TIME MANAGEMENT BEHAVIOR, JOB DEMAND-RESOURCES AND BURNOUT AMONG ACADEMICIANS



UNIVERSITI UTARA MALAYSIA 2015

TIME MANAGEMENT BEHAVIOR, JOB DEMAND-RESOURCES AND BURNOUT AMONG ACADEMICIANS

By



Thesis Submitted To
School of Business Management,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirements for the degree
(Master of Human Resource Management)

PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library makes a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of School of Business Management. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:



ABSTRACT

This study evaluated the effects of time management behavior, job demand, job resources towards Burnout. A review of the academic staff in the district to the north, Malaysia is also assessing the burnout experienced by workers in the academic fields. Respondents were 157 academic staff includes lecturers around northern Malaysia, UUM, UiTM Merbok, UniMAP and USM. The data collected were processed collectively using the Statistical Packages for Social Science (SPSS ver.20). The data were collected through the use of questionnaires and online form. Statistical techniques used were the percentages, cross tabulation, correlation, and multiple regression analysis for finding answers to research questions that formed. All three hypotheses were accepted that the value of multiple regression showed JD, JR and TMB significantly to burnout at levels not exceed 0.05. Multiple regression results also show that all these variables significantly to burnout and explain 33.6% ($r^2 = 0.336$, F = 25,823, $p \le 0.05$) total variance.

The study also found that university management should take proactive steps to meet the demands of jobs and job resources, encourage employee time management behavior is observed mainly ensure that burnout does not happen in the workplace. Thus, the organization can give recognition to employees when they apply new knowledge in the workplace, provide financial resources for development and growth promoting employee participation in providing activities in the organization.

Universiti Utara Malaysia

Keywords: *Burnout, Time Management Behavior, Job Demand, Job Resources*

ABSTRAK

Kajian ini menilai kesan-kesan tingkah laku pengurusan masa, permintaan kerja, sumber-sumber kerja terhadap Burnout. Kajian dalam kalangan staf akademik di sekitar daerah utara, Malaysia ini juga menilai tahap burnout yang dialami oleh para pekerja dalam golongan akademik ini. Responden terdiri daripada 157 staf akademik meliputi pensyarah-pensyarah di sekitar utara Malaysia iaitu, UUM, UiTM Merbok, UniMAP dan juga USM. Data yang dikumpulkan telah diproses secara kolektif dengan menggunakan *Statistical Packages for Social Science* (SPSS ver.20). Data-data yang telah dikumpul melalui penggunaan borang soal selidik dan borang atas talian (online form). Teknik statistik yang digunakan pula adalah secara pemeratusan, jadual silang, korelasi Pearson, dan analisis regrasi pelbagai bagi mencari jawapan untuk setiap persoalan kajian yang dibentuk. Ketiga-tiga hipotesis diterima di mana nilai regrasi pelbagai menunjukkan JD, JR dan TMB signifikan terhadap burnout pada aras tidak melebihi 0.05. Keputusan regrasi pelbagai juga menunjukkan bahawa kesemua pembolehubah ini signifikan terhadap burnout dan menjelaskan 33.6% (r² = 0.336, F = 25.823, p ≤ 0.05) jumlah varians.

Implikasi kajian mendapati pengurusan universiti perlu mengambil tindakan proaktif untuk memenuhi permintaan pekerjaan dan sumber pekerjaan pekerja, menggalakkan tingkah laku pengurusan masa pekerja diperhatikan terutama memastikan burnout yang tidak berlaku di tempat kerja. Oleh itu, organisasi boleh memberi pengiktirafan kepada pekerja apabila mereka menggunakan pengetahuan baru di tempat kerja, menyediakan sumber-sumber kewangan untuk pembangunan pertumbuhan dan menggalakkan penyertaan pekerja dalam menyediakan aktiviti dalam organisasi.

Kata kunci: Burnout, Tingkah laku Pengurusan Masa, Permintaan Kerja, Sumbersumber kerja.

ACKNOWLEDGEMENT

All praise be to Allah, for His mercy in giving me the health, patience, strength and courage to complete this study and overcome every challenge in my learning pathway. I am humbled to thank many people that helped to make this study possible, firstly, I would like to express my special appreciation, respect, and thanks to my project paper supervisor, Dr. Johanim Johari who is always there to give her advice, guidance, encouragement and sharing generous amount of time throughout the process of completing this study also for her expert statistical perspective and insights.

