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BURNOUT, GENDER DIFFERENCES AND EMPLOYEE WELL-BEING AMONG STAFF OF BENUE STATE UNIVERSITY, MAKURDI, NIGERIA

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ABSTRACT

Employee well-being is very important in every organization to function optimally. Every employee needs psychological, social, subjective and workplace well-being to operate maximally in any organization. However, many staff (males and females) of Benue State University, Makurdi are faced with burnout due to heavy workloads. Thus, this study examines influence of burnout on employee well-being among staff of Benue State University Makurdi. The study adopted a cross-sectional survey method. Two main objectives were formulated for the study: to explore influence of burnout (emotional exhaustion, depersonalization and personal accomplishment) on employee well-being; to investigate influence of gender differences on employee well-being among staff of Benue State University, Makurdi. A total of 327 participants, comprising 185 (56.6%) male and 142 (43.4%) female participated in the study through simple random sampling technique. Demographic information form and two standardized instruments namely: Maslach Burnout Inventory (1981); Pradhan and Hati's employee well-being scales were used to gather data from respondents. Multiple linear regression and independent t-test were used to analyze data. The findings revealed that the overall burnout negatively and significantly influenced employee well-being among staff of Benue State University, Makurdi, $R^2 = 553$, $[F(3, 323) = 133.170; P < .01]$; Finding also revealed that there were no significant gender differences on employee well-being among staff of Benue State University, Makurdi $t [(325 = df) = -.735; P > .05]$. The study concluded that burnout is a determinant of employee well-being. The higher the level of burnout by staff, the lower the level of employee well-being. Also, there were no gender differences on employee well-being among staff of Benue State University, Makurdi. The study recommended amongst others that, the Benue State Government through the University Management and the Governing Council should improve on staff motivation and psychological, social, subjective, and workplace well-being of her employees for optimal performance. In addition, more employees should be hired for the reduced workloads and burnout among staff of the university for higher productivity.

Keywords: Burnout, gender differences, employee well-being, Benue State University Makurdi.

INTRODUCTION

Globally, employee well-being is a serious issue that need to be addressed in every organization. There is need for every organization to achieve its goal by maximizing the potentials of their workforce for optimal performance. Employees always look up to their organization for meeting their well-being and job satisfaction. If the workplace environment is conducive, motivating and good employees are bound to have a good working relationship with employer, thus facilitating the well-being of workers (Sokpuwu, & Ibara, 2021). Employees' workplace environment needs to be conducive with good work conditions such as commensurate pay, promotion, work itself, co-workers, bonuses, and other fringe benefits for employees to put in their best for optimal performance (Harshitha & Senthil, 2021; Pradhan & Hati, 2019).

The Oxford Advanced Learner's Dictionary (7th ed., revised 2005), defined the term 'well-being' as a state of being comfortable, healthy and happy. Based on this definition, employee well-being entails the physical, psychological and social aspect of the work. The happiness and comfort of every employee is the ultimate concern for job satisfaction. (Ryff & Keyes 1995; Lizano, 2015; Harshitha & Senthil, 2021). Additionally, employee well-being can be seen as the comprehensive experience and function of an employee from a perspective of both physical and psychological dimensions (Warr, 1999). Ryan and Deci (2000) explained that well-being has two important

philosophical aspects: one is hedonism, which is happiness oriented, whereas other one is eudemonism, which concerns in realizing human potential power of employee.

