

THE IMPACT OF JOB BURNOUT ON JOB SATISFACTION AND INTENTION TO CHANGE OCCUPATION AMONG ACCOUNTANTS: THE MEDIATING ROLE OF PSYCHOLOGICAL WELL – BEING

Dinh Ngoc Tu*, Nguyen Thi Bich Tuyen and Nguyen Thi Thuy Vy

School of Accounting, College of Business, University of Economics Ho Chi Minh City, Ho Chi Minh, Vietnam

**Corresponding author: dinhtu@ueh.edu.vn*

ABSTRACT

Research purpose: This research examines how burnout influences job satisfaction and intentions to change careers among accountants and auditors, particularly emphasizing the factor of psychological well-being, thereby providing recommendations to help control burnout, enhance job satisfaction and improve work performance of accountants and auditors.

Research motivation: The authors realized that burnout among early-career professionals in the accounting and auditing fields has become a growing concern. A striking example involves a young Indian audit assistant who suffered from severe exhaustion after only a few months in the role, highlighting the intense pressures faced by newcomers to the profession. More broadly, The Wall Street Journal (2022) reported that over 300,000 accountants and auditors in the United States left their jobs between 2020 and 2022, reflecting a 17% decline in the industry's workforce. Supporting this trend, prior research suggests that the majority of students entering auditing roles tend to exit the profession within three years (Hiltebeitel & Leauby, 2001). The purpose of this research is to explore how burnout influences auditors' job satisfaction and their intentions regarding career choices, and seeks to fill the existing gap in the academic literature on this issue.

Research design, approach, and method: A survey questionnaire was distributed to accountants and auditors, resulting in 152 responses, of which only 126 were valid. Data analysis was conducted using SPSS 20 and SMART PLS 4.0 software, testing five research hypotheses.

Main findings: The strongest negative impact was the impact of Job burnout (JB) on Job satisfaction (JS), Psychological Well-Being (PW), Intention to Change Occupation (IC). In which, Job Burnout affects Job Satisfaction more than it affects Intention to Change Occupation, showing that when burned out, employees may not decide to quit their jobs. Mental well-being plays a crucial intermediary role, linking job burnout with both job satisfaction and employees' intentions to switch careers.

Practical/managerial implications: This research topic aims to help managers have a more objective view of the factors affecting current employee satisfaction, as well as employees' desire to change careers. From there, make reasonable adjustments and solutions to improve employee satisfaction and retain employees for a long time with the company.

Keywords: *Job burnout; Psychological well – being; Job satisfaction; Intention to change Occupation.*

1. INTRODUCTION

Currently, the labor force accounts for about 2/3 of the world's population, reflecting improvements in both size and quality. However, alongside these developments, work-related pressure and stress have become inevitable, with global estimates indicating that anxiety and depression lead to the loss of 12 billion working days and approximately USD 1 trillion in productivity each year. In Vietnam, a survey by Anphabe reported that 42% of workers often feel exhausted, highlighting the widespread impact of stress and burnout. This issue not only reduces quality of life and increases health risks but also undermines job satisfaction and organizational performance (Quesada-Puga et al., 2024; Janssen, 2001; Lu

et al., 2010).

Accounting and auditing are important positions in organizations and businesses. Therefore, the accounting and auditing profession is considered one of the most stressful professions in society due to the large workload, many deadlines, time pressure, pressure on third parties as well as commitment to the organization. Accountants and auditors not only have to complete reports on time but also regularly update their professional knowledge of standards and regulations to serve their work (Anh et al., 2020).

In recent years, several studies have explored the turnover intentions of employees in the accounting and auditing profession. For example, Hui et al. (2023) investigated the relationship between work-life balance, job satisfaction, and turnover intention among public accounting professionals. Although their study mentioned job burnout as a component of work-life balance, it did not delve deeply into whether burnout directly influences the intention to leave the profession. In Vietnam, recent research has also addressed this issue. Pham et al. (2022) identified work pressure as the most significant factor contributing to job turnover among auditors. Similarly, Hong (2023) highlighted that work pressure and the nature of the job influence accountants' decisions to change careers. However, these studies have largely overlooked the role of psychological well-being, a crucial aspect of mental health that is increasingly recognized as important in the modern workplace. The lack of focus on this factor presents a gap in the existing literature. To address this gap and contribute a new perspective, the authors decided to conduct the study: "The Impact of Job Burnout of Accountants and Auditors on Job Satisfaction and Intention to Change Occupation: The Mediating Role of Psychological Well-Being".

We conducted this study to investigate the impact of job burnout on job satisfaction and the intention to change careers among accountants and auditors, with a particular focus on the role of psychological well-being. Specifically, the study aims to (1) examine how job burnout affects job satisfaction, (2) explore its influence on the intention to change occupations, and (3) analyze the mediating role of psychological well-being in the relationship between burnout, job satisfaction, and career change intentions within the accounting and auditing profession. Through understanding these relationships, we seek to offer practical recommendations to better manage burnout, enhance job satisfaction, and improve the overall work performance of accounting and auditing professionals.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Theoretical background

2.1.1 Job demands-resources model

The job demands-resources (JD-R) model, created by Bakker and Demerouti (2007), is frequently used by researchers to study burnout since it offers a conceptual framework for comprehending the consequences of burnout. The model is divided into two areas in the work environment, including job demands and job resources. According to Demerouti et al. (2001), job resources are mostly linked to job satisfaction, whereas job demands are primarily linked to the feature of job burnout. Basically, it is a combination of two basic psychological processes. The first process is called the stress process, which is when employees have to cope with excessively high job demands without enough human resources to do the job. When job demands continuously exceed the company's available resources, employees will gradually lose energy and fall into a state of overload. This situation will lead to negative consequences such as absenteeism, reduced work efficiency, reduced quality of work as well as reduced commitment to the organization. When workers have access to a variety of workplace resources, the second process-motivation-occurs. Positive results will result from this, including greater dedication to the company, a desire to remain with it, exceeding expectations in job performance, ensuring employee safety, and completing duties above expectations (Schaufeli., 2017).