I deeply appreciate my mom, Siti Faridah Johan, my siblings for their endless love, support and believe in me.

A great appreciation to my friends; Noraini Mohamad, Nur Asilah Mohd Taib, Zati Iwani Zulkarnain, Izzati Firdiana Kamarol Bahrin, and Nurul Fidtriyah Malek who gives meticulous support, ideas and friendship to complete my study in Master of Human Resource Management.

Special thanks to my best friends, Nur Izzati Yusra Yusof and Erma Amalina Mohd Noor, who always gives encouraged during my master's studies.

Finally, may Allah bless and reward all of you who had made this work a success and may it be accepted as our Act of Obedience to Him.

Table of Content

| PERMISSION TO USE | i | |
|---|------|--|
| ABSTRACT | ii | |
| ABSTRAK | iii | |
| ACKNOWLEDGEMENT | iv | |
| TABLE OF CONTENT | v | |
| LIST OF TABLES | viii | |
| LIST OF FIGURES | ix | |
| LIST OF ABBREVIATIONS | X | |
| CHAPTER 1: INTRODUCTION | 1 | |
| 1.1 Background of the Study | 1 | |
| 1.2 Problem Statement | 6 | |
| 1.3 Research Questions Universiti Utara Malaysia | 9 | |
| 1.4 Research Objectives | 10 | |
| 1.5 Significance of the Study | 11 | |
| 1.6 Scope of the Study | 12 | |
| 1.7 Definition of Variables | 12 | |
| 1.8 Organization of the Thesis | 14 | |
| 1.9 Summary | 15 | |
| | | |
| CHAPTER 2: LITERATURE REVIEW | 16 | |
| Introduction | 16 | |
| 2.1 Burnout | 16 | |
| 2.2 Review of Literature on Time Management Behavior, Job Demand-Resources 20 | | |
| 2.3 Underpinning Theory | 28 | |

| 2.4 Research Framework | 30 |
|---|----|
| 2.5 Hypotheses Development | 30 |
| 2.6 Summary | 33 |
| | |
| CHAPTER 3: METHODOLOGY | 34 |
| 3.1 Introduction | 34 |
| 3.2 Measurement | 35 |
| 3.3 Questionnaire | 35 |
| 3.4 Dependent Variable | 37 |
| 3.5 Independent Variables | 39 |
| 3.6 Research Design | 42 |
| 3.7 Population and Sample | 43 |
| 3.8 Data Sampling Method | 44 |
| 3.9 Pilot Test | 44 |
| 3.10 Procedure for Data Collection | 46 |
| 3.11 Data Analysis Techniques | 46 |
| 3.12 Summary | 50 |
| CHAPTER 4: FINDINGS | 51 |
| 4.1 Introduction | 51 |
| 4.2 Respondent's Demographic Information | 51 |
| 4.3 Data Screening | 54 |
| 4.4 Factor Analysis | 54 |
| 4.5 Reliability Analysis | 57 |
| 4.6 Correlation Analysis | 58 |
| 4.7 Multiple Regression Analysis of the Variables | 60 |

4.8 Summary 63

| CHAPTER 5: DISCUSSION, RECOMMENDATIONS AND CONCLU | SIONS 64 |
|---|-------------|
| 5.1 Introduction | 64 |
| 5.2 Relationship between Job Demand and Burnout | 65 |
| 5.3 Relationship between Job Resources and Burnout | 66 |
| 5.4 Relationship between Time Management Behavior and Burnout | 67 |
| 5.5 Implications of Research Findings | 68 |
| 5.6 Limitation of the Study | 69 |
| 5.7 Recommendations for Future Research | 70 |
| 5.8 Summary | 71 |
| REFERENCES | 72 |
| APPENDIXES | 82 |
| Appendix A: Questionnaire Survey | 82 |
| Appendix B: SPSS Outputs | 89 |

