

Analysing Effects of Professional Burnout on Procurement Performance in Tanzania

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Abstract

The increasing demand for procurement professionals to perform well even when the odds are against them breeds workplace burnout which is a feeling of dissatisfaction, cynicism and disinterestedness in their jobs. This paper analyses causes of burnout amongst procurement professionals and explain its effect on procurement performance. The study on which the paper is based adopted a descripto-explanatory design to explain the causes of burnout and its effect on procurement performance. Expert sampling was used to draw a sample of 156 professionals, but the actual respondents from whom the data were analysed were 109 professionals. Data were collected by means of a questionnaire that was sent to procurement professionals who were selected using the expert sampling method. The data were analysed using descriptive statistics and ordinal logistic regression (OLR) analysis. The findings of this study indicated that there was a statistically significant association between professional burnout and procurement performance ($p = 0.000$), and turnover intentions ($p = 0.000$). Further, the study used ordinal logistic regression (OLR) to establish the influence of burnout on procurement performance. The findings show that workplace tensions ($p = 0.030$), workplace recognition ($p = 0.002$) and individual factors ($p = 0.042$) were statistically significant causes of professional burnout affecting procurement performance. The study concludes that professional burnout has the potential of affecting procurement performance by neglecting governance tools and failing to achieve value for money. The study recommends that, to maintain and improve procurement performance, it is crucial that management implement workplace stress management interventions and establish robust workplace social support systems.

Keywords: professional burnout, job satisfaction, procurement performance, workplace stress

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1. Introduction

Today's business world is highly competitive, and everyone in an organization, particularly procurement and supply professionals, must be at the top of their game so as to meet and exceed expectations. Procurement and supply functions are at the centre of sustainability and profitability of an organization, hence well managed procurement and supply functions can reduce operating costs associated with the chain hence contributing to the overall profit and sustained growth. Working in the area of procurement and supply functions of an organization comes with a fair share of stress because there is an ever increasing demand or pressure to perform. The pressure to perform can be good, but continued high levels of stress can lead to burnout (Patel, 2021). The issue of procurement professional burnout has gathered significant attention since 2021 after escalated supply chain woes (Sirtori-Cortina, 2022).

Procurement and supply function, by its very nature, is a high-octane, adrenaline infused and stress laden profession. Under the current highly volatile business environment, following the COVID-19 pandemic and possible future catastrophes, businesses have been forced to restructure their ways of operation and hope for survival. Pre-and post-pandemic procurement and supply function has been and will be important in ensuring that organizations still acquire key components for their operations in the midst of travel restrictions and reduced supply market as a result of factory closures. Also, pandemic induced stress to procurement professionals includes excessive working hours, working from home and inability to separate work from family life, supplier lockdowns and lack of positive cash flow (Mortson, 2021).

The challenges that the world has experienced over the last few years have compelled managers to the direction of implementing working harder policies to make sure every worker is doing what they are supposed to do so as to achieve the overarching objectives. Towards encouraging a working harder mentality, workplaces enforce discipline and employee performance schemes, but these ultimately lead to reduced morale. An organization which enforces a working harder policy may experience short-term gains but, over the medium and long term, the enforcement leads to worker burnout (Gravier, 2021). When the mantra is working hard, then heavy workloads and deadline pressures are the daily facets of managerial and organizational life. In such situation, it's normal to feel overwhelmed and stretched thin often times (Valcour, 2016). The COVID-19 pandemic brought about long work hours and increased demands that could be regarded as stressors heightening the risk of burnout that are at all time high (Abramson, 2022). Working as a procurement professional, it is normal to work

with a multitude of moving parts, from processes to personnel to ensure an organization runs efficiently and effectively. In interaction with processes and personnel it is customary that a procurement professional works tirelessly to support external and internal stakeholders. Due to the magnitude and the intensity of work expected from a procurement professional it is normal that one day a professional wakes up and doesn't feel like they need to show up to fulfil their professional obligations (Small, 2021).

