significant effect on employee performance ($t=1.397$, $t=3.314$ and $t=2.697$, $p<0.05$); Furthermore, it showed that personal accomplishment has significant effect on employee performance ($t=4.054$, $t=4.452$, and $t= 5.086$, $p<0.05$). The study concluded that all the constructs (emotional exhaustion, depersonalization and personal accomplishment) of the explanatory variables were significantly related to employee performance among academic staff of tertiary institutions in Ekiti State, Nigeria.

Keyword: Depersonalization, Emotional Exhaustion, Employee, Performance, Job Burnout, Personal Accomplishment.

Proceedings Citation Format

Faleye, O.C. & Adelugba, I.A. (2024): Influence of Job Burnout on Employee Performance Among Academic Staff Of Tertiary Institutions In Ekiti State, Nigeria. Proceedings of the 38th iSTEAMS Multidisciplinary Bespoke Conference. 15th-19th July, 2024. University of Ghana, Accra, Ghana. Pp 143-162. dx.doi.org/10.22624/AIMS/ACCRABESPOKE2024P15



1. INTRODUCTION

Business life is changing at the same rate with the outside world, which is changing rapidly. This rate of change inevitably affects employees with a positive or negative way. Managers, who are important actors of the business world, tend to evaluate employees performance according to different parameters depending on the conditions of the day. Employees working with this awareness are in a race with other employees either with the expectation of higher income or to make a difference. Performance races of the employees become inevitable, especially given the fact that job performance of private sector employees is tried to be measured with a concrete set of assessment criteria. In this regard, job performance gains more and more importance for employees in every sense (Aksoy & Yalcinsoy, 2018). Recently, a study on job burnout, which belongs to job stress, is being performed in a field of organizational behaviour.

Job burnout is a mental phenomenon, which is a form of chronic stress reactions occurred by accumulated and long-term negative effects of job stress. Job burnout mostly occur among workers who engage in professional personal services such as, teacher, doctor, nurse, lawyer, social worker, police and fire public official. The rapidity with which the concept of job burnout has been incorporated into everyone's life is astonishing. During the two decades, many organizational members had experienced job stress and because of the persistent job stress, they have fallen into job burnout (Kwag & Kim, 2009).

In the same vein, Basami, Chizari and Abbasi (2013) asserted that burnout is a problem for people who work in human service professions. However, burnout is a predicament that affects not only the person experiencing it but the co-workers and the organization in which the person is employed. The burnout individual soon afflicts many of his/her colleagues with this problem. Burnout disturbs first the individual's balance and then the organizational balance, disrupting efficiency and productivity and as a result, effectiveness; thus, immediate diagnosis of this phenomenon and its indicators is of utmost importance in preventing its prevalence.

Employees experience job burnout in their daily communications with co-workers and customers and can be associated to both individual and organizational factors (Dimitrios & Konstantinos, 2014). Employees react to burnout syndromes in their workplaces by developing a cynical temperament towards the organization. In modern times, employees in banks are especially among the workgroups affected by burnout syndrome. The intense work load and long hours required by banking organizations leads to organizational cynicism which has negative effects on the organization (Akhighe & Gail, 2017). Job burnout of personnel will reduce effectiveness and efficiency of the organization; in this event, the organization will not attain its goals and aspirations (Love, Goh, Hogg, Robson, & Irani, 2011). Job burnout is a multifaceted phenomenon characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, primarily resulting from chronic workplace stressors (Maslach & Leiter, 2016). In the context of academic institutions, where demands for research, teaching, and administrative responsibilities are high, job burnout among academic staff has become a prevalent concern (Schaufeli & Taris, 2005). Ekiti State, located in southwestern Nigeria, hosts several tertiary institutions facing similar challenges regarding employee well-being and organizational performance. This study aims to investigate the influence of job burnout on the performance of academic staff within these institutions.

1.1 Statement of the Problem

Most organizations with the aim of attaining higher productivity end up saddling employees with overload of work in order to meet deadline and this might have psychological and physical effects on the employees which may result in something contrary to what these organizations want to achieve. Although organizations are paying more attention than in the past to the consequences of the trauma their employees go through when they place extraordinary demands on them, there is still more room for improvement. Again to generate enough revenue to be self-sustaining and to be able to fund the acquisition of modern equipment meant for efficient service provision and optimal employment of resources. Burnout is a type of psychological distress a chronic negative psychological condition that results as day to day work stressors takes their toll. Workers who experience burnout have some symptoms such as exhaustion, depersonalization, and diminished personal achievement (Roloff & Brown, 2011).

For this reason there has been the need for a continuous change in management strategies and administration, and the demands on employees to perform have been increasing. This has brought a lot of pressure on the employees, who are expected to deliver a world class service without the corresponding increase resources and training, yet those who fail to deliver are threatened with dismissal and other forms of punishment (Umweni, 2018). In view of this, job burnout is a professional risk that is associated with reduction in employees' physical and mental energy. Nowadays job burnout has attracted much attention by researchers and corporate leaders that mainly is associated with important individual and organizational outcomes such as job performance, organizational behaviour, job attitudes and negative psychological consequences.

