

Influence of Job Stress and Organisational Justice On Burnout Among Academic Staff of Polytechnics in South West Nigeria

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Abstract: *This research investigated the influence of job stress and organisational justice on burnout among academic staff of polytechnics in South West Nigeria. The research adopted descriptive survey research method and multi stage sampling technique. The population for this research is the entire staff of polytechnics in South West Nigeria and the participants consists of four hundred and eighty (480) academic staff of polytechnics in South West Nigeria who were selected through multi-stage random sampling technique. Three major instruments were adopted to collect data for this study. Namely: Job-Related Tension Index (JRTI) developed by Kahn, Wolfe, Quinn, Snock and Rosenthal (1964), Measure of Organisational Justice (MOJ) developed by Colquit (2001) and Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1986). Findings of this research revealed significant influence of job stress and organisational justice on burnout among the participants. It also revealed no significant gender difference in burnout among academic staff of polytechnics in South West Nigeria. While contributing to the existing knowledge on the research area, it also made recommendations to management, regulatory bodies and government at large on policies and strategies that can be put in place in polytechnics to reduce or eradicate burnout*

Keywords: Job stress, organisational justice, burnout, academic staff, polytechnics, South-West, Nigeria

INTRODUCTION

Burnout can be described as an extended stress. It is a state of exhaustion that one gets to through prolonged or repeated stress. It maybe emotional, mental, physical or altogether. It usually develops as a result of extended exposure to personal and external stressors combined with a lack of skill or sufficient resources to alleviate the strain caused by the stressors. Burnout is defined as a syndrome consisting of emotional exhaustion, depersonalization, and reduced personal accomplishment (Agyapong, Obuobi, Burbach and Wei 2022). Emotional exhaustion, which refers to feelings of mental or physical fatigue while at work; depersonalization also known as cynicism, which refers to those who show detached reactions toward their colleagues and have detached themselves from their job; and reduced accomplishment, which refers to those who feel little or no pride in their achievements (Maslach and Leiter, 2017).

Burnout is a cause for concern because it is related with a variety of unfavorable effects. First, burnout can cause an array of adverse physical as well as psychological effects, such as health crises, depressive disorders, loss of confidence in one's capacity, mental distress, insomnia, anger, rumination, and so on (Osibanjo, Salau, Falola and Oyewumi 2016; Ahola, Hakanen, Perhoniemi, Mutanen, and Kouvonen 2017). Secondly, at family level which characterised with imbalance work-life with its various associated implications. Finally, burnout can lead to dissatisfaction with workplace growth, higher absenteeism and job turnover, as well as diminished organisational engagement, poor service delivery, or efficiency (Saeed, Syed and Faria Rabbi 2015).

Burnout has become pandemic in nature, affecting the whole world. According to American Psychological Association APA's 2021 Work and Well-being Survey, 79% of 1,501 US Adult workers had experienced work-related stress in the month before the survey. Also, research carried out recently among physicians in Nigeria revealed 75.5% prevalence rate of burnout (Nwosu, Ossai and Achor 2020). The prevalence of burnout among academic staff of tertiary institution is becoming a thing of concern in Nigeria with several cases of Lecturers dying in office, while driving, slumping in class, developing high blood pressure, losing interest in academic/changing career, poor work delivery, poor relationship with students and colleagues etc. Past research also revealed high prevalence of burnout among universities' lecturers (Aina and Adeleke 2018; Letam, 2023). However, most past research on determinants of burnout among employees focused on health workers and other organisations (Luceno-Moreno, Talavera-Velasco, Garcia-Albuerne and Martin-Garcia 2020; Adebayo, S.O., Osagu, J.C., and Ogunleye, A.J. 2013). Burnout have been linked with several variables such as work environment, including work stress, advancement criteria, clarity of responsibilities, and physical conditions at work (Ofoegbu and Nwadiani 2006; Thabo 2010; Letam, 2023). Similarly, student-related concerns, role conflicts, and workload are important stressors that often lead to burnout among faculty members (Akbar and Akhter, 2011). Job Stress can be described as harmful emotional and physical responses to inability of job requirement to match workers capabilities, resources and needs. It is the outcome of a lack of

