

LINKING BURNOUT AND LIFE SATISFACTION THROUGH WORK AUTONOMY AMONG DIGITAL NOMADS AND PUBLIC SECTOR PROFESSIONALS

Ms. Prajna Yadav^{1*}, Prof. Richa Rani Yadav²

ABSTRACT

This study explores how work autonomy influences the relationship between burnout and life satisfaction in two very different groups: digital nomads and Public Sector Professionals. A total of 128 participants (68 digital nomads - freelancers and entrepreneurs, 60 public sector professionals), aged 28 to 40, were selected. The results reveal striking differences. Public Sector Professionals, while enjoying more control over tasks and schedules, reported higher emotional exhaustion due to the rigid nature of their work. In contrast, digital nomads experienced more personal accomplishment thanks to their flexible and creative work styles but faced uncertainties that come with less structure. Despite these differences, life satisfaction levels were surprisingly similar across both groups, suggesting that personal habits and support systems play a bigger role in happiness than job type. The study found that burnout significantly affects life satisfaction, with emotional exhaustion and detachment being key factors. Work autonomy acted as a buffer, helping individuals feel more in control and reducing the negative effects of burnout. Digital Nomads who had freedom to shape their work felt more satisfied, while Public Sector Professionals benefited from the predictability of their roles. These findings highlight the importance of creating workplaces that balance flexibility, autonomy, and support. Whether through greater freedom or recognition of achievements, employers can help their teams navigate stress and improve overall well-being. In today's rapidly changing work environment, this balance might be the key to happier and more engaged employees.

Keywords: *Work autonomy, Burnout, Life satisfaction, Digital nomad, Public sector professionals.*

The landscape of modern work has undergone a profound transformation, elevating the importance of work autonomy—the freedom and control professionals have over their tasks as a critical factor in employee well-being. Work autonomy grants individuals independence in decision-making and task organization (Gagné & Deci, 2005), with research demonstrating that increased workplace control leads to enhanced motivation and job satisfaction (Hackman & Oldham, 1976). Recently, scholarly attention has expanded to examine how this autonomy may serve as a buffer against burnout and contribute to holistic life satisfaction. While existing literature has explored these relationships separately, further investigation is needed to comprehensively understand how work autonomy mediates the connection between burnout and life satisfaction. As burnout becomes increasingly central to workplace health discussions and life satisfaction gains recognition as a vital well-being indicator, identifying factors that moderate these relationships grows ever more crucial. This study addresses this knowledge gap by examining how work autonomy influences the burnout-life satisfaction dynamic, potentially informing organizational strategies to cultivate supportive environments that enhance autonomy, minimize burnout, and optimize employee satisfaction.

Burnout, characterized by emotional and physical exhaustion stemming from prolonged workplace stress, manifests in feelings of depletion, detachment, and reduced efficacy

(Maslach & Jackson, 1981). Particularly prevalent in professions requiring sustained interpersonal engagement, burnout can significantly compromise individual health and organizational performance. Without adequate support systems, accumulated stress can precipitate burnout, undermining satisfaction both professionally and personally. Like a candle burning at both ends, burnout rapidly depletes vital resources, leaving individuals unable to sustain their performance or well-being.

Life satisfaction, the cognitive assessment of one's overall contentment with life (Diener et al., 1985) encompasses fulfilment across diverse domains including work, relationships, and achievements. Given the substantial portion of time individuals dedicate to professional pursuits, workplace experiences inevitably influence broader life satisfaction. In this context, work autonomy may play a pivotal role in mitigating stress and enhancing subjective well-being, transcending simple job satisfaction to impact overall quality of life.

The Psychological Architecture of Workplace Autonomy

The relationship between these constructs is multifaceted. When employees exercise greater control over their work, they experience increased motivation and ownership (Deci & Ryan, 1985). This sense of agency can prevent frustration and exhaustion—primary components of burnout. Furthermore, autonomous work environments often facilitate better work-life integration, contributing to enhanced life satisfaction. Previous research (e.g., Bakker & Demerouti, 2007; Deci et al., 2017) indicates that autonomy-supportive workplaces reduce stress and boost engagement, thereby promoting well-being. Conversely, restrictive, micromanaged environments tend to intensify stress, elevate burnout risk, and diminish life satisfaction.

