Burnout, Job Satisfaction and Work-Life Balance among Psychologists in Islamabad/Rawalpindi: A Correlation Study

Eisha Younas [1*] **Tehmina Mazhar** [2]

[1] Student, Department of Psychology, Faculty of Management and Social Sciences, Capital University of Science & Technology, Islamabad, Pakistan. Email: eishayounas849@gmail.com https://orcid.org/0009-0001-4340-8538

[2] Lecturer, Department of Psychology, Faculty of Management and Social Sciences, Capital University of Science & Technology, Islamabad, Pakistan. Email: tehmina.mazhar@cust.edu.pk

ABSTRACT: In an era where mental health professionals are increasingly overwhelmed by the demands of their work and the challenges their clients face, understanding the factors that influence their well-being is more important than ever. The aim of this study was to provide a comprehensive study on the relationship between burnout, job satisfaction and work life balance of psychologists of Islamabad and Rawalpindi. It aims to study the impact of burnout on job satisfaction and then on work life balance with emphasis on identification of major trends and gender based variations. Using a cross-sectional research design, data was gathered from 200 psychologists practicing in both private and public sector in the twin cities using purposive sampling. Self-reported questionnaires, which include the Oldenburg Burnout Inventory, Job Satisfaction Survey and Work-life balance Scale were used. Statistical analyses, including Spearman correlation and Mann-Whitney U Test, were used to examine the relationships and differences and Kruskal-Walis Test to determine differences in variables across multiple demographic factors. The results demonstrated significant correlation between burnout, job satisfaction and work-life balance among psychologists. However, no marked gender difference noticed. The study offers valuable insights into workplace well-being and the need to have institutional solutions such as employee wellness programs, flexible work schedules and workload management strategies in reducing burnout and improving job satisfaction and work-life balance.

KEYWORDS: Burnout, Job Satisfaction, Work-life Balance

Pages: 168 – 186
Volume: 5
Issue: 3 (March 2026)

Corresponding Author
Eisha Younas
✉ eishayounas849@gmail.com

Cite this Article: Younas, E., & Mazhar, T. (2026). Burnout, Job Satisfaction and Work-Life Balance among Psychologists in Islamabad/Rawalpindi: A Correlation Study. *The Regional Tribune, 5*(3), 168-186. https://doi.org/10.55737/trt/v-iii.399

Introduction

Psychologists serve a profound purpose within the mental health care system by providing evidence based interventions to reduce psychological distress. Their professional competencies facilitate not only the alleviation of psychopathological conditions but also promote resilience, adaptive coping mechanisms and post traumatic growth among clients. (Jamil & Baseer, 2023). However, the profession itself presents unique challenges that can significantly impact practitioners' well-being. High levels of burnout are prevalent within the field, which can undermine job satisfaction and disrupt work-life balance (Smith & Reid, 2024).

In Pakistan, where mental health resources are already constrained, job satisfaction can be further diminished by heavy caseloads, inadequate compensation, and a lack of professional development opportunities (Jamil & Baseer,

2023; WHO, 2021). These aspects create a challenging environment for mental health professionals to maintain a healthy balance between competing demands of clinical efficacy and their personal well-being.

Besides, psychologists' ability to maintain a healthy work-life balance is significantly impacted by these stressors. This balance is essential to ensure that mental health professionals cope properly with job pressure while maintaining their sense of sanity (Kalliath & Brough, 2020). Emotional exhaustion is common in psychologists who have not maintained work-life balance, affecting their competence and well-being. When work demands overflow into personal life, psychologists may find it difficult to relax or recover from the emotional toll of their work. This imbalance increases burnout and leads to job dissatisfaction, creating a vicious cycle that can be hard to break. Burnout is a state of extreme physical, mental and emotional exhaustion, characterized by low motivation, devaluation of work and negative self-image (Demerouti, 2001). The American Psychological Association (2023) reports that prolonged exposure to stressors that induce feelings of being overwhelmed, alienated, and defeated can result in burnout.

It's true that mental health professionals often face high caseloads and difficult client issues that can lead to burnout with little time to recover. These factors can contribute to decreased effectiveness in their roles and overall well-being (Jamil & Baseer, 2023).

Job satisfaction is a complex construct described as the sense of fulfillment and positive feelings one gets from work (Gillet et al., 2018). It also comprises of an individual's perception with regard to their work experience, feelings of contentment, fulfillment and of happiness. For psychologists, key factors influencing job satisfaction include professional autonomy, manageable workloads, and adequate managerial support (Sinval & Marôco, 2020). Psychologists tend to report elevated job satisfaction when they regard their work conditions as being supportive and also empowering; this satisfaction can improve their overall well-being, with effectiveness in care providing (Dyrbye et al., 2020).

WLB implies that a person is capable of balancing between individual and work-related tasks (Greenhaus et al., 2003). The balance is important in the creation of a healthier working environment which promotes a positive influence on individual well-being. It has been found that a reasonably balanced work-life balance implies better mental and physical consequences and even better job fulfillment (Kalliath & Brough, 2020). Those employees who are capable of infringing better their professional and personal life are more likely to be engaged and productive in the working place, and this is rather advantageous both to employees and to organizations. Previously different studies have discovered that those organizations that provide the employees with the trend of flexible workplaces (work from home or time flexibility) allow the employees the chance to easily handle their commitments in the two spheres. It is this flexibility that ultimately causes a rise in job satisfaction and low burnout rates (Vyas & Butakhieo, 2021).

The need to have a healthy work life has been getting particular stress in the recent years especially in the professionals working in mental healthcare who tend to experience more stressful situations in their work than other professions. It has been noted that successful accommodation of psychologists to their work conditions, coupled with personal interests, family, and self-care leads to greater job satisfaction and limited burnout occurrence in psychologists. This balance not only contributes to individual well-being but also results in better productivity and morale in organizations.

Organizational support practices including wellness programs and family-friendly practices also play a significant role in work-life balance. These initiatives contribute to a healthier workforce that is more engaged in their jobs (Allen et al., 2013). Psychologists who can strike a balance between work and personal life are less likely to experience

burnout and tend to report higher levels of job satisfaction, which in turn increases their ability to provide effective care for their clients (Ali, 2022). Work-life balance is not about splitting time equally between work and family life. It's more about creating a balanced life that caters to the unique needs and priorities of the individual in the long run. By encouraging an environment that values personal fulfillment and professional achievement, organizations can boost employees' well-being in long-term success.

Literature Review

In context of mental health professionals, the intertwined factors of burnout, job satisfaction and work-life balance are extremely significant. Not only are these aspects important for physical health and the wellbeing of mental health professionals, but also for the effectiveness of the care they provide for their clients. Psychologists frequently face the dual challenges of providing support to their clients whilst simultaneously managing the emotional strain that is associated with the traumas that their clients have experienced. According to Chhabra and Dhingra (2023) having two responsibilities at a time can make feelings of exhaustion more intense and emphasizes the importance of a healthy balance between work and personal life.

