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THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND WORKING PARENT BURNOUT

Ryan S. Monroe
Southeastern University - Lakeland

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THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND WORKING
PARENT BURNOUT

By

RYAN S. MONROE

A doctoral dissertation submitted to the
College of Education
in partial fulfillment of the requirements
for the degree Doctor of Education
in Organizational Leadership

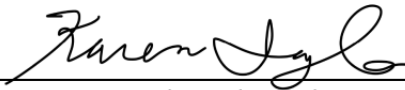
Southeastern University
October, 2023

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Dissertation Approved:



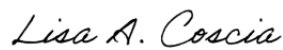
Dr. Karen Ingle, EdD, Dissertation Chair



Dr. Thomas Gollery, EdD, Committee Member



Dr. Kate Gawlik, DNP, Committee Member



Dr. Lisa A. Coscia, EdD, Dean, College of Education

DEDICATION

I dedicate my dissertation to my family who have inspired and supported me in various ways. Completing a dissertation is never an easy feat and I could not have completed it without the love, help, and support from my wife Kelsey, my three daughters, my mom and dad, and lastly my sister and family.

- Kelsey - thank you for the love, support, and encouragement you have provided me over the past several years as we worked through this dissertation, multiple jobs, and a global pandemic, all while raising three beautiful daughters. This certainly wouldn't be possible without you.
- Josephine, Eleanor, and Luella - I hope that this research can provide much-needed awareness of the challenges that working parents face when raising children and that it advances workplace cultures to be more supportive. I also hope that completing this dissertation serves as motivation that you can do anything with hard work.
- Mom and Dad - thank you for showing me what it means to be working-parents while still prioritizing family. Seeing how you both worked all of your life while still ensuring that you never missed our sporting events is truly remarkable.
- “Sis” and family - it truly takes a village to raise a family, especially when completing a dissertation! Thank you encouraging me to complete my dissertation while supporting our family by caring for our children when needed.

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Abstract

The purpose of this non-experimental quantitative study was to explore working parent burnout (WPB) and the relationships between organizational culture and WPB. Data were collected from working parents living with children <18 years in the United States (N=284) and analyzed using descriptive and statistical techniques to answer the research questions. The study had excellent internal reliability and yielded several key findings. The perceptions of study participants' WPB was statistically significant. Gender, ethnicity, work schedule, work shift, income level, and marital status had statistically significant effects on WPB. Organizational culture types reflected statistically significant response effects for perceptions of WPB, with two reflecting very large response effects (clan and hierarchy) and two reflecting large response effects (adhocracy market). The results suggest that WPB was significant upon sample population and varied by different demographic variables. In addition, WPB appears to be significantly related to organizational culture; however, WPB cannot be predicted by organizational culture type. This study is the first known research to look at the relationship between WPB and organizational culture. While the study yielded several results, further research is needed to look at WPB and organizational cultural factors that may impact burnout among working parents.

Keywords: job burnout, parent burnout, working parent burnout, organizational culture, work-family conflict

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I. INTRODUCTION

Working parents are under immense stress from their work and home lives (Gawlik et al., 2022; Horn & Johnston, 2020). More mothers are entering the workforce since the 1960s with more than half of mothers now being employed full-time (Horowitz, 2019). The rising number of working mothers has created additional stress on working parents as they try to juggle work and family (M. Chen et al., 2022; Gawlik & Melnyk, 2022; Wang et al., 2023).

Chronic stress often results in burnout of various forms including job, parental, and more recently, working parent burnout (Gawlik et al., 2022; Maslach, 1976; Roskam et al., 2017). Maslach (1976) defined burnout as a psychological syndrome characterized by exhaustion, reduced accomplishment, and depersonalization. The detrimental effects of burnout have lasting impacts on individuals, families, children, and organizations (Mikolajczak et al., 2018; Maslach & Leiter, 2016). Previous research has identified organizational culture as an important factor in combatting burnout (De Simone et al., 2021; Malik et al., 2022). However, more research is needed in understanding the impact of organizational culture has on working parent burnout (Gawlik et al., 2022).

Background of the Study

Burnout has received increasing attention since the 1970s, largely due to its all-around detrimental effects on individuals, families, and organizations (Edú-Valsania et al., 2022; Fry & Yang, 2017; Roskam et al., 2017). Burnout can occur due to increased stress and decreased

resources (Gawlik et al., 2022; Roskam & Mikolajczak, 2022). Previous research has focused on job burnout and parent burnout separately. However, more research is needed to evaluate the effects of chronic job and parenting stress on working parents.

Working parents are susceptible to burnout as they try to juggle the demands at work and home (Asiedu et al., 2018; Dodanwala & Shrestha, 2021). In addition, parent-age men and women have been identified as employee groups with the highest risk of burnout (Marchand et al., 2018). A major source of stress among working parents is the conflict between work and family roles, which is also a significant predictor of burnout (Cho, 2018; Cottingham et al., 2020; Smith et al., 2019).

Gawlik et al. (2022) developed the Working Parent Burnout Scale (WPBS) as a way to measure burnout among working parents. In the early use of the WPBS, Gawlik and Melnyk (2022) demonstrated that 66% of working parents report being burned out. Prior research has highlighted that organizations are important avenues for preventing burnout in working parents (Elahi et al., 2022; Gawlik et al., 2022; Gisler et al., 2018).

Researchers have evaluated the relationship between organizational culture and employee burnout, demonstrating that the type of organizational culture has a significant effect on job burnout (Halasah et al., 2020; Hunsaker, 2019; Yang & Fry, 2018). Likewise, prior research has highlighted the possible impact that culture has on the potential susceptibility of working parents to burnout (Gawlik & Melnyk, 2022; Halasah et al., 2020). However, research focusing on the relationship between organizational culture and working parent burnout is limited.

According to Gawlik et al. (2022), future research should focus on interventions to prevent and address burnout specifically aimed at working parents. In addition, more research is needed to evaluate organizational culture and its relationships with working parent burnout. The

researchers who created the WPBS recommended that the scale be used among more diverse sampled populations (Gawlik et al., 2022). Lastly, Gawlik and Melnyk (2022) indicated a need to re-evaluate the perception of working parent burnout as the effects of the COVID-19 pandemic are likely to have a lasting impact.

Burnout among working parents has severe physical, emotional, and psychological health complications, including insomnia, hypertension, depression, and anxiety (Substance Abuse and Mental Health Services Administration [SAMHSA], 2022). In addition, burnout also costs organizations and has a detrimental impact on families and children (Han et al., 2019; Gawlik & Melnyk, 2022). By understanding how workplace culture impacts burnout, organizations can create interventions to address working parent burnout (De Simone et al., 2021; Gawlik et al., 2022; Marchand et al., 2018; SAMHSA, 2022).

Theoretical Foundation

Burnout was first conceptualized by Freudenberger (1974) as a loss of motivation and commitment. Since the 1970s, burnout has evolved and garnered more attention on its importance (Roskam et al., 2017). Although Freudenberger (1974) initially described burnout, Maslach (1976) is credited with the conceptualization and measurement of burnout that is used in today's research (Freudenberger, 1974; Maslach, 1976).

The early research on burnout focused on the work environment of human services employees who cared for others (Maslach & Jackson, 1981). In 1981, Maslach and Jackson theorized that burnout is a state of emotional exhaustion and cynicism due to chronic stress. The understanding of burnout has since evolved to be characterized by emotional exhaustion, depersonalization, and reduced professional effectiveness (Maslach & Jackson, 1981).

Researchers use the Maslach Burnout Inventory instrument to measure the dimensions of burnout, which is the most widely used instrument addressing burnout (Maslach & Jackson, 1981; Maslach & Leiter, 2016). Researchers have determined job burnout's physical, psychological, and occupational consequences. According to Salvagioni et al. (2017), "cardiovascular diseases, musculoskeletal pain, depressive symptoms, psychotropic and antidepressant treatment, job dissatisfaction and absenteeism are consistent effects of burnout" (p. 23).

Much of the early research focused on burnout from a job perspective, but more recently, parent burnout has garnered significant attention and focus as another form of burnout (Roskam et al., 2017). The first mentions of parental burnout date back to 1983; however, the theory of parental burnout did not receive more awareness until the 2000s. According to Roskam et al. (2017), job and parental burnout share similar characteristics, albeit from different stressors.

Parenting has become more challenging than in previous generations as parents face increased societal pressures and reduced available resources, such as limited time and fewer stay-at-home parents (Roskam et al., 2017). The increased awareness of the warning signs of burnout has led researchers to evaluate parental burnout specifically. Previous research conducted on parental burnout has been conducted in countries outside of the United States (Roskam et al., 2021). In addition, Roskam et al. (2021) noted that individualistic cultures and the values of Western countries like the United States may increase parenting stress.

According to Roskam et al. (2017), parental burnout exhibits similar negative traits as job burnout, such as emotional exhaustion and reduced effectiveness. Likewise, parental burnout carries similar yet additional consequences to job burnout (Mikolajczak et al., 2018). Parental burnout, like job burnout, harms individuals but also increases couples' conflicts, estrangement,

and escape ideation (Gawlik & Melnyk, 2022; Mikolajczak et al., 2018). In addition, parent burnout has adverse consequences on the child, such as neglect and violence, resulting in short-term and long-term effects for the child (Gawlik et al., 2022; Griffith, 2022).

Parental burnout is a distinct construct that differs from depression, job burnout, and parental stress (Roskam et al., 2017). Although parental burnout has similarities with job burnout, a separate instrument for evaluation is needed, given its differences. The Parent Burnout Index measures parental burnout as a distinctive syndrome (Roskam et al., 2017). More recently, researchers have begun to seek a way to combine job burnout and parental burnout to understand how working parents are impacted by the cumulative effect of stress (Gawlik et al., 2022).

Working parents are impacted by stressors from work and home, leading to higher levels of work-family and family-work conflict (Elahi et al., 2022; Moreira et al., 2019). Work-family and family-work conflicts refer to the competing needs of family and work obligations (Elahi et al., 2022). Work-family conflict refers to work demands interfering with family responsibilities, whereas family-work conflict refers to family demands interfering with work responsibilities (Netemeyer et al., 1996).

The accumulation of stress on working parents leaves them susceptible to burnout (Horn & Johnston, 2020). Working parent burnout is a new theory used to assess burnout in working parent populations. According to Gawlik and Melnyk (2022), “Working parents are especially at risk to develop burnout due to the challenge of juggling multiple stressors and demands at work and home” (p. 3).

Gawlik et al. (2022) established a scale to identify working parent burnout to curb its detrimental effects. The researchers highlighted that employers play an important role in addressing parent burnout (Gawlik et al., 2022). In addition, the World Health Organization

(2019) deemed burnout as an occupational phenomenon, indicating the significance that employers play in preventing burnout. More precisely, organizational culture is vital in reducing burnout among working parents.

Maslach (1998) highlighted that burnout results from mismatches between person-job characteristics such as work overload, lack of control, insufficient reward, breakdown of community, absence of fairness, and value conflict. Similarities exist between the mismatches and critical characteristics of organizational culture, defined as an organization's assumptions, values, beliefs, and behaviors (Belias & Varsanis, 2014; Schein, 1992). Lastly, certain types of organizational cultures have shown a connection between job burnout and work-family conflict (De Simone et al., 2021; Belias & Varsanis, 2014; Gisler et al., 2018).

The theoretical importance of this study is to understand better the relationship between organizational culture types and working parent burnout. To date, the review of burnout has either focused on job burnout or parent burnout. Limited research has focused on the impact of burnout on working parents.

Problem Statement

Work and parenting are two of the highest contributors to stress for adults (Maslach & Leiter, 2016; Mikolajczak et al., 2020) The accumulation of stress from work and parenting domains leaves working parents susceptible to burnout (Bright Horizons, 2022; Gawlik & Melnyk, 2022). Previous research has illustrated that 66% of working parents reported being burned out (Gawlik & Melnyk, 2022).

Purpose Statement

The purpose of this non-experimental quantitative study is to explore working parent burnout and the relationships between organizational culture and working parent burnout.

Overview of Methodology

This non-experimental quantitative research study utilized a cross-sectional, correlational research design to explore the perception of working parent burnout and the relationship with demographic and employment variables, and organizational culture types. The target population included parents in the United States who are currently employed and have at least one child < 18 years living in the same household upon survey completion. Using a simple random sampling technique, a sample size of 284 participants completed the survey. Participants were recruited from all industries throughout the United States using email, online ads, and social media promotion to complete the survey.

Prior to completing the surveys, participants were provided an online consent form that had Institutional Review Board approval. In addition, the surveys were confidential, anonymous, voluntary, and self-reported by participants. All data were secured on a password-protected computer using password-protected data collection software. Participants were provided demographic and employment variables first before completing the Working Parent Burnout Scale and the Organizational Culture Assessment Instrument.

Demographic and employment variables were correlated with different forms of burnout and captured in the survey (Gawlik & Melnyk, 2022; Marchand et al., 2018; Roskam & Mikolajczak, 2022). The variables included sex; age; race/ethnicity; the number of children under the age of 18 in the household; number of children under the age of 5; childcare situation; work status; primary work location (remote/in-person/hybrid); type of work schedule (flexible, fixed); availability of paid time off; marital status; spouse work status; household income; and average commute time. Lastly, a 1-item burnout scale was used asking participants to rate their self-perceived level of burnout (Dolan et al., 2015).

Gawlik et al. (2022) created the new Working Parent Burnout Scale as a way of evaluating parental burnout among working parent populations. The Working Parent Burnout Scale is a free and easy-to-use instrument that can be used by both clinicians and parents to easily assess working parent burnout. The WPBS was originally conducted using a sample of employees primarily from a large public university consisting of mostly white females with higher household income levels. Although the survey was also marketed outside of the university, the researchers concluded that more research is needed to validate the WPBS in a more diverse population (Gawlik et al., 2022). Thus, the target sample population used in this study aimed to expand on those recommendations by targeting a more diverse sample.

The WPBS scale has previously been shown to be a valid and reliable (Cronbach's $\alpha = .90$) instrument for measuring working parent burnout (Gawlik et al., 2022). The WPBS includes 10 Likert-scale items with participants using a scale of 0 (*not at all*) to 4 (*very much so*) for all questions other than questions 4 and 10 on the scale (Gawlik & Melnyk, 2022). Questions 4 and 10 on the scale will use reverse scoring where 4 (*not at all*) and 0 (*very much so*).