The theoretical underpinnings of work autonomy reveal its potential as a protective mechanism against burnout. Self-Determination Theory (Deci & Ryan, 1985) positions autonomy as a fundamental psychological need that, when satisfied, enhances intrinsic motivation and psychological well-being.

Breaking New Ground: The Research Imperative

While existing literature has explored these relationships separately, further investigation is needed to comprehensively understand how work autonomy mediates the connection between burnout and life satisfaction. As burnout becomes increasingly central to workplace health discussions and life satisfaction gains recognition as a vital well-being indicator, identifying factors that moderate these relationships grows ever more crucial. This study addresses this knowledge gap by examining how work autonomy influences the burnout-life satisfaction dynamic, potentially informing organizational strategies to cultivate supportive environments that enhance autonomy, minimize burnout, and optimize employee satisfaction.

REVIEW OF LITERATURE

Work autonomy defined as the freedom and control individuals have over their tasks—has long been recognized as a key factor in psychological and organizational well-being. Foundational theories such as Self-Determination Theory (Deci & Ryan, 1985) and the Job Characteristics Model (Hackman & Oldham, 1976) highlight autonomy as essential for motivation, satisfaction, and burnout prevention. Empirical studies affirm these benefits: Lee and Bae (2023) found that job autonomy enhances life satisfaction through its effect on job satisfaction, especially among young adults. Farfán et al. (2020) showed that extroverts benefit more from autonomy, while Ulrych (2022) noted its role in improving millennial performance, particularly in complex tasks. For entrepreneurs, autonomy serves as a buffer against burnout under high

emotional demands (Ben Tahar et al., 2022). However, the advantages of autonomy are not limitless. The "Too-Much-of-a-Good-Thing" effect (Zhou, 2020) and Job Design Demands theory (Dettmers & Bredehöft, 2020) caution that excessive autonomy can increase stress and reduce satisfaction, especially in roles unsuited for high flexibility. The COVID-19 pandemic further complicated this, as increased remote autonomy also led to telepressure and burnout (Hendriks et al., 2023). Likewise, Cook (2020) found that digital nomads must recreate structure and discipline to cope with the demands of autonomy, revealing the hidden challenges of this idealized freedom.

Job burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from chronic workplace stress (Freudenberger, 1974; Maslach, 1981), negatively impacts mental health and job performance across various professions. Research confirms the detrimental effects of burnout and explores its connections to autonomy and satisfaction. Ben Tahar et al. (2022) reiterated that high emotional demands increase entrepreneurial burnout, but job autonomy acts as a buffer, more so than job satisfaction alone. Conversely, Bernales-Turpo et al. (2022) found burnout negatively predicted job performance among healthcare workers during the pandemic, though self-efficacy and life satisfaction acted as buffers via work engagement. Merdiaty and Aldrin (2024) found that while job satisfaction directly impacts burnout among nurses, overall well-being plays a more significant mediating role. Oliveira et al. (2018) identified a cycle where lower job satisfaction correlates with higher burnout and depressive symptoms among healthcare professionals. Bozkurt et al. (2016) established a strong negative correlation between burnout (specifically emotional exhaustion and reduced accomplishment) and life satisfaction among Turkish employees. Pereira et al. (2021) found burnout dimensions were significant predictors of poor mental health symptoms among Portuguese workers, mediating the link between work-related quality of life (WRQoL) and mental health, with women and shift workers being particularly vulnerable.

Life satisfaction represents an individual's global cognitive assessment of their life quality (Diener, 1985). Research indicates it is significantly influenced by workplace factors, including autonomy and burnout experiences. Studies consistently link positive work experiences to higher life satisfaction. Lee and Bae (2023) showed job autonomy's indirect positive effect on life satisfaction through the enhancement of job satisfaction. Conversely, Bozkurt et al. (2016) demonstrated that job burnout significantly diminishes life satisfaction. Bernales-Turpo et al. (2022) identified life satisfaction as a positive factor buffering against the negative performance impact of burnout in healthcare. The study by Wang et al. (2022) on UK gig workers during the pandemic found their life satisfaction was lower than traditionally employed individuals, partly due to financial precarity and loneliness, highlighting how work structure impacts broader well-being. Li et al. (2023) showed job satisfaction mediated the relationship between job stressors (like poor work-family balance) and job strain among public sector professionals, indirectly linking workplace conditions influenced by autonomy (or lack thereof) to overall well-being indicators often associated with life satisfaction.