Besides, psychologists' ability to maintain a healthy work-life balance is significantly impacted by these stressors. This balance is essential to ensure that mental health professionals cope properly with job pressure while maintaining their sense of sanity (Kalliath & Brough, 2020). Psychologists who are not able to maintain a work-life balance are often emotionally exhausted, which negatively affects their competence and well-being. The demands of work can bleed into personal life, making it hard for psychologists to relax or recover from the emotional toll of their jobs. This imbalance exacerbates burnout and leads to job dissatisfaction, a vicious cycle that is difficult to break. This means that psychologists must preserve a healthy work-life balance, as their work generally involves constant emotional engagement, difficult client relationships, and the necessity to provide effective psychological help. If these demands are not adequately balanced with personal needs, opportunities for rest, recovery and mental health may be limited. Therefore, psychologists may experience more emotional exhaustion and less satisfaction with their professional roles. A healthy balance can help mental health professionals cope with the stress of their work and protect their own well-being, while also maintaining their effectiveness.

Burnout is an extreme case of physical and mental and emotional exhaustion, manifested by low motivation, deteriorating performance at work and negative self-perception (Demerouti, 1999). According to the American Psychological Association, burnout can be caused by prolonged exposure to stressors that render someone overwhelmed, alienated, and defeated (American Psychological Association, 2023). At the same time, the definition of burnout developed by the World Health Organization (2022) states that burnout is a syndrome conceptualized as the outcome of workplace stress that was not effectively managed during a long period of time. This definition emphasizes the worldwide occurrence and implications of burnout across many occupations. Recognized among medics in the 1970s, burnout is more likely to be applied in the 21st century to people in various walks of life, such as education, social services, and the corporate world (Smith & Reid, 2024). Thus, burnout remains closely connected with prolonged occupational stress, emotional exhaustion, reduced motivation, decreasing performance, and negative self-perception.

Likewise, job satisfaction is a interceding factor, when one feels contented in his/her work, the person is likely to think that his/her work-life balance is sustainable, despite the objective work requirements being high. Such a reframing creates room to have more attainable and culturally appropriate conversations, in environments such as Pakistan, where working until late in the night is common and the attitude of bringing the work home and maintaining its emotional burden becomes acceptable in helping professions. In case of psychologists, in particular,

the work-life balance is the cornerstone because it directly affects the capacity of psychological professionals to cope with the demands of work and personal life. An adequate distribution of these roles can counter the threat of burnout and, at the same time, increase job satisfaction (Kelly et al., 2020). Low work-life balance, in its turn, may be harmful both physically and mentally, mostly due to poor time management habits (Borowiec & Drygas, 2023).

A systematic review that evaluated the connection between work-life balance and mental health in employees showed that a well-balanced work-life scenario is linked to a better psychological well-being and resilience (Dutta et al., 2023). Self-reported data collected in different countries, including Malaysia, South Korea, and India, were reviewed, and it was found that such positive mental health indicators, as job satisfaction and turnover intentions, are at a considerable level related to work-life balance practices.

On the other hand, work-life imbalance had been associated with more cases of anxiety, depression, and burnout among the workers in various fields. Moreover, new data assumes that demographic characteristics can also affect the connection between work-life balance and mental health, and gender, family commitments are taken into consideration. A case-study research that explored the lives of women psychologists pointed out the fact that taking care of others generally compounds the problem with work-life conflict and results in enhanced levels of stress (Savarimalai et al., 2023). This implies that culturally specific, custom interventions covering the requirements of various demographic groups in the workforce should be used in facilitating equal work-life balance solutions.

Similarly, psychologists being employed in non-clinical settings can have varied job-related stressors because the demands they address emotionally and the clients-responsible duties in comparison to the ones in direct practice are various (Smith & Reid, 2024). It is an essential difference in order to make a fair judgment concerning the peculiarities of the task of psychologists employed in clinical and counseling practice areas, since they are exposed to a peculiar set of stressful factors: trauma of clients, emotional burnout, empathy burnout (Jamil & Baseer, 2023).

Theoretical Framework

Self- Determination Theory (SDT) by Ryan and Deci (2000) is a comprehensive framework that acknowledges the three basic psychological needs that affect the job satisfaction, reduces burnout, and maintains work-life balance among psychologists. The key assumption of SDT is that satisfaction of three fundamental psychological needs: autonomy, competence, and relatedness lead to improved motivation and overall well-being (Ryan & Deci, 2020).

Autonomy can be defined as the feeling of authority in the occupation of responsibility and choice made. The psychologists feel more likely to be satisfied in their jobs when they feel they are independent to choose the ways to practice the profession. Studies show that autonomy plays a decisive role in the prevention of burnout because it might allow professionals to be able to deal with their workloads adequately. In addition, the importance of the autonomy-supportive work environment has been discussed as the engagement and satisfaction of employees in work can be expanded significantly within the workplace in multiple areas, including the mental sphere (Ng et al., 2022).

Competence is a feeling of being able to work properly in a position. Research has proved beyond any doubt that whenever psychologists perceive themselves as competent and proficient in their job role, the probability of burnout is reduced (Warlick et al., 2020). Such a perception of competence does not only promote job satisfaction but also improves a tolerance to the emotional pressure of the profession.

The quality of interpersonal relationships at work is called relatedness. Relevant relationships with workmates and leaders may also promote a sense of belonging and support, which are crucial to the mental health practitioners. When psychologists report having high social belonging at the workplace, they are most likely to show that they

have higher job satisfaction and that they have reduced burnout. The latest reports indicate that relatedness is critical in building a conducive work environment, which would positively affect well-being (Reeve & Lee, 2019).

Moreover, the research conducted among those working in clinical environments has found competence to be one of the greatest predictors of job satisfaction (Warlick et al., 2020). Once psychologists are assured and comfortable about their professional quality, they are least likely to be involved in burnout cases and most likely to have a neuter work-life balance. The study that involves SDT presents a detailed picture of the manner in which these variables are associated with one another. This framework emphasizes the matches between the basic psychological needs satisfaction and thus by boosting the autonomy, competence, and relatedness levels, the burnouts could be minimized, and the satisfaction level of the job could therefore lead to healthier work-life balance of the psychologists.

Rationale

Pakistan faces a significant shortage of mental health professionals, with only about 500 psychologists per 100,000 people, as highlighted by the WHO's Mental Health Atlas 2021 (WHO 2021). This shortage places huge pressure on the existing workforce, increasing the burden on practicing psychologists and contributing to the rising risk of burnout. Since burnout is directly connected with work stress, excessive hours, and emotionally straining work with clients, the lack of mental health professionals in Pakistan makes it challenging (Jamil & Baseer, 2023).

The current literature has not properly covered the theme of how this mixture of these two variables specifically affect psychologists in Pakistan, a setting with its own set of cultural and professional forces. The context in which psychologists in Pakistan operate usually has inadequate infrastructure, support mechanisms, and resources, which can increase the difficulties experienced in terms of pursuing their careers and personal life (Jamil & Baseer, 2023). This study attempts to fill the gap in these two studies, particularly the effects of burnout linked with job satisfaction and its resulting effects on work-life balance by providing details of the combined impact of these two variables among mental health professionals in Pakistan.