To calculate the score of the Working Parent Burnout Scale, all points were added together for a final score. Once the final score was calculated, the interpretation of the score categorized participants into one of four levels of working parent burnout. The WPBS used scoring and categories that included 0-10 points categorized as having no or few signs of burnout; 11-20 points illustrated mild burnout; 21-30 points illustrated moderate burnout; and 31+ points categorized participants as having severe working parent burnout (Gawlik & Melnyk, 2022).

Organizational culture was assessed using a modified version of the Organizational Culture Assessment Instrument (OCAI). The OCAI was developed by Cameron and Quinn

(2006) and is widely used to assess organizational culture (Dóra et al., 2019). The OCAI is based on the competing values framework (CVF) which is one of the most important frameworks for businesses (Cameron, 2009; Cameron & Quinn, 2006).

The competing values framework is based on four dimensions including how structured or flexible an organization is and how internal or externally focused it is (Cameron, 2009; Cameron & Quinn, 2006). These competing dimensions created four quadrants that represent the distinct individual and organizational factors that create organizational culture. According to Cameron (2009), the quadrants create contradictory and competing values which give the name of the competing value framework.

The four quadrants include clan, adhocracy, market, and hierarchy culture types. Clan Culture is flexible and internally focused with a friendly working environment where teamwork, cohesion, and loyalty are important (Van Huy et al., 2020). Adhocracy Culture (AC) is flexible and externally focused in a dynamic and creative environment. Experimentation, innovation, and rapid changes are important to AC. Hierarchy Culture (HC) is a serious and structured work environment that is based on a stable environment, efficiency, control, rules, and policies as key aspects. Lastly, Market Culture focuses on stability and external focus in which important aspects are a concern for long-term competitiveness and winning (Van Huy et al., 2020).

The OCAI is an instrument used to measure the predominant culture of an organization based on its values, norms, and approaches to work (Heritage et al., 2014). Previous research has acknowledged the OCAI as a valid and reliable instrument to measure organizational culture (Cameron & Quinn, 2006; Dóra et al., 2019; Heritage et al., 2014; Van Huy et al., 2020). Van Huy et al. (2020) concluded that the OCAI has good reliability with Cronbach's alpha ranges from 0.6 to 0.8 in current and expected culture while illustrating a good fit with CFA factors of

less than 0.60. Similarly, Heritage et al. (2014) demonstrated Cronbach's alpha ranges indicating good reliability from 0.7 to 0.9.

The OCAI consisted of 24 questions split into six dimensions that assessed the dominant culture of an organization: dominant characteristics; organizational leadership; management of employees; organizational glue; strategic emphases; and criteria for success (Cameron & Quinn, 2006). A modified version of the OCAI was used in this study to reduce the confusion of survey participants in completing the OCAI. The modifications included changing the survey scale from a point total to using 5-point Likert scale for the 24 questions. The 5-point Likert scale was scored using a scale of 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) to create consistency with the scoring of the WPBS. Secondly, participants were not asked to rate their desired organization to reduce survey time-to-completion and increase survey completion.

Research Questions

1. To what degree do participants experience working parent burnout?
2. Considering the demographic variables identified for study purposes, which variable(s) will exert statistically significant effects upon study participant perceptions of working parent burnout?
3. Considering the organizational culture types identified for study purposes, which culture type is most predictive of working parent burnout?
4. Will there be a statistically significant effect for study participants' perceptions of organizational culture type?

Research Hypotheses

1. To what degree do participants experience working parent burnout?

H_0 : There will be no statistically significant degree of perceptions of working parent burnout.

2. Considering the demographic variables identified for study purposes, which variable(s) will exert statistically significant effects upon study participant perceptions of working parent burnout?

H_0 : None of the demographic variables will exert a statistically significant effect on working parent burnout.

3. Considering the organizational culture types identified for study purposes, which culture type is most predictive of working parent burnout?

H_0 : None of the organizational culture types are statistically significant predictors in this model.

4. Will there be a statistically significant effect for study participants' perceptions of organizational culture type?

H_0 : There will be no statistically significant effect of perceptions of organizational culture type.

Overview of Analyses

Data was analyzed using SPSS software to assess internal consistency, review descriptive statistics of sample demographics; participant perceptions of working parent burnout, and organizational culture type; and lastly, inferential statistics and predictive analyses.

Preliminary Analysis

Before conducting an analysis of the study research hypotheses, several preliminary analyses were conducted. First, internal consistency was assessed using Cronbach's α . Second, demographics, working parent burnout, and organizational culture type were analyzed separately

to identify distributions and possible outliers. Third, data was analyzed to answer the research questions and the null hypotheses.

Data Analysis by Research Questions

Research questions and null hypotheses were addressed using a combination of descriptive, inferential, and predictive analyses.

1. To what degree do participants experience working parent burnout?

A chi-square goodness-of-fit test (GOF) was conducted to evaluate the degree to which study participant perceptions of burnout was equally distributed across all categories of burnout identified for study purposes at a preliminary response level. Thereafter, a one-sample *t*-test was used to test the null hypothesis to determine whether a statistically significant difference existed between the mean score of working parent burnout from the null value of two.

2. Considering the demographic variables identified for study purposes, which variable(s) will exert statistically significant effects upon study participant perceptions of working parent burnout?

To test the null hypothesis, a series of between-subjects inferential statistical techniques were used to determine which demographic variables have a statistically significant effect on study participant working parent burnout.

3. Considering the organizational culture types identified for study purposes, which culture type is most predictive of working parent burnout?

To test the null hypothesis, a multiple linear regression was used to determine if organizational culture types are statistically significant predictors of working parent burnout.

4. Will there be a statistically significant effect for study participants' perceptions of organizational culture type?

To test the null hypothesis, Cohen's d was used to evaluate the magnitude of effect of study participant perceptions of working parent burnout by respective organizational type as measured by the OCAI research instrument.

Delimitations

This study addressed several problems when considering the relationship between working parent burnout and organizational culture. According to Gawlik and Melnyk (2022), a high prevalence of working parents reported parent burnout. In addition, Gawlik et al., (2022) indicated a need to utilize the new Working Parent Burnout Scale in a more diverse population. This study addressed these problems by recruiting participants from different industries across the United States. In addition, this study evaluated to what extent participants perceive working parent burnout and the role of various demographic and employment variables on working parent burnout.

Second, previous research illustrated that organizations play a key role in addressing burnout (Gawlik et al., 2022; Halasah & Qatawenah, 2020; Irfan et al., 2021; Paul Vincent et al., 2022; Zeng & Chen, 2020). However, previous research viewed burnout as either job burnout or parent burnout. Using the new WPBS and the OCAI, this study evaluated to what degree organizational culture types affect perceptions of working parent burnout.

The nature of this study had several limitations. First, surveys that require self-reported data were used. Self-reported measures may lead falsification of survey responses to meet social desirability (Ozoemena et al., 2021). Second, due to the nature of this study being cross-sectional, causal relations between working parent burnout, demographic and employment

variables, and organizational culture types cannot be confirmed. In addition, due to the cross-sectional nature, true predictive validity cannot be confirmed. Lastly, because the current study was based on a United States sample, findings cannot be generalized to other countries.

Definition of Key Terms

The following words and phrases are key terms for the study.

- **Burnout:** A psychological syndrome characterized by emotional exhaustion and cynicism (Maslach & Jackson, 1981).
- **Job Burnout:** Prolonged job stress resulting in a condition characterized by emotional exhaustion, reduced accomplishment, and depersonalization (Maslach & Jackson, 1981; World Health Organization, 2019).
- **Organizational Culture:** A set of beliefs, values, practices, customs, traditions, and norms shared by members of an organization (Cameron & Quinn, 2006; Belias & Varsanis, 2014).
- **Parent Burnout:** Prolonged parenting stress that overwhelms parental resources resulting in a condition characterized by overwhelming exhaustion from parenting, emotional distancing from children, and a sense of personal ineffectiveness (Mikolajczak et al., 2019).
- **Working Parent Burnout:** Parental burnout among working parent populations (Gawlik et al., 2022).
- **Work-Family Conflict:** A form of inter-role conflict between work and family responsibilities (Greenhaus & Beutell, 1985; Netemeyer et al., 1996).

Summary

Working parents experience chronic stress and conflict when trying to balance work and family obligations (Gawlik et al., 2022; Gawlik & Melnyk, 2022; Rajendran et al., 2020; Wang et al., 2022). According to Gawlik and Melnyk (2022), 66% of working parents suffer from working parent burnout, which results in detrimental effects on individuals, families, and organizations (Fry & Yang, 2017; Gawlik et al., 2022; Roskam et al., 2017). The high susceptibility, prevalence, and detrimental effects of burnout among working parents highlight the need for additional research.

Previous research emphasized the important role that organizations can play in reducing both job, parent, and working parent burnout (Burns et al., 2021; Gawlik et al., 2022; Halasah & Quatawenah, 2020; Wang et al., 2022). Therefore, the purpose of this non-experimental quantitative study was to explore working parent burnout and the relationships between organizational culture and working parent burnout. More specifically, this study aimed to answer the following research questions:

1. To what degree do participants experience working parent burnout?
2. Considering the demographic variables identified for study purposes, which variable(s) will exert statistically significant effects upon study participant perceptions of working parent burnout?
3. Considering the organizational culture types identified for study purposes, which culture type is most predictive of working parent burnout?
4. Will there be a statistically significant effect for study participants' perceptions of organizational culture type?

Based on the recommendations for future research of Gawlik et al. (2022), a diverse population was recruited in the United States throughout different employment industries. This study used demographic and employment variables, the Working Parent Burnout Scale, and the Organizational Culture Assessment Instrument to collect data for evaluation when answering the research questions.

Limitations of the existing study included the use of self-reported data, the inability to confirm causation due to cross-sectional design, and the lack of generalizability to countries outside of the United States. Although this research study has limitations, more importantly, the research helps to fill gaps in existing research and build upon recommendations from previous research, helping clinicians, organizations, and individuals identify solutions to working parent burnout.

II. REVIEW OF LITERATURE

The purpose of this non-experimental quantitative study was to explore working parent burnout and the relationships between organizational culture and working parent burnout. Previous research has highlighted the connection between burnout, work-family conflict, and organizational culture (Dodanwala & Shrestha, 2021; Elahi et al., 2022). In addition, the literature has highlighted shifting societal norms that have led to an increase in stress and burnout (Dodanwala & Shrestha, 2021; Roskam et al., 2017). Burnout occurs from chronic and overwhelming stress caused by an imbalance of demands and resources (Maslach & Leiter, 2016; Roskam et al., 2017).

One particular group that is prone to increased stress from work and job domains is working parents, leaving them increasingly susceptible to burnout. Previous burnout research has focused on the work domain and the job domain separately. However, Bianchi et al. (2014) argued that burnout is not domain specific. More recently, Gawlik et al. (2022) established the Working Parent Burnout Scale to specifically measure burnout among the working parent populations. To address working parent burnout, the researchers noted that organizations play an important role (Gawlik et al., 2022).

The organizational environment has also shifted over the past several decades. Organizational leaders have begun to realize the importance of improving employee well-being and creating a culture where employees thrive (Bakker et al., 2019; Mohan & Lone, 2022). A

positive organizational culture has previously demonstrated an array of benefits for both individuals and employers, including its reduction of work-family conflict and burnout (Wu et al., 2018).

Burnout

Shifting societal, economic, and cultural norms along with shifting job norms from an industrial to a service economy have resulted in the development of the burnout theory (Schaufeli et al., 2009). In addition to the shifting norms, mounting societal pressures may lead to the increased need to understand burnout. Conceptualized in the 1970s, burnout has received increasing attention given the increased stress placed on workers and its detrimental impacts on the individual, workplaces, and families (Maslach, 1976; Roskam et al., 2017; Schaufeli et al., 2009).

According to the American Psychological Association (2021), 71% of employees suffer from workplace stress. In addition, 53% of employees indicated that work is more stressful than in the year prior (Talkspace, 2022). One group particularly impacted by high stress is working parents. Nine out of 10 working parents noted high levels of work stress while three out of five noted their stress to be overwhelming (Bright Horizons, 2022).

Stress from one domain of life, if not resolved, will impact other domains (Kanter, 1989; Li et al., 2021; Maslach, 1976). Stress accumulation can occur from multiple sources including, at home and at work (Rajendran et al., 2020). According to Lin et al. (2020), “it is essential to regard family stress and work stress as combined exposure, as these two stressors usually co-occur” (p.749). The accumulation of stress from various domains may lead to the development of burnout.

Burnout is the result of chronic and overwhelming stress (Maslach, 1976; Roskam et al., 2017). Burnout was described early on as a psychological syndrome of emotional exhaustion and cynicism before expanding to include three characteristics: emotional exhaustion, depersonalization, and inefficacy (Maslach & Jackson, 1981). Development of burnout occurs when resources are not sufficient to balance the demands placed on the individual (Bakker et al., 2014; Cotel et al., 2021; Roskam & Mikolajczak, 2021).

Demands include the antecedents and risk factors that lead to the likelihood of burnout. Demands placed on individuals include individual personalities and expectations, workload, emotional demands, family demographics, work-family conflict, societal factors (pressure, expectations, norms), and many others types of demands that may increase stress, resulting in burnout (Bakker et al., 2014; Cotel et al., 2021). However, resources are protective factors that alleviate stress and ultimately the likelihood of burnout. Resources include individual factors (resilience, self-efficacy, emotional intelligence), job factors (work hours, culture, flexibility, social support, and work shift), and family factors (support, marriage status, and childcare options). If demands outweigh the available resources, emotional exhaustion, a key characteristic of burnout, ensues (Bakker et al., 2014; Cotel et al., 2021; Roskam & Mikolajczak, 2021).

Burnout is identified as its own construct. When burnout was initially theorized, arguments were made that it was not a different phenomenon but rather a new way to name existing constructs (De Simone et al., 2021). However, previous research has highlighted that burnout is similar to, yet distinctly different from other constructs of depression and stress (Mikolajczak et al., 2020; Roskam et al., 2017). Over time, the theory of burnout has evolved to include different domains.