In summary, the literature highlights work autonomy as a generally positive factor enhancing job and life satisfaction and mitigating burnout, though its effects can be complex and context-dependent. Burnout remains a significant occupational hazard strongly linked to reduced well-being and life satisfaction. Life satisfaction itself is influenced by these workplace dynamics, underscoring the interconnectedness of work experiences and overall quality of life.

METHODOLOGY

Objectives

- To evaluate the levels of burnout among digital nomads and public sector employees.
- To assess the perceived level of work autonomy in digital nomads and public sector employees.
- To measure life satisfaction among digital nomads and public sector employees.
- To investigate the mediating role of work autonomy in the relationship between burnout and life satisfaction.

Hypotheses

- **H₁:** Digital nomads will exhibit higher work autonomy as compared to public sector employees.
- **H₂:** There will be a significant negative relationship between burnout and life satisfaction.
- **H₃:** Work autonomy will play a mediating role in the relationship between burnout and life satisfaction.

Research Design

The present study followed a cross-sectional research design.

Participants

This study involved a carefully selected sample of 128 participants, chosen using purposive random sampling. The participants were divided into two key occupational groups: 68 digital nomads and 60 public sector professionals. The digital nomads group included individuals working as freelancers and entrepreneurs, including business owners and startup founders. The age range spanned 28 to 40 years. Geographically, the data was collected from a diverse range of cities, with most participants coming from Delhi, Jaipur, Kolkata, Varanasi, Prayagraj, Kanpur. In terms of gender distribution, the sample was well-balanced, with 65 women and 63 men.

Inclusion Criteria

- Individuals actively working as digital nomads or in public sector jobs.
- Participants aged 28-40 years.
- Individuals with basic English proficiency to complete the questionnaire accurately.

Exclusion Criteria

- Students or unemployed individuals.
- Individuals diagnosed with severe physical or mental health disorders that could interfere with responses.
- Retired professionals or those working part-time without defined occupational contexts.

Tools

The Work Autonomy Scale by James A. Breugh (1985) measures how much freedom a person has at work. It has 9 items, divided into three parts: how tasks are done (method autonomy), when tasks are done (scheduling autonomy), and how performance is judged (criteria autonomy). It uses a 7-point scale from Strongly Disagree (1) to Strongly Agree (7). Higher scores mean more autonomy. The scale is reliable and valid, often linked to better job satisfaction and performance.

The Maslach Burnout Inventory (MBI) by Christina Maslach (1981) is a popular tool to measure burnout. It has 22 items across three areas: emotional exhaustion (feeling drained), depersonalization (feeling distant from others), and personal accomplishment (feeling capable and successful). It uses a 5-point scale from Never (0) to Always (4). High scores in exhaustion and depersonalization, and low scores in accomplishment, show high burnout. The tool is very reliable and clearly measures burnout, not confusion with depression.

The Life Satisfaction Scale by Prof. Hardeo Ojha (1970s) checks how happy and content a person is with life. It includes 20 items on a 5-point scale from Strongly Disagree (1) to Strongly Agree (5). Higher scores show greater satisfaction. The scale is both reliable and valid, and works well with different groups of people.

RESULTS

Table 1: Means, Standard Deviation and t-ratio for Burnout(dimensions), Work autonomy (dimensions) and Life Satisfactions among Public Sector Professionals and Digital Nomads.

Variables	Employees	N	Mean	SD	t-test	p
Emotional Exhaustion	Public Sector	60	25.40	2.36	1.99*	.04
	Digital Nomads	68	18.97	3.60		
Personal Accomplishment	Public Sector	60	22.71	10.39	11.76***	.00
	Digital Nomads	68	24.47	6.03		
Depersonalization	Public Sector	60	26.28	4.14	-1.85	.23
	Digital Nomads	68	18.44	4.05		
Method Autonomy	Public Sector	60	24.60	3.62	10.80***	.00
	Digital Nomads	68	18.17	3.74		
Scheduling Autonomy	Public Sector	60	25.93	2.29	19.16***	.00
	Digital Nomads	68	19.52	1.42		
Criteria Autonomy	Public Sector	60	24.46	3.08	1.30	.19
	Digital Nomads	68	23.82	2.49		
Life Satisfaction	Public Sector	60	67.85	3.35	1.92	.05
	Digital Nomads	68	65.55	8.77		