person-work fit; it is also a subjective cognition that can lead to work-induced emotions such as anger, fear, anxiety, sadness, or disgust. World Health Organisation 2020 described work-related stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge, skills or ability which challenge their ability to cope. Research has shown that job stress mostly occurs as a result of workplace harassment, role overload and ambiguity, low salaries, lack of motivation and lack of incentives (Neall and Tuckey 2014; Babatunde 2013; Conley and You, 2014).

If job stress is not put under control or check, it could lead to burnout, prolonged or unchecked stress causes burnout WHO 2019. Previous studies revealed significant negative effect of job stress on worker's health, productivity and job satisfaction (Sermaan R, Nater UM, Heinzer R. Haba Rubio J, Vlerick P 2023). Ofoegbu et al 2006 also reported that job demand, lack of control over work environment, interpersonal conflicts and role ambiguity caused job stress. Job stress has also been linked with burnout among workers in health sector and university lecturers (Nwosu et al 2020; APA 2021, Letam Don-Baridam Ngobe 2023) but few or no research has been conducted on job stress and burnout among Polytechnic Academic staff. Polytechnic being a TVET institution, most academic staff engage in both theory and practical work making them more susceptible to burnout than their colleagues in institutions that major on theory.

Organisational justice is workers' perceptions of fairness in organisational settings which influence their attitudes, behaviour and consequently their performance and the organisation's success. It refers to extent of which employees perceive outcomes, procedures and interaction within an organisation to be fair. Organisational justice consists of three perceptions; how decisions are made regarding the distribution of outcome (Distributive Justice) and the perceived fairness of those outcomes themselves; means used to determine the amount of outcome received by individual (Procedural Justice) and the interaction that exist in an organisation (Interaction Justice) (Folger, Brosi, Stumpf-Wollersheim, and Welp 2021; Saeed et al 2015) Justice in an organisation indicates the equality and consideration of moral behaviour and if perceived as unfair can lead to agitation, low self-esteem, job dissatisfaction, stress and eventually burnout (Greenberg, 2017).

Organisational Justice has been reported to have significant relationship with organisational vital processes like: organisational responsibility, organisational commitment, work attitude, oriented citizenship, satisfactions of profession and operation (Takwa, Safaa and Shereen 2021; Clay-Warner, Reynolds and Roman 2005). It should be noted that research also reported negative relation between organisational justice and burnout among the workers of public sector organisations in Pakistan (Saeed et al 2015). It has also been observed by the researchers that academic staff engage in academic (teaching and research), administrative, social support and community service work. They work directly with their students, colleagues and superiors, get pressure from institution management and regulating body, have timeline for most duties and often lack insufficient supervision leading to perception of organisational justice has been unfair to them which often causes agitation, unrest, strike etc.

However, there is paucity of research on impact of organisational justice on burnout among academic staff of Polytechnics, especially in South West Nigeria. It is therefore important to scientifically know the prevalence of burnout and the predictors among academic staff of Polytechnics in South West Nigeria with focus on job stress and perception of organisational justice.

Statement of Problem

Burnout in workplace is often the result of continuous engagement and connection with unfavorable and emotionally distressing working situations. Burnout may be emotional, mental, physical or all together and has negative effect on workers at different levels of life. It causes an array of adverse physical as well as psychological effects, such as health crises, depressive disorders, loss of confidence in one's capacity, mental distress, insomnia, anger, rumination, and so on (Leiter and Maslach, 2008; Yao, Yu, Ai and Song, 2015). At family level it causes imbalance work-life with its various associated implications such as broken relationship, uninvolved parenting, loss of loved ones etc. Burnout can also lead to dissatisfaction with workplace growth, higher absenteeism and job turnover, as well as diminished organisational engagement, poor service delivery, or efficiency and low productivity (Yang, Liu, Zhang and Duan 2017; Nwozu et al 2020).