Consistent with the JD-R theory, research has shown that the deterioration of mental health is the primary pathway leading to occupational burnout. Mental pressure arising from employees having to continuously meet high expectations from demanding supervisors is a common cause of severe stress and anxiety (Laila and Hanif, 2017). Based on this hypothesis, a prolonged imbalance between work and personal life, combined with tight deadlines and an increasing workload, are key factors contributing to the development and exacerbation of burnout. As a result, employees suffer significant negative impacts on their mental health and work performance (Adhil et al., 2018).

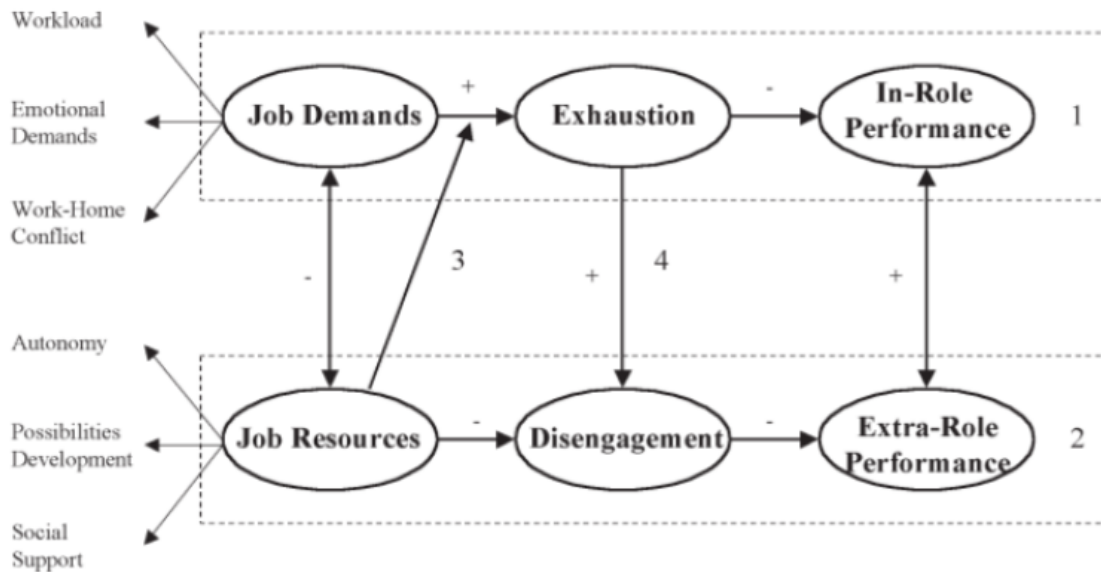


Figure 1: The Job Demand - Resources Model Applied to Burnout and Performance (2018)

2.1.2 Expectancy Theory

Expectancy plays an important role in developing and maintaining healthy behaviors in the workplace, educational settings, and elsewhere, and also guides us toward desired outcomes (Zajda, 2023). Victor Vroom's expectancy theory of motivation, published in 1964, is one of the most prominent and popular theories of expectancy theory, which is based on an individual's behaviors to promote anticipated outcomes and potential success (Riggio, 2015). The subject of why people are driven to put in a lot of effort is addressed by this idea. He maintained that people's conceptions of their future expectations shape their work behavior and motivation, and that employees will put in more effort if they believe their efforts will result in some sort of reward.

A number of advancements have been made in recent years that go beyond Vroom's initial notion. It is also recognized that employee focus often extends beyond specific job-related outcomes to include potential outcomes of work behavior-positive or negative such as job satisfaction, promotions and demotions, reprimands, and even dismissal (Riggio, 2015). Chi et al., (2013) argued, based on expectation theory, that job satisfaction is the primary determinant of employee turnover and career change. According to Gertsson et al., (2017), the primary determinants of job satisfaction are the work environment, working circumstances, and career perception. Psychologists recognize that abusive behavior in the workplace directly impacts employee well-being and undermines their ability to perform their roles. Exploratory studies addressing the problem have determined that expectancy theory violations can predict bullying behavior and signal the need for management intervention (Julius et al., 2024).

2.2 Hypothesis Development

2.2.1 Job burnout and job satisfaction

We predict that job burnout and job satisfaction are negatively correlated based on the JD-R model. The term "job burnout" refers to a chronic response to ongoing interpersonal and emotional pressures encountered at work. Despite the fact that there is literature showing a relationship between these two notions, it is important to remember that much of the research has been done in the healthcare industry. For instance, the results of a study by Tarcan et al. (2017) showed that among emergency health professionals, burnout and job satisfaction were significantly correlated. Doctors who have lower levels of burnout also typically report greater levels of job satisfaction, according to Weng et al. (2011). However, emotional exhaustion becomes a particularly significant component when looking at particular aspects of job burnout. Emotional exhaustion is a key component of job burnout, strongly linked to low job satisfaction (Lizano & Barak, 2015).