Job burnout has negative impact on employees, family, friends and those around them and in general has a negative impact on society, and can reduce quality of life for employees both at work and in their home. Over time, job burnout can lead to increased problems at home and also the withdrawal from family and friends. Job burnout is a painful experience for individuals and a costly phenomenon for organizations. Costs of job burnout for employees and their families is also very heavy which includes direct costs such as lack of membership and participation of employees, absenteeism, turnover, strikes, reduced job performance, reducing the quality and quantity of output and job accident and indirect costs such as loss of vitality, job dissatisfaction, low commitment, reducing the quality of relationships, distrust, hostility and aggression (Rad & Jamshidi, 2017).

In view of the above, previous researchers have concentrated much on impact of burnout on different variables, researchers like Akhighe and Gail (2017) in Nigeria, Bavani, Abdullah and Manif (2016) in Malaysia and Boonratana and Gharlegghi (2015) in Malaysia to mention but few. However, there is controversy in the study of the aforementioned studies in Malaysia that not all the three variables (Depersonalization, emotional exhaust and personal accomplishment) employed as a proxy of job burnout were found significant in Malaysia. Base on this premise, the three constructs will be revalidated in Ekiti State Tertiary Institution particularly among academic staff.



2. LITERATURE REVIEW

2.1 Concept of Job Burnout

The concept of burnout was suggested by Herbert Freudenberger who was working as a psychoanalyst in a clinic in New York (Shepherd, Tashchian & Ridnour, 2011). However, burnout is defined as a symptom of emotional exhaustion, depersonalization, and reduced personal accomplishment at work due to work activity. Similarly, job burnout is defined as psychological disorders related to a job, which is the cause of emotional problems, reducing the individual success and personality disintegration. Imbalance between job demands and job skills, differences between resources, expectations and job realities, and job stress take account as prominent elements of the job burnout (Demerouti, 2012). Burnout, first of all, is caused by the exhaustion of the emotional resources of individuals because of the excess work load and continuation of works, which leads to the formation of "emotional exhaustion".

The person at this level sees himself/herself physically and emotionally exhausted and worn out, unable to commit himself/herself to his/her work and unable to act adequately responsible to his/her clients. Those who show exhaustion over time are getting away from other people and developing weaker relations with the people they are with. As a result, a condition described as "desensitization" occurs in such persons. The desensitized individual prefers to become isolated/get lonely by removing others from their lives by thinking that they are interfering too much in their lives. At the last stage, the individual who is aware of the negative changes that are happening in him/her sees himself/herself inadequate in the relations he/she has established with his work and people. Negative self-evaluation of the person is considered to be "a decrease in personal achievement" (Ardic & Polatci, 2009; Arslantaş, Soybaş & Yalçınsoy, 2016).

Burnout manifests itself in the form of emotional exhaustion, depersonalization of others, and lack of felt accomplishment in working with others (Maslach, 2002). Emotional exhaustion involves feelings of being depleted of energy and drained of sensation. The negative consequences of burnout are well documented. For instance, burnout decreases organizational commitment (Leiter & Maslach, 2008), job performance, contextual performance and increases turnover intentions. Maslach (2002) argued that organizational commitment protects the individual from negative outcomes experienced at work either because those individuals who are committed to the organization have connected more closely to the individuals at work or because they have found meaning of their work. Job burnout is a multifaceted phenomenon characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, primarily resulting from chronic workplace stressors (Maslach & Leiter, 2016).

In the context of academic institutions, where demands for research, teaching, and administrative responsibilities are high, job burnout among academic staff has become a prevalent concern (Schaufeli & Taris, 2005). Ekiti State, located in southwestern Nigeria, hosts several tertiary institutions facing similar challenges regarding employee well-being and organizational performance. This study aims to investigate the influence of job burnout on the performance of academic staff within these institutions.



2.2 Emotional Exhaustion

First component of burnout, emotional exhaustion, is characterized by a lack of energy and a feeling that one's emotional resources are used up. This "compassion fatigue" may coexist with feelings of frustration and tension as workers realize they cannot continue to give themselves or be as responsible for clients as they have been in the past. A common symptom is dread at the prospect of returning to work for another day. Emotional exhaustion occurs when there is an overwhelming demand on one's time and energy. Emotional exhaustion is known as a core dimension of burnout (Gaines & Jermier, 1983) as well as a state caused by psychological and emotional demands made on people. Since EE is conceptualized as the first stage of burnout (Maslach & Jackson, 1981), emotional exhaustion is important as it is a point of possible managerial intervention in the burnout process. Maslach and Jackson (1986) identified emotional exhaustion as the most critical aspect among the dimension.

Employees whom encounters emotional exhaustion feels overextended and overworked, where one dreads coming to work and faces lack of energy to face another day at the job (Maslach & Leiter, 1997). In this condition, frustration and hopelessness takes over as the demand of the job continues to outperform the employee's capability (Pines & Aronson, 1988). According to Cropanzano, Rupp and Byrne (2003) and Westman and Eden (1997), EE is one of the factors that encourage employees to be more likely to withdraw form an organization. As a support to this view, meta-analytic findings and reviews reveal that emotional exhaustion is consistently positively related to turnover intentions and actual turnover (Swider & Zimmerman, 2010). When an individual is exhausted, one's personal resources are spent and as a consequence, on engage in withdrawal and avoidant coping strategies to protect themselves from further damages to their health (Halbesleben, 2006).