Burnout originally was theorized to impact the individual from the job domain (Maslach, 1976). Maslach (1976) noted that burnout is prevalent in human services professions where professionals are caring for others and thus have higher stress and emotional overload. Likewise, in service industry jobs that are caring for others, the norms of those jobs are to put others' needs first and go beyond expectations (Maslach & Leiter, 2016). However, Bianchi et al. (2014) emphasized that burnout cannot be solely attributed to the work domain.

Given that burnout is a result of chronic stress and stress can be accumulated from various aspects, burnout cannot be confined to just the work domain (Bianchi et al., 2014).

Bianchi et al. (2014) argued that

Any object that is invested in by (or important for) an individual – whether related or unrelated to work—can be a ‘target’ for cynicism and feelings of inefficacy, and there is no reason to postulate that the object in question would be less identifiable burnout-related if it is unrelated to work. (p. 358)

By viewing burnout as a multi-contextual syndrome, researchers can get a better understanding of various stressors and forms of burnout (Bianchi et al., 2014).

Parenting can be one of the most satisfying and fulfilling aspects of life. However, parenting can also be very stressful and frustrating (Mikolajczak et al., 2021). Much like job burnout, excessive and chronic parenting stress leads to parental burnout (Roskam et al., 2017). Although the understanding of parental burnout was developed in the 1980s, it has only recently become the subject of research (Wang et al., 2023).

Previous research has illustrated that parental burnout and job burnout have similar antecedents and consequences, although they are different constructs (Mikolajczak et al., 2018; Wang et al., 2023). Expanding on the efforts of previous research, Gawlik et al. (2022) created

the Working Parent Burnout Scale (WPBS) to measure burnout specifically among working parents. Previous job burnout and parent burnout research make important references to the need to better understand the stress that is placed on working parent populations.

Job Burnout

Burnout has received increasing attention since the 1970s (Roskam et al., 2017). Job burnout was first theorized as chronic stress experienced at work that is not effectively managed (Schaufeli et al., 2009). The job-demands resources (JD-R) theory is used to better understand the imbalance between demands and resources that ultimately lead to burnout. JD-R illustrates that when individuals have too high of demands and stress paired with inadequate resources to address or reduce those demands, burnout ensues (Maslach & Leiter, 2016).

To effectively address the theory of job burnout that working individuals face, researchers needed to be able to measure the construct. Maslach and Jackson (1981) were first credited with the development of the Maslach Burnout Inventory (MBI), which is used to measure job burnout. The scale still remains the top method for measuring job burnout and its characteristics (Edú-Valsania et al., 2022).

The characteristics of job burnout include emotional exhaustion, cynicism, and inefficacy (Maslach & Leiter, 2016). Emotional exhaustion is described as a loss of energy, fatigue, and a general wearing out. Cynicism was previously called depersonalization but was later switched to describe job burnout in other areas than the human services (Maslach & Leiter, 2016). Cynicism refers to negative or inappropriate attitudes towards others and overall withdrawal. Lastly, inefficacy was previously called reduced personal accomplishment and encompasses reduced productivity and capability to do one's work (Maslach & Leiter, 2016)

Previous research illustrated that job burnout characteristics occur in stages (Edú-Valsania et al., 2022; Maslach & Leiter, 2016). Chronic stress leads to emotional exhaustion as the first and primary symptom of burnout. Emotional exhaustion cascades into negative perceptions of people and the job (cynicism). Lastly, if continued, the next stage would lead into feelings of failure and being inadequate (inefficacy; Maslach & Leiter, 2016). Throughout the progression of job burnout, many consequences result.

In a meta-analysis conducted by Salvagioni et al. (2017), the researchers discussed the physical, psychological, and occupational consequences of job burnout. In this research, burnout served as an antecedent to the various consequences. Physical consequences included cardiovascular disease (type 2 diabetes, hypercholesterolemia, coronary heart disease, hospitalizations), musculoskeletal pain, prolonged fatigue, respiratory problems, headache, and severe injuries that may result in mortality below the age of 45 (Salvagioni et al., 2017).

In addition to the physical consequences, burnout serves as an antecedent to various psychological effects, such as depression, insomnia, job dissatisfaction, absenteeism, psychotropic and antidepressant treatment, and hospitalization for mental disorders (Salvagioni et al., 2017). Lastly, burnout led to a host of occupational consequences, such as absenteeism, disability use, presenteeism, and job dissatisfaction (Salvagioni et al., 2017). The detrimental effects of burnout are clear; however, evaluating existing research on job burnout demographics as they relate to working parents, including age, gender, and family dynamics is imperative.

Marchand et al. (2018) analyzed the correlation between age and gender on the burnout effects of Canadian workers. The researchers used a correlational study using a questionnaire and the Maslach Burnout Inventory-General Survey. Analysis was conducted using a quantitative

approach and the use of multilevel regression to test whether age and gender were correlated with burnout.

The results of Marchand et al.'s (2018) study illustrated that workers aged 20-35 and 55+ were susceptible to higher levels of burnout, with women ages 20-35 and 55+ having higher levels of burnout than men. In addition, burnout among men reduced with age. Lastly, women had higher levels of emotional exhaustion and lower levels of professional efficacy, which likely contributed to the higher levels of overall burnout.

Marchand et al. (2018) concluded that work/life balance and lower levels of mastery contribute to overall burnout among men/women and are likely reasons for the fluctuations in burnout with age. The findings of Marchand et al. (2018) were similar to previous findings of Maslach and Jackson (1981) when analyzing the relationship between age and gender on burnout effects.

Ozoemena et al. (2021) conducted a study evaluating the relationships between psychological distress, burnout, and intervention strategies among teachers in Nigeria. Teaching has been known to be a stressful job, and a key component of burnout is chronic stress. The researchers investigated whether coping mechanisms can help to bring about more resources and curb the effects of chronic stress before it develops into burnout.

Ozoemena et al. (2021) discovered that 69.9% of teachers suffered from psychological distress, and 36% reported burnout. In addition, age, academic qualifications, and income levels were negatively correlated with distress, which was ultimately highly correlated with burnout. Overall, teacher burnout was scored at a moderate level for burnout, indicating that the limited resources available to teachers and the high-stress demands were having a negative impact (Ozoemena et al., 2021).

Ozoemena et al. (2021) concluded that younger teachers illustrated higher levels of psychological distress. In addition, Ozoemena et al. (2021) indicated that female teachers illustrated higher levels of distress and burnout than males, highlighting the pressures at home and work that lead to work-family conflicts that make females more susceptible to burnout. The implications of this study further show the connection between stress and burnout. In addition, the results add to the research that younger employees are more susceptible to psychological distress, and females are more likely to burn out, all of which are factors when evaluating working parent burnout (Ozoemena et al., 2021).

Kocalevent et al. (2020) conducted a study evaluating the longitudinal predictive value of burnout on work-family conflict. The researchers conducted this study over a period from 2009 to 2017. Participants in the study were German resident physicians ($n=1,011$). The researchers used the MBI and Work-Family Conflict scale and analyzed the data using a general linear model and general linear mixed models with repeated measures designs (Kocalevent et al., 2020).

Kocalevent et al. (2020) evaluated burnout time effects without work-family conflict as a covariate. The results demonstrated that female physicians showed significantly higher levels of emotional exhaustion than male physicians. Secondly, parental status had a significant effect as a subscale of emotional exhaustion. Third, male physicians had significantly higher levels of depersonalization than females. Finally, parental status had no significant effect on depersonalization.

When adding work-family conflict as a covariate, Kocalevent et al. (2020) discovered that female physicians showed significantly higher levels of emotional exhaustion than males, while parental status had no significant effect on emotional exhaustion. The estimated mean

scores for emotional exhaustion were higher when work-family conflict was included as a covariate. Secondly, male physicians had higher levels of depersonalization than female physicians, and parental status had no significant effect on depersonalization. Similar to emotional exhaustion, the burnout time effects for depersonalization were significantly higher with the inclusion of work-family conflict as a covariate.

Kocalevent et al. (2020) concluded that work-family conflict elevated burnout symptoms over the course of the research period. In addition, work-family conflict elevated burnout symptoms compared to when work-family conflict was not used as a covariate. Lastly, the research highlights how gender differences are affected by burnout and work-family conflict (Kocalevent et al., 2020).

Job burnout results from chronic stress and an imbalance of demands with too few resources (Maslach & Leiter, 2016). The results of job burnout lead to three effects: emotional exhaustion, cynicism, and inefficacy (Maslach & Leiter, 2016). Previous research has illustrated that age and gender play a role in job burnout effects (Kocalevent et al., 2020; Ozoemena et al., 2021; Marchand et al., 2018).

Parent Burnout

According to Mikolajczak et al. (2020), “Parenting is widely thought to be one of the most challenging jobs a person can ever undertake” (p.3). Bianchi et al. (2014) noted that burnout is not restricted to job-related factors, but rather a response to any chronically occurring stressor. Although job burnout was first emphasized in the 1970s, parental burnout began attracting more scientific interest over the past decade (Wang et al., 2023).

Roskam et al. (2017) developed the Parent Burnout Index to assess parent burnout by expanding on the Maslach Burnout Inventory and shifting the focus from the job to the home.

The researchers used a qualitative survey design to create and validate an instrument assessing parent burnout. The researchers illustrated that the parent burnout index is a separate measurement instrument that is valid and reliable for measuring parental burnout (Roskam et al., 2017).

Previous research illustrated that parental burnout is a similar, yet distinct, construct to job burnout (Mikolajczak et al., 2020; Roskam et al., 2017; Wang et al., 2023). Parental burnout is the result of chronic parenting stress that overwhelms parental resources (Mikolajczak et al., 2019). Once again, when demands outweigh the resources of parents, burnout may occur (Mikolajczak & Roskam, 2018).

Parenting has become more complex in the past half century with changing societal norms (Roskam et al., 2017). Parental burnout varies from country to country, with Western countries illustrating the highest rates of parental burnout due to their cultural values of individualistic society (Roskam et al., 2021). The cultural values and changing societal norms have placed additional demands on parents.

Changing societal norms include the higher rates of dual-income families, reduction in stay-at-home mothers, and societal pressure to produce healthy and productive children (Roskam et al., 2017). In addition, the demands that parents face are based on the psychological characteristics of the parents, characteristics of the children, parenting practices, co-parenting capacity, family support, organization, and time availability (Mikolajczak et al., 2021). To counter the demands of parenting, sufficient resources, such as time, support, child-care, family support, and work support, are needed. If demands outweigh the available resources, chronic stress may lead to the development of parental burnout.

Similar to job burnout, parental burnout includes a tridimensional syndrome that affects parents. Parental burnout is characterized by overwhelming exhaustion from parenting, emotional distancing from children, and parental inefficacy (Mikolajczak et al., 2019; Roskam & Mikolajczak, 2021). The development of parental burnout, just like job burnout, also occurs in stages (Roskam & Mikolajczak, 2021). Chronic and overwhelming parental stress leads to emotional exhaustion which then leads to emotional withdrawal from their children before the end characteristic of a loss of pleasure and efficacy in the parenting role (Roskam & Mikolajczak, 2021). When parental burnout is left untreated, it has several detrimental effects on individuals and others.

The consequences of parental burnout have several significant implications that go above the factors of job burnout (Mikolajczak et al., 2018). According to Mikolajczak et al. (2018), parental burnout has detrimental effects on the parent (suicidal thoughts, escape ideation, addiction, sleep, and health disorders), the child (mental health, behavioral disorders, neglect and violence), and the couples (couple conflict). Of particular importance is the possible correlation of parental burnout and its effects on children.

Hansotte et al. (2021) conducted a study examining different profiles of parents and their levels of parental burnout characteristics. Secondly, the researchers evaluated the association between parental burnout characteristics and different forms of neglect and violence. The study was conducted among 2,767 French-speaking parents who had at least one child living at home. Socio-demographics, the Parental Burnout Index (PBI), and the Parent Neglect Scale were used to identify associations among the variables.

The results of Hansotte et al. (2021) established latent profiles in which the largest (56.16%) was of parents who reported low levels of parental burnout characteristics and were

thus “Not in parental burnout.” The second profile represented 9.04% of parents and was labeled “Inefficient” as they reported low levels of emotional exhaustion, moderate levels of emotional distancing, and high levels of inefficacy. The third profile “At risk of parental burnout” included 20.06% of parents and presented moderate levels of emotional exhaustion, moderate levels of emotional distancing, and average levels of inefficacy. The fourth profile “Emotionally exhausted and distant” made up 8.49% of parents who reported high levels of emotional exhaustion and emotional distancing and moderate levels of inefficacy. Lastly, the fifth profile “Burned out parents” made up 3.25% of parents and included those who reported very high levels of emotional exhaustion, emotional distancing, and high levels of inefficacy (Hansotte et al., 2021).

Hansotte et al. (2021) demonstrated the following results:

- Parents labeled as “Not in parental burnout” had the least frequent and violent behaviors.
- The “Inefficient” group was more emotionally neglectful than those “At risk in parental burnout” but scored equally on physical neglect, verbal violence, and physical violence.
- The “Emotionally exhausted and distant” and “Burned out parents” profiles demonstrated higher levels of neglectful and violent effects in all forms of neglect/violence than “Inefficient.”
- Parents listed as “Not in parental burnout” were more neglectful than the “Inefficient” profile and violent in all forms.
- The “At risk of parental burnout” profile demonstrated more neglectful and violent characteristics than those in “Not in parental burnout” profile

- Parents in the “Emotionally exhausted and distant” demonstrated more emotional and physical neglect along with verbal and physical violence than parents in the “Not in parental burnout,” “Inefficient,” and “At risk of parental burnout” profiles.
- Lastly, parents in the “Burned out parents” profile were the most neglectful and violent toward children compared with all profiles but had equivalent comparisons with the “Emotionally exhausted and distant” profile for physical violence.

Hansotte et al. (2021) concluded that parent profiles exhibiting high levels of emotional exhaustion were more emotionally distant. In addition, the higher levels of emotional exhaustion were also associated with higher levels of neglect and violence towards children. Hansotte et al. (2021) illustrated the importance of the finding that exhausted parents need to be diagnosed before the negative effects of parental burnout lead to child neglect and violence. To help practitioners diagnose parental burnout, they must understand gender differences.

Roskam and Mikolajczak (2020) conducted a study evaluating the gender effects of parental burnout. Study participants included 900 French- and English- speaking mothers and fathers. Participants completed a series of surveys measuring parental burnout, antecedents of parental burnout, escape and suicide ideation, parental neglect, and parental violence.