Table 1 presents the means, standard deviations (SD), and t-ratios for various dimensions of burnout, work autonomy, and life satisfaction among employees from two groups: Public Sector Employees and Digital Nomads. The table highlights significant differences between the two groups for some variables. For example, Public Sector Employees experience higher levels of Emotional Exhaustion ($t = 1.99$, $p = 0.049$) and Method Autonomy ($t = 10.80$, $p = 0.001$) and Scheduling Autonomy ($t = 19.16$, $p = 0.001$) compared to Digital Nomads. On the other hand, Digital Nomads report higher Personal Accomplishment than Public Sector Employees ($t = 11.76$, $p = 0.001$). The differences in Depersonalization, Criteria Autonomy, and Life Satisfaction are not statistically significant ($p > 0.05$).

To examine the relationship between Burnout (dimensions), Work Autonomy (dimensions) and Life Satisfaction among employee's bivariate correlational analysis was performed, and the obtained results are presented in Table 2.

Table 2- Means, SD's and Pearson correlations among the variables (N = 128)

	Mean	SD	1	2	3	4	5	6	7
1.Emotional Exhaustion	21.98	4.45	1						

2. Personal Accomplishment	23.64	8.37	-.159	1					
3. Depersonalization	22.12	5.66	.477**	-.074	1				
4. Method Autonomy	21.19	4.88	-.35**	.051	-.560**	1			
5. Scheduling Autonomy	22.54	3.72	-.78**	-.120	.617**	.365**	1		
6. Criteria Autonomy	24.13	2.79	-.144	.070	-.070	.123	.064	1	
7. Life Satisfaction	66.70	6.87	-.350	.610**	-.390**	.248*	.066	.114	1
*									

**p<.01, *p<.05

Table 2 provides the means, standard deviations (SD), and Pearson correlations among several variables related to Burnout, Work Autonomy, and Life Satisfaction for a sample of 128 employees. The correlations indicate various relationships between the variables. For instance, Emotional Exhaustion is positively correlated with Depersonalization ($r = 0.477$, $p < 0.01$) and negatively correlated with Method Autonomy ($r = -0.35$, $p < 0.01$) and Scheduling Autonomy ($r = -0.78$, $p < 0.01$), suggesting that higher Emotional Exhaustion is associated with lower autonomy in both Method and Scheduling work aspects. Personal Accomplishment shows a negative correlation with Emotional Exhaustion ($r = -0.159$), indicating that as Personal Accomplishment increases, Emotional Exhaustion tends to decrease. Life Satisfaction is positively correlated with Personal Accomplishment ($r = 0.610$, $p < 0.01$) and negatively correlated with Emotional Exhaustion ($r = -0.350$, $p < 0.01$) and Depersonalization ($r = -0.390$, $p < 0.01$), indicating that higher Life Satisfaction is linked to greater Personal Accomplishment and lower Burnout levels.

To assess the significant predictors of life satisfaction, a hierarchical regression analysis was conducted, with Burnout dimensions and Work Autonomy dimensions as predictors and Life Satisfaction as the criteria variable. The results of the analysis are presented below-

Table 3- Results of Multiple regression (simultaneous) analysis among variables

Predictor	Criterion
	Life Satisfaction
Emotional Exhaustion	-.371**
Personal Accomplishment	.402***

Depersonalization	-.347**
Method Autonomy	.415***
Scheduling Autonomy	.207
Criteria Autonomy	.138
R	.609
R Square	.370
F	37.355***