Burnout is widely documented often as originating from peoples' jobs. An employee who feels overworked and undervalued is gravely exposed to the risk of burnout. Also, a hardworking employee who hasn't had vacation for years is a prime suspect of burnout (Smith, et al., 2022). Patel (2021) argues that the key dimensions to professional burnout that are job related include increased mental distance from one's job, less identification with the job, feeling negative towards one's job and reduced professional ability. Procurement and supply professionals over the last few years were tasked with extinguishing fires using out-dated or unresponsive strategies that didn't work in the given moment. Practitioners were compelled to do the impossible, to deliver even when supply isn't available (ARGENTUS, 2022). When procurement practitioners are experiencing burnout the consequences are that their productivity diminishes, saps their energy and leaves them feeling helpless, hopeless, cynical and resentful (Smith et al., 2022). Pan (2017) argues that burnout has direct negative impact on job performance because increased burnout causes technical workers to lower their on job commitment, which in turn affects their performance.

Various studies have tried to portray how and what affects procurement performance in various organizations. In his study, Marunda (2020) argued that procurement performance is greatly linked to factors like ethical practices, procurement planning, staff competence and resource allocation. According to Musau (2015), procurement performance is affected by environmental factors like market environment, legal environment, political environment and economic environment. Further, Masoud (2022) argues that ethical issues, especially lack of transparency and lack of accountability, have a negative significant relationship with procurement performance. Mrope (2018) contends that procurement performance is closely linked to compliance with legal frameworks, procurement professionalism, private sector participation and levels of transparency. A sizable number of studies have attempted to explain what affects procurement performance. However, most studies focused on extrinsic factors affecting performance and ignored professionals' intrinsic factors, especially professional satisfaction that can affect procurement performance.

According to Bosio and Djankov (2020), public procurement, globally, consumes about 12 per cent of global Gross Domestic Product (GDP). This means that a well-managed procurement process has the potential of impacting not only nation's economy and individual economy but also global economy. Gillette (2022) suggests that burnout is common in high stress jobs that require constant vigilance and decision making. Cadieux (2021) laments that procurement professionals are routinely dealing with having to meet high pressure deadlines and are constantly reviewing and juggling various competition priorities. Many people today are working in high pressure jobs with limited resources, and procurement professionals are no exception. Also, Weldon (2017) contends that working with suppliers every day is a terrible, frustrating and disappointing experience to procurement professionals. Today, procurement professionals are encouraged to reflect, share challenges and be honest about the challenges they are facing (Harrington, 2018). Therefore, this study was confined to excavate professional burnout issues which aggravate professional dissatisfaction, demotivation, helplessness and a diminished sense of accomplishment that affects performance amongst procurement professionals in Tanzania specifically.

2. Literature Review

2.1 Professional Burnout

Professionals today are increasingly exposed to feeling pressure of an always on work culture that organizations and leaders are increasingly advocating. This causes stress amongst professionals which leads to burnout (Fisher, 2022). The term burnout was first coined by Herbert Freudenberger in 1974 and, in 2019, World Health Organization (WHO) classified it as a medical diagnosis (Robinson, 2020). Burnout translates to a physical and emotional state exhaustion whereby a professional experiences long term stress in their jobs. Burnout is symptomized by feeling every day at work is a bad day, feeling exhausted much of the time, feeling no joy at work or feeling depressed by it, feeling hopeless about life and work as well as spending most of the day on dull or overwhelming tasks. Burnout is a gradual process; it doesn't happen suddenly, but it creeps slowly and steadily. Burnout is characterized by emotional signs like sense of failure and self-doubt, loss of motivation, decreased sense of accomplishment and satisfaction. Also there are behavioural signs like withdrawing from responsibilities and talking longer to get things done (Smith et al., 2022). Robinson (2020) contends that burnout is a phenomenon that is exclusive to occupational context and can't be applied to explain experiences in other areas of life.