Study Objectives

- To determine the correlation between burnout, job satisfaction, and work-life balance among psychologists.
- To analyze gender differences in burnout, job satisfaction, and work-life balance among psychologists
- To examine how demographic factors such as marital status, years of professional experience, and work hours per week influence burnout, job satisfaction, and work-life balance among psychologists.

Hypotheses

H1: There is a significant negative relationship between burnout and work-life balance.
H2: There is a significant negative relationship between burnout and job satisfaction.
H3: There is a significant positive relationship between job satisfaction and work-life balance.
H4: There is a significant difference between male and female psychologists in levels of burnout.
H5: There is a significant influence of marital status on burnout, job satisfaction, and work-life balance among psychologists.
H6: There is a significant influence of years of professional experience on burnout, job satisfaction, and work-life balance among psychologists.
H7: There is a significant influence of work hours per week on burnout, job satisfaction and work-life balance among psychologists.

Methods

Research Design

The present study employed a quantitative correlational research design to examine the relationships among burnout, job satisfaction, and work-life balance among practicing psychologists in Islamabad and Rawalpindi. A correlational approach was considered appropriate because the study sought to investigate the nature and strength of associations among the variables without manipulating any conditions or establishing causal relationships. This design enabled the researcher to explore how variations in one construct were related to variations in the others within a natural professional setting. The design was particularly well suited to the understanding of the occupational experiences of psychologists, and to the identification of patterns for the key variables under investigation. The design was especially well suited for learning about the occupational experiences of psychologists and finding patterns in the main variables studied.

Ethical Considerations

Ethical principles were followed during the research process. Full anonymity and confidentiality were ensured, and each respondent was assigned a unique identification code to protect personal identity. All the data gathered were kept safely and could only be requested by those directly involved in the research. An informed consent form was given to the respondents explaining the purpose of the study, the research procedures, and risks and benefits which were expected. All the participants involved in this study were made aware of their rights to quit the study at any point without any consequence or penalty. The participants were also invited to ask questions and seek clarity of any research aspect. The transfer of information on data storage, protection, and use was made transparently to comply with ethical standards and data protection requirements. Such measures were taken to ensure the rights, dignity and well-being of participants throughout the study.

Sample and Sampling Procedure

This study included 200 practicing psychologists practicing in Rawalpindi and Islamabad. The sample size was deemed adequate for exploring relationships between burnout, job satisfaction, and work-life balance and for meaningful analysis. Participants were from a variety of professions such as hospitals, private clinics, rehabilitation centers, autism centers, education and community health centers. This diversity added to the representativeness of the professional experiences in the sample.

A purposive sampling technique was used to recruit participants. The use of the non-probability sampling technique enabled the selection of the people who had appropriate professional experience and had the proper characteristics required for the goals of the study. The technique was very helpful in finding practicing psychologists who were able to give a knowledgeable answer to the questions on occupational burnout, satisfaction in work and perceptions of work-life balance.

Inclusion Criteria

The study was carried out with psychologists who were currently at work in both public sector and private sector, who had at least one year of work experience, and who were willing to take part in the study.

Exclusion Criteria

The study excluded psychologists who aren't actively involved in clinical or counseling practice, psychologists with less than one year of professional experience, and those who are diagnosed with any physical disability.

Instruments

Three standardized psychological instruments were used to gather data, along with a demographic information sheet. The Oldenburg Burnout Inventory (OLBI) by Demerouti (1999), which consists of 16 items and uses a four-point Likert response format, was used to assess burnout. The instrument has been shown to have good reliability for a variety of occupational groups.

The Job Satisfaction Survey (JSS) constructed by Spector (1997) was used to assess job satisfaction. The instrument is comprised of 36 questions covering various aspects of job satisfaction (pay, promotion, supervision, benefits, working conditions, coworkers, communication, and nature of work). The instrument has been consistently highly reliable, and responses are made on a six-point Likert scale. The Work-Life Balance Scale (WLBS) was created by Fisher et al. (2009) to measure work-life balance. This is a 17-item scale that rates perceptions of balance between work and personal life and is composed of four dimensions: Work Interference with Personal Life, Personal Life Interference with Work, Work Enhancement of Personal Life, and Personal Life Enhancement of Work. The responses are scored on a 5-point Likert scale and the scale has good psychometric properties.

Procedure

Formal approval for the research was obtained from Capital University of Science and Technology (CUST). The psychologists of Islamabad and Rawalpindi who were eligible for the study were contacted and briefed regarding the motive and importance of the study. Informed consent was obtained and participants were given a questionnaire booklet that included a demographic sheet, the Oldenburg Burnout Inventory, the Job Satisfaction Survey, and the Work-Life Balance Scale. The participants filled out the instruments voluntarily and were encouraged to answer the questions truthfully. Collected data were then coded and cleaned for statistical analysis to look at the correlations between the variables of burnout, job satisfaction, and work-life balance.

Results

Statistical Analysis

Data was analysed on SPSS version 27 which was used to explore the relationships between burnout, job satisfaction and work-life balance in psychologists. The study variables did not meet the assumption of normality, so the non-parametric procedures were used for inferential analyses. The bivariate relationships between burnout, job satisfaction and work-life balance were analysed using Spearman's rank-order correlation test. Gender differences in the burnout were analyzed using the Mann–Whitney U test, and marital status, years of professional experience, and work hours per week were compared with respect to burnout, job satisfaction, and work-life balance using the Kruskal–Wallis H test. The data used for the analyses were obtained from 200 respondents.

Sociodemographic Characteristics

The sociodemographic variables of the 200 respondents are presented in Table 1. The sample consisted of 88 male psychologists (44.0%) and 112 female psychologists (56.0%), with a higher number of female psychologists in the sample. By age, most of the respondents (151, 75.5%) were aged 25 to 34 years. A total of 43 (21.5%) respondents were aged 35-44 years, while 6 (3.0%) were 45 years and above. So, a majority of the respondents fell in the younger age group.

As regards marital status, 73 of the respondents (36.5%) were married and 123 (61.5%) were unmarried. 2 (1.0%) of the participants were divorced and 2 (1%) were widowed. The educational characteristics revealed that 125 participants (62.5%) had a master's degree in psychology, 57 (28.5%) had master's degree of philosophy, while 18 (9.0%) had PhD. The Master's level was the biggest educational group, therefore.

The respondents had a variety of work environments. Thirty-four.5% (75 participants) worked in private clinics, 26.0% (52 participants) worked in hospitals, 9.5% (19 participants) worked in educational institutions and 4.0% (8 participants) worked in community health centers. Other settings included rehabilitation centers (23.0%), and autism centers (46.0%). The subjects were thus drawn from a variety of work settings.