H1. Job burnout is negatively associated with job satisfaction.

2.2.2 Job burnout and intention to change occupation

According to Çollaku et al. (2023), job burnout has an impact on accounting professionals' intentions to change careers in both direct and indirect ways. On the other hand, there is ample evidence linking job burnout to the intention to leave. Several studies have shown that employees who experience higher degrees of job burnout are more likely to think about quitting their jobs (Yalcin and Hameli, 2020). According to Elci et al. (2018), turnover intention is positively impacted by the two aspects of burnout - emotional weariness and depersonalization. Additionally, Santoso et al. (2018) discovered that burnout had a beneficial impact on auditor turnover intention, with depersonalization and emotional weariness contributing to the intention to depart. High emotional tiredness among employees increases the likelihood that they will look for new employment options and leave their existing position, therefore we propose the hypothesis:

H2. Job burnout is positively associated with the intention to change occupation.

2.2.3 Job burnout and psychological well-being

Job burnout & psychological well-being are considered as two separate concepts that are occasionally used interchangeably. Psychological well-being reflects a condition where individuals feel satisfied with their lives, experiencing both positive emotions and effective functioning. In contrast, job burnout describes a state of fatigue and adverse feelings resulting from prolonged work-related stress (Maslach et al., 2001). For instance, Lee et al. (2020) found a negative correlation between subjective well-being and emotional weariness, a characteristic aspect of job burnout. Considering these results, we propose the following hypothesis:

H3. Job burnout is negatively associated with psychological well-being.

2.2.4 Psychological well-being and job satisfaction

Positive relationships, a feeling of purpose in life, and an emphasis on personal development are characteristics of psychologically healthy people. They are also inspired by fulfilling experiences and pushed to use their own inner resources to accomplish their goals. Supporting this hypothesis, Brunetto et al. (2012) demonstrated a beneficial influence of mental wellbeing on job satisfaction among police personnel. As a result of their optimistic outlook and self-motivation, individuals are more likely to have greater job satisfaction (Esen et al., 2021). Similarly, Dreer (2021) found a positive link between job satisfaction and teachers' well-being, while Kosec et al. (2022) confirmed a favorable relationship between job and life satisfaction, well-being, and performance. Based on this evidence, we propose the following hypothesis:

H4. Psychological well-being is positively associated with job satisfaction.

2.2.5 Psychological well-being and intention to change occupation

In a study on hotel workers, Amin and Akbar (2013) discovered that individuals who expressed a greater degree of psychological well-being were less likely to say that they intended to leave their current company. The mediation function of psychological resilience in the link between turnover intention and its antecedents has also been examined in certain studies. Nae and Choi (2022), for instance, contended that professional satisfaction and turnover intention are mediated by subjective well-being. In a similar vein, Ahmad and Kaleem (2019) showed that the relationship between exposure to bullying at work and plans to leave is mediated by employee well-being. Based on this theoretical framework, we suggest that workers are less likely to indicate plans to change careers when they have improved psychological well-being:

H5. Psychological well-being is negatively associated with intention to change occupation.

2.3 Research model

The proposed framework in Figure 2 is adapted from Hui et al. (2023), who investigated how work–life balance, job satisfaction, and turnover intention are related among accounting professionals in public firms. Consistent with the earlier hypotheses, the model aims to examine the factors driving career change intentions and job satisfaction, with psychological well-being highlighted as a central component.

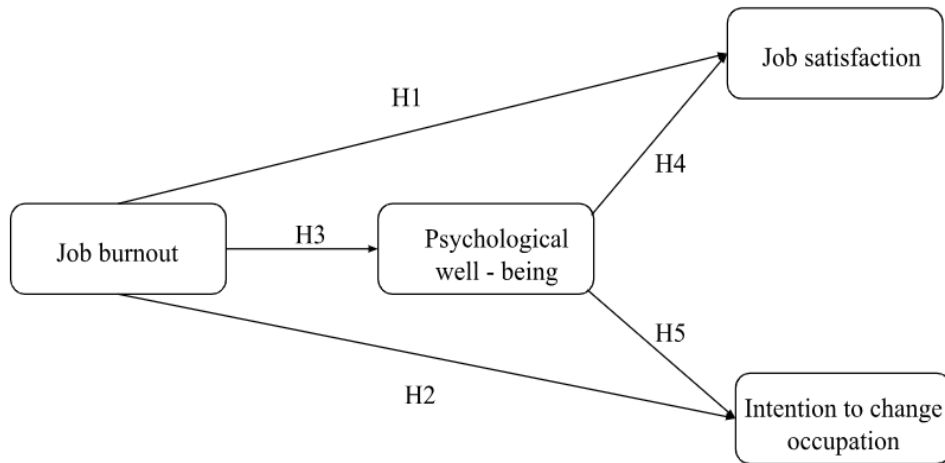


Figure 2: Proposed research model

3. METHODOLOGY

3.1 Sample and data collection

Data: Hair et al. (2014) in *A Primer on Partial Least Squares Structural Equation Modeling* proposed the 10 times rule to determine the minimum sample in PLS-SEM. This rule is as follows: The minimum sample will be equal to 10 times the number of observed variables of a causal scale structure (variable) with the most observed variables. In this study, it is the JB variable, with the number of observed variables being 7, so the minimum sample size that the group must take is 70 samples.