Roskam and Mikolajczak (2020) showed that on average, parental burnout was higher for mothers than among fathers and that mothers scored significantly higher than fathers for parental burnout. More specifically, mothers scored significantly higher for emotional exhaustion and emotional distancing but no significant differences for inefficacy were evident. Secondly, mothers appear more resistant to the imbalance of risks and resources than fathers. Mothers were

more susceptible to parental burnout when the risks clearly outweighed resources while fathers burned out more easily with slight imbalances of risks and resources.

Roskam and Mikolajczak (2020) demonstrated that mothers reported significantly higher escape ideation and violence toward children; as parental burnout levels increased, so did escape and suicidal ideations, neglect, and violence for both parents. The researchers found that mothers reported higher levels of parental violence toward children while fathers had greater neglect.

Roskam and Mikolajczak (2020) concluded that important gender differences exist in parental burnout. The researchers highlighted that parental burnout is not solely confined to mothers and that fathers require special attention. Gender inequality exists in parenting highlighted by higher average levels of burnout among mothers who are unable to share parenting tasks equally with fathers. In addition, fathers are more vulnerable to parental burnout as they require a greater amount of resources over demands. Lastly, the researchers concluded that exhausted fathers have more consequences than mothers (Roskam & Mikolajczak, 2020).

Working Parent Burnout

Working parent burnout is a new construct that is used to better understand the impact of chronic stress on working parents. Previous research has highlighted the need to consider the cumulative effects of stress on the individual from various dimensions of the person's life (Bianchi et al., 2014; Lin et al., 2020). According to Bright Horizons (2022), 88% of working parents reported that they are suffering through some level of exhaustion. Meanwhile, younger parents (age 26-34) who work hourly roles are more than 200% more likely to experience burnout (Maven Clinic, 2021).

A study conducted by Wang et al. (2023) reviewed the relationship between parental and job burnout among mothers and fathers. Participants included parents of 8th grade students in

China evaluating their parental burnout, job burnout, emotional exhaustion, depression, job satisfaction, children's anxiety, and various demographic items. Results were established by using factor analysis, correlational, and predictive data analysis.

Wang et al. (2023) discovered that no significant differences existed between genders for job burnout, depression, and job satisfaction. However, the researchers found that the levels of parental burnout were different among genders with mothers reporting higher levels of parental burnout. In addition, the results indicate that parental and job burnout are different concepts based on separate structures. Lastly, Wang et al. (2023) discovered several findings regarding the relationship between the variables.

Wang et al. (2023) highlighted that mothers' and fathers' parental burnout was positively associated with their depression and children's anxiety. Secondly, mothers' and fathers' emotional exhaustion was positively related to depression and negatively related to job satisfaction. Lastly, the results suggest that fathers' and mothers' parental burnout had consistent effects on their respective job burnout (Wang et al., 2023).

Based on their findings, Wang et al. (2023) concluded that when parents use too much energy in one domain, little available resources are left for the other domain, resulting in an increased risk of burnout. Secondly, if parents do not have sufficient resources to handle issues that occur in one domain, the other domain will be affected. Third, the researchers highlighted that parental burnout negatively affects job burnout more so than the reverse. Lastly, Wang et al., (2023) noted that "work and family are closely related and should not be studied separately" (p.1572).

Gawlik et al. (2022) focused on developing and evaluating a viable instrument used to assess burnout, specifically among working parents. In a cross-sectional study including 1,285

parents with children under the age of 18, the researchers assessed the validity and reliability of the Working Parent Burnout Scale (WPBS).

Gawlik et al. (2022) discovered that the WPBS is a valid and reliable instrument to assess burnout among working parents with a Cronbach α (0.90) and a Pearson r (0.59). In addition, the researchers indicated that society and employer interventions play important roles in addressing burnout among this population. Lastly, Gawlik et al. (2022) indicated that future research is needed in diverse populations to evaluate interventions to successfully reduce burnout among working parents.

In a survey conducted at Ohio State University, Gawlik and Melnyk (2022) explored the relationship between working parents and burnout. Using the Working Parent Burnout Scale, the researchers surveyed 1,285 working parents with children under the age of 18 living in the same household. The findings of this survey have theoretical importance for better understanding working parent burnout and for practitioners to develop interventions for prevention.

Gawlik and Melnyk (2022) found that 66% of working parents are burned out. Working parent burnout affects both parents, but females reported higher burnout rates with 68% vs. 42% of males who reported burnout (Gawlik & Melnyk, 2022). In addition, the researchers found that parenting children with pre-existing anxiety or ADHD correlated with a 77% and 73% increase in burnout (Gawlik & Melnyk, 2022). Lastly, parental burnout increased with the number of children up to three until plateauing with six or more children (Gawlik & Melnyk, 2022).

The research conducted by Gawlik and Melnyk (2022) has several key findings. Working parent burnout is associated with depression, anxiety, increased alcohol intake, and poor parenting practices. Poor parenting practices are noted as insulting, screaming, criticizing, and spanking, leading to negative effects on the child (Gawlik & Melnyk, 2022). The negative effects

of poor parenting practices result in children's mental and emotional health concerns (Gawlik & Melnyk, 2022; Roskam et al., 2017).

Working parents are exposed to stress from work and parenting domains that may lead them to be particularly susceptible to burnout (Gawlik et al., 2022). Multiple surveys on working parent populations have illustrated alarming working parent burnout rates including 66% (Gawlik et al., 2022) and working parent exhaustion rates of 88% (Bright Horizons, 2022). With the creation of the WPBS, researchers now have an instrument to measure the impact of work and parenting stress on working parents (Gawlik et al., 2022).

Work-Family Conflict

Sixty percent of working parents indicated difficulty in balancing the responsibilities of family and work (Talkspace, 2022). Previous research has highlighted that parents have a significantly higher level of work-life stress than non-parents (Q. Chen et al., 2022). The theory of work-family conflict (WFC) was developed as a way to better understand the relationship between work and family domains.

Work-family conflict is defined as inter-role conflict that occurs between the work and family roles (Greenhaus & Beutell, 1985). Three major forms of work-family conflict exist including time-based WFC, strain-based WFC, and behavior-based WFC (Dodanwala & Shrestha, 2021; Greenhaus & Beutell, 1985). Time-based WFC occurs when time spent on the work domain reduces time available for the family domain. Strain-based WFC exists when strain from work impacts one's ability to meet family needs. Lastly, behavior-based WFC results from the behaviors in the work domain conflicting with behaviors in the family domain (Dodanwala & Shrestha, 2021; Greenhaus & Beutell, 1985).

According to Netemeyer et al. (1996), work-family conflict is the result of an imbalance of resources and demands that are placed on working parents. Likewise, WFC is identified as a mismatch among the general demands, roles, and standing produced by various elements between work and family. The roles being played between family and work are often incompatible, leading to issues such as burnout. A better understanding of WFC has important research and practical applications (Netemeyer et al., 1996).

Netemeyer et al. (1996) created a scale to measure family-work conflict and work-family conflict. The researchers validated the WFC scale as a valid instrument for WFC. The scale has practical applications for practitioners to better understand the challenges that working parents have when balancing the demands of work and family. In addition, Netemeyer et al. (1996) found that WFC is highly correlated with burnout, job tension, and the number of hours worked.

The inter-role conflict that occurs between the two most important domains in life for most adults (work and family) has received considerable attention as a major concern for working parents (Dodanwala & Shrestha, 2021). Previous research identified that WFC has a positive direct relationship with emotional exhaustion, the most important characteristic of burnout that is most prevalent in both work and parent burnout domains (Dodanwala & Shrestha, 2021; Maslach & Leiter, 2016; Soelton et al., 2020).

Work-Family Conflict and Burnout

Wang et al. (2022) examined the effect that parent burnout may have on job burnout along with the impact on spouses. Using an actor-partner independence model, the researchers aimed at evaluating how work-family conflict may mediate the relationship between parent burnout and job burnout. Participants included 103 parent couples of middle-school-age children who completed a variety of surveys, including a demographic survey, the Parental Burnout

Assessment, work-family conflict questionnaire, and the Maslach Burnout Inventory (Wang et al., 2022).

Wang et al. (2022) had several descriptive and correlation results. One, parental burnout was different among genders in which mothers reported higher levels of parental burnout than fathers. Secondly, the level of work-family conflict was different between genders with fathers reporting higher levels of work-family conflict than mothers. Third, there were no significant differences demonstrated in job burnout between genders nor correlations between demographic variables and job burnout. In addition to the descriptive and correlation results, Wang et al. (2022) had several other key findings.

The actor-partner interdependence model was used by Wang et al. (2022) with parental burnout as the independent variable, work-family conflict as the mediator, and job burnout as the dependent variable. The researchers illustrated several key findings as work-family conflict as a mediator to parent and job burnout:

- Fathers' parental burnout had a direct effect on job burnout mediated by WFC.
- Mothers' parental burnout had a direct effect on job burnout and work-family conflict while mothers' work-family conflict was positively related to job burnout.
- The relationship between mothers' parental burnout and job burnout was mediated by work-family conflict.
- Fathers' parental burnout was significantly related to mothers' work-family conflict.
- Work-family conflict mediated the relationship between fathers' parental burnout and mothers' job burnout.
- Fathers' job burnout is directly impacted by mothers' parental burnout.

The results of Wang et al. (2022) are best summarized by the researcher's conclusions.

Wang et al. (2022) concluded that work-family conflict mediates the relationship between work and home domains. Secondly, the researchers indicated that parental burnout had a significant effect on job burnout for fathers and mothers mediated by work-family conflict. Third, the researcher concluded that a lack of resources at home and work may increase work-family conflict resulting in an increased risk of job or parent burnout. Lastly, results highlight that stress from family and work are closely related and inseparable leading to burnout symptoms that could directly or indirectly transfer from one domain to another (Wang et al., 2022).

Rajendran et al. (2020) sought to understand the relationship between teachers' stress, work-family conflict, job burnout, and intent to leave. Teaching is a profession that is highly stressful and inflexible when it comes to work/life balance. The researchers conducted this correlational study to highlight the relationship that key variables such as student misbehavior, work-family conflict, and workload play on teachers' burnout and intent to leave (Rajendran et al., 2020).

The quantitative study conducted by Rajendran et al. (2020) targeted primary and secondary school teachers in Australia. A variety of surveys were used to assess various measures, including workload inventory assessing workload, pupil misbehavior subscale from the Teacher Stress Scale to measure student misbehavior, work-family conflict subscale of the work-family conflict scale to measure work-family conflict; Maslach Burnout Inventory-Educators Survey to measure burnout, and the Intention to Turnover subscale from the Michigan Organizational Assessment Questionnaire to measure intent to leave.

Rajendran et al. (2020) highlighted several key findings. All measures (workload, student misbehavior, work-family conflict) had a significant positive effect on intent to leave. Secondly, emotional exhaustion was a predictor of turnover intent. Third, the researchers discovered that

work-family conflict had the strongest indirect effect on turnover intent due to its positive relationship with emotional exhaustion, more so than workload and student misbehavior (Rajendran et al., 2020).

Lastly, Rajendran et al. (2020) noted that the personal demands of teachers, including work-family conflict, were a significant contributor to burnout and intent to leave. This conclusion is valuable because teaching is a female-dominated profession that often is susceptible to work-family conflict because of the teachers' responsibilities at home (Rajendran et al., 2020).

Organizational Culture

Americans spend an average of 50% of their waking hours during the workday for work purposes (Duffy et al., 2020). Historically, many organizations have rewarded hard work and dedication, leading to long working hours (Jaharuddin & Zainol, 2019). However, when an employee spends more time at work, less time remains for life and family obligations, resulting in conflict (Wu et al., 2018).

One concern for occupational groups is the challenge that exists with the compatibility of family and work obligations (Jerg-Bretzke et al., 2020). In addition, a major emphasis for employers is to establish a work environment where employees can balance work and family obligations (Li et al., 2022; Wood et al., 2020). Previous research has highlighted that organizational cultures play a key role in balancing work and family obligations (Irfan et al., 2021).

Organizational culture has received increasing attention in the past decade (Belias & Varsanis, 2014). In general, organizational culture guides member employee behaviors ultimately affecting the work that they do (Belias & Varsanis, 2014). More specifically, organizational

culture is defined as the beliefs, values, practices, customs, traditions, and norms shared by members of an organization (Belias & Varsanis, 2014; Cameron & Quinn, 2006).

The growing interest in organizational culture is due in part because of its impacts on employees and organizational performance (Wood et al., 2020). According to Wood et al. (2020), creating a safe and healthy work environment is one of the most important goals for human resources professionals and organizational leaders. Positive organizational culture has demonstrated several individual benefits including: improved professional fulfillment, satisfaction, personal achievement, productivity, performance, psychological load, engagement, and work-life balance, a reduction in health complaints, work-family conflict, stress, and burnout (Burns et al., 2021; Olynick & Li, 2020; Öztürk et al., 2021; Wood et al., 2020; Wu et al., 2018)

Organizational Culture and Burnout

De Simone et al. (2021) highlighted that organizational factors are largely responsible for burnout. However, organizations also play an important role in combatting burnout (De Simone et al., 2021; Gawlik et al., 2022). More specifically, organizational culture has previously demonstrated positive effects on the reduction of burnout and work-family conflict (Paul Vincent et al., 2022; Malik et al., 2022; Maslach & Jackson, 1981; Öztürk et al., 2021).

Burns et al. (2021) evaluated the relationship between organizational culture on physician fulfillment and burnout risks. The study was conducted at an academic healthcare organization in Canada with 400 participants. Participants were surveyed to collect demographic, professional fulfillment (Stanford Fulfillment Index) scores, and burnout rates. This research has theoretical importance, as West et al. (2018) indicated that organizational culture has previously been illustrated to have an impact on burnout. In addition, physicians are susceptible to burnout, given their high workloads and the demands of the job (Burns et al., 2021).

The results of Burns et al. (2021) shed light on several important relationships between organizational culture, professional fulfillment, and physician burnout. The researchers discovered that lower professional fulfillment was positively associated with burnout, and organizational culture had an impact on both professional fulfillment and burnout. In addition, Burns et al. (2021) concluded that practitioners should focus on organizational culture as a way of combatting burnout.