Professional experience was concentrated in the early career categories. 112 respondents (56.0%) had one to five years of experience, 69 (34.5%) had six to ten years of experience, 16 (8.0%) had 11–15 years of experience and three (1.5%) had more than 15 years of experience. Sixty-nine (34.5%) of the participants worked less than 20 hours/week, 119 (59.5%) worked 20–40 hours/week and 12 (6.0%) worked more than 40 hours/week. Type of employment showed that 143 respondents (71.5%) had a full-time job, 52 (26.0%) had a part-time job and five (2.5%) were freelancers or remote employees. The sample was thus predominantly female, aged 25 to 34 years, single, educated to Master's level and in full-time employment.

Table 1

Sociodemographic Characteristics of the Participants (N = 200)

Variables	*n*	%
Gender		
Male	88	44.0
Female	112	56.0
Age		
25 – 34	151	75.5
35 – 44	43	21.5
45 years and above	6	3.0
Marital Status		
Single	123	61.5
Married	73	36.5
Divorced	2	1.0
Widowed	2	1.0
Education Level		
Master's in psychology	125	62.5
MPhil	57	28.5
PhD	18	9.0
Work Setting		
Hospital	52	26.0
Private Clinic	75	34.5
Educational Institution	19	9.5
Community Health Center	8	4.0
Others (Rehabs & Autism Center)	46	23.0
Years of Professional Experience		
1 – 5 Years	112	56.0
6 – 10 Years	69	34.5
11 – 15 Years	16	8.0
More than 15 Years	3	1.5
Work Hours per Week		
Less than 20 Hours	69	34.5
20 – 40 Hours	119	59.5
More than 40 Hours	12	6.0

Variables	*n*	%
Employment Type		
Full-time Employment	143	71.5
Part-time Employment	52	26.0
Freelance/Remote	5	2.5

Psychometric Properties and Descriptive Statistics

The psychometric properties of the study measures reported in Table 2. The internal consistency of the 16-item Oldenburg Burnout Inventory (OLBI) was high (Cronbach's alpha = .86). It has been reported to have a scale range of 16–64, a mean score of 38.54 and a standard deviation of 6.94. The variability of the burnout scores is moderate (standard deviation).

The reliability of the three scales was highest with the 36-item Job Satisfaction Survey (JSS) with a Cronbach's alpha of .91. The average score was 131.59 with a standard deviation of 21.65 and a reported score range of 36-216. The higher the standard deviation, the more spread out the scores are on job satisfaction.

The internal consistency of the 17-item Work-life Balance Scale (WLBS) was also good (Cronbach's alpha = .86). The mean score was 49.78, the standard deviation was 9.65 and the reported scale range was 17–85. Moderate variation in work-life balance scores is reflected in the standard deviation.

Additional descriptive statistics are given in Table 3. The mean OLBI score was 38.54, the median, 38.00, and the mode, 35 with a standard deviation of 6.94 and a range of scores from 19 to 59. Close to the mean and median values signify that the responses are fairly symmetrical, the lower mode representing variation in responses. The mean, median, and mode of the JSS scores were 131.59, 131.00, and 122, respectively, and the standard deviation was 21.65 with observed scores ranging from 44 to 208. There were no extreme response frequencies, with the mean and median being close so the responses were fairly symmetrical, and the mode showed a range of responses. WLBS scores ranged from 21 to 85 with a mean score of 49.78, a median score of 50.00 and a mode score of 52, and a standard deviation score of 9.65. The range of the means and medians was similar, suggesting approximate symmetry.

Table 2

Psychometric Properties for Oldenburg Burnout Scale, Job Satisfaction Scale and Work-life Balance Scale (N = 200)

Measures	*M*	*SD*	Range	*α*
OLBI	38.54	6.94	16-64	.86
JSS	131.59	21.65	36-216	.91
WLBS	49.78	9.65	17-85	.86

Table 3

Descriptive Characteristics of Study Scales (N = 200)

Variables	Mean	Median	Mode	SD	Min.	Max.
OLBI	38.54	38.0	35	6.94	19	59
JSS	131.59	131.0	122	21.65	44	208
WLBS	49.78	50.0	52	9.65	21	85

Test of Normality

Table 4 shows the skewness, kurtosis and Kolmogorov–Smirnov statistics. The skewness value for the OLBI scores was .22 and the kurtosis value was .85. The positive skewness suggested some positive deviation from symmetry, and the value of the kurtosis suggested a mildly peaked distribution. The Kolmogorov–Smirnov statistic was .08 and the p-value was .00. The distribution of the burnout scores was significantly different from normal given the p-value < .05.

The skewness for the JSS was –.17, suggesting a slight negative skew, and the kurtosis was 2.50, suggesting a more peaked or leptokurtic distribution. The Kolmogorov–Smirnov statistic was .06 and the p-value was .02. This statistically significant finding suggested that job satisfaction scores also showed nonnormal distribution.

The WLBS had skewness value of .12 and the kurtosis value of .85. The distribution was slightly skewed to the right as shown by the small positive skew and slightly peaked compared to a normal distribution as shown by the kurtosis. The Kolmogorov–Smirnov statistic was .07 with a p-value of .01. This was a statistically significant result and suggested that it was not normal. The overall Kolmogorov-Smirnov results for all three variables were significant, suggesting that non-parametric procedures could be used in subsequent analyses.

Table 4

Skewness, Kurtosis and Kolmogorov–Smirnov Statistics for Test of Normality (N = 200)

Variables	Skewness		Kurtosis		Kolmogrov-Smirnov	*p*
	Statistics	Std. error	Statistics	Std. error		
OLBI	.22	.17	.85	.34	.08	.00
JSS	-.17	.17	2.50	.34	.06	.02
WLBS	.12	.17	.85	.34	.07	.01

Distribution of Study Variables

The histogram distribution of the 200 participants scores on the OLBI are shown in figure 1. The mean burnout score was 38.54 with a standard deviation of 6.94, which means that the scores were moderately spread around the mean. The histogram exhibited weak positive skew, with majority of scores between about 30 and 45. However, a smaller portion of participants scored higher (higher burnout) on the test.

The distribution of JSS scores is shown in figure 2 below. The mean was 131.59 and the standard deviation was 21.65 which signifies that the data is moderately distributed from the mean with relatively wide spread. The resulting histogram was fairly symmetric with a slight negative skew, meaning that the distribution had a long tail of low scores. Most respondents' scores were concentrated between approximately 110 and 150. The distribution indicated moderate to higher job satisfaction for many participants, with fewer notably low or high scores.

Figure 3 illustrates the distribution of WLBS scores. The mean was 49.78 and the standard deviation was 9.65, demonstrating moderate variation in respondents' perceptions of work-life balance. The distribution was slightly positively skewed, with many participants scoring between approximately 45 and 55. This concentration indicated moderate to good perceived balance for many respondents. At the same time, the presence of scores at the lower and higher ends demonstrated that perceptions of work-life balance were not identical across participants.