List of Tables

| Table 1.1 Definitions of Variables | 12 |
|--|---------|
| Table 3.3 Questionnaires Section | 37 |
| Table 3.4 Operational Definition and Items for Burnout | 38 |
| Table 3.5 Operational Definition and Items for Job Demand | 39 |
| Table 3.6 Operational Definition and Items for Job Resources | 40 |
| Table 3.7 Operational Definition and Items for Time Management | 41 |
| Table 3.8 The Result of Reliability Analysis for Pilot Study | 48 |
| Table 4.1 Respondents Demographic Characteristics | 53 |
| Table 4.2 Summary of Explatory Factor Analysis Results for Burnout | 55 |
| Table 4.3 The Percentage of Variance for Factor 1 and 2 | 56 |
| Table 4.2 Summary of Explatory Factor Analysis Results for Burnout | 56 |
| Table 4.3 The Percentage of Variance for Factor 3 and 4 | 57 |
| Table 4.4 The Result of Reliability Analysis | 58 |
| Table 4.5 Correlations and Descriptive Statistics | 59 |
| Table 4.6 Multiple Regression of Job Demand, Job Resources and Time Mana | igement |
| Behavior on Burnout | 61 |
| Table 4.7 Summary of Hypothesis Testing | 62 |

Figure 2.1 Research Framework





List of Abbreviations

Abbreviation

Description of Abbreviation

UUM Universiti Utara Malaysia

UiTM Universiti Teknnologi Mara

UniMAP Universiti Malaysia Perlis

USM Universiti Sains Malaysia

SPSS Statistical Package for Social Science

KMO Kaiser-Mayer Olkin

VARIAMAX Varian Maximum

COR Conservation of Resources Theory

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter briefly explains about the background of education system at large, Malaysian higher education system and the effects of time management behavior and job demand, job resources on burnout that happen among academic staff. This study conducted to identify the causes of burnout among this type of educators in order to achieve Ministry of Education future's plans and strategies. Besides that this chapter also highlights the problem statement of the study, research questions, and research objectives, significance of the study, definition of key terms, scope and limitation and lastly the conclusion of the chapter research study.

Universiti Utara Malaysia

1.2 Background of The Study

Education is the process to facilitating learning. It involve of knowledge, skills, values, beliefs and habits of a group of people which are transferring to other people and research. Education in large as we know easily formally divided into several stages such as preschool, primary school, secondary school. After that it will turning to higher education systems like college and university.

The contents of the thesis is for internal user only

REFERENCES

- Ajzen, I. (1991). *The theory of planned behavior*. Organizational Behavior and Human Decision Processes, 50, 179-211.
- (Al-Quran 103:1-3, Oxford World's Classics edition)
- Arenawati Sehat Omar (2002). "Hubungan Kepuasan Kerja dengan *Burnout* di Kalangan Kaunselor Sekolah Menengah di Negeri Johor." Universiti Teknologi Malaysia: Tesis Sarjana
- Averill, J. R. (1973). Personal control over aversive stimuli and its relationship to stress. *Psychological Bulletin*, 80, 286-303.
- Awa WL, Plaumann M, Walter U. (2010). Burnout prevention: a review of intervention program.
- Azizi-Moghaddam A, 2006. The relationship between time management and burnout among school administrators in the city of Mahabad. Alfa. 12(2): 102-113.
- Bakker, A.B., Demerouti, E. & Verbeke, W. (2004). Using the job demandsresources model to predict burnout and performance. Human Resources Management, 34, 83-104.
- Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2003). Dual processes at work in a call centre: An application of the job demands—resources model. *European Journal of Work and Organizational Psychology*, 12, 393–417.
- Bakker, A. B., Demerouti, E., Taris, T., Schaufeli, W. B., & Schreurs, P. (2003). A multi-group analysis of the job demands—resources model in four home care organizations. *International Journal of Stress Management*, 10, 16–38.

- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands resources model to predict burnout and performance. *Human Resource Management*, 43, 83–104.
- Bakker, A. B., Schaufeli, W. B., Bulters, A. J., Van Rooijen, A., & Ten Broek, E. (2002). Carrie`re counseling voor artsen via Internet [Career counseling for doctors through the Internet]. *Medisch Contact*, 57, 454–456.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84, 191-215.
- Barling, J., Kelloway, E.K. and Cheung, D. (1996), "Time management and achievement striving interact to predict car sale performance", *Journal of Applied Psychology*, Vol. 81, pp. 821-6.
- Barnes, L.L.B., Agago, M.O & Coombs, W.T. (1998). Effects of job-related stress on faculty intention to leave academia. *Research in Higher Education*. 39, 457-469.
- Barrett, P. (1986). Factor comparison: An examination of three methods. Personality and Individual Differences, 7, 327-340.
- Bazerman, M. H. (1982). Impact of personal control on performance: Is added control always beneficial? *Journal of Applied Psychology*, 67, 472-479.
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88, 588-606.
- Bird, B. J., & Jordan, R. S. (1987, August). A study to develop measures of time orientation and future time perspective. Paper presented at the meeting of the Academy of Management, New Orleans, LA.
- Bluedorn, A. C, & Denhardt, R. B. (1988). Time and organizations. *Journal of Management*, 14, 299-320.