De Simone et al. (2021) observed similar findings as Burns et al. (2021) when conducting a meta-analysis on factors causing physician burnout. De Simone et al. (2021) aimed at identifying interventions used to address the high prevalence of physician burnout. The study reviewed surveys that included physician subjects and used the Maslach Burnout Index as the measurement instrument for burnout.

De Simone et al. (2021) aimed to identify common interventions that are most successful to provide management with evidence-based interventions to address physician burnout. The researchers identified two common interventions: Physician directed interventions (PDI) and organizational directed interventions (ODI). The researchers highlighted that organizational factors are the greatest contributor to burnout, and organizational-directed interventions should be a priority for practitioners (De Simone et al., 2021).

The results of De Simone et al.'s (2021) study indicated that ODI had a medium reduction in burnout, whereas PDI illustrated a moderate reduction; ODI was more effective than PDI in the depersonalization domain of burnout and improved the personal accomplishment domain of burnout. ODI was more effective overall than PDI, and researchers concluded that managers should focus on ODI to intervene in physician burnout, including workload reduction,

scheduled changes, structural changes, enhanced communication, and better teamwork (De Simone et. 2021).

Öztürk et al. (2021) conducted a correlational study aimed at evaluating the impact that school culture and self-efficacy have on predicting teacher burnout. Participants included 284 middle school teachers in Turkey who completed various surveys assessing demographics, school culture, and teachers' sense of self-efficacy. Data were collected using the School Culture Scale, Teachers' Sense of Efficacy Scale, Maslach Burnout Inventory, and a demographic survey. To analyze the data, the researchers used a structural equation model to evaluate whether school culture predicts teacher burnout (Öztürk et al., 2021).

The results of Öztürk et al.'s (2021) study demonstrated several key findings. First, teachers' self-efficacy was correlated with emotional exhaustion, a key dimension of burnout. Second, different culture types had mixed significant impacts on teacher self-efficacy. Third, significant correlations were identified between different culture types and teacher burnout. Öztürk et al. (2021) found that success culture reduced depersonalization while bureaucratic culture illustrated significant associations with depersonalization.

Öztürk et al. (2021) concluded that culture and burnout are related. Secondly, the researchers highlighted that different culture types have different significant associations with dimensions of burnout. Third, Öztürk et al. (2021) emphasized that creating organizational change is more realistic and effective than trying to change the employees. Fourth, the researchers concluded that school culture types predict both self-efficacy and burnout. Lastly, Öztürk et al. (2021) concluded that if organizations want to reduce burnout, they should focus on culture.

Summary

Working parents experience mounting stress from work and family (Lin et al., 2020). When individual demands outweigh available resources, mounting stress may result in burnout that is characterized by three dimensions: emotional exhaustion, cynicism, and inefficacy (Roskam et al., 2017).

Job burnout was the first domain of burnout to be identified and measured (Maslach & Jackson, 1981) and is the most researched form of burnout studied since the 1970s (Maslach & Leiter, 2016). Job burnout occurs when an individual faces chronic and overwhelming stress from work. The effects of job burnout lead to various physical, psychological, and occupational consequences (Salvagioni et al., 2017). Previous research has highlighted that age and gender play a significant role in its susceptibility to job burnout with younger, with female employees being the most susceptible (Marchand et al., 2018; Maslach & Jackson, 1981; Ozoemena et al., 2021).

Younger individuals and females are also susceptible to another form of burnout: parental burnout. Parental burnout results from an imbalance in demands and resources that leads to chronic stress from the individual's parenting domain (Roskam et al., 2017). The consequences of parental burnout impact the physical and psychological health of the parent, which may lead to neglect and violence against their children (Hansotte et al., 2021). Historically, research has viewed burnout from either a job domain or a parent domain, but Bianchi et al. (2014) argued that burnout is not domain-specific.

Burnout is the result of chronic and overwhelming stress in various domains (Bianchi et al., 2014). Thus, burnout cannot be solely viewed as either job burnout or parent burnout but instead should be viewed as a multi-domain syndrome. According to Bianchi et al. (2014),

burnout can occur from any chronically occurring stressor. One particular group that is susceptible to chronic and overwhelming stress from various domains is working parents.

A recent survey by Bright Horizons (2022) demonstrated that 88% of working parents were suffering from exhaustion. Gawlik et al. (2022) created the Working Parent Burnout Scale (WPBS) to better understand burnout among working parents. Early use of the WPBS found that 66% of working parents reported being burned out (Gawlik & Melnyk, 2022). One of the theories proposed for the increasing stress on working parents is the conflict that occurs between work and family.

Work-family conflict is a theory that explores the conflict that occurs between work and family roles (Greenhaus & Beutell, 1985). Previous research has illustrated that work-family conflict mediates and is a significant contributor to burnout (Rajendran et al., 2020; Wang et al., 2022). In addition, Q. Chen et al. (2022) found working parents to have higher levels of work-life stress than non-parents.

To address the susceptibility to chronic stress from work and family domains, Gawlik et al. (2022) emphasized that organizations play a key role in the prevention of working parent burnout. Previous research has highlighted that organizational cultures play a key role in balancing work and family obligations (Irfan et al., 2021). This non-experimental study explored the relationship between working parent burnout and organizational culture adding to the research on this topic.

III. METHODOLOGY

The purpose of this non-experimental quantitative study was to explore working parent burnout and the relationships between organizational culture and working parent burnout. Working parents face a variety of resource constraints causing chronic stress that leave them susceptible to burnout (Q. Chen et al., 2022; Gawlik & Melnyk, 2022; Wang et al., 2023). Organizational culture has previously been identified as a factor that can help combat burnout (De Simone et al., 2021; Malik et al., 2022).

Description of Methodology

Previous research addressed burnout among the working parent populations (Gawlik et al., 2022). In addition, prior research has shown that organizations play an important factor in combatting burnout (De Simone et al., 2021; Malik et al., 2022). Thus, this study utilized a cross-sectional, correlational research design to explore the perception of working parent burnout, the relationship between demographic and work variables, and organizational culture. The methodology used in this study was established to ensure participant safety and data security while developing a valid and reliable survey instrument tailored to this research.

Research Context

The research was conducted using an online survey instrument created using Google Forms. In a collaboration between the student researcher, dissertation chair, and methodologist, the online survey instrument was created and verified as a valid and reliable survey instrument.

The online survey was then completed by participants throughout the United States. The researcher launched the survey on June 7, 2023 and remained open through June 30, 2023.

Participants

The target population for this study was parents in the United States who were currently employed and had at least one child younger than 18 years living in the same household. The sampling techniques were selected to expand on previous research conducted by Gawlik et al. (2022) emphasizing the need for further research on the working parent populations. In addition, much of the previous research conducted on burnout has taken place outside of the United States, creating a need for further research with U.S. subjects (Roskam et al., 2021).

In the U.S., 33.3 million families include children under the age of 18 (Bureau of Labor Statistics, 2023). Among this group, 91.2% of families had at least one working parent in 2022, an increase from 89.1% the previous year. In addition, among married-couple families, 97.4% had at least one working parent in the household, and 65 % of married-couple families had both parents working (Bureau of Labor Statistics, 2023).

Participants were recruited from all industries throughout the United States using a simple random sampling technique that obtained 284 participants. The sample size ensured a medium/large adequate response rate.

Strategies used to recruit participants included email solicitation, online ads, and social media promotion to complete the survey. Email solicitation targeted individuals to complete the survey and targeted a variety of organizations to share the survey with their constituents or employees. Online ads were used to promote the survey on a number of social media platforms including Facebook and LinkedIn. Lastly, social media platforms such as Facebook, Twitter,

LinkedIn, and Instagram were used to promote the survey to encourage participants from our target population to complete the survey.

Prior to completing the survey, participants signed an online consent form that had been approved by the Institutional Review Board. In addition, the survey was confidential, anonymous, voluntary, and self-reported by participants. All data were secured on a password-protected computer using password-protected data collection software. A survey instrument using Google Forms included demographic and work variables, the Working Parent Burnout Scale (WPBS), and the Organizational Culture Assessment Instrument (OCAI).

Instruments

The survey instrument that was created for this research began with demographic and work variables. These variables included 18 questions that were used to capture an array of demographic and work variables to assess their relationships with working parent burnout and organizational culture. Demographic and work variables have previously correlated with different forms of burnout (Gawlik & Melnyk, 2022; Marchand et al., 2018; Roskam & Mikolajczak, 2022). In addition, two instruments were used including the Working Parent Burnout Scale and a modified version of the Organizational Culture Assessment Instrument.

To evaluate burnout among the working parent population, the Working Parent Burnout Scale was used. The WPBS was created by Gawlik et al. (2022) as a free and easy-to-use instrument that can help practitioners address working parent burnout. The WPBS includes 10 Likert-scale items with ratings from *not at all* to *very much so*. To calculate the score of the WPBS, scores are added together to group total scores into four categories. The four categories include no or few signs of burnout, mild burnout, moderate burnout, and severe parent burnout (Gawlik & Melnyk, 2022).

For the purpose of this research, the WPBS was scored using a 5-point Likert scale with a score of 0 (*not at all*) to 4 (*very much so*). Questions 4 and 10 use reverse scoring with scores including 4 (*not at all*) to 0 (*very much so*). The categories were calculated based on the sum of the responses to the 10 items. The scoring categories with assigned point values included 0-10 points categorized as having no or few signs of burnout; 11-20 points demonstrated mild burnout; 21-30 points were categorized as moderate burnout; and 31+ points categorized participants as having severe working parent burnout.

To evaluate organizational culture, the modified version Organizational Culture Assessment Instrument (OCAI) was used. The OCAI is widely used to assess organizational culture based on the competing values framework, one of the most important frameworks for businesses (Dóra et al., 2019; Cameron, 2009; Cameron & Quinn, 2006). The OCAI was created by Cameron and Quinn (2006) to identify the predominant culture based on the values and norms of the organization (Heritage et al., 2014).

The OCAI was modified from a point scoring scale to use a 5-point Likert scale of 1 (*strongly disagree*) to 5 (*strongly agree*). The modified version of the OCAI was used to reduce participant confusion, create consistency with the WPBS, and increase participant completion.

Validity of Working Parent Burnout Scale

The Working Parent Burnout Scale (WPBS) was established by eight expert pediatric clinicians to form content validity. The WPBS has previously been demonstrated to be a valid instrument with confirmatory factor loadings ranging from .46 to .85 (Gawlik et al., 2022). In addition, the WPBS had a Pearson r score of .59, indicating a moderate positive correlation (Gawlik et al., 2022).

Reliability of Title of Working Parent Burnout Scale

The reliability of the WPBS has previously been illustrated with a Cronbach's $\alpha = .90$ (Gawlik et al., 2022).

Validity of Organizational Culture Assessment Index

The OCAI has previously been acknowledged as a valid instrument to assess organizational culture (Van Huy et al., 2020). Van Huy et al. (2020) demonstrated that OCAI had good confirmatory factor analysis less than 0.60.

Reliability of Organizational Culture Assessment Index

Heritage et al. (2014) demonstrated Cronbach's α ranges indicating good reliability with values ranging from 0.7 to 0.9. In addition, Van Huy et al. (2020) demonstrated Cronbach's α ranges from 0.6 to 0.8, also indicating good reliability.

Modified Validity and Reliability of Organizational Culture Assessment Index

The noteworthy validity and reliability values associated with the original, standardized research instrument prompted study validation procedures to be conducted once study data were collected on the modified research instrument. As a result, the internal reliability levels achieved in the *ex post facto* validation process with study data were "very good" to "excellent," therefore validating the use of the modified instrument in addressing the study's constructs.

Procedures

Prior to developing the survey, an application to conduct this research was approved by the Institution Review Board (IRB). The IRB reviewed the survey and its procedures to ensure participants safety and security of the data collected. The survey was developed ensuring participant confidentiality, anonymity, and security of data on a password-protected computer and software.

Upon approval, the survey instrument was developed using Google Forms, which is a free and easy-to-use data collection instrument that is easily accessible by all developers of the instrument. In addition, data collected via Google Forms are password-protected, ensuring the security of all data collected. The survey was finalized and then open from June 7, 2023 through June 30, 2023.

Outreach was conducted to ensure enough participation in the survey to have a medium/strong effect. Strategies used to recruit survey participants included email outreach to individuals; targeted solicitation of organizations to share with constituents and employees; paid advertisements via Facebook; and social media promotion via Facebook, Twitter, LinkedIn, and Instagram. The final sample size was 284.

Prior to completing the survey, participants were provided with an online consent form that was approved by the IRB. Likewise, the survey was confidential, anonymous, voluntary, and self-reported by participants. Once participants signed the online consent form, they were able to begin with the demographic section of the survey. From there, the participants moved on to the WPBS and, lastly, to the OCAI.

In total, the survey instrument developed for this research study included 18 demographic and work variable questions; 10 questions from the Working Parent Burnout Scale; and 24 questions from the modified Organizational Culture Assessment Instrument. In summary, the survey was expected to take survey participants 10-15 minutes. Upon completion of the survey, participants received a confirmation message indicating that the survey was complete and thanking them for participating in the research study.

Data from the surveys were collected via Google Forms and, after the survey deadline, data were exported from Google Forms to Microsoft Excel. All data collected were stored on a

password-protected computer to ensure the safety and security of the data. Thereafter, data were analyzed for research purposes.

Data Analysis

Data were analyzed using SPSS software to assess internal consistency and review descriptive statistics, participant perceptions of working parent burnout, and organizational culture type. Lastly, inferential statistics and predictive analysis were conducted to further analyze the data.

Preliminary Analysis

Before conducting an analysis of the study research hypotheses, several preliminary analyses were conducted. First, internal consistency was assessed using Cronbach's α . Second, demographics, working parent burnout, and organizational culture type were analyzed separately to identify distributions and possible outliers. Third, data were analyzed to answer the research questions and the null hypotheses.

Research Question 1

To what degree do participants experience working parent burnout?

H_0 : There will be no statistically significant degree of perceptions of working parent burnout.

A chi-square goodness-of-fit test (GOF) was conducted to evaluate the degree to which study participant perceptions of burnout was equally distributed across all categories of burnout identified for study purposes at a preliminary response level. Thereafter, a one-sample t -test was used to test the null hypothesis to determine whether a statistically significant difference existed between the mean score of working parent burnout from the null value of two.