Data collection methods: The primary data for the study was collected through meeting and survey directly with a paper survey form. The Likert scale is used in combination with sending 152 survey questionnaires to accounting and auditing staffs at enterprises. The scale used ranges from 1 to 5, corresponding to 1 “completely disagree” to 5 “completely agree”. In addition, the scale is used to measure variables such as gender, age, experience, working time a day and the income...

The study has recommended that respondents share the survey link with their friends or colleagues working in the accounting and auditing field - including those employed at Big 4 firms, non-Big audit firms, and accounting companies - particularly those holding positions such as associate, junior, senior. It is anticipated that the surveys will obtain 152 votes and more than 100 legitimate responses for examination. There had been 126 quality assurance votes for this study issue, and the data gathered after the official surveys' answer sheets are received will be thoroughly examined to prevent low - quality responses. After that, use Excel and SPSS 26 software to code legitimate data in order to characterize study features. The outcomes satisfy the requirements and assess the measurement and structure models with Smart PLS 4 software.

3.2 Measurement

Job burnout: Job burnout was measured using nine items from Maslach and Jackson (1981), focusing on emotional exhaustion, the core component of burnout - alongside the other two dimensions: reduced personal accomplishment and depersonalization. Respondents were asked to indicate their agreement level based on a five point Likert scale ranging from “1” = completely disagree to “5” = completely agree.

Psychological well - being: It was measured with six indicators originally proposed by Warr (1990). The complete scale includes 12 items covering both job satisfaction and job-related depression. For the purpose of this study, only the five items reflecting job satisfaction were utilized. The items were preceded by the question, “Thinking about the last few weeks, how often have you felt the following about your job?”. The responses were: never, occasionally, sometimes, often, always. The answers were each given a score from “1”=never to “5”=always.

Job satisfaction: It was measured through five items adapted from Kim et al. (2005). Respondents indicated their level of agreement on a five-point Likert scale, ranging from “1” = completely disagree to “5” = completely agree.

Intention to change occupation: Intention to change occupation was measured using three items adapted from Cohen (1998). Respondents were asked to indicate their agreement level based on a five point Likert scale ranging from “1” = completely disagree to “5” = completely agree.

Table 1: The scale

Factor	Symbol	Observation variable	Source
Job burnout	JB1	I feel emotionally exhausted from my job.	Maslach and Jackson (1981)
	JB2	I feel completely exhausted at the end of the work day.	
	JB3	I feel tired when I wake up in the morning and have to face a working day.	
	JB4	Working with people all day is really stressful for me.	
	JB5	I feel exhausted with my workload.	
	JB6	I feel like I've reached my work limit.	
	JB7	I feel frustrated with my job.	
Psychological well - being	PW1	Tense	Warr (1990)
	PW2	Worried	
	PW3	Calm	
	PW4	Contented	
	PW5	Relaxed	
Job Satisfaction	JS1	I feel satisfied with my current job.	Kim et al. (2005)
	JS2	I feel comfortable coming to work every day.	
	JS3	I am happy to be recognized at work.	
	JS4	My job is pretty interesting.	
	JS5	On the while, I am satisfied with working condition.	
Intention to change occupation	IC1	I thought a lot about changing my job.	Cohen (1998).
	IC2	I am actively looking for a job other than accounting - auditing.	
	IC3	I will leave the accounting - auditing profession as soon as possible.	

3.2. Descriptive statistics

The survey questionnaire also includes qualitative questions analyzed by SPSS software to help clarify the relationship between demographic factors and research problems - Job burnout affects job satisfaction, intention to change occupation of accountants and auditors. Factors include (1) Gender, (2) Age, (3) Job, (4) Experience, (5) Working time, (6) Educational level and (7) Income.

Table 2: Respondent demographic

Respondents' Profile	Items	Total	Percent
Gender	Male	32	25.4%
	Female	94	74.6%
Age	Under 25	35	27.8%
	25- Under 35	70	55.6%
	35- Under 45	19	15.1%
	45 – Under 55	2	1.6%
Job	Accountant	82	65.1%
	Auditor	44	34.9%
Experience	Under 1 year	4	3.2%
	1- Under 5 years	75	59.5%
	5 – Under 10 years	38	30.2%
	10 – Under 15 years	6	4.8%
	15 – Under 20 years	3	2.4%
Working time	4-8 hours	3	2.4%
	>8 hours	123	97.6%
Educational level	College	26	20.6%
	University	95	75.4%
	Postgraduation	5	4%
Income	Under 5 million VND	3	2.4%
	5 – Under 10 million VND	39	31%
	10 – Under 15 million VND	32	25.4%
	15 – Under 20 million VND	42	33.3%
	>20 million VND	10	7.9%

Source: Calculated on SPSS software

4. RESULTS AND DISCUSSION

4.1 Measurement model

To assess the study's constructs, a reflective measurement model was employed in SmartPLS 4, following the procedures and evaluation criteria proposed by Hair et al. (2019, 2022). A composite confirmatory analysis (CCA) was carried out in SmartPLS 4 to examine the quality of observed indicators, scale reliability, convergent validity, and discriminant validity (Hair et al., 2019; Henseler et al., 2016). The outcomes of these measurement assessments are reported in Tables 2, 3, and 4.