2.2 Burnout and Stress

Burnout and stress are two concepts that appear alike. However, stress and burnout are two distinct constructs even though they are related. According to Smith et al. (2022), burnout builds from unrelenting and persistent accumulation of stress. They argue that stress is about too many pressures that demand a lot from a professional, both physically and mentally. On the other hand, burnout is about not enough, which is feeling mentally exhausted and devoid of motivation. Stress is feeling like a professional is drowning in responsibilities but burnout is a sense of being dried up. A professional who is stressed has a feeling that they can get everything under control while a burned out professional doesn't maintain even the slightest hope for a positive change in their situations. Further, a professional can feel stressed but it's hard to notice burnout. Robinson (2020) further explains the difference by arguing that stress is about a struggle to cope with pressures while burnout is just more than fatigue where there is hopelessness that professionals' efforts have been in vain in such a way that even completion of one's small tasks becomes an insurmountable challenge.

Table 1: Burnout vs Stress

| Stress | Burnout |
|------------------------------------|----------------------------------------|
| Characterized by over engagement | Characterized by disengagement |
| Emotions are over reactive | Emotions are blunted |
| Produces urgency and hyperactivity | Produces helplessness and hopelessness |
| Loss of energy | Loss of motivation, ideas and hope |
| Primary damage is physical | Primary damage is emotional |
| Leads to anxiety disorders | Leads to detachment and depression |

Source: Smith, Segal & Robinson (2022)

2.3 Phases and Causes of Burnout

Burnout isn't a sudden onset of feelings but rather actions and feelings that progress through a series of stages. The first phase is the honeymoon phase whereby a professional has energy and optimism when starting a new job or tackling a new task where satisfaction and productivity may be sky-high. The second phase is a stress phase whereby a professional begins to experience stress and starts to lose focus, is less productive when completing tasks and physical fatigue starts to set in. The third phase is a chronic stress phase whereby stress becomes more persistent, and professionals start missing timely completion of tasks, coming late to work, procrastinating during tasks, withdrawal from normal work conversations and become unnecessarily angry and lashing out at co-workers. The fourth phase of burnout is when professionals no longer function as they used to. Here, the professional is loaded with so many work problems to the extent of beginning to obsess about them; that brings about self-doubt. The

last phase is the habitual burnout phase that is characterized by anxiety or depression whereby physical as well as mental fatigue prevents a professional from working and the on job status of a professional can be in jeopardy. The common understanding is that no professional has a feeling of burnout when they start a new job or are tackling a new task; burnout emerges as professionals proceed with their jobs or tasks (INTEGRISHEALTH, 2021).

Thus, it is pivotal to understand the causative factors that lead to having professionals who are burnt out. Burnout is caused by lack of professional control that includes aspects like non-participation in decision making, too much legal and policy dictation, working at a frenetic pace, working long unpredictable hours and repetitiveness of tasks. Another cause of burnout is contact overload that includes issues like working with too difficult people, handling too many phone calls and frequent encounters with people. Role conflict or workplace tension was identified as another cause of burnout that is explained by aspects like difference in personal values and organizational values, conflict between work demands and personal life, conflict between ability and organizational expectations as well as conflict with superiors. Fairness issues like insufficiency of financial rewards, ignorance of professional work and being unheard in dispute resolutions are likely to induce burnout in professional context (Maslach et al, 2001; Beheshitfar & Omidvar, 2013). Further, non-work or individual factors are also regarded as predictors of burnout. Individual predictors of burnout include personality, off-job activities and marital harmony (Bianchi, Manzano-Garcia & Rolland, 2021).

2.4 After-Effect of Burnout

Burnout has several effects both on organisations and individuals. Some of the effects of burnout can be in the form of cynicism, job dissatisfaction, low organisation commitment and excessive turnovers. Also, professionals who suffer from burnout are situated at the lower levels of job satisfaction which brings about reduction in motivation and performance (Noreen et al., 2018). Effects of burnout are far reaching to the organization and aren't a problem of individuals alone. Therefore, it's naïve for supervisors to suggest that burnout is a problem of an individual professional to deal with. Burnout, apart from leading professionals to become less productive and efficient, also can bring about less willingness to help a professional colleague, and the professional may lose his concern for the organisation. Further, burnout can lead to professionals starting conflicts with colleagues, thereby disrupting joint work tasks. Also, burnout leads to cost effects due to financial losses caused by higher absenteeism and frequent sick leaves (Korunka and Zdrehus, 2007). As far as the procurement profession

is concerned, the performance of procurement professionals is adjudged through compliance with legislative frameworks and achievement of value for money (SIGMA, 2021; Flynn, 2018).