Figure 1

Histogram Distribution of Scores for Oldenburg Burnout Inventory

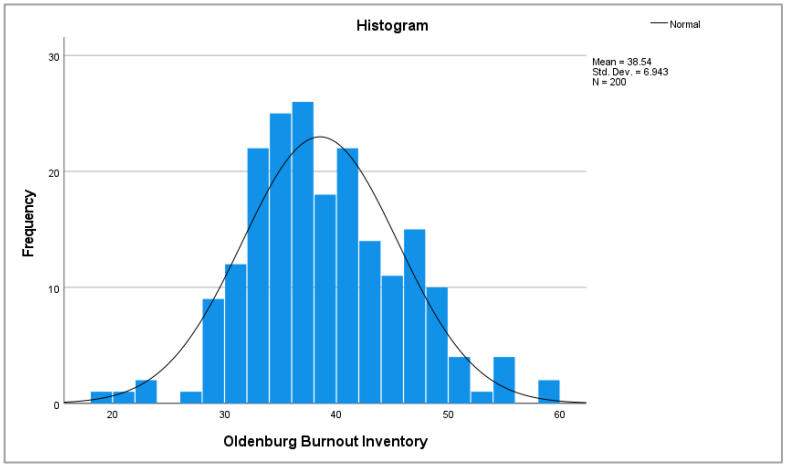


Figure 2

Histogram Distribution of Scores for Job Satisfaction Survey

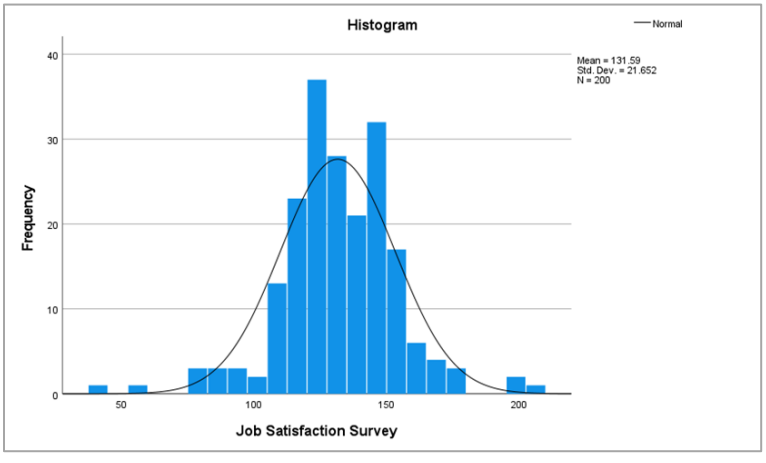
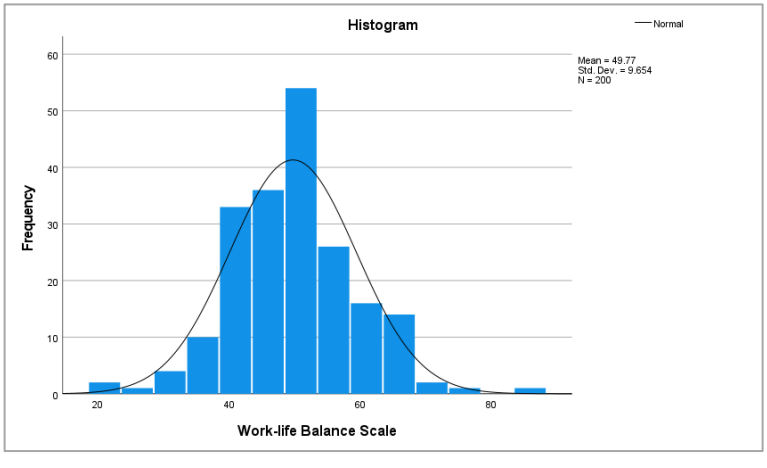


Figure 3

Histogram Distribution of Scores for Work-life Balance Scale



Correlations among Burnout, Job Satisfaction, and Work-Life Balance

The inter-correlations among the three study variables are presented in Table 5. Spearman's rank-order correlation analysis demonstrated a strong and statistically significant negative relationship between burnout and job satisfaction, $\rho = -.692$, $p < .01$. The negative direction of the coefficient indicates that participants with higher burnout scores tended to report lower job satisfaction scores. Conversely, lower burnout was associated with higher reported job satisfaction. The magnitude of the coefficient indicates that this was the strongest association observed among the three pairs of variables.

Burnout was also significantly and negatively correlated with work-life balance, $\rho = -.596$, $p < .01$. This result indicates that participants reporting higher levels of burnout tended to report poorer work-life balance. The association demonstrates that variation in burnout scores corresponded with variation in perceptions of balance between professional and personal life. Thus, higher burnout was accompanied by lower reported work-life balance within the sample.

In contrast, job satisfaction showed a statistically significant positive relationship with work-life balance, $\rho = .568$, $p < .01$. This finding indicates that participants who reported greater job satisfaction also tended to report better work-life balance. The coefficient demonstrates a moderate positive association. Overall, burnout was inversely related to job satisfaction and work-life balance, whereas job satisfaction and work-life balance were positively related.

Table 5

Inter-correlations between Oldenburg Burnout Inventory, Job Satisfaction Survey and Work-life Balance Scale (N = 200)

Variables	*M*	*SD*	1	2	3
OLBI	38.54	6.94	-	-.692**	-.596**
JSS	131.59	21.65		-	.568**
WLBS	49.78	9.65			-

Gender Differences in Burnout

Table 6 presents the results of the Mann–Whitney U test examining gender differences in burnout. The analysis included 88 male respondents and 112 female respondents. The mean rank for male participants was 94.01, whereas the mean rank for female participants was 105.60. The Mann–Whitney U value was 4357.00 and the associated p-value was .15.

Although females had a higher mean rank, suggesting somewhat higher burnout descriptively, the difference was not statistically significant. The obtained p-value of .15 was greater than the conventional significance criterion of .05. Therefore, the analysis did not provide sufficient evidence to conclude that burnout levels differed significantly between male and female psychologists in the present sample.

Table 6

Mean and 2-independent-sample Mann–Whitney U Test Values for Gender Differences (N = 200)

	Male	Female	U	p
	(n=88)	(n=112)		
	M	M		
OLBI	94.01	105.60	4357.00	.15

Differences by Marital Status

The Kruskal–Wallis H test was employed to analyze if there was a difference between the categories of marital status for burnout, job satisfaction and work-life balance. The 4 groups were single, married, divorced, and widowed. Table 7 shows that mean ranks of burnout for single, married, divorced and widowed participants were 95.76, 106.45, 131.75 and 143.50 respectively. This difference was not significant, $\chi^2 = 3.29$; $p = .34$.

There was also no statistically significant difference between groups of men and women in their level of job satisfaction. The means, in the order of the respondents, were 103.56 for single, 97.08 for married, 84.75 for divorced, and 53.00 for widowed. The Kruskal–Wallis statistic was $\chi^2 = 2.09$, $p = .55$. Thus, the variation in mean ranks was not statistically significant.