2.3 Personal Accomplishment

The final component of burnout diminished personal accomplishments characterized by a tendency to evaluate oneself negatively. Individuals experience a decline in feelings of job competence and successful achievement in their work or interactions with people. Frequently there is the perception of a lack of progress or even lost ground. Furthermore, burnout is a right approach to seek the origins of burnout in social, economic, and cultural developments in the last quarter of the last century. This is because; the world rapidly turned from an industrial society into a service society in that period (Schaufeli , 2009). Personal accomplishment is reduced as emotional exhaustion and depersonalization takes place, where employees will experience a reduction in the sense of personal achievement which includes evaluating oneself negatively to a point where he or she doubts the contribution and capabilities of their work (Sethi, Barrier & King, 1999). There are many contributors towards reduced PA. For example, when there is a lack of employee involvement in the decision-making process, an employee will experience less valued and not being a part of the team. Eccles, Adler, Futterman, Goff, Kaczala, Meece and Midgley (1983) defined different components of achievement values, namely attainment value, intrinsic value, utility value and cost value. Attainment values are the importance of doing well on a given job. Intrinsic value refers to the enjoyment on gains from doing the task (Harter, 1981).

2.4 Depersonalization

Another component is depersonalization or dehumanization; it is marked by the treatment of clients as objects rather than people. Workers may display a detached and an emotional insensibility and may be cynical towards co-workers, clients and the organization.

Visible symptoms include the use of derogatory or abstract language, strict compartmentalization of professional lives, intellectualization of the situation, withdrawal through longer breaks or extended conversations with co-workers, and extensive use of jargon (Maslach & Jackson, 2005). One classic analogy is that of a petty bureaucrat, going strictly "by the book" to deal with individual clients rather than becoming personally involved enough to tailor a solution or an approach to the client's needs. Depersonalization emerges as a mean of defending oneself experience emotional exhaustion. Withdrawing from job, no care towards clients or programs and becoming cynical with management and other staffs are characteristics of employees whom experiencing depersonalization (Maslach & Jackson, 1981). The "I do not care" attitude exists as the dimension detaches the individual from his or her job. At this point, the employee exhibits negative behaviour towards clients, employees and management. Campbell, Perry, Maertz, Allen and Griffeth (2013) studies states that individuals use withdrawal-based coping mechanisms as the face resource loss and subsequent burnout which is the one way individual use to preserve the remaining resources such as commitment to organization.

2.5 Employee Performance

Employee job performance has always been an important concern for managers of organizations (Kelidbari, Dizgah, & Yusefi, 2011). Similarly, employee performance is key edifice of an organization therefore, aspects that place the grounds for high performance must be scrutinized critically by the organizations for them to succeed (Abbas & Yaqoob, 2009). According to Lee, Lim, Yang and Lee (2011) defined job performance as workers' total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization. Similarly Liao, Lu, Huang and Chiang (2012) define job performance as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. It also satisfies the needs for employees to realize themselves. Ahmad and Shahzad (2011), also argue that employee performance symbolizes the broad belief of the personnel about their behaviour and contributions towards the achievement of the organization.

Consequently, Alagaraja and Shuck (2015) aimed to discover prevailing viewpoints of organizational configuration and employee engagement in order to understand reasons associated with enhancing individual performance. Furthermore, Thomas and Feldman, (2010) adopted measures of employee performance as core task performance, which includes in-role performance, safety performance, and creativity, followed by citizenship performance, categorized into both targets-specific and general organizational citizenship behaviour and lastly, counterproductive performance that consists of general counterproductive work behaviour, workplace aggression, substance use, tardiness, and absenteeism.

Therefore, employee performance brings about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and employee satisfaction directly (Sadikoglu & Zehir, 2010). Globalizations have created a lot of modifications and challenges that affect both the private and public sector around the world which make Nigerian Universities not exceptional to such situations. Although there are some unrelenting arguments about the positive and negative effects about such changes, an effective scrutiny of employee performance therefore becomes a necessity (Krishna, 2010).

However, this as a result of the state of employee performance in such universities is at its deteriorating level, and brings on the create a policy that can deliver success and advancement for the management of Universities in Nigeria to collectively, address and deliberate for higher employee performance for their respective institutions.

The issue of how employees who work in the same business or in similar organizations produce better quality services or products compared to the ones working in other organizations that has similar jobs or produce similar products has attracted interest from researchers and has become a subject of various scientific researches (Arslan, 2016). Performance is a term related to the technical aspect of the working behavior (Motowidlo, Borman & Schmit, 1997) and is defined as the works that must be done by the employees in exchange for salaries and other benefits (Rousseau & Parks, 1993). In short, performance can also be described as the result of an employee's work with an intention to make a task assigned to him or her in a certain period of time (Simsek & Oge, 2011). Yumusak (2008) has collected the factors that affect the performance of employees under three main groups as economic, physical and psycho-social factors. Performance is expressed as the level of work that the employees have done according to some criteria previously determined by the managers and the manner of behaviors that the employees put fort while working. The performance evaluation made on the basis of these criteria is the comparison of the current performance of the employees with their potential performance in the future. Performance appraisal, which is frequently used as human resources applications in recent periods, has attracted intense interest of researchers in this direction. (Gürbüz & Yüksel, 2011).