Research Question 2

Considering the demographic variables identified for study purposes, which variable(s) will exert statistically significant effects upon study participant perceptions of working parent burnout?

H_0 : None of the demographic variables will exert a statistically significant effect on working parent burnout.

To test the null hypothesis, a series of between-subjects inferential statistical techniques was used to determine which demographic variables had a statistically significant effect on study participant working parent burnout.

Research Question 3

Considering the organizational culture types identified for study purposes, which culture type is most predictive of working parent burnout?

H_0 : None of the organizational culture types are statistically significant predictors in this model.

To test the null hypothesis, a multiple linear regression was used to determine if organizational culture types were statistically significant predictors of working parent burnout.

Research Question 4

Will there be a statistically significant effect for study participants' perceptions of organizational culture type?

H_0 : There will be no statistically significant effect of perceptions of organizational culture type.

To test the null hypothesis, Cohen's d was used to evaluate the magnitude of effect of study participant perceptions of working parent burnout by respective organizational type as measured by the OCAI research instrument.

Summary

More research is needed to better understand burnout in the working parent populations (Gawlik et al., 2022). In addition, Gawlik et al. (2022) highlighted that organizations play a key role in addressing working parent burnout. Thus, the purpose of this non-experimental quantitative study was to explore working parent burnout and the relationship between organizational culture and working parent burnout.

Much of the previous research on burnout has taken place outside of the U.S (Roskam et al., 2021). In addition, evaluating working parent burnout in a more diverse population would add to current research (Gawlik et al., 2022). Therefore, this study targeted working parents in the United States in all industries.

Participants were working parents with at least one child under the age of 18 living in the same household. Currently, there are 33.3 million families with children under the age of 18 (Bureau of Labor Statistics, 2023). In addition, there are growing numbers of working parents in the U.S. with 91.2% of families having at least one working parent; 97.4% of married-couple families had at least one parent working, and 65% of married-couple families had both parents working (Bureau of Labor Statistics, 2023).

Participants were recruited using a simple random sample. Strategies used to recruit participants included email solicitation, online ads, and social media promotion. Prior to taking the survey, all participants signed an online consent form that was approved by the Institutional

Review Board. In addition, all data were secured and stored using a password-protected software and computer. The survey was completed by 284 participants.

The research survey was developed using Google Forms and included multiple instruments: demographic and work variables, Working Parent Burnout Scale (WPBS), and a modified version of the Organizational Culture Assessment Index (OCAI). The survey instrument developed for this research served to collect data for the analysis of research questions.

Data collected using the Google Forms survey instrument were analyzed using SPSS software to assess internal consistency, descriptive statistics, participant perceptions of working parent burnout, and organizational culture type. Thereafter, the data were further analyzed using inferential statistics and predictive analysis to answer the research questions and test the null hypotheses.

IV. RESULTS

The purpose of this non-experimental quantitative study was to explore working parent burnout and the relationships between organizational culture and working parent burnout. A quantitative, non-experimental research design was used to address the study's topic. A survey research approach represented the study's specific research methodology. Four research questions and hypotheses were stated to address the study's purpose. Descriptive and inferential statistical techniques were used to analyze study data.

Methods of Data Collection

Upon IRB approval, the survey instrument was developed using Google Forms in collaboration between the research student, dissertation chair, and methodologist. Google Forms was used because it is an easy-to-use instrument that is password-protected, ensuring the security of all data collected. Once finalized, the survey was open from June 7, 2023 through June 30, 2023.

Outreach was conducted to promote the survey using a variety of strategies to engage a diverse group of participants in the United States, with a goal of 216 participants to ensure a medium/strong effect. Participants needed to be working parents living with a child under the age of 18 living in the same household. Outreach strategies included email outreach to individuals, targeted solicitation of organizations to share with constituents and employees, paid

advertisements via Facebook, and social media promotion via Facebook. In total, 284 participants completed the research survey.

Prior to completing the survey, participants completed an online consent form approved by the IRB. The survey remained confidential, anonymous, voluntary, and self-reported by participants. In total, the survey included 18 demographic and work variable questions, 10 questions from the Working Parent Burnout Scale, and 24 questions from the modified Organizational Culture Assessment Instrument. In sum, the survey was expected to take participants 10-15 minutes to complete. Upon completion, the survey participants received a confirmation message indicating the survey was complete and thanking them for participating in the research study.

After the survey deadline, data from the Google Forms survey were exported to Microsoft Excel and stored on a password-protected computer to ensure the safety and security of the data. Thereafter, data were analyzed for research purposes using SPSS software.

Descriptive Statistical Findings

Demographic Information

The study's demographic identifier variables were evaluated using descriptive statistics. The study's demographic information was analyzed using the descriptive statistical techniques of frequencies (*n*) and percentages (%). The following tables contain summary information on the analyses associated with the study's demographic information.

Table 1 contains a summary of finding for the demographic variables of study participant gender, ethnicity, age category, marital status, and income.

Table 1

Descriptive Statistics Summary Table: Demographic Variables (Gender, Ethnicity, Age Category, Marital Status, and Income)

Variable	<i>n</i>	%	Cumulative %
Gender			
Female	237	83.45	83.45
Male	44	15.49	98.94
Missing	3	1.06	100.00
Ethnicity			
Asian	6	2.11	2.11
Black	27	9.51	11.62
Hispanic	14	4.93	16.55
White	230	80.99	97.54
Other	7	2.46	100.00
Missing	0	0.00	100.00
Age Category			
18-24	1	0.35	0.35
25-34	93	32.75	33.10
35-44	154	54.23	87.32
45-54	34	11.97	99.30
55+	1	0.35	99.65
Missing	1	0.35	100.00
Marital Status			
Single	24	8.45	8.45
Single (Living with sig other)	21	7.39	15.85
Married (First Time)	187	65.85	81.69
Married (Second Time)	22	7.75	89.44
Separated	10	3.52	92.96
Divorced	20	7.04	100.00
Missing	0	0.00	100.00
Income			
Less than \$50,000.00	41	14.44	14.44
\$50,000.00-\$99,999.00	90	31.69	46.13
\$100,000.00-\$149,000.00	81	28.52	74.65
\$150,000.00-\$199,000.00	44	15.49	90.14
\$200,000.00+	27	9.51	99.65
Missing	1	0.35	100.00

Table 2 contains a summary of findings for the demographic variables of study participant working status, work schedule, schedule flexibility, work locale, and work shift.

Table 2

Descriptive Statistics Summary Table: Demographic “Work” Variables (Status, Schedule, Flexibility, Locale, and Shift)

Variable	<i>n</i>	%	Cumulative %
Working Status			
Full-Time	249	87.68	87.68
Part-Time	35	12.32	100.00
Missing	0	0.00	100.00
Work Schedule			
Fixed Schedule	184	64.79	64.79
Flexible Schedule	100	35.21	100.00
Missing	0	0.00	100.00
Work Flexibility			
No Flexibility	19	6.69	6.69
Hardly Any Flexibility	44	15.49	22.18
Some Flexibility	141	49.65	71.83
A Lot of Flexibility	80	28.17	100.00
Missing	0	0.00	100.00
Work Locale			
In-Person	166	58.45	58.45
Remote	43	15.14	73.59
Hybrid	75	26.41	100.00
Missing	0	0.00	100.00
Work Shift			
1st Shift (Day)	268	94.37	94.37
2nd Shift (Evening)	11	3.87	98.24
3rd Shift (Night)	5	1.76	100.00
Missing	0	0.00	100.00

Table 3 contains a summary of findings for the demographic variables of study participant commute to work time, compensation type, and status of paid time off (yes; no).

Table 3

Descriptive Statistics Summary Table: Demographic Variables (Commute, Compensation Type, and Paid Time Off Status)

Variable	<i>n</i>	%	Cumulative %
Commute Time			
None (Remote)	57	20.07	20.07
1-14 Minutes	77	27.11	47.18
15-29 Minutes	87	30.63	77.82
30-44 Minutes	38	13.38	91.20
45-59 Minutes	14	4.93	96.13
60+ Minutes	11	3.87	100.00
Missing	0	0.00	100.00
Compensation			
Salary	175	61.62	61.62
Hourly	102	35.92	97.54
Commission	6	2.11	99.65
Missing	1	0.35	100.00
Paid Time Off			
No	46	16.20	16.20
Yes	237	83.45	99.65
Missing	1	0.35	100.00

Descriptive Statistics: Survey Response Data within Constructs

Descriptive statistical techniques were utilized to assess the study's response set data within the construct of working parent burnout and organizational type. The study's survey response data were specifically addressed using the descriptive statistical techniques of frequencies (*n*), measures of central tendency (mean scores), variability (minimum/maximum; standard deviations), standard errors of the mean (SE_M), and data normality (skew; kurtosis).

Table 4 contains a summary of findings for the descriptive statistical analysis of the study's data associated with organizational type.

Table 4*Descriptive Statistics Summary Table: Organizational Types*

Organization Type	<i>M</i>	<i>SD</i>	<i>n</i>	<i>SE_M</i>	Min	Max	Skew	Kurtosis
Clan	3.30	0.96	276	0.06	1.00	5.00	-0.42	-0.53
Adhocracy	2.77	0.90	276	0.05	1.00	5.00	0.09	-0.58
Market	2.78	0.74	276	0.04	1.17	4.33	0.18	-0.74
Hierarchy	3.23	0.72	277	0.04	1.00	4.83	-0.53	0.04

Missing Data/Survey Completion Rate

The study's degree of data missingness and concomitant survey completion rate were evaluated using descriptive and inferential statistical techniques. The degree of missing data within the study's two constructs was considered minimal at 0.59% ($n = 40$), inconsequential for analytic purposes (Schafer & Graham, 2002). The survey completion rate was 99.41%. The degree of data missingness within the two constructs was, moreover, sufficiently random in nature (MCAR $\chi^2(506) = 474.24; p = .86$).

Internal Reliability

The internal reliability of study participant response to survey items within the study's two constructs on the research instrument was evaluated using Cronbach's alpha (α). The conventions of interpretation for alpha proposed by George and Mallery (2018) were used to interpret the internal reliability achieved in the study. As a result, the internal reliability level achieved in the study was considered very good to excellent.

Table 5 contains a summary of finding for the internal reliability of study participant response to surveys items featured on the research instrument associated with the construct of working parent burnout.

Table 5*Internal Reliability Summary Table: Working Parent Burnout Construct (WPBS)*

Scale	# of Items	α	Lower Bound	Upper Bound
Working Parent Burnout Scale	10	.88	.86	.89

Note. The lower and upper bounds of Cronbach's α were calculated using a 95.00% confidence interval.

Table 6 contains a summary of finding for the internal reliability of study participant response to surveys items featured on the research instrument associated with the construct of organizational type.

Table 6*Internal Reliability Summary Table: Organizational Type Construct (OCAI)*

Scale	# of Items	α	Lower Bound	Upper Bound
Organization Type	24	.86	.84	.88

Note. The lower and upper bounds of Cronbach's α were calculated using a 95.00% confidence interval.

Data Analysis by Research Question

The study's topic and research problem were addressed through four research questions. The probability level of $p < .05$ was used as the threshold value for findings achieved by research question to be considered as statistically significant. The following represents the reporting of findings by research question and hypothesis.

Research Question 1

To what degree do participants experience working parent burnout?

Hypothesis

H_0 : There will be no statistically significant degree of perceptions of working parent burnout.

Analysis

A chi-square goodness-of-fit test (GOF) was conducted to evaluate the degree to which study participant perceptions of burnout was equally distributed across all categories of burnout identified for study purposes at a preliminary response level. Five levels of burnout were identified for study purposes: No Symptoms of Burnout, Occasionally under Stress, Great Deal of Frustration, Definitely Experiencing Burnout, and Completely Burned Out. Thereafter, a one-sample *t*-test was used to test the null hypothesis to determine whether a statistically significant difference existed between the mean score of working parent burnout from the null value of four.

Findings

The results of the chi square GOF test were statistically significant ($\chi^2(4) = 153.64, p < .001$), indicating that the levels of burnout being equally distributed across categories of burnout was rejected. Contrary to expectations, the results demonstrated fewer observations in No Symptoms of Burnout and Completely Burnout. The findings of this study revealed more observations than expected in Occasionally under Stress, Great Deal of Frustration, and Experiencing Burnout. Using Con's *w* for effect size purposes, the magnitude of effect in the analysis of the distribution of responses within the five categories of working parent burnout was large ($w = .74$).

Table 7 contains a summary of findings for the evaluation of the statistical significance of the distribution of perceptions of burnout by category of burnout.

Table 7

Chi-Square Goodness-of-Fit (GOF) Test Summary Table: Study Participant Overall Perceptions of Burnout

Burnout Level	Observed Frequency	Expected Frequency
No Symptoms of Burnout	3	56.80
Occasionally under Stress	61	56.80
Great Deal of Frustration	62	56.80
Experiencing Burnout	128	56.80
Completely Burnout	30	56.80

Note. $\chi^2(4) = 153.64, p < .001; w = .74$

Perceptions of Burnout: Working Parent Burnout Scale (WPBS). The statistical significance of study participant perceptions of burnout was assessed through responses to survey items on the Working Parent Burnout Scale (WPBS) using a one-sample *t*-test (Banda, 2018). As a result, the finding for perceptions of study participant perceptions of burnout as measured by the WPBS was statistically significant ($t_{(282)} = 25.05, p < .001$). The magnitude of effect for study participant perceptions as measured by the WPBS was considered very large ($d = 1.49$).

Table 8 contains a summary of finding for the evaluation of the statistical significance of study participant perceptions of burnout was assessed through responses to survey items on the WPBS.

Table 8

Summary Table: Statistical Significance of Perceptions of Burnout using the Working Parent Burnout Scale (WPBS)

Variable	<i>M</i>	<i>SD</i>	μ	<i>t</i>	<i>p</i>	<i>d</i>
Working Parent Burnout	2.03	0.69	1	25.05	< .001	1.49

Note. Degrees of freedom for the *t*-statistic = 282. *d* represents Cohen's *d*.

Research Question 2

Considering the demographic variables identified for study purposes, which variable(s) will exert statistically significant effects upon study participant perceptions of working parent burnout?

Hypothesis

H_0 : None of the demographic variables will exert a statistically significant effect on working parent burnout.