Burnout has become a critical issue among lecturers, affecting their job performance, well-being, and overall job satisfaction. The demanding nature of academic work, characterized by heavy workloads of teaching, research and community service, tight deadlines, administrative responsibilities, and high expectations from students and institutions, contributes significantly to job stress (Dishon-Berkovits, 2018). Prolonged exposure to such stressors can lead to emotional exhaustion, depersonalization, and reduced personal accomplishment, which are key dimensions of burnout.

Despite the negative effect of burnout, its prevalence keeps increasing, most previous researchers reported above 70% prevalence rate (Nwozu et al 2020; APA 2021; Letam, 2023). Most of the aforementioned negative effects of burnout had been linked with job stress and organisational injustice. Sermaan R, Nater UM, Heinzer R, Haba Rubio J, Vlerick P (2023) reported negative effect of job stress on worker's health, productivity and job satisfaction. Job demand, lack of control over work environment, interpersonal conflicts and role ambiguity can cause job stress according to WHO. Job stress has also been linked with burnout among workers in health sector and universities lecturers (Ahsan, Abdullah, Fie, and Alam 2009; Akbar and Akhter, 2011; Nwozu et al 2020; APA 2021, Letam Don-Baridam Ngobe 2023).

In the same vein, organisational injustice leads to agitation, low self-esteem, job dissatisfaction, stress and eventually burnout (Greenberg, 2017). A negative relation was also reported between organisational justice and burnout (Saeed, et al 2015). An elucidated survey carried out among academic staff of polytechnics by the researchers revealed that great pressures are imposed on

them on a daily basis. Regulations, supervisors, colleagues, students, friends, family members, and peers all make demands on them. The academics often battled with overcrowded classrooms, excess workload, inadequate facility to support research, publish or perish syndrome and rigorous criteria for promotion. Despite these findings, there is paucity of research on significant influence of job stress and organisational justice on burnout among staff of tertiary institution in South West Nigeria. More specifically among academic staff of polytechnic. Whereas, it is essential to examine job stress level among polytechnic academic staff due to peculiarity of the institution structure, being a TVET institution that requires combination of core practical/hands on training and theories. This fact makes polytechnic academic staff more susceptible to work stress than their contemporaries in universities. There is also paucity of literature on burnout among polytechnic academic staff which is one the gaps filled by this research.

This study investigates the extent to which job stress and organisational justice influence burnout among academic staff of Polytechnics in South West Nigeria. The findings from this research reveal the prevalence of burnout among polytechnic academic staff, it also highlighted the predictors of burnout and made recommendations to management, regulatory bodies and government at large on policies and strategies that can be put in place in polytechnics to reduce or eradicate burnout. Finally, this research contributed to scientific knowledge and literatures on burnout, job stress and organisation justice.

Objective of the Study

The general objective of this research is to investigate the influence of job stress and organisational justice on burnout among academic staff of polytechnics in South West Nigeria.

The specific objectives of the study are to:

- i. Find out the level of job stress among academic staff of polytechnics in South West Nigeria
- ii. Determine the state of organisational justice among academic staff of polytechnics in South West Nigeria
- iii. Find out the level of burnout among academic staff of polytechnics in South West Nigeria
- iv. Determine if there is independent and joint significant influence of job stress and organisational justice on burnout among academic staff of Polytechnics in South West Nigeria
- v. Compare burnout level between male and female academic staff of polytechnics in South West Nigeria

Significance of the Study

This study is significant as it explores the influence of job stress and organizational justice on burnout among academic staff in Polytechnics, a growing concern in higher education. The findings will contribute to the academic literature by providing empirical insights into how these

factors interact to influence lecturers' well-being. While burnout has been widely studied, there is limited research examining the combined effects of job stress and perceptions of fairness within educational institutions. This study seeks to fill that gap by offering a deeper understanding of the issue.