- Bluedorn, A. C., Kaufman, C. F, & Lane, P. M. (1992). How many things do you like to do at once? An introduction to monochronic and polychronic time. Academy of Management Executive, 6, 17-26.
- Blix, A.G., Cruise, R.J., Mitchell, B.M. & Blix, G.G. (1994). Occupational stress among university teachers. *Educational Research*, 36, 157-169.
- Bollen, K. A. (1989). Structural equations with latent variables. New York: Wiley.
- Bond, M. J., & Feather, N. T. (1988). Some correlates and purpose in the use of time. *Journal of Personality and Social Psychology*, 55, 321-329.
- Bonfiglio, D. (2005). The interaction of dispositional optimism and social support in the moderation of cardiovascular responses to acute psychological stress. *Ph.D, Dissertation.* Graduate School of the Ohio State University.
- Bost, J. M. (1984). Retaining students on academic probation: Effects of time management peer counseling on students' grades. *Journal of Learning Skills*, 3, 38-43.
- Brief, A. P., Schuler, R. S., & Van Sell, M. (1981). Managing job stress. Boston: Little, Brown.
- Britton, B. K., & Tesser, A. (1991). Effects of time-management practices on college grades. *Journal of Educational Psychology*, 83, 405-410.
- Brewer, E.W. & McMahan, J. (2004). Job stress and burnout among industrial and technical teacher educators. *Journal of Vocational Education Research*, 28(2), 1-17.
- Burke, R. J., & Greenglass, E. R. (1987). Work and family. In C. L. Cooper & I. T. Robertson (Eds.), International review of industrial and organizational psychology (pp. 273-320). New York: Wiley.

- Byrne, B.M. & Hall, L.M. (1989, March). An investigation of factors contributing to the teacher burnout: The elementary, intermediate, secondary and post secondary school environments: Paper presented at the annual Meeting of the American Educational Research Association, San Francisco.
- Chaplin, W. F. (1991). The next generation in moderation research in personality psychology. *Journal of Personality*, *59*, 143–178.
- Cheuk, W.H, Wong, K.S. & Rosen, S. (1994). The effects of spurning and social support on teacher burnout. *Journal of Social Behaviour and Personality*, 9(4), 657-664.
- Chua, Y. P. (2012). Kaedah Penyelidikan Edisi Kedua, Malaysia: Mc-Graw Hill.
- Clark-Murphy, D. (2010). Do interactive theories really explain public sector managerial decision-making? *Asian Social Sciences*, 6(3), 17-26.
- Cliff, N. (1983). Some cautions regarding the application of causal modeling methods. *Multivariate Behavioral Research*, 18, 115-126.

- Cook, T. D., & Campbell, D. T. (1979). Quasi-experimentation: Design and analysis issues for field settings. Boston: Houghton Mifflin.
- Cooper, C. L., & Marshall, J. (1976). Occupational sources of stress: A review of the literature relating to coronary heart disease and mental ill health. *Journal of Occupational Psychology*, 49, 11-28.
- De Jonge, J. (1995). Job autonomy, well-being, and health: A study among Dutch health care workers (*Doctoral dissertation*). Maastricht, The Netherlands: Datawyse.
- De Jonge, J., Bosma, H., Peter, R., & Siegrist, J. (2000). Job strain, effort-reward imbalance and employee well-being: A large-scale cross-sectional study. *Social Science and Medicine*, 50, 1317–1327.