Likewise, there was no significant difference in work-life balance based on marital status. Single, married, divorced, and widowed participants had means of 103.30, 95.78, 71.00, and 129.75, respectively. The test produced $\chi^2 = 1.80$, $p = .61$. Marital status was thus not found to be statistically significant with regard to burnout, job satisfaction or work-life balance.

Table 7

Kruskal–Wallis Analysis for Marital Status in OLBI, JSS and WLBS (N = 200)

Scales	Marital Status				χ^2	*p*
	Single (123)	Married (73)	Divorced (2)	Widowed (2)		
OLBI	95.76	106.45	131.75	143.50	3.29	.34
JSS	103.56	97.08	84.75	53.00	2.09	.55
WLBS	103.30	95.78	71.00	129.75	1.80	.61

Differences by Years of Professional Experience

Table 8 presents the Kruskal–Wallis results according to years of professional experience. Participants were categorized into four groups: 1–5 years, 6–10 years, 11–15 years, and more than 15 years. For burnout, the mean ranks were 99.40, 100.91, 104.69, and 110.00, respectively. The test statistic was $\chi^2 = .20$ with $p = .97$. Thus, burnout did not differ significantly across professional experience groups.

Job satisfaction also showed no statistically significant differences by experience. Mean ranks were 103.38 for the 1–5-year group, 94.22 for the 6–10-year group, 106.84 for the 11–15-year group, and 103.67 for those with more than 15 years of experience. The Kruskal–Wallis statistic was $\chi^2 = 1.28$, $p = .73$. Job satisfaction was therefore statistically comparable across the four experience categories.

A statistically significant difference was, however, observed for work-life balance. The mean ranks were 111.10 for respondents with 1–5 years of experience, 86.72 for those with 6–10 years, 84.13 for those with 11–15 years, and 108.83 for participants with more than 15 years of experience. The Kruskal–Wallis statistic was $\chi^2 = 9.02$ with $p = .02$. Work-life balance therefore varied significantly by professional experience.

Table 8

Kruskal–Wallis Analysis for Years of Professional Experience in OLBI, JSS and WLBS (N = 200)

Scales	Years of professional experience				χ^2	*p*
	1-5 years(112)	6-10 years (69)	11-15 years (16)	More than 15 years (3)		
OLBI	99.40	100.91	104.69	110.00	.20	.97
JSS	103.38	94.22	106.84	103.67	1.28	.73
WLBS	111.10	86.72	84.13	108.83	9.02	.02

Differences by Work Hours per Week

The Kruskal–Wallis H test was also conducted to determine whether burnout, job satisfaction, and work-life balance differed according to weekly work hours. As shown in Table 9, participants were categorized as working fewer than 20 hours, 20–40 hours, or more than 40 hours per week.

For burnout, the mean ranks were 100.09 among participants working fewer than 20 hours, 100.88 among those working 20–40 hours, and 99.08 among those working more than 40 hours. The test yielded $\chi^2 = .01$, $p = .99$. This was not statistically significant, indicating no difference in burnout across the three groups.

Job satisfaction similarly did not differ significantly according to weekly work hours. The mean ranks were 103.46 for respondents working fewer than 20 hours, 99.82 for those working 20–40 hours, and 90.21 for those working more than 40 hours. The reported test statistic was $\chi^2 = .57$ with $p = .74$. Thus, job satisfaction did not differ significantly across the groups.

In contrast, work-life balance showed a statistically significant difference across the work-hour categories. Mean ranks were 116.38 for participants working fewer than 20 hours, 90.42 for those working 20–40 hours, and 109.21 for those working more than 40 hours. The Kruskal–Wallis statistic was $\chi^2 = 9.09$ with $p = .01$. Thus, work-life balance differed significantly according to weekly work hours.

Table 9

Kruskal–Wallis Analysis for Work Hours per Week in OLBI, JSS and WLBS (N = 200)

Scales	Work hours per week			χ^2	*p*
	Less than 20 hours(69)	20-40 hours(119)	More than 40 hours(12)		
OLBI	100.09	100.88	99.08	.01	.99
JSS	103.46	99.82	90.21	.57	.74
WLBS	116.38	90.42	109.21	9.09	.01

Summary of Statistical Findings

The results consistently showed significant associations among the three principal variables, while most demographic comparisons were non-significant. Significant differences were limited to work-life balance across professional experience and weekly work-hour groups. These findings summarize the statistical pattern observed in the sample and provide the basis for interpreting the study hypotheses.

Discussion

The line between professional dedication and emotional depletion is often difficult to define. The findings of the current study revealed a strong, statistically significant negative correlation between burnout and job satisfaction ($\rho = -.69$, $p < .01$). The higher the burnout, the lower the level of job satisfaction seen among Psychologists. Similar results were reported by Yang et al. (2023) for faculty at universities, where emotional exhaustion and disengagement were found to be related to lower job satisfaction.

The psychologists who reported experiencing burnout also reported that they were less able to manage the boundaries between work and personal life (Koçak et al., 2024). The results are similar to those of previous studies among healthcare workers after the pandemic. Koçak et al. (2024) found that those who are feeling higher burnout levels in the medical profession are likely to experience blurred boundaries and emotional exhaustion that extend

into their personal lives. Burnout can have an emotional impact that can carry over to life and make recovery and fulfillment more difficult.

If the professionals are happy with their work, they are capable of handling both personal and professional demands. The findings indicated that a moderate positive correlation between job satisfaction and work-life balance ($\rho = .56$, $p < .01$), suggesting a relationship between higher levels of job satisfaction and better work-life balance. This finding comes on the heels of the study by Clausen et al. (2022) that identified job resources (clarity of role, supervisor support, growth opportunities) as factors that, like satisfaction, helped create a more positive balance.

Such findings indicate the importance of investing in positive work environments to create a situation in which psychologists are able to achieve success within and without the consultation room.

Lastly, the Mann-Whitney U test did not yield any indications of gender differences with respect to the psychologists' burnout. This shows that male and female psychologists are equally susceptible to burnout, and suggests that systemic and/or occupation-related influences, rather than gender, are causal factors. The uniformity might reflect a common set of problems, for example, a high number of clients to deal with, emotional labor needs, and inadequate organizational support, that exert negative effects on practitioners. This result is consistent with evidence regarding the healthcare industry. Elghazally et al. (2021) discovered no substantial gender differences in burnout among medical personnel in Egypt during the COVID-19 pandemic.

Furthermore, marital status did not produce statistically significant results for burnout, job satisfaction, or work-life balance. Respondents, whether single, married, divorced, or widowed, indicated similar results across the three occupational outcomes. Such results are correlated with literature indicating that demographics such as marital status may be less predictive of work experiences in high-intensity professional jobs.

Similarly, years of professional experience showed a significant distinction in work-life balance, but not in burnout or job satisfaction. This implies that although exhaustion and job satisfaction were comparable across career phases, perceptions of professional and personal equilibrium varied. This finding correlates with Choi (2021) and Lee et al. (2022), who noted that experienced professionals can report better work-life integration because they can set boundaries and exercise better work schedules. The stability in burnout and job satisfaction scores can also indicate that these are aspects determined more by working environment or individual resilience, whereas work-life balance may reflect changing skills and strategies learned with time.