The study also holds practical implications for educational institutions, particularly polytechnic administrators and policymakers. By identifying key sources of job stress and understanding how fairness in decision-making affects burnout, institutions can develop policies and interventions to create a healthier work environment for academic staff. Implementing measures to reduce stress and enhance organizational justice can lead to increased job satisfaction, improved productivity, and lower turnover rates among academic staff.

For lecturers, the study provides valuable insights into the factors affecting their professional well-being. Increased awareness of the relationship between job stress, organizational justice, and burnout can empower lecturers to adopt effective coping mechanisms and advocate for institutional changes that promote fairness and balance in their work responsibilities. A supportive work environment not only benefits lecturers but also enhances the overall quality of education. Furthermore, this study has broader implications for organizational leadership and policy development. Institutional leaders can use the findings to improve transparency in workload distribution, career advancement opportunities, and other aspects of organizational justice that directly affect lecturers' motivation and engagement. Addressing these concerns can lead to a more positive and productive academic workforce.

Finally, this research may serve as a foundation for future studies on burnout, stress management, and workplace fairness in higher education. It can inspire further investigations into similar issues in different academic settings, providing comparative perspectives that help refine policies and practices in higher institutions of learning worldwide. By examining these critical factors, this study aims to contribute to the well-being of lecturers and the overall effectiveness of higher education institutions.

METHODOLOGY

The current research aims to investigate the influence of job stress and organisational justice on burnout among staff of polytechnics in South West Nigeria. The study utilized descriptive research design since the variables of interest were not directly manipulated by the researcher. It also employed a multi-stage sampling procedure to select participants from the population of academic staff of polytechnics in South West Nigeria.

Population and Sample

The population for this research consists of the entire academic staff of polytechnics in South West Nigeria. The sample size consisted of four hundred and eighty (480) academic staff members of polytechnics in South West Nigeria which is an acceptable sample size for population that is above 25000 using Krejue and Morgan sample size table. The 480 participants were selected from the academic staff of polytechnics in the six southwestern states of Nigeria through the use of multistage sampling procedure. This procedure was used because the population have common characteristics and chance of being selected.

This selection was in different stages. At stage one, total enumeration was used in selecting government owned polytechnics in the six southwestern states in Nigeria, which are Ondo, Ekiti, Osun, Oyo, Ogun and Lagos States; at stage two, simple random sampling technique was used to select two (2) public polytechnics from each of the six (6) southwestern states which are one Federal and one State government owned polytechnic making a total of twelve (12) polytechnics. At stage three, purposeful sampling technique was be used to select forty (40) academic staff from each of the 12 polytechnics making a total of 480 academic staff that were the participants of this research. This sampling procedure ensured that participants are true representatives of the twenty-five (25) government owned polytechnics in the six States of South West Nigeria.

Data Collection Instruments

The instrument for this research is a questionnaire that consists of four (4) sections.

Section A was for demographic information, elucidating response on gender and age while three major standardized instruments adopted for the study were in section B, C and D. These instruments are as follows:

Section B contained the Job-Related Tension Index (JRTI). The JRTI, developed by Kahn, Wolfe, Quinn, Snock, and Rosenthal (1964) was utilized to assess job stress among the participants. This instrument measures various dimensions of job-related tension, including workload, role ambiguity, and resource inadequacy using 5 likert type scale of Never, Rarely, Sometimes, Rather Often, Nearly all the Time.

Section C comprised the Measurement of Organisational Justice (MOJ), a psychometrically sound instrument developed by Colquit (2001). The scale was employed to evaluate the perception of organisational justice among the participants. This instrument assesses distributive justice (perceived fairness in resource allocation), procedural justice (perceived fairness in decision-making processes), and interactional justice (perceived fairness in interpersonal treatment) using likert type scale of Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

The dependent variable in this study was measured in Section D which contained the Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1986). The instrument was used to measure burnout among the staff members. This instrument assesses three dimensions of burnout:

emotional exhaustion, depersonalization, and personal accomplishment using 7 likert type scale of Never, A few times a year or less, Once a month or less, A few times a month, Once a week, A few times a week and Every day.