Employee well-being is very important determinant of job performance and job satisfaction (Lee, 2015; Lizano, 2015). Therefore, in every organization there should be a level of good employee well-being to boost workers morale and motivation to put in their best for achieving the organizational goal. Employers of labour should provide the needed environment and motivation to their employees to enhance their well-being and support so that the employees can perform effectively in the workplace. Additionally, every organization should be able to maintain a good working relationship between the management and employees to foster cohesion and to avoid industrial disharmony or dispute. If employees are treated fairly and motivating, there will be hardly cases of industrial disputes such as strike, protest, demonstration, and confrontation. These are unhealthy for organisation to maximally achieve its mission and goal. (Warr, 2013; Lee 2015). Myrvange (2020) explained that employee well-being determines the quality of relationship and productivity of the workforce to organisation. A harmonious relationship between employees and employer should be strengthened for mutual benefits in achieving higher job performance. A good employee well-being suggests that workers can feel free to work optimally and go extra mile in achieving organizational goal. When employee well-being is considered by the organization, it can help employees to perform better and have job satisfaction in their workplace. According to Pradhan and Hati (2019) there are basically four types of employee well-being that should be considered in a workplace environment. These include: psychological well-being, social well-being, workplace well-being and subjective well-being. The organization should provide all the needed environment for employee's well-being for better optimal productivity (Schaufeli, et al. 2008; Harshitha, & Senthil, 2021).

Based on literature on well-being, the researcher adopted the Pradhan and Hati (2019) dimensions of well-being.

The psychological well-being (PWB) refers to the emotional comfort and happiness of employee. It refers to the individual's own perception about their lives and experiences gained in their lifetime. Specifically, PWB includes constructs related to self-acceptance, personal growth, purpose in life and environmental mastery as depicted by Ryff (1988) six domains/dimensions of psychological well-being among workers (Page & Vella-Brodrick, 2009; Ryff & Keyes, 1995; Zheng et al., 2015, Pradhan and Hati 2019).

The social well-being- Social well-being is the positive relationship with others. The rapport employees have with co-workers, management, family and significant others describe the level of his/her social well-being. It is the state of our relationships, our social stability and social peace gained in a workplace. It is generally defined as the degree of feeling of belongingness and attachment towards the society. Social well-being consists of constructs related to social acceptance, social actualization and social integration (Kern et al., 2015; Warr, 1999).

The workplace well-being - This refers to workplace happiness and comfort. It concerns about all aspects of working life, such as work-life safety, employee assistance/ benefits, employee growth/ advancement, work facilities, positive environment, work climate and all other workplace related comfort and happiness. This dimension depicts that an employer does care a lot about their employees (Slomp et al., 2015; Zheng et al., 2015) In this study, it depicts how well Benue State University Management does care a lot about her staff in-terms of workplace environment such as good offices, equipment/stationaries, physical workplace and its surrounding including safety and welfare of workers.

The subjective well-being (SWB) refers to the employee's judgmental (subjective) evaluation of comfort and happiness of one's self about his/her recent job. It refers to the current status in life about one's job and achievements in life in relation to the present job. Subjective well-being evaluation is done on the basis of both positive and negative affects (emotions) as well as general

life satisfaction of an individual. Constructs that are related to SWB indicates how happy oneself feels about purpose in life and self-actualizations (Bryson et al., 2017; Slemp et al., 2015).

These four dimensions of employee well-being should be taken seriously by the Management of Benue State University, Makurdi and every other organisation in enhancing employee welfare, job satisfaction, academic excellence and higher productivity.

Burnout is another variable of interest to this research. It is used as a predictive variable to employee well-being. Burnout is a prolonged psychological strain derived from one's job. Burnout is a predictive variable of interest to this research. The term burnout refers to the emotional, physical, and mental exhaustion that generally accompanies prolonged job-related stress. The influence of burnout on employee well-being among staff of Benue State University, Makurdi is of great concern to researchers to see the effect considering the enormity of their job demands. The word burnout is derived from "burned out" which literally means energy depletion, loss of motivation and commitment of worker's personal effort and resources. Thus, a "burned out" worker can have a serious psychological, social, mental and physical discomfort and ailments such as boredom, intense stress, anxiety, depression, dizziness, sleep disorder, memory impairment, body pains amongst others causing counterproductive work behaviour and compromising the human immune system (Lizano, 2015; Maslach, 2003; Maslach, et al. 2001).