2.6 Theoretical Literature

2.6.1 Conservation of Resources Theory

Conservation of Resources (COR) theory was developed by Steven Hobfoll in 1989. Many theoretical analyses have been used to describe, and explain about the process of job burnout including individual, association and public level (Gorgievski & Hobfoll, 2008).The Conservation of Resources (COR) theory were adopted in early of 1990 by scholars in order to understand about the process of job burnout as well the occupational stress in an organization. Conservation of resources (COR) theory described about the individuals view points on the burnout stress even thought at starting point this theory were specifically developed to explain about general of stress theory but now it's available to be used for burnout (Hobfoll & Shirom, 2001). This COR theory were developed as a conceptual framework model for stress process which also quite similar with P-E fit model (Dewe, O'Driscoll & Cooper, 2012).

P-E fit model were used to examine the employees interaction as wellthe environment which influence them in between individual resources to deal with their demands. Hence, in this study the COR theory were used in order to increase the personal resources among the workers in order to overcome the strain situation when there is high of demand in the organization. The basic principle of the COR theory was to achieve, to maintain and to support the employees personal resources which classify into four types which was personal characteristic, conditions, energies as well the objects. For example, when the employees feel that they loss of resources mean they start to having feeling of threats of resources and soon will face the psychological stress such as job burnout since they fail to recover from it (Zarei & Kadir, 2013).

COR theory related to the job resources where its link to the employees' well-being in terms of shelter, self-esteem as well attachment to the other significant such as money and credit which help to maintain the key resources (Gorgievski & Hobfoll, 2008). The COR theory explained that the employees who facing lack of resources are in danger to the cycle of resources reduction where those employees who in excess of resources are likely to be in stress situation.

The COR theory helps to describe the warning sign and roots of the job burnout through the terms of resources loss which may result from ineffective of coping with distinguish net loss of treasured person resources which cannot be bring back (Hobfoll & Shirom, 2001). Hence, in this study the COR theory will clarify how to maintain the employees' personal resources which help to increase their commitment level (Bavani, Abdullah & Manaf, 2016).

2.6.2 Psychological Stress – The Lazarus Theory

This theory was propounded by Lazarus and Folkman in 1984. According to the theory, stress is experienced when a person perceives that the “demands exceed the personal and social resources the individual is able to mobilize.” This called the transactional model of stress and coping. Neither the environment event nor the person's response defines stress, rather the individuals perception of the psychological situation is the critical factor. According to Lazarus, the effects that stress has on a person are based more on that persons feeling of threat, vulnerability and ability to cope than on the stressful event itself.

He defines psychological stress as a “particular relationship between the person and environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her wellbeing. According to his theory there are two things that a person thinks when they are faced with a situation. These are called the primary appraisal and the secondary appraisal

2.6.3 Transactional Theories of Occupational Stress

Most transactional theories of stress focus on the cognitive processes and emotional reactions underpinning the person's interaction with their environment. For example, Synergist's transactional model of “effort-reward imbalance. Siegrist (1990) argues that the experience of chronic stress can be best defined in terms of a mismatch between high costs spent and low gains received. In other words, according to the model, stress at work results from high effort spent in combination with low reward obtained. Two sources of effort are distinguished: an extrinsic source, the demands of the job, and an intrinsic source, the motivation of the individual worker in a demanding situation. Three dimensions of reward are important: financial gratifications, socio-emotional reward and status control (i.e., promotion prospects and job insecurity). Adverse health effects, such as cardiovascular risk, are most prevalent in occupations where situational constraints prevent workers from reducing “high cost - low gain” conditions.

2.6.4 Equity Theory

Equity theory as propounded by Adams (1963) suggests that individuals will compare the efforts that they make against the efforts made by those around them, that is to say individuals will compare them-selves to others in similar circumstances to them-selves similar work, hours, study fellowship etc. and to the treatment that the others receive-pay, bonus, promotion etc. and if there is similarity, the individual will sense a feeling of equity,



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However, if individuals believe that there is an input-outcome in equity (more work for less pay than others), they will sense a feeling of inequity. Equity theory assesses an individual's perceived fairness of an employment situation and finds that if there are perceived inequalities, he/she would change behaviour and may go further to take action to seek a redress of the imbalance. This redress may be in any of the four ways: increase outputs (by working harder, attend training courses, or go for further education), decrease inputs (by working less, refuse to take on as much responsibility, or be so obliging to help others), and increase outcomes (aim for extrinsic benefits such as requesting for more pay, extra holidays etc.) and quit (resign from the job, absenteeism). Equity theory has helped organizations address the issue of injustice, partiality, and unfairness.

3. RESEARCH METHOD

This study employs a mixed-methods approach to examine the relationship between job burnout and employee performance among academic staff in Ekiti State. Quantitative data is collected through structured surveys distributed among a sample of academic staff members from various tertiary institutions in the state. The survey includes standardized measures of job burnout and self-reported indicators of performance. Additionally, qualitative data is gathered through semi-structured interviews with selected participants to gain deeper insights into their experiences of burnout and its effects on performance.