Data Collection Procedure

Informed consent was obtained from all participants after they have been informed about the purpose and significance of the study. With the help of research assistants, the self-administered questionnaires (JRTI, MOJ, and MBI) were distributed to the participants, along with clear instructions on how to complete them. Participants were given sufficient time to complete the questionnaire, and their privacy and confidentiality was ensured. Assistance and clarification were provided when needed.

Data Analysis

The collected data were scored and analyzed using appropriate statistical tools. Descriptive statistics, such as frequencies, means, and standard deviations, were computed to summarize the characteristics of the variables under investigation. Inferential statistics, including correlation analysis and regression analysis, were conducted to examine the relationships between job stress, organisational justice, and burnout. A multiple linear regression was conducted to reveal the combined effects of the independent variables (job stress and organizational justice) on the dependent variable (burnout), and an independent samples t-test to test for sex differences in the dependent variable. Data analysis will be done using the Statistical Package for the Social Sciences (SPSS) tool. To establish the statistical significance of the results, the significance threshold for statistical tests will be set at $p < 0.05$.

Ethical Considerations

The rights and confidentiality of participants was upheld throughout the study process by adhering to ethical standards. Participants were given the option to withdraw from the research at any time after providing informed consent. To protect the privacy of individual respondent, data was aggregated and anonymized before reporting.

RESULTS

Table 1. Distribution of socio-demographic data

N = 480	n	%
Gender		
Male	297	61.88
Female	183	38.12
Age		
22-35 years	78	16.46
31-45 years	189	39.38
46-55 years	134	27.92
56-65 years	79	16.46

The sample for this study consists of 297 (61.88%) male polytechnic lecturers and 183 (38.12%) female polytechnic lecturers. Regarding the age distribution of the participants, 78(16.46%) were aged 22-35 years, 189(39.38%) were aged 31-45 years, 134(27.92%) were 46-55 years old and 79(16.46%) were aged 56-65 years.

Table 2. Means (M), Standard Deviations (SD) and Bivariate Associations between Job stress, Organizational justice dimensions, and Burnout

Variable	M (SD)	Burnout (r)
Job stress	45.72 (10.45)	.72**
Procedural justice	22.45 (4.35)	.09
Distributive justice	10.89 (4.56)	-.56**
Interpersonal justice	11.75 (4.62)	-.62**
Informational justice	15.67 (5.18)	.21*
Burnout	68.18 (17.79)	-

* $p < .05$ (2-tailed), ** $p < .01$ (2-tailed)

Table 2 showed that there is a significant positive relationship between job stress and burnout $r = .72$, $p < .05$; indicating that the higher lecturers experience of job stress, the higher their burnout. Similarly, a significant positive relationship was found between informational justice and burnout $r = .21$, $p < .05$. This showed that a higher experience of interpersonal justice is related to lower burnout.

Hypothesis One

There will be a significant influence of job stress on burnout among polytechnic lecturers in South-West Nigeria.

Table 3: Independent t-test table showing influence of job stress on burnout

	Job stress				t ₍₄₇₈₎	P
	High (n = 298)		Low (n = 182)			
	M	SD	M	SD		
Burnout	28.52	5.72	19.68	4.57	-5.26	<.01

The table above shows that there is a significant influence of job stress on burnout polytechnic lecturers in South-West Nigeria $t(478) = -5.26$, $p < .01$. This means that polytechnic lecturers with high job stress also reported increased burnout than their counterparts with low job stress. Therefore, hypothesis one was supported.