****p < .01, ***p < .001** Note- Standardized Beta (β) is reported in the table.

Table 3 shows the results of a multiple regression analysis examining the predictors of Life Satisfaction. The analysis reveals that several variables significantly contribute to explaining Life Satisfaction. Emotional Exhaustion ($\beta = -0.371$, $p < 0.01$), Personal Accomplishment ($\beta = 0.402$, $p < 0.001$), and Depersonalization ($\beta = 0.347$, $p < 0.01$) are significant predictors, indicating that higher Emotional Exhaustion and Depersonalization are linked to lower Life Satisfaction, while greater Personal Accomplishment is associated with higher Life Satisfaction. Method Autonomy ($\beta = 0.415$, $p < 0.001$) also significantly predicts Life Satisfaction, suggesting that more Method Autonomy is linked to greater satisfaction. However, Scheduling Autonomy ($\beta = 0.207$, $p > 0.05$) and Criteria Autonomy ($\beta = 0.138$, $p > 0.05$) do not show significant predictive effects on Life Satisfaction. The model has an R value of 0.609, indicating a moderate correlation between the predictors and Life Satisfaction, with an R Square of 0.370, meaning that 37% of the variance in Life Satisfaction is explained by these predictors. The overall model is statistically significant ($F = 37.355$, $p < 0.001$).

Similarly, to assess the mediating role of work autonomy in the relationship between Burnout and Life Satisfaction, a mediation analysis was conducted using least squares path analysis (performed with the PROCESS SPSS macro, Hayes, 2022). The results are as follows:

Figure 1- Mediation analysis to find the mediating role of Work Autonomy in the association between Burnout and Life Satisfaction.

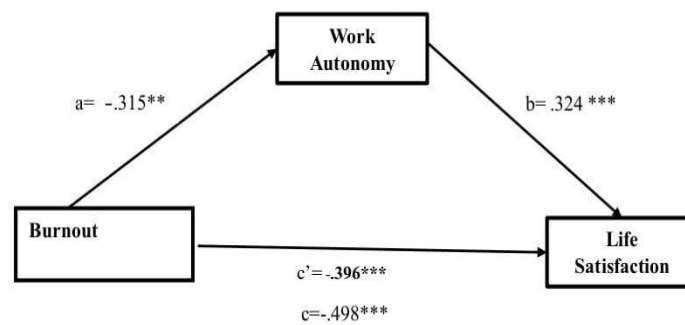


Figure 1: Indirect effect (-.102) of Burnout on Life Satisfaction through Work Autonomy;

Note *** $p < .001$

The study assessed the mediating role of Work Autonomy on the relationship of Burnout and Life Satisfaction. The result revealed a significant indirect effect of impact of Burnout on Life Satisfaction ($B = -.102$, $t = 2.12$), supporting the hypothesis. Furthermore, the direct effect of Burnout on Life Satisfaction in the presence of mediator (Work Autonomy) also found significant ($c' = -.396$, $p < .01$). Hence, it can be concluded that there is a partial mediation of Work Autonomy between the relationship of Burnout and Life Satisfaction. Summary of the Mediation analysis for the mediating role of Work Autonomy in the association between Burnout and Life Satisfaction is given in Table 4.

Table 5.4- Summary of the Mediation analysis for the mediating role of Work Autonomy in the association between Burnout and Life Satisfaction.

Relationship	Total effect	Direct effect	Indirect Effect	Confidence interval		t statistics	Conclusion
				Lower	Upper		
				bound	bound		
Burnout -> Work Autonomy -> Life Satisfaction	-.498	-.396	-.102	-.2123	-.0274	2.125	Partially Mediated

DISCUSSION

This study examined the interplay of work autonomy, burnout, and life satisfaction among digital nomads and public sector employees. Despite contrasting work structures, nomads' flexibility versus public sector stability, both groups reported similar life satisfaction levels, challenging assumptions about well-being in modern work.

Public sector professionals exhibited higher emotional exhaustion despite stability, potentially due to rigid structures. However, they reported higher method and scheduling autonomy,

reflecting a mix of control and stress inherent in hierarchical systems. Digital nomads showed higher personal accomplishment, likely fuelled by creative freedom, but faced uncertainty. Similarity in depersonalization and overall life satisfaction across groups suggests personal factors (coping, support systems) may significantly influence well-being, irrespective of job type. Neither work style is universally superior; balance is key.