- De Jonge, J., & Kompier, M. A. J. (1997). A critical examination of the Demand-Control-Support Model from a work psychological perspective. *International Journal of Stress Management*, 4, 235–258.
- Demerouti, A. B. Bakker, F. Nachreiner and W. B. Schaufeli. (2001) The job demands-resources model of burnout. *Journal of Applied psychology*. 86 (3): 499.
- Doyle, C. and Hind, P. (1998), Occupational Stress, Burnout and Job Status in Female Academics. Gender, Work & Organization, 5: 67–82. doi: 10.1111/1468-0432.00047
- Edwards, J. R., Baglioni, A. J., Jr., & Cooper, C. L. (1990). Examining the relationships among self-report measures of the Type a behavior pattern: The effects of dimensionality, measurement error, and difference in underlying constructs. *Journal of Applied Psychology*, 75, 440-454.
- Emanuel, H. M. (1982). Put time on your side. Management World, 11, 30-31.
- Friedman, M., & Rosenman, R. H. (1974). Type a behavior and your heart. New York: Knopf.
- Ganster, D. C., Mayes, B. T., Sime, W. E., & Tharp, G. D. (1982). Managing organizational stress: A field experiment. *Journal of Organizational Behavior Management*, 67, 533-542.
- Gorsuch, R. L. (1983). Factor analysis. Hillsdale, NJ: Erlbaum.
- Hariati Azizan, Richard Lim, Joseph Loh (2010). The KPI Dilemma. *The Star*. http://www.thestar.com.my
- Hasomi T, Sarikhani N, 2010. Relationship between time management and burnout among the staff of Azad University district 12. New ideas in Education. 21(1): 89-107.

- Hackman, J. R., & Oldham, G. R. (1980). Work redesign. Reading, MA: Addison Wesley.
- Hobfoll, S.E., & Freedy, J. (1993). Conservation of resources: A general stress theory applied to burnout. In W. Schaufeli, C. Maslach, & T. Marek (Eds.), Professional burnout: Recent developments in theory and research (pp. 115-129). Washington, DC: Taylor and Francis.
- Jex, S. M., & Elaqua, T. C. (1999). Time management as a moderator of relations between stressors and employee strain. *Work & Stress*, 13, 182-191.
- Kahn, R. L., & Byosiere, P. (1992). Stress in organizations. In M. D. Dunnette & L.
 M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 3, pp. 571–650). Palo Alto, CA: Consulting Psychologists Press.
- Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job design. *Administrative Science Quarterly*, 24, 285–308.
- Karasek, R. A. (1998). Demand/control model: A social, emotional, and physiological approach to stress risk and active behaviour development. In J.M. Stellman (Ed.), *Encyclopaedia of occupational health and safety* (pp.34.6–34.14). Geneva: International Labour Organization
- Lakein, A. (1973). *How to get control of your time and your and your life*. New York: New American Library.
- Landsbergis, P.A. (1988). Occupational stress among health care workers: A test of the job demands-control model. *Journal of Organizational Behavior*, 12, 155-168.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81, 123–133.

- Macan, T.H. (1994). Time management: Test of a process model. Journal of Applied Psychology, 79, 381-391.
- Macan TH, Shahani C, Dipboye RL, Philips AP, 1990. College students time management: Correlations with academic performance and stress. *Journal of Educational Psychology*. 82: 760-768.
- Malek-Ara J, 2009. Relationship between time management and burnout among the staff in west Azerbaijan province in fiscal year 2007. *Tax Research an Iranian Quarterly*. 52(7): 81-98.
- Mary McKinney. (2007). Opportunity: Time Management Teleconference. Successful Academic.
- Maslach, C., & Johnson, S. (1986). *MBI: Maslach burnout inventory: Manual research edition*. PaloAlto, CA: University of California, Consulting Psychologists Press.
- Meijman, T.F. & Mulder, G. (1998). Psychological aspects of workload. In P.J. Drenth, H. Thierry & C.J. de Wolff (Eds.). *Handbook of work and organizational psychology* (2nd ed. Pp. 5-33). Hove. Psychology Press.
- Miranda A. G. Peeters. (2005). Time Management Behavior as a Moderator for the Job Demand-Control Interaction. *Journal of Occupational Health Psychology*.
- Mulder, M. J. G. P., & Nijhuis, F. J. N. (1999). The incorporation of different demand concepts in the Job Demand-Control Model: Effects on health care professionals. *Social Science and Medicine*, 48, 1149–1160.
- Naidu, B. (2005, July 10). R6m to help teachers fight stress. Sunday Times.
- Nate Green. (2014). How to Do Work: 8 Strategies to Stop Wasting Time and Get Things Done.

- Pakseresht M, 2013. To study the regressing effect of time management on Burnout.