Maslach and Jackson's (1981) conceptual and operational definition of burnout is the most widely used and accepted definition. According to them, burnout is defined as the response to a set of stress factors associated with work. It can manifest itself through exhaustion, depersonalization, and low levels of personal accomplishment. Maslach and Jackson's (1981) definition of job burnout, proposed a three-dimensions construct consisting of emotional exhaustion, depersonalization, and personal accomplishment and these dimensions are adopted in this study.

Emotional exhaustion is the central dimension of burnout, marked by feelings of being depleted and extreme tiredness in which the individual does not have the resources to cope with the emotional demands of the work (Visser & Rothmann, 2009). A Staff of Benue State university can have extreme tiredness or feeling of depletion because of chronic exposure to job stress in form of lectures, project supervision, marking of huge number of scripts, involving in Postgraduate teaching, seminars, dissertations/ theses defenses, and many more of academic work which is expected of a lecturer. Similarly, a non-academic staff who is a faculty officer handles many schedules such as processing of transcripts, results verification, handling of students' registration, issuance of matriculation numbers to students, being the secretary faculty board meeting, processing of students related matters in the faculty and other related matters seems to be overwhelming job schedules that could cause burnout and deplete employee's performance. Thus, affecting the psychological, social, workplace and subjective well-being. The feelings of emotional exhaustion then led to the staff distancing himself or herself from students, or clients by becoming cynical and detached.

Depersonalization: This refers to the interpersonal context dimension which portrays negative, callous and unwarranted attitudes or cynicism or excessively detached responses to the students or clients. This will cause an embarrassing attitude and expression to the student or client. Depersonalization, will reduce the dignity of human being and care, reducing the student/client to an impersonal object or absurd. This callous attitude or cynicism is caused as a result of burnout or depleted resources (Lizano, 2015; Lee 2015). According to Milner et al. (2007), depersonalization if not properly handled, it most at times turned cynicism depicting an uncaring and distant approach to work as well as a lack of enthusiasm for work. A worker who exhibits this kind of behaviour will affect student/ clients' attitude on learning and performance. Thus, leading to counter-productive work behaviour affecting productivity

Reduced Personal Accomplishment: This refers to feelings of ineffectiveness in the workplace regardless of the effort one put in a work (Maslach & Jackson, 1981). It is time to look back and

assess yourself in terms of life achievement. Low levels of personal accomplishment represent the self-evaluation dimension of burnout and refers to feelings of insufficiency, incompetence and lack of achievement, as well as feelings of unproductiveness (Maslach, Schaufeli, & Leiter, 2001; Pienaar & Sieberhagen, 2005). Reduced or low levels of personal accomplishment refers to a diminished sense of competence and accomplishment in one's work and a general sense of inadequacy, especially in the work setting (Pienaar & Sieberhagen, 2005). Any staff of the university who have lack of personal accomplishment or low levels of accomplishment will lament and regret things in life that he/she is unable to achieve or accomplish within the given timeframe which will affect his/her psychological well-being, social well-being, workplace well-being and subjective well-being.

Due to the enormity of work demands by staff of Benue State University, burnout poses a risk to influence employee well-being in terms of affective/psychological, physiological, and behavioural well-being of workers. The day to day academic and non-academic activities by staff of the university poses great decline in their energy and resources. Thus, affecting and impairing the psychological, social, workplace and subjective well-being of workers.

Gender is a demographic variable that this research sought to examine its influence on employee well-being. There is a growing concern about whether there would be differences between males and females on employee well-being. Thus, many researches have shown mixed reactions on gender and well-being of employees. Some researchers like Abeebe (2016); Wilks and Neto (2012) reported in their separate studies that gender do not exist in relation to well-being. That both males and females need well-being. More so, Myrvang, (2020), and Warr (2007) have reported in their separate studies that gender does not significantly influence employee well-being and job satisfaction. Some sources however, reported that women have poorer emotional well-being than men while to others, women have traditionally higher subjective well-being than men (Sokpuwu & Ibara, 2021; Harshitha & Senthil, 2021). However, this study sought to examine if there would be gender differences on employee well-being among Staff of Benue state University, Makurdi.