Analysis

Between-subjects tests of statistical significance were conducted to evaluate the effect the study's demographic identifier variables upon perceptions of working parent burnout. For instances where the demographic identifying variable was represented through two categories, the t -test of independent means was used for statistical significance testing purposes. For instances where the demographic identifying variable was represented through more than two categories, a one-way analysis of variance (ANOVA) was used for statistical significance testing purposes.

Findings

The following represents the findings for demographic variables that exerted a statistically significant effect upon perceptions of working parent burnout:

Gender. The t -test of independent means was used to evaluate the statistical significance of mean score difference in perceptions of working parent burnout by gender of study participant. The mean score difference of 0.40 favoring the perceptions of burnout of female study participants was statistically significant ($t_{(278)} = 3.59, p < .001$). The magnitude of effect favoring the perceptions of female study participant burnout was considered medium ($d = .59$).

Table 9 contains a summary of finding for the comparison of working parent burnout by gender of study participant.

Table 9

Summary Table: Perceptions of Working Parent Burnout by Gender of Study Participant

Variable	Female			Male			<i>t</i>	<i>p</i>	<i>d</i>
	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>			
Working Parent Burnout	2.09	0.68	236	1.69	0.68	44	3.59	< .001	0.59

Note. *N* = 280. Degrees of freedom for the *t*-statistic = 278. *d* represents Cohen's *d*.

Work Schedule: Fixed and Flexible. The *t*-test of independent means was used to evaluate the statistical significance of mean score difference in perceptions of working parent burnout by schedule type of study participant (fixed; flexible). The mean score difference of 0.19 favoring the perceptions of burnout of study participants identifying with “fixed scheduling” was statistically significant ($t_{(281)} = 2.15, p = .03$). The magnitude of effect favoring the perceptions of study participant burnout associated with fixed work scheduling was considered small ($d = .27$).

Table 10 contains a summary of finding for the comparison of working parent burnout by schedule-type of study participant.

Table 10

Summary Table: Perceptions of Working Parent Burnout by Schedule-Type of Study Participant

Variable	Fixed Schedule			Flexible Schedule			<i>t</i>	<i>p</i>	<i>d</i>
	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>			
Working Parent Burnout	2.10	0.68	183	1.91	0.70	100	2.15	.03*	0.27

Note. *N* = 283. Degrees of freedom for the *t*-statistic = 281. *d* represents Cohen's *d*.

* $p < .05$

Ethnicity. A one-way analysis of variance (1 x 5 ANOVA) was conducted to evaluate the statistical significance of the effect that study participant ethnicity might exert upon perceptions of working parent burnout. As a result, the effect of study participant ethnicity upon

perceptions of working parent burnout was statistically significant ($F(4, 278) = 2.87, p = .02$), indicating there were significant differences in perceptions of working parent burnout among the levels of study participant ethnicity (Table 11). The eta squared was 0.04, indicating study participant ethnicity explains approximately 4% of the variance in perceptions of working parent burnout within the model, representing a small to medium effect.

The means and standard deviations of the ANOVA for study participant ethnicity are summarized and presented in Table 12.

Table 11

ANOVA Summary Table: Perceptions of Working Parent Burnout by Ethnicity

Model	<i>SS</i>	<i>df</i>	<i>F</i>	<i>p</i>	η_p^2
Ethnicity	5.37	4	2.87	.02*	0.04
Residuals	129.98	278			

* $p < .05$

Table 12

Mean, Standard Deviation, and Sample Size: Perceptions of Working Parent Burnout by Ethnicity

Ethnicity	<i>M</i>	<i>SD</i>	<i>n</i>
Asian	2.63	0.52	6
Black	1.32	0.75	26
Hispanic	1.84	0.92	14
White	1.99	0.66	230
Other	2.14	0.73	7

Work Shift. A one-way analysis of variance (1 x 3 ANOVA) was conducted to evaluate the statistical significance of the effect that study participant work shift might exert upon perceptions of working parent burnout. As a result, the effect of study participant work shift upon perceptions of working parent burnout was statistically significant ($F(2, 280) = 3.44, p$

= .03), indicating significant differences in perceptions of working parent burnout among the levels of study participant work shift (Table 13). The eta squared was 0.02, indicating study participant work shift explains approximately 2% of the variance in perceptions of working parent burnout within the model, representing a small effect.

Table 13

ANOVA Summary Table: Perceptions of Working Parent Burnout by Work-Shift

Model	<i>SS</i>	<i>df</i>	<i>F</i>	<i>p</i>	η_p^2
Work Shift	3.25	2	3.44	.03*	0.02
Residuals	132.11	280			

* $p < .05$

The means and standard deviations of the ANOVA for study participant work shift are summarized and presented in Table 14.

Table 14

Mean, Standard Deviation, and Sample Size: Perceptions of Working Parent Burnout by Work Shift

Work Shift	<i>M</i>	<i>SD</i>	<i>N</i>
1st Shift (Day)	2.01	0.69	267
2nd Shift (Evening)	2.16	0.58	11
3rd Shift (Night)	2.80	0.84	5

Income Level. A one-way analysis of variance (1 x 5 ANOVA) was conducted to evaluate the statistical significance of the effect that study participant income level might exert upon perceptions of working parent burnout. As a result, the effect of study participant income level upon perceptions of working parent burnout was statistically significant ($F(4, 277) = 4.02$, $p = .003$), indicating there were significant differences in perceptions of working parent burnout among the levels of study participant income level (Table 15). The eta squared was 0.05, indicating study participant income level explains approximately 5% of the variance in

perceptions of working parent burnout within the model, representing an approximate medium effect.

Table 15

ANOVA Summary Table: Perceptions of Working Parent Burnout by Income Level

Model	<i>SS</i>	<i>df</i>	<i>F</i>	<i>p</i>	η_p^2
Income Level	7.42	4	4.02	.003**	0.05
Residuals	127.75	277			

** $p < .01$

The means and standard deviations of the ANOVA for study participant income level are summarized and presented in Table 16.

Table 16

Mean, Standard Deviation, and Sample Size: Perceptions of Working Parent Burnout by Income level

Income level Category	<i>M</i>	<i>SD</i>	<i>n</i>
Less than \$50,000.00	2.16	0.71	41
\$50,000.00-\$99,999.00	2.19	0.71	89
\$100,000.00-\$149,000.00	1.93	0.69	81
\$150,000.00-\$199,000.00	2.01	0.69	44
\$200,000.00+	1.66	0.46	27

Follow-up Post Hoc Testing. Follow-up post hoc analyses were conducted using *t*-tests between each group combination to further evaluate the differences among the variables. Tukey HSD *p*-value adjustments were used to correct for the effect of multiple comparisons on the family-wise error rate in the pairwise analyses. For the main effect of income level, the mean of working parent burnout for the category of Less than \$50,000.00 ($M = 2.16$, $SD = 0.71$) was significantly greater than for the category of \$200,000.00+ ($M = 1.66$, $SD = 0.46$; $p = .03$). For the main effect of income level, the mean of working parent burnout for category of \$50,000.00-\$99,999.00 ($M = 2.19$, $SD = 0.71$) was significantly greater than for the category of \$200,000.00+ ($M = 1.66$, $SD = 0.46$; $p = .004$).

Marital Status. A one-way analysis of variance (1 x 6 ANOVA) was conducted to evaluate the statistical significance of the effect that study participant marital status might exert upon perceptions of working parent burnout. As a result, the effect of study participant marital status upon perceptions of working parent burnout was statistically significant ($F(5, 277) = 3.05$, $p = .01$), indicating there were significant differences in perceptions of working parent burnout among the levels of study participant marital status (Table 17). The eta squared was 0.05, indicating study participant marital status explains approximately 5% of the variance in perceptions of working parent burnout within the model, representing an approximate medium effect. The means and standard deviations of the ANOVA for study participant marital status are summarized and presented in Table 18.

Table 17

ANOVA Summary Table: Perceptions of Working Parent Burnout by Marital Status

Model	<i>SS</i>	<i>df</i>	<i>F</i>	<i>p</i>	η_p^2
Marital Status	7.07	5	3.05	.01*	0.05
Residuals	128.28	277			

* $p \leq .01$

Table 18

Mean, Standard Deviation, and Sample Size: Perceptions of

Working Parent Burnout by Marital Status

Marital Status Category	<i>M</i>	<i>SD</i>	<i>n</i>
Single	2.22	0.70	23
Single (Living with sig other)	2.48	0.91	21
Married (First Time)	1.94	0.65	187
Married (Second Time)	2.10	0.78	22
Separated	2.18	0.66	10
Divorced	2.08	0.59	20

Follow-up Post Hoc Testing. Follow-up post hoc analyses were conducted using *t*-tests between each group combination to further evaluate the differences among the variables. Tukey

HSD p -value adjustments were used to correct for the effect of multiple comparisons on the family-wise error rate in the pairwise analyses. For the main effect of marital status, the mean of working parent burnout for the category of Single, living with significant other ($M = 2.48$, $SD = 0.91$) was significantly greater than for the category of Married (First Time; $M = 1.94$, $SD = 0.65$; $p = .009$).

Research Question 3

Considering the organizational culture types identified for study purposes, which culture type is most predictive of working parent burnout?

Hypothesis

H_0 : None of the organizational culture types are statistically significant predictors in this model.

Analysis

The predictive abilities of the four organizational types for study participant perceptions of burnout were evaluated using multiple linear regression (MLR). The assumptions associated with MLR were addressed and satisfied through statistical means (independence of error; multicollinearity) and visual inspection of scatter plots (linearity; normality of residuals; homoscedasticity; and influential outliers).

Findings

The predictive model was non-statistically significant ($F(4,262) = 1.90$, $p = .111$, $R^2 = .03$), indicating Clan, Adhocracy, Market, and Hierarchy did not explain a significant proportion of variation in the data associated with working parent burnout. Considering that the overall model was non-statistically significant, the individual predictors were not evaluated further.

Table 19 contains a summary of finding for the predictive model used in research question three.

Table 19

Summary Table: Organizational Types (Clan, Adhocracy, Market, and Hierarchy) Predicting Perceptions of Working Parent Burnout

Model	<i>B</i>	<i>SE</i>	95.00% CI	β	<i>t</i>	<i>p</i>
(Intercept)	3.07	0.25	[2.58, 3.56]	0.00	12.27	< .001
Clan	-0.09	0.07	[-0.23, 0.05]	-0.12	-1.22	.22
Adhocracy	-0.07	0.07	[-0.20, 0.06]	-0.09	-1.06	.29
Market	0.05	0.07	[-0.09, 0.18]	0.05	0.69	.49
Hierarchy	0.10	0.08	[-0.05, 0.25]	0.10	1.33	.19

Research Question 4

Will there be a statistically significant effect for study participants' perceptions of organizational culture type?

Hypothesis

H_0 : There will be no statistically significant effect for study participants' perceptions of organizational culture type.

Analysis

Cohen's *d* (Field, 2018) was used to evaluate the magnitude of effect of study participant perceptions of working parent burnout by respective organizational type as measured by the OCAI research instrument. The statistical significance of finding in the analyses was conducted using the one-sample *t*-test.

Findings

The perceptions of working parent burnout were statistically significant for all four categories of organizational type. All four categories of organizational type reflected magnitudes of effect that were large or very large. The single greatest degree of response effect for perceptions of working parent burnout was reflected for the organizational type of Hierarchy.

Table 20 contains a summary of findings for the evaluations of magnitudes of effect for study participant perceptions of working parent burnout.

Table 20

Summary Comparison Table: Effects for Perceived Working Parent Burnout by Organizational Type

Organizational Type	Mean	<i>t</i>	<i>d</i>
Clan	3.30	22.48***	1.35 ^a
Adhocracy	2.78	14.13***	.85 ^b
Market	2.79	17.48***	1.05 ^b
Hierarchy	3.23	28.47***	1.71 ^a

****p* < .001 ^a Very Large Effect (*d* ≥ 1.20) ^b Large Effect *d* ≥ .80)

Summary

A total of 284 participants comprised the study’s sample. Exceptional levels of survey completion rate and internal reliability were achieved in the study. Study participants’ initial response to perceptions of burnout were statistically significant. Follow-up perceptions of burnout using the Working Parent Burnout Scale (WPBS) were also reflected at a statistically significant level. Organizational type as measured by the OCAI was non-statistically significant in predicting perceptions of working parent burnout. The demographic identifier variables of gender, ethnicity, work schedule, work shift, income level, and marital status exerted statistically significant effects upon perceptions of working parent burnout. All four organizational types reflected statistically significant response effects for perceptions of working parent burnout, with two reflecting very large response effects (Clan; Hierarchy) and two reflecting large response effects (Adhocracy; Market). Chapter V contains a discussion of the study’s findings as reported in Chapter IV.

V. DISCUSSION

The purpose of this non-experimental quantitative study was to explore working parent burnout and the relationships between organizational culture and working parent burnout. This study utilized a cross-sectional, correlational research design to explore the perception of working parent burnout, the relationship with demographic and employment variables, and organizational culture types. This study design used a methodology that was established to ensure participant safety and data security while developing a valid and reliable survey instrument tailored to the research's needs.

Review of Methodology

A survey instrument was designed using Google Forms to capture data from the target population of working parents in the United States with at least one child younger than 18 years living in the same household. The survey included multiple instruments including demographic and work variables, Working Parent Burnout scale (WPBS), and a modified version of the Organizational Culture Assessment Index (OCAI).

Using a simple random sample, participants were recruited from all industries throughout the United States using email, online ads, and social media promotion of the survey. Prior to accessing and completing the survey, participants were provided with an informed consent form approved by the IRB. The survey was confidential, anonymous, voluntary and self-reported by participants.

All data were secured on a password-protected computer using password-protected data collection software. Data collected from the survey instrument were then analyzed using SPSS software to assess internal consistency, descriptive statistics, participant perceptions of working parent burnout, and organizational culture type. In addition, data were further analyzed using inferential statistics and predictive analysis to answer the research questions and test the null hypotheses.

Preliminary Findings

Overall, 284 participants completed the survey for data collection. Descriptive statistical techniques were used to analyze the survey response data, internal reliability, and demographics. This study had an exceptional completion rate of 99.41% with the degree of missingness considered minimal at 0.59% ($n = 40$) and appearing to be random in nature (Schafer & Graham, 2002). Internal reliability was measured using Cronbach's alpha (α). As a result of the interpretation for alpha, the internal reliability level achieved in this study was considered very good to excellent (George & Mallery, 2018). The result of the internal reliability extends previous research conducted by Gawlik et al. (2022) validating the Working Parent Burnout Scale as a viable instrument to assess burnout among working parents.