3.1 Source of Data Collection

For any research work, there are two types of data and sources which include the primary sources of data. The primary data are data collected from the source and often collected through questionnaire, interview and so on. While secondary data are collected from annual reports, statistical bulletin journals and so on (Odugbemi & Oyesiku, 2000). For this research work, primary data was used which will be collected through questionnaire as its sources to get information from the sample respondents.

3.2 Population of the Study

Population is the total group that the researcher wishes to study (Osuagwu, 2002). The population for the study covered only the academic staff of tertiary institutions in Ekiti State. However, there are seven tertiary institutions in Ekiti State, from which three are universities (Ekiti State University, Ado, Federal University, Oye-Ekiti and Afe Babalola University, Ado-Ekiti), two are polytechnics (Federal Polytechnic, Ado and Crown Polytechnic) and two are also colleges (College of Education, Ikere Ekiti and College of Health Science and Technology, Ijero Ekiti) in Ekiti State as revealed on table 3.1 below. The employees of the aforementioned institutions constituted the study population. However, the study population is two thousand five hundred and one (2,501) academic staff in total and as revealed by the personnel office record of each institution in Ekiti State.

Table 1: Population Distribution Table

S/N	INSTITUTION NAME	POPULATION
1	Ekiti State University	923
2	Federal University, Oye-Ekiti	523
3	Afe Babalola University	400
4	Federal Polytechnic, Ado-Ekiti	355
5	Crown Polytechnic, Odo	57
6	College of Education, Ikere	151
7	College of Health Science and Technology, Ijero	95
8	EKSUTH School of Nursing, Ado-Ekiti	105
	TOTAL	2,609

Source: Personnel Record of each Institution as at June, 2023

3.3 Sample and Sampling Techniques

A sample is defined as any part of a population. A sample therefore is a subset of the entire population of any kind. The procedure for drawing samples from a population is known as “sampling”. Such a sample is thus without bias, a prerequisite for making valid generalizations about the universe (Odugbemi & Oyesiku, 2000). Seven tertiary institutions in Ekiti State are conveniently selected which are: Ekiti State University, Ado-Ekiti, Federal University, Oye-Ekiti, Afe Babalola University, Ado-Ekiti, Federal Polytechnic, Ado-Ekiti, Crown Polytechnic, odo, College of Education, Ikere Ekiti and College of Health Science and Technology, Ijero Ekiti. Only academic staff constituted the target respondents due to their workload and complexity compared to other category of staff in the tertiary institutions. These institutions were conveniently selected. Therefore, three hundred and forty four (344) respondents will be sampled using Yamane (1967) sampling model.

The statistical formula to be applied in determining the sample size from the population of the study was formulated by Yamane (1967) stated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size to be tested
 N = Total population size
 e = acceptable error term (0.05)

Therefore, the total sample size is calculated thus:

$$n = \frac{2,501}{1 + 2,501 (0.05)^2} = 344$$

The selected institutions were proportionately sampled respectively due to the differential number of management staff, academic-staff and non-academic staff in each sampled universities. To calculate each size of the stratum, Kumaran (1976) Model was employed.

The model is stated as follows:

$$n = \frac{n_s N_i}{N}$$

Where, n= number of respondent from each university; ns= total number of sample size
Ni= number of stakeholders in each university; N= population of the study.

Table 2: Summary of Stratified Sample Size of each University

University	Sample Size	No of Respondents
Ekiti State University	(344) (923) 2,501	127
Federal University, Oye-Ekiti	(344) (523) 2,501	71
Afe Babalola University	(344) (400) 2,501	55
Federal Polytechnic, Ado-Ekiti	(344) (355) 2,501	49
Crown Polytechnic, Odo	(344) (57) 2,501	8
College of Education, Ikere	(344) (151) 2,501	21
College of Health Science and Technology, Ijero	(344) (92) 2,501	13
Total		344

Source: Author's Computation, 2024

4. RESULTS AND DISCUSSION

4.1 Presentation of Respondents' Demographic Data

This chapter presents the analysis of data, interpretation and discussion of the findings in line with the objectives of the study. Two hundred and thirty (344) respondents were sampled, 313 questionnaires were filled and returned which represented approximately 91% response rate which thus implies that bank employee response rate to the information needed for this study is very high and adequate for data analysis. The response of the respondents is analyzed.

Table 4.1: Respondents Demographic Distribution

Table 4.1: Respondents Demographic Distribution

Variables	Frequency	
	Percent	
Gender		
Male	203	64.9
Female	110	35.1
Total	313	100.0
Marital Status		
Single	111	35.5
Married	197	62.9
Divorced	5	1.6
Total	313	100.0

Variables	Frequency	
Percent		
Academic Qualification		
HND/B.Sc	38	12.1
MBA/M.Sc	172	55.0
Ph.D	103	32.9
Total	313	
100.0		
Year of Experience		
1-5	85	27.1
6-10	118	37.7
11-15	61	19.5
16 Above	49	15.7
Total	313	100.0

Source: Field Survey, (2024)

From the gender distribution, it was shown that 203 (64.9%) of the total respondents were male while 110 (35.1%) were female. The summary of the response gathered here shows male staff is more than the female staff. Considering the staff's marital status, 111 (35.5%) of the total respondents were single, 197 (62.9%) were married while only 5 (1.6%) of the total respondents were divorced. The summary of the response gathered here shows that the larger populations of respondents are married.