Statement of the Problem

Employee well-being among staff of Benue State University, Makurdi is of great importance in achieving psychological well-being and optimal performance. It also contributes to some important aspect of work such as: goal achievement, increased staff commitment and productivity, reduced healthcare expenses, a thriving organisation culture, a more resilient workforce, decreased absenteeism etc. Sadly, however, some employers or organisations often neglects these all-important aspects of the employee leading to poor well-being of the employee. It is observed that a compromised employee well-being can affect not only an employee's health, workforce participation and productivity, but also that of their colleagues, managers, family members, and close friends - which represents a substantial hidden cost to organisations. Closely related to the above is that when the concerns of an employee are neglected and ignored, you will have an unhappy, disgruntled, frustrated, resentful and indignant, alienated employee whose mental and emotional state will not be conducive, to being productive and proactive, which will impact productivity negatively.

Benue state university staff need to experience good psychological well-being to put in their best for higher job performance and academic excellence. A situation whereby staff members are saddled with heavy workloads and job demand is not healthy for the growth and development of staff members. A situation whereby, an academic staff has multiple job roles in the university system such as preparing for lectures, attending lectures, setting examinations questions, invigilating, marking, computing and grading of examination results, project supervision, lecturing postgraduate students, attending seminars, dissertations/theses defenses and lots more affects their well-being. Similarly, a situation where by one lecturer is marking examination scripts of over 500 students within a short time affects the employee well-being. Staff welfare need to be improved upon to take care of staff well-being. Issues of career advancement such as delay in

promotion, delay in payment of Earned Academic Allowances, (EAA), delay in payment of promotion arrears and other sundry issues such as General Studies (GST), Entrepreneurial Studies (EPS) amongst others affect staff well-being. Staff of the university also need good motivation and employee well-being to function optimally. However, with enormity of job demands, burnout usually set in which depleted energy and enthusiasm of the job. Thus, affecting the psychological well-being, social well-being, workplace well-being and the subjective well-being of staff. Similarly, a situation whereby a non-academic staff is attending to many students at a time and yet doing other office work calls for a concern and it is a source of worry to the researcher. Some staff sacrificing good sleeping hours in the night to attend to academic related matters is also a source of worry and concern to the researcher. No doubt, employees need a good employee well-being to sleep well, eat well, stay healthy and have social well-being among co-workers and the likes.

A common observation by the researchers indicated that majority of staff of the Benue State University, Makurdi are faced with a lot of job demands and workloads occasioned by large number of students, therefore the demands by staff to meet up to these teeming numbers of students in a short possible time calls for a concern, thus necessitating study of this nature.

Aim and objectives

The aim of this study is to examine influence of burnout on employee well-being among staff of Benue State University, Makurdi. Specifically, the study has the following objectives:

- i. to explore influence of burnout on employee well-being among staff of Benue State University, Makurdi.
- ii. To investigate gender differences on employee well-being among Staff of Benue State University, Makurdi.

Hypotheses

The following hypotheses are formulated for the study

- I. There will be a significant influence of Burnout on employee well-being among staff of Benue State University, Makurdi.
- II. Gender differences will significantly influence employee well-being among staff of Benue State University, Makurdi

Empirical Literature Review

Burnout and employee well-being

Lizano (2015) examined the Impact of Job Burnout on the Health and Well-Being of Human Service Workers: A Systematic Review and Synthesis. From his meta-analysis, findings from 19 empirical studies published between 1970 and 2014 on the relationship between burnout and affective, psychological, physiological, and behavioral well-being among human service workers revealed that job burnout is a major determinant and detrimental on the well-being of workers. Employees needs psychological, physiological, and behavioural well-being to optimally perform well in any organization.

Abeeb (2016) investigated Gender differences in the experience of work burnout among university staff in Nigeria using the descriptive research approach of ex-post facto design. Six Public Universities from South West geographical Zone were selected through stratified and simple random sampling techniques. The study made use of 1040 respondents comprising 549 male and 491 female. Maslach Burnout Inventory was used as an instrument to assess the level of differences in the emotional exhaustion, depersonalization and reduced personal accomplishment of staff of both sexes. T-test was used to test the three hypotheses and results indicated that there is no difference in the levels of emotional exhaustion and depersonalization of both male and female staff. On the other hand, reduced personal accomplishment of both sexes shows a significant difference. It was confirmed that female staff experienced higher level of reduced personal accomplishment than their male counterparts.