Hypothesis Two

Organizational justice dimensions independently and jointly predict burnout among polytechnic lecturers in South-West Nigeria

Table 4: Summary of regression showing independent and joint influences of organizational justice dimensions on burnout

Predictors	<i>B</i>	<i>T</i>	<i>p</i>	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>P</i>
Procedural Justice	-.15	1.02	>.05				
Distributive Justice	-.68	-3.02	<.01	.58	.28	3.21	<.01
Interpersonal Justice	-.92	-4.16	<.01				
Informational Justice	-.05	0.34	>.05				

The results in Table 4 show that organizational justice dimensions jointly predicted burnout among polytechnic lecturers ($R^2 = .28$, $F(4,475) = 3.21$, $p < .01$). This means the dimensions of organizational justice jointly account for about 28% variation(change) in burnout in this present study. Similarly, interpersonal justice $\beta = -.92$, $t = -4.02$, $p < .01$ and distributive justice $\beta = -.68$, $t = -3.02$, $p < .01$ independently predict burnout among polytechnic lecturers but procedural justice $\beta = -.15$, $t = -1.02$, $p > .05$, informational justice $\beta = .05$, $t = 0.34$, $p > .05$ did not. It should be noted that the significant predictive influence of interpersonal and informational justice shows that an increase in these dimensions of organizational justice predict a decrease in burnout polytechnic lecturers. Therefore, hypothesis two was supported.

Hypothesis Three

Job stress and organizational justice will jointly predict burnout among polytechnic lecturers in South-West Nigeria

Table 5: Summary of regression showing joint predictive influence of organizational justice dimensions on burnout

Predictors	<i>B</i>	<i>T</i>	<i>p</i>	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>P</i>
Job stress	0.64	3.26	<.01				
Organizational Justice	-.68	-3.02	<.01	.42	.246	3.86	<.01

The results in Table 5 show that job stress and organizational justice jointly predicted burnout among academic staff of polytechnics ($R^2 = .28$, $F(2,497) = 3.86$, $p < .01$). This result implies that both predictors jointly account for about 24.6% variation in burnout among polytechnic lecturers. Hence, hypothesis three was supported.

Hypothesis Four

There will be a significant difference in burnout among male and female academic staff of polytechnics in South-West Nigeria.

Table 6: Independent t-test table showing sex differences in burnout

	Sex				<i>t</i> (478)	<i>P</i>
	Male (n = 297)		Female (n = 183)			
	M	SD	M	SD		
Burnout	34.73	8.31	32.94	7.59	-.92	>.05

The table above shows that there is no significant difference in burnout between male and female polytechnic lecturers in South-West Nigeria $t(478) = -.92, p > .05$. Thus, hypothesis four was not supported.

DISCUSSION

This study investigated the influence of job stress and organizational justice on burnout among academic staff of polytechnics in South-West Nigeria. In all, four hypotheses were tested and results of hypothesis testing for hypothesis one revealed that there is a significant influence of job stress on burnout among academic staff of polytechnics in South-West Nigeria. An observation of the finding revealed that academic staff who reported high job stress also reported increased burnout. This finding is related to the research outcome of Ogungbamila (2016) reported that there is a significant positive relationship between occupational health stress and job burnout. He found out that job stress significantly predicted occupational burnout such that increase in job stress led to increase in the level of occupational burnout. This finding may be as a result of the stress associated with lecturing in Nigeria. Corroborating this justification, Osuji (2012) reported that there is a negative imbalance in the lecturer-student ratio in Nigerian tertiary institutions. In line with the finding of this study, Otegbeye (2015) concluded that handling difficult students, inadequate lecture theatres and teaching aids, excess workload, emotional stress, and lack of adequate social support all contribute to the experience of stress and eventual burnout among faculty members.

From the forgoing, it can be said that if people are not encouraged properly in their workplace, they do not fully understand their duties, they defy laws and policies, and the workplace would not be pleasant for them. Previous perspectives have offered explanation as to how a misfit between person and work may lead to job-related stress and this may lead to worry on the part of the misfit employee. In line with the position above, Kokkinos (2012) found that overall cynicism among employees were more related to environmental stressors. While the present study offers a peep into the nuances of the linear relationship between job stress and burnout, there is a need for further

research aimed at uncovering job factors that may mediate the relationship of job stress and burnout such as work engagement and organisational support.