2.5 Conceptual Framework

Based on the previous descriptions built from literary grounds, the following is an illustrated conceptual framework of the influence of burnout on procurement performance.

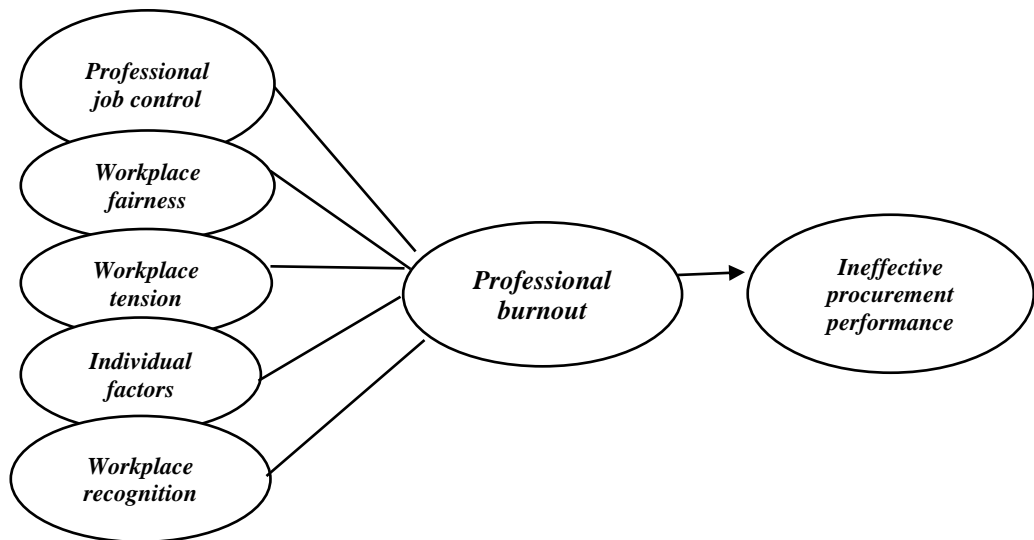


Figure 1: Conceptual Framework

The study was underpinned by the following hypotheses, which were based on these causes of burnout, explained above:

H₁: There is a significant influence of lack of professional job control on procurement professional burnout.

H₂: There is a significant influence of lack of workplace fairness on procurement professional burnout.

H₃: There is a significant influence between workplace tension and procurement professional burnout.

H₄: There is a significant influence of individual factors on procurement professional burnout.

H₅: There is a significant influence between workplace recognition and procurement professional burnout.

3. Methodology

3.1 Research Design and Sampling

The purpose of this study was to understand the causes of professional burnout and the effect of burnout on procurement performance; hence the study adopted a descripto-explanatory design. According to Schindler and Coopers (2014), descripto-explanatory studies seek to learn how changes in one variable can bring about changes to another variable. The study objectives were to understand the causes of burnout amongst procurement professionals employed in Tanzania. The population of the study was the total number of procurement professionals in Tanzania. To select the sample from procurement professionals, purposive expert sampling technique was used. Expert sampling involves selecting respondents who are renowned experts in the field of interest of the research. Expert sampling was used to select procurement professionals in the purposively selected procurement professional forum that brings together procurement professionals across the entire country and from diverse sectors (Kumar, 2011). Using the Yamane's formula to estimate the sample, the sample for this study was determined to be 156 procurement professionals. To arrive at the sample size of 156 procurement professionals, the study used the total number (265) of procurement professionals registered in the procurement professionals' association register.