Demographic identifier variables were evaluated using descriptive statistical methods of analysis for frequencies (n) and percentages (%). Survey participants were largely female (83.45%); white ethnicity (80.99%); 35-44 years of age (54.23%); married- first time (65.85%); with an annual household income of \$50,000-\$99,999.00. In addition, work variables demonstrated that participants largely worked full-time (87.68%); worked a fixed schedule (64.79%); with some work flexibility (49.65%); worked in in-person locations (58.45%); with commute time mostly 15-29 minutes (30.63%); and primarily worked 1st shift (94.37%). Other

work variables demonstrated participants were salaried employees (61.62%); and were offered paid time off (83.45%).

Discussion by Research Question

This research study aimed to answer four research questions regarding the relationship between working parent burnout, demographic and job variables, and organizational culture. More specifically, the four stated research questions that were stated to address the study's purpose were as follows:

1. To what degree do participants experience working parent burnout?
2. Considering the demographic variables identified for study purposes, which variable(s) will exert statistically significant effects upon study participant perceptions of working parent burnout?
3. Considering the organizational culture types identified for study purposes, which culture type is most predictive of working parent burnout?
4. Will there be a statistically significant effect for study participants' perceptions of organizational culture type?

The information below provides a summary of key findings of the data analysis in response to the research questions of this study.

Research Question 1

Question 1 evaluated to what degree participants experienced working parent burnout. The null hypothesis proposed that there would be no significant difference in the degree of perceptions of working parent burnout. The results of this study reject the null hypothesis with several key findings.

The results of the chi-square goodness-of-fit test were statistically significant ($p < .001$) for the one question burnout scale and determined that levels of burnout were not equally distributed across categories of burnout. The results revealed more observations than expected in Occasionally under Stress, Great Deal of Frustration, and Experiencing Burnout than No Symptoms of Burnout, and Complete Burnout. The distribution of survey participants categorized in Great Deal of Frustration, Experiencing Burnout, and Complete Burnout was 77.46% ($n = 220$). According to Gawlik and Melnyk (2022), participants in these categories may be experiencing working parent burnout.

Using a one sample t -test, the results demonstrated that the perceptions of burnout using the Working Parent Burnout Scale (WPBS) were statistically significant ($p < .001$). In addition, the magnitude of the effect for study perceptions as measured by the WPBS was considered very large ($d = 1.49$). According to the Working Parent Burnout Scale scoring 93% of survey participants in this study were considered in the mild, moderate, or severe burnout categories.

The results of this study confirm the prevalence and magnitude of working parent burnout as initially demonstrated by Gawlik and Melnyk (2022), who reported 66% of working parents reported being burned out. In addition, the results of this study provided information supporting the theoretical framework that stress from work and home lead to higher levels of burnout among working parents.

The implications of these findings confirm the prevalence and magnitude of burnout among working parents. The results demonstrate that working parents experience a significant degree of burnout as initially theorized and provide more evidence that working parents are impacted by stressors from work and home, leaving them susceptible to burnout (Bright Horizons, 2022; Gawlik & Melnyk, 2022; Horn & Johnston, 2020).

Research Question 2

Question 2 evaluated whether demographic variables would exert statistically significant effects upon participants' perceptions of working parent burnout. The null hypothesis proposed that none of the demographic variables would exert a statistically significant effect on working parent burnout. The results of this study suggested that demographic variables do exert a statistically significant effect upon survey participants, rejecting the null hypothesis.

Demographic variables that had a statistically significant effect on survey participant working parent burnout perceptions included gender, income levels, marital status, ethnicity, work schedule: fixed and flexible, and work shift.

- Females illustrated significantly higher ($p < .001$) perceptions of burnout with a medium magnitude.
- The effect of study participant income level upon perceptions of working parent burnout was statistically significant ($p = .003$) representing a medium effect. In addition, follow-up post hoc analyses demonstrated that working parent burnout was statistically greater in those reporting income levels Less than \$50,000 than for the category of \$200,000+. Likewise, working parent burnout was significantly greater for participants reporting income levels of \$50,000-\$99,999 than for the category of \$200,000+.
- Marital status of survey participants had a statistically significant effect on perceptions of working parent burnout ($p = .01$) with a medium effect. Follow-up post hoc analyses demonstrated that working parent burnout was significantly greater for the category of Single, living with significant other than for the category of Married (First Time).

- Study participant ethnicity upon perceptions of working parent burnout was statistically significant ($p < .02$) with a small to medium effect. More specifically, Asian and Black participants demonstrated the highest rates of working parent burnout.
- Participants indicating a fixed work schedule had a statistically significant ($p = .03$) level of perception of burnout.
- Study participants work shift had a statistically significant effect on perceptions of working parent burnout ($p = .03$) with a small effect. More specifically, participants working third shift had the highest levels of burnout.

The results of this study confirm previous research indicating that demographics play a role in the susceptibility to burnout (Gawlik & Melnyk, 2022; Ozoemena et al., 2021). The results corroborate previous research that females are more susceptible to burnout than males (Bright Horizons, 2022; Gawlik & Melnyk, 2022; Ozoemena et al., 2021; Roskam & Mikolajczak, 2020). Secondly, the results corroborate that flexible work schedules are more beneficial to reducing working parent stress and burnout (Li et al., 2022).

In addition, the results of this study provide extended knowledge of the relationships between working parent burnout, demographic, and work variables. Given that working parent burnout is a relatively new construct, the results of this research expand what is known in the scientific literature. In sum, gender, income, and marital status appear to have the largest effect on working parent burnout. Thereafter, ethnicity, work schedule, and work shift appear to have smaller, yet statistically significant effects. The results of this study provide important information for future research to target certain demographic characteristics.

Research Question 3

Question 3 assessed which organizational culture types identified for study purposes would be the most predictive of working parent burnout. The null hypothesis suggested that none of the organizational culture types would be statistically significant predictors in this model. Using a multiple linear regression, the results of this research were non-statistically significant ($p = .11$), and thus failed to reject the null hypothesis.

The results indicate that no organizational culture types (Clan, Adhocracy, Market, and Hierarchy) were significant predictors of working parent burnout. Research attempting to identify which type of organizational culture is most predictive of working parent burnout is limited. More research is needed to evaluate the predictive nature of organizational culture types on working parent burnout.

Research Question 4

Question 4 assessed whether there would be a statistically significant effect for study participants' perceptions of organizational culture. The null hypothesis suggested that study participants' perceptions of organizational culture would not be statistically significant. The null hypothesis was rejected and yielded the following results.

The results of the Cohen's d evaluation of the magnitude of the effect of study participant perceptions of working parent burnout by organizational culture type demonstrated that the perceptions of working parent burnout were statistically significant for all four categories of organizational type. However, Clan and Hierarchy exerted the greatest response effect of the four types upon WPB in comparison to both Market and Adhocracy.

The findings of this research study confirm previous research indicating that organizational culture has a statistically significant relationship with working parent burnout

(Belias & Varsanis, 2014; Burns et al., 2021; De Simone et al., 2021) However, the type of organizational culture types using the OCAI contradicts previous research evaluating the relationship with burnout. Previous research demonstrated that clan culture had significantly lower levels of stress and the highest levels of enjoyment and productivity (Burns et al., 2021; Dóra et al., 2019; Olynick and Li, 2020).

The results of this study help to provide valuable answers to the theoretical framework. The results of question four indicate that organizational culture does have a significant relationship with working parent burnout. The results support recommendations by previous research referencing that organizations play a key role in combatting burnout among working parents (Burns et al., 2021; Gawlik et al., 2022; Halasah & Quatawenah, 2020; Wang et al., 2021).

Implications for Future Practice

The results obtained in this research have several implications for future practice. The results show evidence that organizations play a role in combatting burnout among working parents. In addition, this study provides more insight into certain demographic variables (gender, ethnicity, household income) and work variables (work schedule, work flexibility) that may predispose working parents to burnout. More importantly, the research should help individuals, practitioners, and organizations to understand the need for interventions to address working parent burnout.

This research identified those who may be predisposed to working parent burnout based on demographic and work variables. In addition, individuals should be aware of the prevalence and magnitude of burnout among the working parent population. With the accumulation of stress

from work and parenting roles, individuals must be proactive in addressing chronic stress to help alleviate the risk of working parent burnout.

Practitioners, such as medical professionals, wellness professionals, and public health professionals, should also take an active role in addressing the prevalence of working parent burnout. Burnout among working parents impacts the individuals, their children, and employers (Gawlik & Melnyk, 2022; Mikolajczak et al., 2018; Salvagioni et al., 2017). The results of this study support previous research on the Working Parent Burnout Scale as a valid and reliable instrument to assess working parent burnout for practitioners. Practitioners can use the WPBS to evaluate burnout among working parents and provide follow-up interventions to prevent and reduce burnout.

Organizations should prioritize policies that establish a work culture supportive of working parents and provides flexibility to allow for the balance between work and family obligations. In addition, organizations should look to supportive employee benefits, such as health insurance, childcare services, paid time off, flexible spending, and parental leave, that may provide working parents with more support and resources necessary to balance demands. Lastly, corporate wellness programs may be useful in helping working parents develop the knowledge, skills, and abilities to effectively reduce and manage stress.

Significance

The significance of this study builds on previous research conducted on job burnout, parent burnout, working parent burnout, and organizational culture research. In addition, this research contributes to the advancement of working parent burnout knowledge and understanding. Furthermore, the results of this study demonstrate the magnitude of chronic stress that working parents face that may lead to high rates of working parent burnout. Lastly, this

study further validates the Working Parent Burnout Scale as a viable instrument to assess working parent burnout that may help practitioners and organizations address the issue.

This work also contributes to the advancement of research on the role that organizations play in addressing burnout, especially among working parents. Moreover, the results of this study provides greater insight into the impact that organizational cultures have on burnout among working parents. Lastly, the study provides a research structure for future studies to replicate and evaluate the relationship between working parent burnout and organizational cultures.

The research performed advances working parent burnout and organizational culture research that had been identified as a need for future research (Gawlik et al., 2022). To date, research conducted evaluating the relationship between working parent burnout and organizational culture has been minimal. This study provides a structure and concept for future research to further evaluate the relationship between working parent burnout and organizational cultures. The results of the study provide justification to advance policy and practice at the individual and organizational level to address working parent burnout.

Study Limitations

Although this study has yielded several key findings, it is not without limitation. First, this study was correlational in nature and cannot provide information on causation. Secondly, survey data were self-reported by individual participants, which may lead to inaccurate responses. Third, the title of the research study may have led to the sampling of parents who are currently suffering from burnout while being overlooked by parents not suffering from burnout. Fourth, the research uses the Working Parent Burnout Scale which is relatively new to the scientific community and warrants further use. Lastly, the sample population consisted of mostly females (83.45%), White ethnicity (80.99%), and working first shift (94.37%).

Recommendations for Future Research

Not only does this study advance current research on working parent burnout and its relationship with organizational culture, but the study also provides a variety of recommendations for future research. Future research should be conducted evaluating working parent burnout using a more diverse population. More research is needed to evaluate the relationship between organizational culture and working parent burnout. Lastly, future research should use true experimental research designs looking at interventions aimed at reducing working parent burnout.

Given that this research study was largely females, white, and working first shift, further research is needed to evaluate working parent burnout in a more diverse population. Future research should target a larger sample size. Given the study was mostly completed by females (83.45%), future research also should target populations that are equally represented by males and females. This research appears to indicate a higher level of working parent burnout among Asian and Black ethnicities and warrants further investigation. Lastly, based on the results of this study and the high working parent burnout level of those working third shift, future research should be conducted that focuses on employees working third shift.

Research of working parent burnout is still relatively new and should be further studied. More research is needed to better understand the prevalence of working parent burnout throughout the United States and other countries. In addition, the WPBS should continue to be used as a viable instrument to assess burnout among working parents. Lastly, future research should focus on the predictability of the WPBS to other health consequences such as anxiety, depression, cardiovascular disease, obesity, and other health complications.

Although the results indicate a significant relationship between organizational culture and working parent burnout, more research is needed to analyze the role that organizational culture plays in working parent burnout. The results of this study failed to find a significant predictor of organizational culture and working parent burnout; future research should evaluate the predictive nature of organizational culture types. Lastly, more research is needed to evaluate the relationship between working parent burnout and different organizational culture dimensions, such as organizational leadership, management of employees, organizational glue, strategic emphases, and criteria for success.

Finally, the focus of future research should begin to shift from building awareness of working parent burnout to conducting experimental research. Using experimental designed research may help identify evidence-based interventions to prevent and improve burnout in working parents. This recommendation for future research will help public health practitioners, organizations, and individuals to establish effective strategies to address working parent burnout.

Conclusion

The results of this study suggest that working parent burnout is a significant concern for working parents today. Based on the demographic findings of this study, certain genders, ethnicities, household income levels, marital status, work schedules, and work shifts all are significantly susceptible to working parent burnout. In addition, the results of this study highlight a significant relationship between working parent burnout and organizational culture types. More specifically, Clan and Hierarchy culture types appeared to exhibit the highest levels of working parent burnout while Adhocracy and Market types exhibited the lowest levels of working parent burnout. However, the analysis of organizational culture types predictive analysis of working parent burnout did not yield statistically significant results.

The findings of this study provide several implications for future practice for individuals, practitioners, and organizations to understand the need for interventions addressing working parent burnout. The results of this study provide significance by evaluating the effects of chronic stress from job and parenting domains placed on working parents. This work confirms the use of the Working Parent Burnout Scale as a useful instrument in measuring working parent burnout. However, this research is not without limitations and recommendations for future research.

Limitations of the current research study included the correlational design, self-reported data responses, possible sampling bias based on the title of the study, use of the newly created Working Parent Burnout Scale, and lastly, the sampling population was mostly female (83.45%), White (80.99%), and working first shift (94.37%). Given the limitations of this study, this research provides the opportunity for future research. Future research should continue to use the WPBS while targeting a more diverse sample population and should evaluate the role that organizational culture plays in working parent burnout. The use of a true experimental research design should be used to identify interventions to address working parent burnout.

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