Sokpuwu And Ibara (2021) researched on work stress management among staff of Nigerian universities: A case study of National Open university of Nigeria in Niger Delta states. The study adopted the descriptive and survey design. The sampling method used was stratified and randomly selected one hundred and twenty (120) staff drawn from the six National Open University-study centers in the Niger Delta states. Questionnaire method was used to gather data and findings revealed that workload, lack of recognition for good effort, and inadequate opportunities for career advancement were prominent stressors among the respondents. More so, the study established that occupational stress exists among both males and female staff of the universities.

Harshitha and Senthil (2021) explored Impact of employee well-being on organizational performance in workplace. The study adopted an empirical research method. The study used primary data through a direct questionnaire with Sample consists of (n=100) employees from the manufacturing sector. Findings revealed the importance of employee well-being to workers within the organization and how important well-being is to motivate employee performance in the organization. Therefore, the study recommended for the need of stepping up employee's well-being for any organization to perform optimally.

Ngobe (2023). Researched on work stress and job burnout among lecturers in State Owned Universities in Rivers State: The mediating role of self-efficacy. The study adopted a cross-sectional survey design, data were collected from 256 lecturers using the Maslach Burnout Inventory, the Occupational Stress Inventory, and the General Self-Efficacy Scale. The study found a significant positive correlation between work stress and job burnout among lecturers in state-owned universities in Rivers State, Nigeria. The findings suggest that self-efficacy can mediate and act as a buffer against the negative effects of work stress and job burnout on lecturers in state-owned universities in Rivers State, Nigeria. The study recommends minimal workload for lecturers for optimal job performance to ease work stress and burnout.

Ajayi, et al (2024) researched on determinants of burnout among Academic Staff of Public Universities in Southwest, Nigeria. The study adopted the ex-post-facto research design. Eight hundred and twenty-seven (827) academic staff were randomly selected from public universities in Southwest Nigeria. Eight hundred and twenty seven (827) academic staff selected from 6 public universities in Southwest Nigeria (3 Federal and 3 State universities) participated in the study. Biographical Data Form (BDF), Maslach Burnout Inventory and Human Services Survey (MBI-HSS; $\alpha = 0.90$), Job Content Questionnaire (JCQ; $\alpha = 0.79$), Work Environment Questionnaire (WEQ; $\alpha = 0.72$) were used for data collection. Multiple Regression Analysis was used for data analysis and findings revealed that job demand, job decision and work environment independently predicted the burnout. The study concluded that university academic staff members are not immune to burnout and other-work related challenges affecting workers generally. The study recommended that general well-being of employees should be taken seriously to augment the effect of burnout among lecturers.

Myrvang, (2020) examined the relationship between employee well-being, burnout and perceived organizational support among healthcare professionals. The study aimed to determine the relationship between employee well-being, burnout and perceived organizational support among healthcare professionals. Sample consist of 240 health-care workers at Istanbul's Biruni University Hospital. The study adopted a survey method which face-to-face interviews were conducted among 240 participants. Findings of the study indicated that there was a positive relationship between employee well-being and perceived organizational support, a negative relationship between perceived organizational support and burnout, and a negative relationship between employee well-being and burnout. This result clearly showed that burnout affects employee well-being negatively.

Maslach (1978) reported that burnout poses a risk to the affective/psychological, physiological, and behavioural well-being of workers. The mechanisms by which burnout is theorized to affect worker well-being are generally described as resulting from a depletion of the burned-out individual's personal resources that lead to a decline in one's affective, psychological,

physical, or behavioral state. An expenditure of energetic resources occurs as workers cope with chronic stress and feelings of exhaustion, which then lead to feelings of fatigue and psychological erosion (Leiter & Maslach, 2001; Shirom, 1989). The depletion of personal resources experienced by a “burned out” worker can also lead to physical ailments by compromising the immune system (Leiter & Maslach, 2001). Additionally, worker reactions to job burnout can be manifested behaviorally and can include such things as increased smoking or drinking as coping mechanisms (Maslach, 1978).