Reliability of scale: The results of Table 3 show that all factor structures have good reliability when the Cronbach's alpha reliability coefficient > 0.7 and the composite reliability coefficient (rho_c) from 0.891 to 0.921.

Although the coefficient $\rho_c > 0.9$, however, it is not greater than 0.95.

Convergent validity: Table 3 indicates that all constructs have factor loadings above 0.7 (Hair et al., 2019) and average variance extracted (AVE) values exceeding 0.5 (Henseler et al., 2016), confirming strong convergent validity.

Table 3: Measurement items

Measurement Items	Outlier loading	Cronbach's alpha	Composite reliability (ρ_a)	Composite reliability (ρ_c)	Average variance extracted (AVE)
IC		0.817	0.821	0.891	0.732
IC1	0.841				
IC2	0.854				
IC3	0.871				
JB		0.899	0.901	0.921	0.642
JB1	0.779				
JB2	0.800				
JB3	0.763				
JB4	0.806				
JB5	0.845				
JB6	0.796				
JB7	0.736				
JS		0.835	0.842	0.884	0.603
JS1	0.802				
JS2	0.840				
JS3	0.752				
JS4	0.736				
JS5	0.749				
PW		0.852	0.878	0.894	0.628
PW1	0.876				
PW2	0.857				
PW3	0.711				
PW4	0.775				
PW5	0.739				

Discriminant validity: Based on the data in Table 4, we see that most of the HTMT values are < 0.85 , there is an HTMT value between the JS and JB variables that is $0.875 > 0.85$, but it is still within the acceptable range from 0.85 to 0.9. Thus, we can conclude that the discrimination of the scale is guaranteed.

Table 4: Discriminant validity: HTMT criterion

	IC	JB	JS	PW
IC				
JB	0.608			
JS	0.607	0.875		
PW	0.613	0.722	0.740	

Note: IC: Intention to change occupation; JB: Job burnout; JS: Job Satisfaction; PW: Psychological well – being

4.2 Structural model evaluation

Testing of multicollinearity (VIF): Hair et al (2019), $VIF \geq 5$: very high possibility that collinearity exists, the model is seriously affected; $3 \leq VIF < 5$: the model may have collinearity; $VIF < 3$: the model does not experience collinearity. From Table 5, VIF has the largest value of $1.696 < 3$, so we can conclude that the model does not have multicollinearity.

Level of explanation of the model (R-Square): Based on the results of table 6, the authors concluded that the adjusted R-squared of JS is the highest, JS = 0.618, so the independent variables PW and JB can explain 73.4% of the variation in the variable. JS. Next, the adjusted R-squared of PW is 0.406, which means the level of other independent variables explaining IC is 40.6%. The adjusted R-squared of IC is 0.329, so the level of explanation for the dependent variable IC of the independent variables is 32.9%.

Table 5: Multicollinear evaluation

	VIF
JB → IC	1.696
JB → JS	1.696
JB → PW	1.000
PW → IC	1.696
PW → JS	1.696

Table 6: Test results of coefficient of determination

	R - Square	R – Square Adjusted
IC	0.340	0.329
JS	0.624	0.618
PW	0.411	0.406

Result of of the impact factor f^2 : Based on Cohen's (1988) guidelines for interpreting f-square values, this study shows strong effects for JB → IC (0.562) and JB → PW (0.796). Moderate effects were found for JB → JS (0.084), PW → IC (0.106), and PW → JS (0.102).

Table 7: Result of the impact factor f^2

	f - Square	Level of impact
JB → IC	0.562	Strong
JB → JS	0.084	Medium
JB → PW	0.696	Strong
PW → IC	0.106	Medium
PW → JS	0.102	Medium

H1: The impact of the job burnout (JB) variable on the job satisfaction (JS) variable is initially - 0.598 and after running the bootstrapping test is -0.602 and the t value = 7.915 > 1.96, the value of $p < 0.05$ shows statistical significance. Therefore, the authors accept hypothesis 1. The findings of the current study reinforce the argument regarding the negative relationship between job burnout and job satisfaction, and are consistent with previous research such as Pham et al. (2022), in their study “Work pressure, job satisfaction and auditor turnover: Evidence from Vietnam”, showed a noteworthy relationship between burnout and work satisfaction among professionals in accounting and auditing. Furthermore, Lu and Gursay (2016) found that younger generations tend to experience higher levels of emotional exhaustion, which is, in turn, associated with higher levels of job satisfaction. The findings indicate that nearly 27.8% of participants were below 25, which reinforces the credibility of this result.

H2: In this study, the initial impact of job burnout (JB) on the intention to change occupation (IC) variable is 0.306, after running the bootstrapping test is 0.312, the t value = 3.132 > 1.96, the p value = 0.002 < 0.05 shows statistical significance. From the above results, the authors accept hypothesis 2. The outcome supports the initial expectations and concurs with earlier research by Collaku et al. (2023), highlighting a notable positive connection between burnout and career-change tendencies. Results indicated a positive relationship between the independent and dependent variables, which was confirmed to be statistically significant. However, Job burnout had less impact on Career Change Intention than Job burnout on Job Satisfaction. Therefore, it can be seen that when accounting burnout occurs, auditors may be dissatisfied with their jobs, but they may not immediately change jobs.