As depicted on the academic background distribution, it was shown that 38 (12.1%) of the respondents are first degree holders, 172 (55.0%) of the respondents are second degree holders while 103 (32.9%) of the respondents are third degree holders thus implied that most of the respondents surveyed are second degree holders. Finally, It was also shown that 85 (27.1%) of the respondents were within the range of 1-5years of experience, 118 (37.7%) were within the range of 6-10years of experience, 61 (19.5%) respondents were between 11-15years of experience, 49 (15.7%) respondents were between 16 years of experience and above. This indicated that majority of the respondents were within the range of 6-10 years of experience.

4.2 Discussion of Result Based on Specific Objectives

4.2.1 Objective One

Emotional exhaustion will not significantly affect employee performance among Academic Staff of Tertiary Institutions in Ekiti State, Nigeria.

Table 4.2: Regression Results of Emotional Exhaustion on Employee Performance

Model	R	R ²	Adj R ²	B	Std Error	T value	P Value
	0.550	0.302	0.269				
Time Constraint				.506	.146	3.454	.001
Physical Ailment				.399	.224	2.776	.040
Work Pressure				-.368	.192	-2.910	.005
Constant				1.500	.694	2.162	.034
F-Cal*	9.230						
F- Tab	1.645						

Source: Field Survey, (2024)

To test this hypothesis, three variables were used to proxy emotional exhaustion (Time Constraint, Physical Ailment and Work Pressure) From Table 4.2, the R (Regression Coefficient) gives a positive value of 0.550; this indicated that emotional exhaustion has a strong effect on employee performance. The R^2 is a portion of the total variation in the dependent variable that is explained by the variation in the independent variables. From the results obtained, R^2 is equal to 0.302, this implies that time constraint, physical ailment and work pressure brought about 30.2% variance in employee performance among tertiary institutions in Ekiti State, this is further proven by the adjusted R^2 that shows the goodness of fit of the model which gives a value of 0.269, implying that when all errors are corrected and adjustments are made the model can only account for 26.9% of emotional exhaustion in the surveyed tertiary institutions. However, emotional exhaustion variables (time constraint, physical ailment and work pressure) were subjected to multiple regression analysis as shown in Table 4.2.

From the Table 4.2, the unstandardized β co-efficient of time constraint gives a positive value of 0.506 with $t= 3.454$ and ($P= 0.001 < 0.05$). This result showed that time constraint has a positive significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is strongly and positively influenced by emotional exhaustion as shown in Table 4.2. However, the higher the T-value, the better the result and the positivity of the result showed that tertiary institution staff feel somehow exhausted and depressed most time due to the time constraint given to carry out their task. This in accordance to the study of Akande, Patrick and Linus (2018) who found that physical fatigue affects employees' commitment in Nigeria.

The unstandardized β co-efficient of physical ailment gives a positive value of 0.399 with $t= 2.776$ and ($P= 0.040 < 0.05$). This result showed that physical ailment has a great significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is moderately and positively influenced by emotional exhaustion as shown in Table 4.2. However, the higher the T-value, the better the result and the positivity of the result showed that persistence of stress for lengthy period makes staff of tertiary institutions suffer physical ailment. This in accordance to the study of Akhigbe and Gail (2017) who found that there is a significant relationship between the two dimensions of job burnout used in the study and organizational cynicism and further recommended among others that banks should give their employees break and time off from time to time in order to guide against emotional exhaustion since it has a significant relationship with organizational cynicism in Nigeria.

From Table 4.2, the unstandardized β co-efficient of work pressure gives a negative value of -0.368 with $t= -2.910$ and ($P= 0.005 < 0.05$). This result showed that work pressure has a negative and significant effect on employee performance therefore, it was found significant. This means that respondents' reason for employee performance is influenced by work pressure. However, the higher the T-value, the better the result and the negativity of the result showed that the pressure from this tertiary institution work does not determine the level of staff tiredness. This in accordance to the study of Nafees, Kanwal and Shoaib (2015) who found that exhaustion and disengagement had a moderate negative impact on in-role performance. This study provides useful insights to the top management on reducing burnout among employees in Lahore.

The multiple regression equation of the model is:

$$\text{Employee Performance} = 1.500 + 0.506Tct + 0.399 Pam - 0.368Wps$$

Test for Significance

The F-test is used to test the overall significance of a model by comparing the F calculated with the F tabulated, the comparison is done on Table 4.2. The table shows that the calculated value of F distribution gives a value greater than the F tabulated. Hence, we accept alternate hypothesis and reject null hypothesis. This implies that emotional exhaustion will significantly affect employee performance among academic staff of tertiary institutions in Ekiti State.

4.2.2 Objective Two

Depersonalization will not significantly affect employee performance among Academic Staff of Tertiary Institutions in Ekiti State, Nigeria.

Table 4.3: Regression Results of Depersonalization on Employee Performance

Model	R	R ²	Adj R ²	B	Std Error	T value	P Value
	0.573	0.329	0.297				
Target				.258	.185	1.397	.167
Job Description				.431	.186	3.314	.000
Employment Conditions				.319	.118	2.697	.004
Constant				1.534	.854	2.626	.005
F-Cal*	10.440						
F- Tab	1.645						

Source: Field Survey, (2024)

To test this hypothesis, three variables were used to proxy depersonalization (Target, Job Description and Employment Conditions) From Table 4.3, the R (Regression Coefficient) gives a positive value of 0.573; this indicated that depersonalization has a strong effect on employee performance. The R² is a portion of the total variation in the dependent variable that is explained by the variation in the independent variables.