Gender and employee well-being

Wilks and Neto (2012) study on Workplace Well-being, Gender and Age: Examining the ‘Double Jeopardy’ Effect using Self-reported survey-data from 446 adults employed full-time working Caucasian adults. With the aim to examine Job-related affective well-being on age and gender among full time working Caucasian adults. The study adopted a cross-sectional survey design and questionnaire method was used to collect data from respondents. Findings revealed that gender do not significantly influence the levels of job-related well-being. However, age significantly influenced job related well-being and subjective well-being among staff of Caucasian full-time staff.

Literature reviews on gender-related differences in subjective well-being among employees are so far inconclusive. Gender and employee well-being and job satisfaction has been an issue of debate. Some researchers like Hodson (1989); Warr (2007); have reported in their studies that gender does not significantly influence psychological well-being, social well-being, workplace well-being and subjective well-being among employees. Wilks and Neto (2012). Also found out in their study on gender and well-being that gender do not significantly influence employee well-being and job satisfaction, whereas age does significantly influence employee well-being among workers. Gender research shows few or no gender differences in the determinants of subjective well-being and job satisfaction. Additionally, Hodson (1989) opined that gender affect well-being of workers. It also affects patterns of relationships between job facets and job satisfaction for both males and females in organisations (Voydanoff, 1980). Conversely some scholars in their research reported that. According to Fotinatos-Ventouratos and Cooper (2005); Hendrix et al. (1994) affirmed that women have poorer emotional well-being than their male counterpart. Conversely, according to Stevenson and Wolfers (2009) reported that women have traditionally higher subjective well-being than men, but this has shown a downtrend since in the current dispensation observed a decline in subjective well-being in both absolute terms and relative to men. Ryff and Keyes (1995) in their investigation on the various well-being dimensions found gender differences not significant on psychological well-being among employees.

METHOD

Design

The study employed the cross-sectional survey design to investigate influence of burnout on employee well-being among staff of Benue State University, Makurdi. This design is used because it allows the collection of data for large population at one point in time. Ucho, (2024).

By so doing, the study cut across all categories of staff of the university including academic staff, non-academic staff and technologists. Advantage of adopting this design is that it allows data collection for large population at one point in time (Ucho, 2024).

Participants

A total number of 327 participants were used in the study. Males were 185 (56.6%) while females were 142 (43.4 %). In terms of ages, the study revealed that staff of the university ages ranged between 25 to 63 years with age mean of 37 years. On the highest academic qualifications of staff, those with SSC and its equivalent were 36 (11.0%), ND/NCE were 61 (18.7%), HND/ BSc

were 103 (31.5%) those with Masters (M.Sc) degree were 73 (22.3%) and those with PhD were 54 (16.5%). In terms of cadre, findings revealed staff on junior cadre were 87 (26.6%) those on senior cadre were 240 (73.4%). This showed that more senior staff of the university participated in the study.

Sampling

The study adopted a simple random sampling technique to draw participants for the study. Every staff of the university has the likelihood of being chosen or selected for the study.