3.2 Measurement, Data Collection and Analysis

On the basis of the literature reviewed, several factors were determined to be the key causes of professional or workplace burnout. Keeping in view the procurement professionals' workplace context, this study tested professional job control, workplace fairness, workplace tensions, workplace recognition and individual factors. Thus, the study established various causes of professional burnout and their impact on procurement performance. The causes of professional burnout were regarded as independent variables whilst procurement performance was regarded as a dependent variable. Investigative questions were prepared into a questionnaire, copies of which were distributed to the selected professionals. The investigative questions pertaining to independent variables in the questionnaire were measured on the basis of a 5-point Likert scale ranging from Strongly Agree to Strongly Disagree. The question corresponding to the dependent variable (procurement performance) was measured on the basis of a three level ordinal measure, with the alternative responses of high, medium and low. Upon expiry of the time duration established to collect responses, 126 (80.8%) duly filled out questionnaire copies were collected. Then they duly filled out questionnaire copies were subjected to data cleaning whereby only 109 (86.5%) copies were retained for further analysis. The received responses were

quantitatively analysed by computing descriptive statistics and ordinal logistic regression (OLR) analysis. An OLR model was used because the dependent variable for the study was measured at the ordinal measurement scale level.

4. Findings and Discussion

4.1 Demographic Characteristics

The respondents were asked to indicate their gender. The findings show that 78 (71.6%) of the respondents were male whilst 31(28.4%) respondents were female. This implies that the procurement profession is male dominated, which is indicated by few representation of women among the respondents. Further, the findings indicate that 59 (54.1%) of the respondents had a Master’s Degree; 44(40.4%) of the respondents had a Bachelor’s Degree or an Advanced Diploma; 5 (4.6%) of the respondents had an Ordinary Diploma; and 1 (0.9%) respondent had a Doctoral Degree. These findings imply that the respondents came from all categories of education levels which further established that respondents were both junior professionals and senior procurement professionals. Worldwide, there have been concerted efforts to reduce the gender gap when it comes to women’s participation in formal economic and professional activities. However, the findings in this study show that there still is less response from women to work in the procurement profession. The little presence of women in procurement renders the profession deprived of women’s inherent traits like empathy that may be more suited to the profession. These findings align well with observations by Lawrence and Mesurier (2018) who found that the procurement profession is characterized by male-dominated cultures, inadequate work design, negative stereotypes and aggressive ethos that affect women’s involvement and advancement in the profession.

Table 2: Distribution of respondents by gender and education level (n = 109)

| | Frequency | Per cent (%) |
|----------------------------------|-----------|--------------|
| Gender | | |
| Male | 78 | 71.6 |
| Female | 31 | 28.4 |
| Education level | | |
| Ordinary Diploma | 5 | 4.6 |
| Bachelor Degree/Advanced Diploma | 44 | 40.4 |
| Master Degree | 59 | 54.1 |
| Doctoral Degree/PhD | 1 | 0.9 |

In addition to gender and education levels, the respondents were asked to indicate the category of organisation where they discharged their daily professional obligations. The findings show that 54 (49.5%) respondents were working with parastatals or executive agencies; 19 (17.4%) respondents were working with private organizations; 16 (14.7%) respondents were working with local government authorities (LGAs); 12 (11%) respondents were working with ministries; and 8 (7.3%) were working with independent departments. The findings pertaining to the nature of employing organisation imply that the majority of procurement professionals were working in public organizations as compared to private organisations. Most of the that procurement professionals interviewed were employed in public organisation due to the fact that procurement professionals are required in public organization due to the requirement of the Procurement Legislation that necessitates every public organisation to have a Procurement Management Unit. Further, the respondents were asked to indicate their working experience with their current employer; 72 (66.1%) respondents had a working experience of less than five years, and 37 (33.9%) respondents had a working experience of five more than five years. The findings show that the procurement professionals interviewed had good education and were seasoned and experienced professionals in the field. Given that the professionals had sound education and relatively many years of experience working as procurement professionals, it was not naïve to presume that they were better positioned to master their professional environment and hence to some extent be immune from burnout causes and effects. The understanding that educated professionals should be less susceptible to burnout is opposed by the findings by Verdon et al. (2010) who suggested that work-related fatigue has high prevalence amongst educated professional women. Further, Lunau et al. (2015) argue against the narrative of this study by suggesting that professionals with lower education levels are likely to suffer from stressful work. This informs that the level of education, whether high or low, doesn't exempt a professional from burnout. The other dimension of experience is also useful to suggest that once a professional is experienced in their professional roles, it is likely that they will have a good mastery of their work environment and hence burnout cannot induce great effects on them. The findings in this study show that even the most experienced professionals suffered from burnout. This understanding contravenes the notion held by Mkumbo (2014) who suggested that highly qualified and experienced staff reported lower levels of stress as compared to lowly qualified and experienced staff.