Emotional exhaustion strongly correlated with depersonalization. Crucially, exhaustion negatively correlated with method and scheduling autonomy, confirming that greater control can mitigate burnout. Personal accomplishment negatively correlated with emotional exhaustion, while life satisfaction negatively correlated with both exhaustion and depersonalization. This underscores the need for supportive, empowering workplaces balancing professional and personal well-being. Multiple regression identified emotional exhaustion and depersonalization as significant negative predictors of life satisfaction. Conversely, personal accomplishment and method autonomy were strong positive predictors. While scheduling and criteria autonomy weren't significant, the model demonstrated that managing exhaustion/depersonalization while fostering accomplishment and decision freedom is vital for employee happiness. Mediation analysis revealed burnout directly diminishes life satisfaction. Burnout also indirectly lowered life satisfaction by reducing perceived work autonomy. Work autonomy acted as a partial buffer, mitigating some of burnout's negative impact. This highlights autonomy not just as a perk, but as a crucial resource for preserving well-being amidst workplace stress.

While the modern workforce increasingly champions autonomy and flexibility, this shift brings with it a host of psychological and structural complexities. Autonomy, often celebrated for its empowering qualities especially among digital nomads can also pose risks of isolation and self-management strain if not supported by adequate social structures (Deci & Ryan, 2000). Burnout, described as a modern-day epidemic, cuts across both traditional and flexible roles: public sector employees grapple with exhaustion from systemic rigidity, while digital nomads face it through blurred boundaries and relentless hustle culture. Addressing burnout, therefore, requires more than workplace reforms; it demands a deeper alignment between individuals and their environments (Maslach & Leiter, 2016). Despite stark contrasts in work structure, participants from both groups reported comparable levels of life satisfaction, suggesting that personal value alignment such as prioritizing security versus independence may be more predictive of well-being than job format alone (Ryan & Deci, 2001). The findings also echo the spillover model, where personal life through relationships, hobbies, and leisure plays a critical role in buffering occupational stress and enhancing satisfaction beyond the confines of work (Diener & Seligman, 2002). However, the flexibility that defines nomadic work is not without cost; financial instability, decision fatigue, and work-life boundary erosion highlight the need for stronger self-regulatory capacities (Kossek et al., 2011). Emotional exhaustion further complicates this landscape often mistaken for dedication, it silently deteriorates mental well-being when external demands consistently outweigh internal resources (Bakker et al., 2014). A key protective factor identified in both groups is a sense of personal accomplishment, which emerged as more influential than monetary compensation in mitigating burnout and enhancing purpose (Maslach & Leiter, 2016). The allure of the nomadic lifestyle also warrants critical reflection, as the promise of freedom often conceals underlying issues like instability, anxiety, and isolation (Pofeldt, 2019). Moreover, the study reflects generational shifts in work preferences: younger generations increasingly seek autonomy and meaningful balance, whereas older cohorts tend to lean towards structured stability—an evolution that mirrors changing cultural narratives around work and life priorities (Deloitte, 2023).

CONCLUSION

This study highlighted that there's no one-size-fits-all approach to work, what truly matters is finding a balance that supports both personal well-being and professional growth. Burnout, especially emotional exhaustion, was closely linked to feeling disconnected at work and was more common when individuals had little say in how or when they worked. On the other hand, those who felt a sense of achievement and were happier in their personal lives showed better resilience to work-related stress.

Importantly, work autonomy acted as a partial shield against burnout. While it couldn't completely eliminate stress, having more control over tasks helped individuals manage pressure better and improved their overall life satisfaction. These findings suggest that promoting autonomy in the workplace isn't just beneficial, it's essential. Organizations that offer flexibility and empower employees are more likely to see a motivated, satisfied, and mentally healthier workforce.