H3: Job burnout is adversely connected to psychological well-being. Based on the test results with the initial sample of -0.641. After running bootstrapping, the result was -0.645, not much different from the initial test. Furthermore, the t value = 11.754, achieved the highest t-test value among the effects, the p value < 0.05 showed statistical significance. Consistent with the JD-R model, the study's results showed that burnout led to a significant decline in psychological well-being, particularly affecting dimensions such as anxiety–contentment and depression–enthusiasm. These results align with previous studies in the field. Çollaku et al. (2023) reported that burnout exerts a negative influence on the mental well-being of professionals in accounting. In other words, For accountants and other professionals, experiencing emotional fatigue is usually accompanied by a reduction in psychological well-being. Similarly, the study by Lee et al. (2020) revealed that higher levels of emotional exhaustion correspond to lower levels of perceived well-being.

H4: Psychological well - being is positively correlated with psychological well-being. With the initial sample size, the impact of psychological well-being (PW) on job satisfaction (JS) is 0.260, the impact level after bootstrapping test is 0.259, coefficient t = 2.993 > 1.96, p value = 0.003 < 0.05 shows statistical significance. This study revealed a meaningful positive association between psychological well-being and job satisfaction among accountants. In simpler terms, accountants who report better mental well-being in their work settings tend to feel more satisfied with their jobs. This outcome is consistent with findings by Esen et al. (2021), who noted that employees with an optimistic attitude and strong internal motivation are generally more satisfied at work. Experiencing positive emotional states - such as feeling cheerful, motivated, and calm - while minimizing negative emotions like stress, anxiety, or sadness, appears to support greater job satisfaction. These results highlight the essential role of psychological well-being in fostering a more satisfying and supportive work environment.

H5: Psychological well-being is negatively associated with intention to change occupation. Based on the initial sample test result of -0.337, after running the bootstrapping test, the obtained value is -0.336, not much different from the original. Based on the table 8, the t value = 3.779 > 1.96, the p value < 0.05 shows statistical significance. The results of

the study suggest that psychological well-being contributes to lowering accountants' inclination to leave their profession. This outcome is consistent with the work of Amin and Akbar (2013), who found that individuals with higher psychological well-being are less likely to consider changing careers. Likewise, research by Yuniasanti et al. (2019) and Collie (2023) affirms that psychological well-being typically decreases the likelihood of organizational turnover intention.

Table 8: Result of the testing hypotheses

		Original sample(O)	Sample mean (M)	Standard deviation (STDEV)	95% CI [Lower – Upper]	T Statistic (O/STDEV)	P values	Result
H1	JB → JS	-0.598	-0.602	0.076	[-0.758 – -0.487]	7.915	0.000	Accept
H2	JB → IC	0.306	0.312	0.098	[0.154 – 0.517]	3.132	0.002	Accept
H3	JB → PW	-0.641	-0.645	0.055	[-0.701 – -0.481]	11.754	0.000	Accept
H4	PW → JS	0.260	0.259	0.087	[0.057 – 0.378]	2.993	0.003	Accept
H5	PW → IC	-0.337	-0.336	0.089	[-0.461 – -0.130]	3.779	0.000	Accept

Note: Path Coefficients – Mean, STDEV, T values, p values

4.3 Evaluate the intermediate variable

According to the Table 9, we see, both special indirect relationships have p - values less than 0.05, thus, Psychology Well - Being (PW) has an intermediary role in the impact relationship from Job burnout (JB) to Job Satisfaction (JS) and the relationship Job Burnout (JB) to Career Change Intention (IC).

The absolute value of the indirect impact coefficient JB → PW → IC is 0.216, which is greater than 0.166, which is the indirect impact coefficient JB → PW → JS. Thus, in the relationship between JB and IC, PW plays a stronger mediating role than the relationship between JB and JS.

The findings revealed an indirect link between job burnout and the intention to change occupation, with psychological well-being acting as a mediator. This indicates that job burnout influences turnover intentions through its negative impact on psychological well-being. In other words, lower psychological well-being strengthens the effect of burnout on the desire to leave one's profession.

The research explores how psychological well-being functions as a mediator between job burnout and job satisfaction. The results from the SEM analysis show that psychological well-being plays a middle role in the negative relationship between job burnout and job satisfaction. When people have good psychological well-being, it helps lessen the bad effects of burnout on how happy they are with their job. But when psychological well-being is low, it makes the negative effects of burnout on job satisfaction worse. This shows that psychological well-being is very important for job satisfaction.

From these results, we can conclude that psychological well-being plays a mediating role between job burnout and job satisfaction, as well as between job burnout and the intention to switch careers.

Table 9: Results of Testing the Mediating Effect of Psychological Well – Being

	(O)	(M)	(STDEV)	(O/STDEV)	P values
JB → PW → IC	0.216	0.216	0.057	3.770	0.000
JB → PW → JS	-0.166	-0.167	0.057	2.922	0.003

5. CONCLUSION

5.1. Summary

Burnout is a common problem in today's job market. Understanding the signs and effects of burnout can help accountants and their companies reduce its negative impact (Guthrie & Jones, 2012). This study aims to give useful information to accounting firms so they can better understand and deal with the effects of burnout on accounting professionals.