 MS Thesis, Islamic Azad University, Iran.
- Peeters. M.C. W., Montgomery, A.J., Bakker, A.B. & Schaufeli, W.B. (2005). Balancing work and home: How job and home demands are related to burnout. International Journal of Stress Management, 12 (1), 43-61
- Rothmann, S, K Mostert, and M Strydom. (2006)."Apsychometric evaluation of the job demands-resources scale in South Africa", SA. *Journal of Industrial Psychology*.
- Saodah Wok (2003). Faktor-faktor yang Mempengaruhi *Burnout* dalam Organisasi: Satu Perbandingan." Kajian Ilmiah: Universiti Islam Malaysia
- Schaap, C. P. D. R., Keijsers, G. P. J., Boelaars, V., & Vossen, C. (1996). De behandeling van burnout [The treatment of burnout]. In C. A. L. Hoogduin, C.P.D.R.
- Schaufeli, W. B., & Enzmann, D. (1998). *The burnout companion to research and practice: A critical analysis*. London: Taylor & Francis.

- Schaufeli, W. B., Leiter, M. P., Maslach, C., & Jackson, S. E. (1996). The Maslach Burnout Inventory—General Survey. In C. Maslach, S. E. Jackson, & M. P. Leiter (Eds.), *Maslach Burnout Inventory: Manual* (3rd ed., pp.19–26). Palo Alto, CA: Consulting Psychologists Press.
- Schaufeli, W. B., & Van Dierendonck, D. (2000). *De UBOS: Utrechtse Burnout Schaal—handleiding* [UBOS: Utrecht Burnout Scale—manual]. Lisse, the Netherlands: Swets Test Services.
- Schutte, N., Toppinnen, S., Kalimo, R., & Schaufeli, W. B. (2000). The factorial validity of the Maslach Burnout Inventory—General Survey across occupational groups and nations. *Journal of Occupational and Organizational Psychology*, 73, 53–66.

- Schultz, D.P. dan Schultz, SE. (1994). Psychology and Work Today: An Introduction to Industrial and Organizational Psychology (6th Edition). New York: Macmillan Publishing Company
- Sekaran, U. (2009), Research Methods for Business, 5th ed. John Wiley
- Siti Asiah Md. Shahid & Syahrina Hayati Md. Jani. (2015). The Need for Emotional Intelligence Skills among Knowledge Workers at the Tertiary Level.
- Smith. D.C., Kendall, L.M., dan Hulin, C.L. (1969). The Measuremenf of Satisfaction in Work and Retirement. Chicago, Rand Menally
- Smith. P. C., Kendall, L. M. & Hulin, C. I. (1995). "The Measurement of Job Satisfaction in Work and Retirement." Chicago, Illnois: Tand Mc Nally and Company.
- Syed Mohamed Shafeq Syed Mansor (1997). "Hubungan Kepuasan Kerja dengan Burnout: Tinjauan di kalangan Guru-guru di Daerah Johor Bahru." Universiti Kebangsaan Malaysia: Projek Sarjana
- Taylor, J., & Mackenzie, R.A. (1986). Time is money, so use it productively. *ABA Banking Journal*, 78, 130-133.
- Turner, N., Barling, J. & Zacharatos, A. (2002). Positive psychology at work. In C.R. Synder & S.J. Lopez (Eds.). Handbook of positive psychology (pp. 715-728). Oxford, UK: Oxford University Press.
- Ulrika. E. Hallberg & M. Sverke. (2004). Construct validity of the Maslach burnout inventory: *Two Swedish health care samples*. Hogrefe & Huber Publisher.
- University Lecturers and Tutors Job Outlook. (2012). http://joboutlook.gov

- Van der Doef, M., & Maes, S. (1998). The Job Demand-Control (-Support) Model and physical health outcomes: A review of the strain and buffer hypotheses. Psychology and Health, 13, 909–936.
- Van der Doef, M., & Maes, S. (1999). The Job Demand-Control (-Support) Model and psychological well-being: A review of 20 years of empirical research. Work and Stress, 13, 87–114.
- Van Horn, J.E., Schaufeli, W.B. & Enzmann, E. (1999). Teacher burnout and lack of reciprocity. *Journal of Applied Social Psychology*, 29, 91-108.
- Zapf, D., Vogt, C., Seifert, C., Mertini, H. & Isic, A. (1999). Emotion work as a source of stress: The concept and development of an instrument. European Journal of Work and Organizational Psychology, 8, 371-400.