REFERENCES

- Bernales-Turpo, D.,** Quispe-Velasquez, R., Flores-Ticona, D., et al. (2022). *Burnout, Professional Self-Efficacy, and Life Satisfaction as Predictors of Job Performance in Health Care Workers: The Mediating Role of Work Engagement*. *Journal of Primary Care & Community Health*, 13. <https://doi.org/10.1177/21501319221101845>
- **Bozkurt, S.,** Demirhan, A., & Bal, Y. (2016). *Determining the effect of job burnout on life satisfaction: An empirical research for Turkey*. *Kocaeli Üniversitesi Sosyal Bilimler Dergisi (KOSBED)*, 31, 83–94.
 - **Cook, D.** (2020). *The freedom trap: Digital nomads and the use of disciplining practices to manage work/leisure boundaries*. *Information Technology & Tourism*, 22, 355–390. <https://doi.org/10.1007/s40558-020-00172-4>
 - **Deci, E. L., & Ryan, R. M.** (1985). *Intrinsic motivation and self-determination in human behavior*. Springer Science & Business Media.
 - **Dettmers, J., & Bredehöft, F.** (2020). *The ambivalence of job autonomy and the role of job design demands*. *Scandinavian Journal of Work and Organizational Psychology*, 5(1), Article 8. <https://doi.org/10.16993/sjwop.81>
 - **Diener, E.,** Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). *The Satisfaction with Life Scale*. *Journal of Personality Assessment*, 49(1), 71–75.
 - **Digitalnomadsoul.com** (2019). *Increase your productivity – digital nomad*. [Online] <https://www.digitalnomadsoul.com/increase-your-productivity-digital-nomad/>
 - **Farfán, J.,** Peña, M., Fernández-Salineró, S., & Topa, G. (2020). *The Moderating Role of Extroversion and Neuroticism in the Relationship between Autonomy at Work, Burnout, and Job Satisfaction*. *International Journal of Environmental Research and Public Health*, 17(21), 8166. <https://doi.org/10.3390/ijerph17218166>
 - **Hackman, J. R., & Oldham, G. R.** (1976). *Motivation through the design of work: Test of a theory*. *Organizational Behavior and Human Performance*, 16(2), 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
 - **Hendrikx, K.,** Van Ruysseveldt, J., Proost, K., & van der Lee, S. (2023). *“Out of office”: Availability norms and feeling burned out during the COVID-19 pandemic: The mediating role of autonomy and telepressure*. *Frontiers in Psychology*, 14:1063020. <https://doi.org/10.3389/fpsyg.2023.1063020>

- **Lee, J.-E., & Bae, S.-M.** (2024). *Examining the mediating effect of job satisfaction on the relationship between job autonomy and life satisfaction in early adulthood: A five-year data analysis conducted through latent growth modeling*. *Current Psychology*, 43(10), 8963–8971. <https://doi.org/10.1007/s12144-023-05044-8>
- **Li, Y., Yang, F., Zhang, W., et al.** (2023). *The mediating role of job satisfaction in the stressor-strain relationship among Chinese Public Sector Professionals*. *Humanities and Social Sciences Communications*, 10, 859. <https://doi.org/10.1057/s41599-023-02386-3>
- **Maslach, C., & Jackson, S. E.** (1981). *The measurement of experienced burnout*. *Journal of Occupational Behavior*, 2, 99–113. <https://doi.org/10.1002/job.4030020205>
- **Merdiaty, N., & Aldrin, N.** (2024). *The role of job satisfaction towards burnout with well-being as a mediator*. *International Journal of Research in Business and Social Science* (2147-4478), 13(2), 98–106. <https://doi.org/10.20525/ijrbs.v13i2.3243>
- **Oliveira, A. M., Silva, M. T., Galvão, T. F., & Lopes, L. C.** (2018). *The relationship between job satisfaction, burnout syndrome and depressive symptoms: An analysis of professionals in a teaching hospital in Brazil*. *Medicine (Baltimore)*, 97(49):e13364. <https://doi.org/10.1097/MD.00000000000013364>
- **Pereira, H., Feher, G., Tibold, A., Costa, V., Monteiro, S., & Esgalhado, G.** (2021). *Mediating effect of burnout on the association between work-related quality of life and mental health symptoms*. *Brain Sciences*, 11(6):813. <https://doi.org/10.3390/brainsci11060813>
- **Ulrych, W.** (2022). *The mediating role of job autonomy between performance feedback and work performance: A millennial perspective*. *Human Systems Management*, 41(4), 423–433. <https://doi.org/10.3233/HSM-211513>
- **Wang, S., Li, L. Z., & Coutts, A.** (2022). *National survey of mental health and life satisfaction of gig workers: The role of loneliness and financial precarity*. *BMJ Open*, 12, e066389. <https://doi.org/10.1136/bmjopen-2022-066389>
- **Zhou, E.** (2020). *The “Too-Much-of-a-Good-Thing” Effect of Job Autonomy and Its Explanation Mechanism*. *Psychology*, 11, 299–313. <https://doi.org/10.4236/psych.2020.112019>

Acknowledgment: The author appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest: The author declared no conflict of interest.