This study identifies a significant negative relationship between job burnout and job satisfaction among accountants, as well as between burnout and turnover intention, consistent with previous research. The analysis shows that the impact of burnout on job dissatisfaction is stronger than on turnover intention. Therefore, accountants and auditors are more likely to feel dissatisfied with their jobs but less likely to leave immediately. This differs from the findings of Çollaku et al. (2023) and Heinen et al. (2013), who emphasized the effect of burnout on turnover intentions.

The positive association between mental health and work satisfaction found in this study is consistent with the Job Demands-Resources (JD-R) model. This result highlights the importance of employee mental well-being as a key factor influencing job satisfaction, and adds depth to the theoretical understanding of how satisfaction at work develops. Moreover, identifying psychological well-being as a mediator in the link between job burnout and job satisfaction helps explain how burnout affects employees' attitudes toward their jobs (Nae & Choi, 2022). This emphasizes the need to consider mental well-being as a variable that can lessen or strengthen the impact of burnout on job satisfaction.

The results of this study also reinforce the idea that greater psychological well-being is linked to a lower intention to change occupations, supporting the importance of meeting employees' basic psychological needs in shaping motivation and career-related decisions (Amin & Akbar, 2013; Akhtar et al., 2017). Moreover, Recognizing psychological well-being as a mediating factor linking job burnout with career-change intentions underscores the complexity of the relationship between these constructs (Nae & Choi, 2022; Akhtar et al., 2017). Gaining a deeper understanding of how well-being influences career choices is essential to grasp how work-related stress impacts employees' long-term career paths, providing important insights into organizational behavior (Bowling et al., 2010).

5.2 Management Implications

Some specific solutions to reduce job burnout and improve the psychological well-being of accounting and auditing staff need to be systematically implemented by businesses according to different work phases. First, during the off-peak season from May to October companies should create favorable conditions for employees to take extended leave and organize soft skills training courses such as time management, work-life balance, and team-building activities to help them recover mentally. Next, companies need to develop support programs for employees preparing for professional certification exams (such as the CPA) to enhance auditors' commitment to their careers. These programs should include workload reduction during exam preparation months, partial or full financial support for tuition and exam fees, paid leave during exam periods, and reward and promotion policies linked to certification achievement. During the peak season from December to April businesses should implement reasonable workload distribution policies by increasing administrative support staff, applying automation technologies to reduce manual tasks, limiting overtime hours, and ensuring compensatory leave after extended overtime shifts. Additionally, launching mentorship programs for new employees will provide both skill and emotional support, helping to identify and address early signs of work overload. Finally, companies should regularly conduct anonymous surveys on employees' mental health and job satisfaction, enabling timely interventions and appropriate policies to maintain employee engagement and reduce turnover intentions in the accounting and auditing industry, a field characterized by high work pressure and stringent quality requirements.

For accounting firms, reducing employee burnout and improving retention requires a focus on optimizing daily workflows where the pressure often stems not from short-term peak periods, but from the continuous, repetitive workload and high accuracy demands. Companies should invest in accounting software and automation tools to reduce manual tasks such as data entry, reconciliation, and report generation, allowing staff to focus on higher-value work. Additionally, offering flexible working hours and remote work options where appropriate can help employees better manage their time and achieve work-life balance. Regular training programs on soft skills such as stress management, task organization, and internal communication should also be implemented to support mental well-being. Lastly, firms should establish clear recognition and reward systems, along with transparent career development paths, to boost motivation and retain accounting professionals in the long run.

In conclusion, this research contributes both theoretical and practical insights to the study of burnout in the accounting and auditing profession. By highlighting the mediating role of psychological well-being, the findings offer managers a more objective understanding of the factors affecting employee satisfaction and turnover intentions. These insights can guide more effective strategies to enhance well-being, job satisfaction, and employee retention in a high-pressure industry.

5.3 Research limitations and future research directions

Due to the gender distribution typical of the accounting and auditing profession, the majority of respondents in this study were women, with the number of male participants accounting for only about one-third of the number of female respondents. This imbalance reflects a broader trend in the industry, where female often outnumber their male counterparts, especially at the entry and mid-career levels. This reflects the actual workforce structure in Vietnam, where women make up approximately 72% of the accounting and auditing sector (JobsGO, 2024). Moreover, the collected data sample is mainly accountants (twice the number of auditors surveyed), leading to an imbalance between the accounting and auditing professions in the data samples, so it is not possible to draw conclusions about whether accountants are more likely to change occupation or auditors are. Therefore, the authors hope that in the future, there will be researches that conduct surveys with equal numbers of men and women as well as accountants and auditors.

Due to limited resources, the authors have not yet been able to comprehensively study all the causes of factors affecting the intention to change occupation of accountants and auditors as well as job satisfaction, such as cultural structure, economic conditions, climate, politics, etc. Therefore, the group hopes that future studies will consider exploiting these factors in addition to the factor of burnout at work.