Instruments

The instrument for the study is a questionnaire. The questionnaire form was divided into three sections- A, B and C. Section "A" contains questions on demographic Data. Section "B" contains a standardize Maslach Burnout Inventory (MBI, 1981) and Section "C" contains a Pradhan and Hati (2019) Employee well-being scale. The questionnaire was used to gather data from respondents. Section A contains personal information of the participants to include: Age in years, gender, highest educational qualification and cadre. Section B which is the Maslach Burnout Inventory (MBI) was developed and validated by Maslach & Jackson, (1981). This consists of 22 items and it used a seven-point Likert scale where responses ranges from '0 to 6'. 0- never, 1- A few times per year, 2-once a month, 3- a few times per month, 4-once a week, 5- a few times per week and 6-every day. The questionnaire consists of three subscales namely; Emotional Exhaustion, depersonalization and personal accomplishment. Emotional exhaustion subscale consists of 7 items describing feelings of being emotionally exhausted by one's work. The depersonalized subscale consists of 7 items, describing an unfeeling and impersonal response towards recipient in one's care or service. The personal accomplishment subscale consists of 8 items that describes feelings of competence and successful achievement in one's work. The psychometric properties of the test yielded a reliability Coefficient at Cronbach alpha 0.86 on emotional exhaustion, 0.72 for depersonalization and 0.74 personal accomplishment. The validity of the scale, Maslach and Jackson (1981) reported a convergent validity for three subscales having high internal validity and yield coefficient of 0.89 (emotional exhaustion), 0.81 (depersonalization) and 0.77 (personal accomplishment, Schaufell et al. 2001).

Section C- Employee wellbeing scale - developed by Pradhan and Hati (2019) was used to measure employee levels of well-being in four domains, psychological well-being, social well-being, workplace well-being and subjective well-being. The scale contains 33-items; 10 items on psychological well-being, 10 items on social well-being; 9 items on workplace well-being and 4 items on subjective well-being. The scale uses Likert response type ranging from 1- strongly disagree to 5- strongly agree. The reliability of the scale according to Pradhan and Hati (2019) yielded a Reliability coefficient of 0.95 on psychological well-being; social well-being 0.72; workplace well-being 0.95 and subjective well-being 0.90.

. Validity of the scale was done through the extraction method: principal component analysis and four factors was loaded representing four dimensions of employee well-being. Coefficient for factor one =0.925; Factor 2=0.880; Factor 3= 0.862 and Factor 4=0.625.

RESULTS

Testing of Hypotheses

In testing of the research hypotheses for the study, multiple linear regression analysis and independent t-test were used and results presented as follows:

Hypothesis one stated that there will be a significant influence of burnout on employee well-being among staff of Benue State University, Makurdi. This hypothesis was tested using multiple linear regression analysis and the results are presented in table 1.

Table 1: Multiple linear regression summary scores showing influence of burnout on employee well-being among Staff of Benue State University, Makurdi

Predictor variable	R	R ²	df	F	β	t	Sig
Constant	.744	.553	3 323	133.170		18.637	.001**
Emotional Exhaustion					-.765	15.945	.001**
Depersonalization					-.491	12.903	.001**
Personal Accomplishment					-.184	-3.898	.001**

Note: **P<.01; *P<.05

The findings from Table 1 revealed that the overall burnout negatively and significantly influenced employee well-being among staff of Benue State University, Makurdi $R^2 = .553$, $[F (3, 323) = 133.170; P < .01]$. This result implies that burnout is a determinant of employee well-being. Thus, as one's level of burnout increases, employee well-being decreases significantly among staff of Benue State University, Makurdi. More so, on the individual dimensions of burnout, all the three dimensions – emotional exhaustion ($\beta = -.765$; $t = 15.945$; $P < .01$); depersonalization ($\beta = -.491$; $t = 12.903$; $P < .01$); and personal accomplishment ($\beta = -.184$; $t = 3.898$; $P < .01$) all negatively and significantly influenced employee well-being among staff of Benue State University, Makurdi. Furthermore, results from above revealed that burnout accounted for 55.3 % ($R^2 = .553$) variance in explaining employee well-being among staff of Benue State University, Makurdi. Following the results therefore, hypothesis one was confirmed.

Hypothesis two stated that gender differences will have significant influence on employee well-being among Staff of Benue State University, Makurdi. This hypothesis was tested using independent t-test and results are presented in Table 2. below:

Table 2: Independent t-test summary scores showing gender differences on employee well-being among Staff of Benue State University, Makurdi.