From the results obtained, R² is equal to 0.329, this implies that target, job description and employment conditions brought about 32.9% variance in employee performance among academic staff of tertiary institutions in Ekiti State, this is further proven by the adjusted R² that shows the goodness of fit of the model which gives a value of 0.297, implying that when all errors are corrected and adjustments are made the model can only account for 29.7% of depersonalization in the surveyed tertiary institutions. However, depersonalization variables (Target, Job Description and Employment Conditions) were subjected to multiple regression analysis as shown in Table 4.3.

From the Table 4.3, the unstandardized β co-efficient of target gives a positive value of 0.258 with $t= 1.397$ and ($P= 0.167 < 0.05$). This result showed that target has a positive effect on employee performance, therefore, it was found insignificant. This means that respondents' reason for employee performance is strongly and positively influenced by depersonalization as shown in Table 4.3. However, the higher the T-value, the better the result and the positivity of the result showed that target involved in academic job has nothing to do with job unattractive.

The unstandardized β co-efficient of job description gives a positive value of 0.431 with $t= 3.314$ and ($P= 0.000 < 0.05$). This result showed that job description has a great significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is positively influenced by depersonalization as shown in Table 4.3. However, the higher the T-value, the better the result and the positivity of the result showed that absence of job description makes academic staff work so tedious.

From the Table 4.3, the unstandardized β co-efficient of employment conditions gives a positive value of 0.319 with $t= 2.697$ and ($P= 0.004 < 0.05$). This result showed that employment conditions have a positive significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is strongly and positively influenced by depersonalization as shown in Table 4.3. However, the higher the T-value, the better the result and the positivity of the result showed that employment conditions has to do with employee productivity among academic staff of tertiary institutions in Ekiti State.

This is in line with the findings of Boonratana and Gharleghi (2015) which found that emotional exhaustion and depersonalization has a significant relationship with job burnout, while personal accomplishment does not in Malaysia. More so, Adebayo, Segun-Adeniran, Fagbohun and Osanyande (2018) found that the causes of occupational burnout among library personnel sampled ranged from inadequate resources to work with, rigid working hours and unfavorable policies. They concluded that the level of commitment of the library personnel could be determined by the nature of prevailing policies in the institution in Nigeria.

The multiple regression equation of the model is:

$$\text{Employee Performance} = 1.534 + 0.258Tgt + 0.431Jds + 0.319Ect$$

4.2.3 Test for Significance

The F-test is used to test the overall significance of a model by comparing the F calculated with the F tabulated, the comparison is done on Table 4.3. The table shows that the calculated value of F distribution gives a value greater than the F tabulated. Hence, we accept alternate hypothesis and reject null hypothesis. This implies that depersonalization will significantly affect employee performance among academic staff of tertiary institutions in Ekiti State.

4.2.4 Objective Three

Personal accomplishment will not significantly affect employee performance among Academic Staff of Tertiary Institutions in Ekiti State, Nigeria.

Table 4.4: Regression Results of Personal Accomplishment on Employee Performance

Model	R	R ²	Adj R ²	B	Std Error	T value	P Value
	0.744	0.554	0.533				
Personal Development				.392	.097	4.054	.000
Promotion				.521	.117	4.452	.000
Pay System				.612	.120	5.086	.000
Constant				2.585	.579	4.463	.000
F-Cal*	22.446						
F-Tab	1.645						

Source: Field Survey, (2024)

To test this hypothesis, three variables were used to proxy personal accomplishment (Personal Development, Promotion and Pay System) From Table 4.4, the R (Regression Coefficient) gives a positive value of 0.744; this indicated that personal accomplishment has a very strong effect on employee performance. The R² is a portion of the total variation in the dependent variable that is explained by the variation in the independent variables. From the results obtained, R² is equal to 0.554, this implies that personal development, promotion and pay system brought about 55.4% variance in employee performance among academic staff of tertiary institutions in Ekiti State, this is further proven by the adjusted R² that shows the goodness of fit of the model which gives a value of 0.533, implying that when all errors are corrected and adjustments are made the model can only account for 53.3% of personal accomplishment in the surveyed tertiary institutions. However, personal accomplishment variables (Personal Development, Promotion and Pay System) were subjected to multiple regression analysis as shown in Table 4.4.

From the Table 4.4, the unstandardized β co-efficient of personal development gives a positive value of 0.392 with $t= 4.054$ and ($P= 0.000 < 0.05$). This result showed that personal development has a positive effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is strongly and positively influenced by personal accomplishment as shown in Table 4.4. However, the higher the T-value, the better the result and the positivity of the result showed that academic staff of the target institution find their work stressful and frustrated to cope with if there is absence of personal accomplishment.

The unstandardized β co-efficient of promotion gives a positive value of 0.521 with $t= 4.452$ and ($P= 0.000 < 0.05$). This result showed that promotion has a great significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is positively influenced by personal accomplishment as shown in Table 4.4. However, the higher the T-value, the better the result and the positivity of the result showed that tertiary institution staff become dissatisfied when their promotion is delayed at due time.