6. REFERENCES

- Ahmad, S., & Kaleem, A. (2020). Zooming in on the workplace bullying and turnover intentions pathway: the role of well-being and a cultural boundary condition. *Personnel Review*, 49(2), 425-444.
- Amin, Z., & Akbar, K. P. (2013). Analysis of psychological well-being and turnover intentions of hotel employees: An empirical study. *International Journal of Innovation and Applied Studies*, 3(3), 662-671.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human resource management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(1), 83-104.
- Brunetto, Y., Teo, S. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing. *Human resource management journal*, 22(4), 428-441.
- Cohen, A. (1998). An examination of the relationship between work commitment and work outcomes among hospital nurses. *Scandinavian journal of management*, 14(1-2), 1-17.
- Çollaku, L., Aliu, M., & Ahmeti, S. (2023). The relationship between job burnout and intention to change occupation in the accounting profession: the mediating role of psychological well-being. *Management Research Review*, 46(12), 1694-1710.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
- Esen, E. S., Öztürk, G. Z., Egici, M. T., & Uslu, Y. (2023). Evaluation of Burnout Level in Nurses with Loneliness and Other Findings. *Hamidiye Medical Journal*.
- Gertsson, N., Sylvander, J., Broberg, P., & Friberg, J. (2017). Exploring audit assistants' decision to leave the audit profession. *Managerial Auditing Journal*, 32(9), 879-898.
- Howard, J. F., Bresch, S., Genge, A., Hewamadduma, C., Hinton, J., Hussain, Y., ... & Rivner, M. (2023). Safety and efficacy of zilucoplan in patients with generalised myasthenia gravis (RAISE): a randomised, double-blind, placebo-controlled, phase 3 study. *The Lancet Neurology*, 22(5), 395-406.
- Hui, S. A., Ping, K. Y., & Yuan, F. C. (2023). The Relationship between Work-Life Balance, Job Satisfaction, and

Turnover Intention among Accounting Personnel in Public Accounting Firms. *Journal of Cognitive Sciences and Human Development*. Vol, 9, 2.

Hồng, N. T. (2023). *Các nhân tố tác động đến ý định nghỉ việc của người làm kế toán tại các doanh nghiệp trên địa bàn Thành phố Hồ Chí Minh* (Master's thesis, Trường Đại học Kinh tế Tp. Hồ Chí Minh).

Kim, W. G., Leong, J. K., & Lee, Y. K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2), 171-193.

Kohlmeyer III, J. M., Parker, R. J., & Sincich, T. (2017). Career-related benefits and turnover intentions in accounting firms: The roles of career growth opportunities, trust in superiors, and organizational commitment. In *Advances in accounting behavioral research* (pp. 1-21). Emerald Publishing Limited.

Kosec, Z., Sekulic, S., Wilson-Gahan, S., Rostohar, K., Tusak, M., & Bon, M. (2022). Correlation between employee performance, well-being, job satisfaction, and life satisfaction in sedentary jobs in Slovenian enterprises. *International journal of environmental research and public health*, 19(16), 10427.

Lee, R. T., & Ashforth, B. E. (1990). On the meaning of Maslach's three dimensions of burnout. *Journal of applied psychology*, 75(6), 743.

Lee, W., Migliaccio, G. C., Lin, K. Y., & Seto, E. Y. (2020). Workforce development: understanding task-level job demands-resources, burnout, and performance in unskilled construction workers. *Safety Science*, 123, 104577.

Lizano, E. L., & Barak, M. M. (2015). Job burnout and affective wellbeing: A longitudinal study of burnout and job satisfaction among public child welfare workers. *Children and youth services review*, 55, 18-28.

Lunau, T., Bambra, C., Eikemo, T. A., van Der Wel, K. A., & Dragano, N. (2014). A balancing act? Work-life balance, health and well-being in European welfare states. *The European Journal of Public Health*, 24(3), 422-427.

Maslach, C., & Jackson, S. (1981). *The measurement of experienced burnout*. *Journal of Organizational Behavior*, 2, 99-113. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(2001), 397-422.

Mnif, Y., & Rebai, E. (2022). Flexibility and job stress in the accounting profession. *Accounting Research Journal*, 35(2), 261-275.

Nae, E. Y., & Choi, B. K. (2022). Career satisfaction, subjective well-being and turnover intention: an attachment style perspective. *Baltic Journal of Management*, 17(1), 1-17.

Nguyen, L. H., Drew, D. A., Graham, M. S., Joshi, A. D., Guo, C. G., Ma, W., ... & Zhang, F. (2020). Risk of COVID-19 among front-line health-care workers and the general community: a prospective cohort study. *The Lancet Public Health*, 5(9), e475-e483.

Riggio, R. E. (2015). *Introduction to industrial and organizational psychology*. Routledge.

Silva, R. (2022). The influence of emotional exhaustion, job satisfaction, and turnover intention on auditing professionals' performance. *Academy of Entrepreneurship Journal*, 28, 1-15.

Tarcan, M., Hikmet, N., Schooley, B., Top, M., & Tarcan, G. Y. (2017). An analysis of the relationship between burnout, socio-demographic and workplace factors and job satisfaction among emergency department health professionals. *Applied nursing research*, 34, 40-47.

Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of occupational Psychology*, 63(3), 193-210.

Yalçın, İ., & Hameli, K. (2020). A study on role of the job burnout on the relationship between perceived instrumental climate and turnover intention. *International Journal of Entrepreneurship and Management Inquiries*, 4(Özel Sayı 1), 35-49.