Table 3: Distribution of respondents by employer category and working experience (n = 109)

| | Frequency | Per cent (%) |
|-------------------------------------------|-----------|--------------|
| Category of employing organization | | |
| Parastatal or Executive Agencies | 54 | 49.5 |
| Local Government | 16 | 14.7 |
| Ministry | 12 | 11 |
| Independent Department | 8 | 7.3 |
| Private Organization | 19 | 17.4 |
| Working experience | | |
| 0-5 years | 37 | 33.9 |
| More than 5 years | 72 | 66.1 |

4.2 Burnout Effect on Procurement Professionals

Various literature sources have demonstrated that employees who suffer from workplace burnout are likely to reduce their productivity levels as a result of being affected by diminished sense of accomplishment, satisfaction, motivation and hopelessness. Also, literature has shown that procurement and supply chain specialists and managers have quit their jobs in search for other jobs due to burnout. Using a Chi-Square test of independence, the study established if there was a significant feeling of professional burnout amongst procurement professionals. Also, the study established if there was a statistically significant association between professional burnout and poor procurement performance as well professional burnout and professional turnover.

Pertaining to feeling professional burnout, the findings were significant ($X^2 = 7.339$, $p = 0.025$) which means the procurement professionals were exposed to professional burnout feelings. The findings indicated that there was a statistically significant association ($X^2 = 38.761$, $p = 0.000$) between professional burnout and poor procurement performance. This finding implies that professionals suffering from negative feelings about their job, dissatisfaction, hopelessness and helplessness are likely to portray diminished commitment to their job, leading to poor procurement performance, which is measured through legal procedural compliance and underachievement of quality, cost and time elements. Also, there was a statistically significant association ($X^2 = 12.560$, $p = 0.000$) between burnout and job turnover for procurement professionals. This implies that procurement professionals are likely to be active in search for new employers, partly because they feel exhausted, negative, dissatisfied and hopeless with their prevailing work conditions.

Table 4: Professional burnout feeling and its general effect

| Description | Value (X ²) | df | Asymptotic Significance (2-sided) |
|-----------------------------------|----------------------------|----|--------------------------------------|
| Feeling professional burnout | 7.332 | 2 | 0.025 |
| Effect on procurement performance | 38.761 | 1 | 0.000 |
| Job turnover | 12.560 | 1 | 0.000 |

The statistical significance between professional burnout (negative feeling, workplace cynicism and hopelessness) and procurement performance and employee turnover establishes that procurement professionals experiencing professional burnout are likely to demonstrate poor performance of their professional obligations, increased job dissatisfaction and catapulted to changing employers in a deliberate attempt to search for a relief from burnout or toxic workplace environment. The effects of burnout can spiral out to bring about cost consequences, when the procurement professional prepares poor tendering documents as a result of being overly stressed. The chances are that the resulting tenderer can be incapability of executing a procurement contract to the required standard because the tender was won from completely error prone tendering documents and procurement process. Also, when a professional decides to change an employer, it brings about additional cost in recruiting a professional to replace the departed one.

Findings revealed that professionals who felt burnout were leaning towards struggling to complete tasks in the most efficient way possible which affected both the compliance issues to procurement governance tools like laws, regulations, policies, schedules and standard operating procedures and value for money issues. These findings align well with findings by Leitao et al. (2021) who reported that quality of work life positively and significantly affects productivity. Also, Soelton et al. (2019) stipulated that there is a significant association between burnout and turnover, meaning that burnout contributes to employees leaving their employers as a result of dissatisfaction which further prompts employers to recruit new employees to cover the vacant positions, which is costly in itself.