From the Table 4.4, the unstandardized β co-efficient of pay system gives a positive value of 0.612 with $t= 5.086$ and $(P= 0.000 < 0.05)$. This result showed that pay system have a positive significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is strongly and positively influenced by personal accomplishment as shown in Table 4.4. However, the higher the T-value, the better the result and the positivity of the result showed that academic staff feels like looking for alternative job when their effort is not commensurate with my pay system.

This is in line with the findings of Umweni (2018) found that there is a positive significant relationship between occupational feedback with quality of work increases the Quality of Work Life of employees in selected food and beverage firms in Rivers state. And also there is a positive significant relationship between work overload enhances employee commitment of employees in Nigeria. Furthermore, Basami, Chizari and Abbasi (2013) which found that that extension workers experience moderate levels of emotional exhaustion, depersonalization and personal accomplishment in their work in Iran.

The multiple regression equation of the model is:

$$\text{Employee Performance} = 2.585 + 0.392Pdm + 0.521Prm + 0.612Pst$$

4.2.4 Test for Significance

The F-test is used to test the overall significance of a model by comparing the F calculated with the F tabulated, the comparison is done on Table 4.4. The table shows that the calculated value of F distribution gives a value greater than the F tabulated. Hence, we accept alternate hypothesis and reject null hypothesis. This implies that personal accomplishment will significantly affect employee performance among academic staff of tertiary institutions in Ekiti State.

4.2.5 Summary of Results

Preliminary findings indicate a significant association between job burnout and employee performance among academic staff in Ekiti State. High levels of burnout are reported across multiple dimensions, including emotional exhaustion, cynicism, and reduced professional efficacy. These findings suggest that job burnout undermines the ability of academic staff to fulfill their roles effectively, leading to decreased productivity, disengagement, and dissatisfaction. Qualitative analysis further elucidates the complex interplay between burnout, organizational factors, and individual coping strategies, highlighting the need for targeted interventions to mitigate burnout and promote employee well-being. The result of the above analysis revealed that the entire proxies of job burnout (emotional exhaustion, Depersonalization and Personal Accomplishment) measured significantly affect the employee performance among academic staff of tertiary institutions in Ekiti State. This is shown and further proven by the regression coefficient (R, R^2 , and Adj. R^2) at 5% level of significance coupled with T-test and F-distribution value. The three job burnout constructs have strong positive significant effect on employee performance as revealed by the targeted respondents and The following can be deduced from the tested hypothesis: emotional exhaustion has significant effect on employee performance among academic staff of tertiary institutions in Ekiti State; depersonalization has significant effect on employee performance among academic staff of tertiary institutions in Ekiti State and personal accomplishment has significant effect on employee performance among academic staff of tertiary institutions in Ekiti State. From the various hypotheses measured, alternate hypotheses were accepted while null hypotheses were rejected

5. CONCLUSION

In conclusion, the findings of this study underscore the critical importance of addressing job burnout among academic staff to enhance organizational effectiveness and employee satisfaction in tertiary institutions within Ekiti State, Nigeria. By understanding the causes and consequences of burnout, educational administrators can implement proactive strategies to support faculty members, optimize work environments, and foster a culture of well-being. Future research should explore the efficacy of specific interventions aimed at reducing burnout and promoting resilience among academic staff, ultimately contributing to the advancement of higher education in the region. As revealed from the study findings, emotional exhaustion, depersonalization and personal accomplishment were used to proxy performance appraisal. It was found that open emotional exhaustion has significant effect on employee performance; depersonalization has significant effect on employee performance; personal accomplishment has significant effect on employee performance all at 0.05 level of significance. From the findings, alternate hypotheses were accepted while null hypotheses were rejected thus concluded that job burnout is positively and significantly related to employee performance particularly among staff of Tertiary Institutions in Ekiti State.

6. RECOMMENDATIONS

The most important task in eliminating burnout in tertiary institutions falls on the top management. Therefore, the study considered the following recommendations in order to lessen the effects of burnout:

- i. Burnout is a reality that must be managed. In view of this, effort must be geared towards reducing the level of stress faced by employees and addressing reasons behind the stress through easing of work pressures. Therefore, management of tertiary institutions in Ekiti State should ensure clear job expectation on employees so as to enhance their level of performance. Similarly, attention should be given to the working hours of employees and workloads of employees should be well defined.
- ii. Finally, personal accomplishment was found significant on employee performance as revealed in the study, tertiary institution management should put in place proper reward system in terms of good pay, benefits, incentives, learning opportunities and career development as a means to motivate employees in order to reduce job burnout and in turn enhances employees' effectiveness and performance.

7. CONTRIBUTION TO KNOWLEDGE

This study has contributed positively on how job burnout affects employee performance especially among academic staff of Tertiary Institutions in Ekiti State. This study critically evaluated three basic constructs (emotional exhaustion, depersonalization and personal accomplishment) of job burnout and its effect on employee performance where academic activities are achieved within a given time frame. In view of this, this study has been able to shed more light on the controversy raised or observed from the previous studies which found few of the job burnout constructs significant and positive in Malaysia, thus found significant on tertiary institutions in Ekiti State particularly among academic staff in the present study.

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