Finally, work-life balance differed significantly according to the number of hours worked each week, while burnout and job satisfaction did not differ significantly. This suggests that time investment in work is directly correlated with perceptions of work-life balance. Lee et al. (2021) similarly reported that longer working hours were associated with greater strain and less personal satisfaction. The stability of burnout and job satisfaction across work-hour groups implies that psychological and motivational aspects of work might be preserved even when balance perceptions are disturbed. The broader interpretation of burnout as a multidimensional occupational phenomenon is consistent with Maslach and Leiter (2016).

Conclusion

The present study provides a meaningful glimpse into psychologists' reported burnout levels, job satisfaction and work-life balance. As the data revealed, burnout does not exist in isolation; it appeared to vigorously disrupt job satisfaction and diminish the ability to maintain a healthy work-life balance. Where burnout increased, satisfaction with professional role decreased, and the balance between personal and professional domains seemed difficult to preserve.

Simultaneously, the positive relationship between job satisfaction and work-life balance highlights the protective role that a positive work environment can play a significant role in maintaining overall well-being. Psychologists who felt valued and content in their professional roles scored higher at job satisfaction and seemed more capable of managing a healthy work-life balance. This suggests that job satisfaction is not just a byproduct of low burnout, but may also serve as a psychological buffer, strengthening a sense of control, meaning, and autonomy in both personal and professional domains.

In addition, there were no significant findings on the results of burnout, job satisfaction, and work-life balance according to demographic factors such as marital status groups, which shows a changing relationship between work life, as personal life factors do not necessarily define the professional success level. These findings relate to a complex relationship between professional maturity and the sharing of load and capacity to perform multiple roles. The number of years of professional experience and working hours per week were used to distinguish the groups, and work-life balance was found to be very heterogeneous between these groups (with Kruskal-Wallis tests). The findings validate that experience of exhaustion or satisfaction may depend on other more structural or dispositional factors, but that a balance between work and life is more related to career stage and the intensity of workloads.

Burnout is not only an individual experience or a personal failing, as the study identified, but it is associated with structural factors and workplace cultures. Addressing this goes beyond wellness training—the organizations need to create environments that will promote job satisfaction by recognizing staff, reducing workloads, and providing emotional support programs that have a secondary impact of improving work-life balance.

Limitations

The present study offers significant insights; it is important to consider a number of limitations when evaluating its results. One limitation of this study was that only the psychologists who worked in the city of Islamabad and Rawalpindi were included. The study attained a satisfactory number of participants, but the nature of the sample will restrict its wider applicability, as it will have a limited geographic and contextual diversity. The emphasis on the region was intentional, so that this section would be accessible and relevant to the psychologist, but may not reflect the broader experience of psychologists outside of the region, due to differences in the institutions, client demographics, and stressors that may exist elsewhere. More specifically, it was found that the gender distribution was not equal with a significant number of female respondents and less number of males respondents. This imbalance may limit the representativeness of the sample particularly in the areas where gender may play a subtle role. Therefore, generalizing the results across gender lines or to broader population of psychologists should be exercised with great caution.

Furthermore, all the data in the current study was collected through self-reported measures, which, while being efficient and accessible but may be prone to several biases. One of which could be social desirability bias. This bias is particularly evident in professional settings as respondents may unconsciously try to represent themselves in a socially acceptable way. Furthermore, recall bias may affect the participants reflection on their experiences. Such bias can result in over-reporting of positive experiences and under-reporting of negative ones, which distorts the data and conceals the potential associations among the variables.

In addition, the cross sectional design represents another critical limitation. The data were collected at a single point in time, which restricts the ability to assess changes in the trend or manifestations of burnout, job satisfaction, and work-life balance over time, as a psychologist's burnout level during a stressful period may vary significantly from during a relatively stable phase, which simultaneously influences job satisfaction and perceived balance in work and personal lives. The study is only reporting a snapshot of participants' experiences, which does not allow the

study to draw causal inferences, as would a longitudinal study, where it could have been possible to observe the interaction of the variables over time as the demands on the profession change.

It is important to note that the study was aimed at three constructs, namely burnout, work satisfaction, and work-life balance, but there are also other potentially confounding variables that might impact the relationships between the study variables. Personality, coping mechanisms and emotional intelligence are other psychological factors that can significantly affect the perception and management of burnout. Likewise, the observed outcomes may have been affected by external factors, such as family responsibilities, peer relationships, financial pressures, workload distribution and organizational climate. If these factors are not accounted for, it can be hard to conclude if the relationships observed are direct or if any of the underlying factors are responsible for the relationships.

Implications and Recommendations

The findings of the study give insight into the importance of institutional solutions, which, in turn, pay attention to such a problem as burnout of psychologists, as it plays a significant role in the satisfaction and work-life balance of psychologists. Mental healthcare workers are often the support system of the health care system, but they are not always provided with the resources to maintain it themselves. The organizations that hire psychologists, like hospitals, individual clinics, mental health centers, or learning institutions, are advised to introduce formulated interventions that will help diminish burnout. These measures can be the systematic workload evaluation, a clear distinction between work and leisure life, and the establishment of a reasonable caseload that enables the capability to recover emotionally and reflect on oneself. Among the most essential conclusions of this research, it is possible to mention that job satisfaction may become a protective factor against burnout and support a healthy work-life balance, which is important to psychologists. Employers are expected to make the working environment better by providing them with recognition, chances to complement their careers, and involvement in making decisions. Psychologists who feel heard, valued, and supported are more likely to stay involved in their professional roles and maintain healthy work-life balance.

As burnout has emerged as a core element that influences job satisfaction and work-life balance, targeted stress management programs, peer support programs, and access to mental health services for professionals themselves should be integrated into workplace policies. Preventive efforts may help in identifying the early signs of emotional exhaustion and disengagement which are the initial indicators of burnout. Furthermore, organizations must work towards promoting a culture where professionals seeking help is de-stigmatized, especially those who are expected to provide emotional care to others.

Universities and mental health agencies must take it up as a challenge and train the psychologists who work in their institutions in managing their work in a professional way and establishing proper boundaries that lead to work-life balance. Incorporating topics like burnout prevention, emotional and work boundaries, and work-life balance strategies into training programs and professional workshops can help budding psychologists manage the real world situations effectively. Burnout may be mitigated by institutions and organizations encouraging emotional check-ins and self-reflective habits to support emotional grounding during a difficult caseload in order to promote long term emotional well-being and health in the field of psychology.

Lastly, future researchers are encouraged to work on these findings using more diverse samples and longitudinal designs, exploring organizational factors, culture, or personality-related variables that contribute to burnout could provide a more comprehensive understanding and offer further pathways for future interventions. Altogether, lack of burnout must be made a priority as the first measure to enhance professional experience of psychologists and reinforce the mental health system in Pakistan.