The result of analysis for hypothesis two showed that there is a significant influence of distributive justice and interpersonal justice on burnout among academic staff of polytechnics in South-West Nigeria. The overall purpose of this study was to gain a better understanding of whether dimensions of organisational justice influence burnout levels of employees. This study found out that when employees perceive organizational justice in their workplace, their burnout levels decrease. The strength of the relationship between organizational justice dimensions and burnout is evident in the effect sizes produced by the relationship between the variables. The strongest correlation was the effect size between interpersonal justice and burnout which was $-.62$, indicating a moderately large negative correlation with a large effect size. Burnout and distributive justice shared an effect size of $-.56$, indicating a moderate negative correlation with a medium effect size. Similar results from previous studies highlight the negative relationship between organizational justice and burnout (Abbasi & Khaliq, 2012; Navarro-Abal et al., 2018). Further, the negative relationship between organisational justice and burnout can be found across studies as well (Aghaei et al., 2012; Kaygusuz & Beduk, 2015). This goes to show that a perception of fairness in the allocation of resources/rewards in the workplace buffers the negative effect of burnout. Further, this finding is also in line with research conducted by Wang et al., (2021) which found an atmosphere of fairness is a buffer against cynicism, a feeling of depleted energy and overall burnout.

Results of analysis for hypothesis three showed that job stress and organisational justice jointly predict burnout among academic staff of polytechnics in the South-West. Congruent with this finding, Broderick, Vaughan, McNicholas & Feeney (2023) submitted that burnout among employees is affected by a composite of many factors, thus requiring the presence of several work-related variables. Similarly, Schto (2019) found out that teachers who are laden with heavy workloads reported high positive job outcomes such as job commitment and job satisfaction when they perceive the procedures for determining rewards are fair.

Result of hypothesis four showed that there is no significant gender difference in burnout among academic staff of polytechnics in South-West Nigeria. Contrary to the finding of this study, there is a trend for women to experience more emotional exhaustion, higher depersonalisation and higher personal accomplishment than men (Adebayo and Osagu, 2013; Saka, Kamal and Alabi, 2018). The lack of a significant gender difference in burnout reported in this study might be because men and women in polytechnics are exposed to similar working conditions. For example, there was an average ratio of 1 lecturer to 55 students in most higher institutions as against the recommended 1:30 lecturer-student ratio. This finding is supported by Saka, Kamal and Alabi (2018) which showed that there is no significant influence of sex difference in negative job outcomes.

CONCLUSION AND RECOMMENDATION

Conclusion

Understanding the role of job stress and perceived fairness in the workplace is imperative to develop a buffer against negative job outcomes such as burnout. This study's outcomes indicate that bolstering fairness in the workplace may enhance employees' tendencies towards overcoming burnout. Thereby aiding the performance and overall interest in the job. It can also be concluded that a misfit between person and job often accentuate a feeling of depletion in emotional resources in employees. Furthermore, this study has also revealed that sex is not a determinant of burnout syndrome among academic staff in polytechnics.

Recommendations

- Institutions should put in place measures that could help serve as buffer to stress among academic staff with a view to promoting efficiency and other positive job outcomes. This could be achieved by ensuring that there is congruence between the person performing a job and the job to be performed.
- Institutions should ensure lecturers do not go beyond the appropriate lecturer to student ratio
- Institutions with staff shortage should do recruitment to reduce workload of staff
- Regulatory Body such as NBTE should ensure institutions adhered to the minimum standard requirement for personnel and students' enrolment
- In situations where excess workload is inevitable, excess workload allowance should be paid to the concerned staff as appropriate
- Efforts should be made by institutions to promote fairness, equity and equality wherever applicable among employees.
- Generally, training and development on the job should be used to update or enhance skills or knowledge so that employees are more in tune with the requirements and demands of their jobs and be well prepared to make transition into new ones. Thereby reducing person-job misfit which has been fingered as a major stressor.
- Government should support institutions to provide necessary facilities to make work environment conducive and ease stress

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