Predictor variable	Gender	N	Mean	SD	Df	t	P	Remarks
Employee well-being	Male	185	23.816	5.408	325	-.735	.463	Not Sig.
	Female	142	24.253	5.230				

P>.05

The results of independent t-test indicated that there were no significant gender differences on employee well-being among staff of Benue State University, Makurdi. $t [(325=df) = -.735; P > .05]$. This implies that being male or female does not account for any significant difference in terms of employee well-being among staff of Benue State University, Makurdi. More so, findings from the Table 2 indicated that male had a mean difference of 23.816 and standard deviation of 5.408; while their female counterpart had a mean difference of 24.253 and standard deviation of 5.230.

In other word, this result implies that gender is not a determinant of employee well-being among staff of Benue State University, Makurdi. Following the result therefore, hypothesis two was not confirmed.

DISCUSSION/ RECOMMENDATIONS

Hypothesis one stated that there will be a significant influence of burnout on employee well-being among staff of Benue State university, Makurdi. Finding revealed that there was a negative and significant influence of burnout on employee well-being among Staff of Benue State University, Makurdi. This result suggest that burnout is a determinant of employee well-being. The higher the levels of burnout experience by staff, the lower the level of employee well-being. Thus, this result is in support of the study done by Lizano (2015) who examined the impact of job burnout on the health and well-Being of human service workers: The meta -analysis supported this result by establishing a relationship between burnout and affective, psychological, physiological, and behavioural well-being among human service workers. Thus, burnout is a major determinant of employee well-being. Staff of Benue State University, Makurdi need psychological, social, workplace and subjective well-being to perform optimally.

Additionally, this study is in line with Ngobe (2023) who researched on work stress and job burnout among lecturers in State Owned Universities in Rivers State, Nigeria: The mediating role of self-efficacy. The study found a significant positive correlation between work stress and job burnout among lecturers. Thus, work stress and burnout affecting the psychological well-being, social well-being, workplace well-being and the subjective well-being among lecturers in public Universities in Nigeria.

In a similar vein, this finding tallied with that of Harshitha and Senthil (2021) who explored impact of employee well-being on organizational performance in workplace among employees from the manufacturing sector. Findings revealed the importance of employee well-being to workers within the organization and how important well-being is to motivate employees' job performance. Thus, motivating workers and reducing excess workloads among them is sacrosanct in determine employee well-being."

Hypothesis two which sought to examine influence of gender differences on employee well-being among staff of Benue State University, Makurdi was tested using independent t-test and result revealed that Gender did not significantly influence employee well-being. That is gender is not a determinant of employee well-being among staff of Benue State university, Makurdi. Being male or female staff does not account for significant differences in the levels of employee well-being. However, both genders can experience burnout in their respective duty posts which would influence psychological, social, workplace and subjective well-being. This finding is in support of study done by Abeeb (2016) on gender differences in the experience of work burnout among six public university staff in South-West Nigeria using the descriptive research approach of ex-post facto design. Findings indicated that there was no significant difference in the two dimensions of burnout -emotional exhaustion and depersonalization of both male and female staff. On the other hand, reduced personal accomplishment of both genders shows a significant difference. It was confirmed that female staff experienced higher level of reduced personal accomplishment than their male counterparts.

Conclusion

Based on the findings of the study, it was concluded that:

- i. Burnout is a determinant of employee well-being among staff of Benue State University, Makurdi.
- ii. Gender differences are not determinates of employee well-being among staff of Benue State University, Makurdi.

Recommendations

The study recommended that:

- i. Benue State Government through University Management and Governing Council should exhibit a good level of employee well-being to boost staff morale and motivation to put in their best for achieving the organizational goal. Good motivation for staff could lead to higher productivity and academic excellence in the university. More so, more staff should be hired to complement the existing ones on heavy workloads and burnout experienced by staff. Good motivation, moderate workloads and job demands will reduce boost staff morale and improve employee well-being and productivity.
- ii. Gender sensitivity is not a major factor in determining employee well-being. University, management should not discriminate among genders in-terms of well-being. Both genders have same likelihood of experiencing burnout and employee well-being.

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