References

Ali, M. J. (2022). Work-life balance: Choose wisely. *Survey of Ophthalmology, 67*(2), 415–416. https://doi.org/10.1080/08820538.2022.2058798

Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2012). Work–family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, *66*(2), 345-376. https://doi.org/10.1111/peps.12012

American Psychological Association. (2023, May 12). *Employers need to focus on workplace burnout: Here's why*. https://www.apa.org/topics/healthy-workplaces/workplace-burnout

Borowiec, A. A., & Drygas, W. (2023). Work–life balance and mental and physical health among Warsaw specialists, managers and entrepreneurs. *International Journal of Environmental Research and Public Health, 20*(1), 492. https://doi.org/10.3390/ijerph20010492

Chhabra, S., & Dhingra, R. (2023). Occurrence and reasons for burnout among psychologists and mental health professionals. *International Journal of Education and Management Studies*, *13*(3), 394-401. https://www.proquest.com/openview/46ed38b6db2f04be970f3eaf6840eace/1?pq-origsite=gscholar&cbl=2032132

Choi, E. Y., Choi, S., & Lee, H. (2021). The association between job quality profiles and work-life balance among female employees in Korea: A latent profile analysis. *International Journal of Environmental Research and Public Health*, *18*(4), 1672. https://doi.org/10.3390/ijerph18041672

Clausen, T., & Borg, V. (2011). Job demands, job resources and meaning at work. *Journal of Managerial Psychology*, *26*(8), 665-681. https://doi.org/10.1108/02683941111181761

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands–resources model of burnout. *Journal of Applied Psychology, 86*(3), 499–512. https://doi.org/10.1037/0021-9010.86.3.499

Dutta, A., Saha, R., & Choudhury, S. (2023). The association between work-life balance and employee mental health: A systematic review. *Asia Pacific Journal of Health Management, 18*(3). https://doi.org/10.24083/apjhm.v18i3.2565

Dyrbye, L. N., Major-Elechi, B., Hays, J. T., Fraser, C. H., Buskirk, S. J., & West, C. P. (2020). Relationship between organizational leadership and health care employee burnout and satisfaction. *Mayo Clinic Proceedings*, *95*(4), 698-708. https://doi.org/10.1016/j.mayocp.2019.10.041

Elghazally, S. A., Alkarn, A. F., Elkhayat, H., Ibrahim, A. K., & Elkhayat, M. R. (2021). Burnout impact of COVID-19 pandemic on health-care professionals at Assiut University hospitals, 2020. *International Journal of Environmental Research and Public Health*, *18*(10), 5368. https://doi.org/10.3390/ijerph18105368

Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, *14*(4), 441-456. https://doi.org/10.1037/a0016737

Gillet, N., Fouquereau, E., Coillot, H., Cougot, B., Moret, L., Dupont, S., Bonnetain, F., & Colombat, P. (2018). The effects of work factors on nurses' job satisfaction, quality of care and turnover intentions in oncology. *Journal of Advanced Nursing, 74*(5), 1208–1219. https://doi.org/10.1111/jan.13524

Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior, 63*(3), 510–531. https://doi.org/10.1016/S0001-8791(02)00042-8

Jamil, Z., & Baseer, A. (2023). The lived experiences of burnout in clinical psychologists in Pakistan: A phenomenological study. *NUST Journal of Social Sciences and Humanities*, *9*(2), 1-30. https://doi.org/10.51732/njssh.v9i2.175

Kelly, M., Soles, R., Garcia, E., & Kundu, I. (2020). Job stress, burnout, work-life balance, well-being, and job satisfaction among pathology residents and fellows. *American Journal of Clinical Pathology*, *153*(4), 449-469. https://doi.org/10.1093/ajcp/aqaa013

Lee, D.-W., Jang, T.-W., Kim, H.-R., & Kang, M.-Y. (2021). The relationship between working hours and lifestyle behaviors: Evidence from a population-based panel study in Korea. *Journal of Occupational Health, 63*(1), e12280. https://doi.org/10.1002/1348-9585.12280

Lee, M. H., Lee, Y., Huang, C., Wu, C., Hsueh, H., & Wu, H. (2020). undefined. *Applied Research in Quality of Life*, *17*(1), 93-108. https://doi.org/10.1007/s11482-020-09881-8

Maslach, C., & Leiter, M. P. (2016). Burnout: A multidimensional perspective. In *M. P. Leiter, A. B. Bakker, & C. Maslach (Eds.), Burnout at Work: A Psychological Perspective* (pp.15–32). Psychology Press.

Ng, J. Y., Ntoumanis, N., Thøgersen-Ntoumani, C., Deci, E. L., Ryan, R. M., Duda, J. L., & Williams, G. C. (2012). Self-determination theory applied to health contexts. *Perspectives on Psychological Science*, *7*(4), 325-340. https://doi.org/10.1177/1745691612447309

Poelmans, S. A., Kalliath, T., & Brough, P. (2008). Achieving work–life balance: Current theoretical and practice issues. *Journal of Management & Organization*, *14*(3), 227-238. https://doi.org/10.5172/jmo.837.14.3.227

Ryan, R. M., & Deci, E. L. (2020). Human autonomy in social psychology: A self-determination theory perspective. In *P. A. M. Van Lange, E. T. Higgins, & A. W. Kruglanski (Eds.), Social psychology: Handbook of basic principles* (3rd ed.). Guilford Press.

Savarimalai, R., Christy, J., Bhaskarapillai, B., Damodharan, D., & Sekar, K. (2023). undefined. *Industrial Psychiatry Journal*, *32*(2), 354-360. https://doi.org/10.4103/ipj.ipj_31_22

Sinval, J., & Marôco, J. (2020). Short Index of Job Satisfaction: Validity evidence from Portugal and Brazil. *PLOS ONE, 15*(4), e0231474. https://doi.org/10.1371/journal.pone.0231474

Smith, M., & Reid, S. (2024, August 22). *Burnout: Symptoms, treatment, and tips on how to deal*. HelpGuide.

Spector, P. E. (2022). *Job satisfaction: From assessment to intervention*. Routledge.

Vyas, L., & Butakhieo, N. (2020). The impact of working from home during COVID-19 on work and life domains: An exploratory study on Hong Kong. *Policy Design and Practice*, 1-18. https://doi.org/10.1080/25741292.2020.1863560

Warlick, C. A., Van Gorp, A., Farmer, N. M., Patterson, T., & Armstrong, A. (2021). Comparing burnout between graduate-level and professional clinicians. *Training and Education in Professional Psychology*, *15*(2), 150-158. https://doi.org/10.1037/tep0000328

World Health Organization. (2022). *Mental Health Atlas 2020: Pakistan country profile*. https://www.who.int/publications/m/item/mental-health-atlas-pak-2020-country-profile

Yang, Y., & Ling, Q. (2023). The influence of existence–relatedness–growth need satisfaction and job burnout of young university teachers: The mediating role of job satisfaction. *Frontiers in Psychology*, *14*. https://doi.org/10.3389/fpsyg.2023.1205742