4.3 Causes of Burnout and its Association with Procurement Performance

To analyse and establish the relationship between burnout causative factors and resulting burnout feelings that affect procurement performance, ordinal logistic

regression was used to estimate the relationship. The causes of burnout (professional job control, workplace fairness, workplace tension, individual factors and workplace recognition) were treated as independent or predictor variables that predict the occurrence of professional burnout (workplace dissatisfaction, demotivation, helplessness, hopelessness, self-doubt and diminished sense of accomplishment) that breeds poor procurement performance that was measured at the ordinal level. The study first established the fitness of the model to explain the contribution of independent variables to the dependent variable. To establish the fitness of the model, chi-square statistics were used to determine if the model harnessed the study ability to predict the outcome at a given probability level. With a confidence level of 95%, the model fitting information indicated that the model was significant, with $p = 0.007$ that was < 0.05 because the independent variables (causes of changes in professional burnout) varied or their contribution to the occurrence of professional burnout effect on procurement performance amongst procurement professionals. Additionally, the study established a goodness-of-fit to determine if the observed data were consistent with the selected model. The rule is that if the p-value is greater than the critical value then the model is a good fit by being consistent with the observed data. On the contrary, if the p-value is less than the critical value, then the model represents a poor fit to the observed data. The findings in Table 5 indicate that the model was a good fit because of the Pearson Chi-square statistic for the model ($p = 0.322 > 0.05$) and Chi-square statistic based on deviance level ($p = 0.621 > 0.05$) were both greater than the critical value.

Table 5: Goodness-of-fit

| Model | Chi-Square | df | Sig. |
|-----------------|-------------------|-----------|-------------|
| Pearson | 104.948 | 99 | 0.322 |
| Deviance | 94.072 | 99 | 0.621 |

Model fitting result: Log likelihood (intercept only = 152.225, final = 136.431); Chi-square = 15.794; df = 5; Sig. = 0.007

Further, the study used a test of parallel lines to test if the relationship between the independent variables and the logits were the same for all the logits. The assumption is that the ordinal logit model estimates one equation across all response variables; hence the slope coefficient (odds ratio) is similar or equal across the response variable in the model. This further means that the correlation between independent variables and dependent variables does not change for dependent variable categories. When this assumption does not hold it means there is no parallelity between categories. The rule is that if the lines are parallel the

observed significance level for the change is large ($p > 0.05$) and thus the general model doesn't improve the fit very much. In such a case, the parallel model is adequate, and the null hypothesis that the lines are parallel can't be rejected. The model result on the assumption about proportional odds shows that $p = 0.852$ which is greater than $p = 0.05$. This model result indicates that the null hypothesis that states the odds ratios are the same across response categories cannot be rejected. This means that the model was attractive and hence there was no need to fit into a less restrictive model.

Table 6: Test of parallel lines

| Model | -2 log likelihood | Chi-square | df | Sig. |
|-----------------|-------------------|------------|----|-------|
| Null hypothesis | 136.431 | | | |
| General | 126.960 | 9.471 | 15 | 0.852 |

With ordinal logistic regression (OLR), it is impossible to compute R-squared statistics as it is in linear regression analysis; hence various people have tried to come up with an equivalent to R-squared in OLR. The equivalences of R-squared in OLR are Cox and Snell, Nagelkerke and McFadden which were computed in this study. These equivalences to R-squared are commonly termed as Pseudo R-squares. Even though the Pseudo R-squares do not have the same interpretation that for the standard R-square they attempt to explain the proportion of variation in the dependent variable (burnout effect on procurement performance), caused by changes in independent variables (causes of burnout). From the Nagelkerke measure, which was 0.149, it is seen that procurement performance varied by 15% as a result of professional burnout feelings amongst procurement professionals that was due to various factors.

The Table 7 indicates the statistical significance of various causes of burnout on procurement performance at 95% confidence interval. The causes of burnout tested were lack of professional job control, workplace tension, workplace recognition, workplace fairness and individual factors. The findings show that there was a statistically significant relationship ($p = 0.030$) between procurement performance and workplace tension. Also, there was a statistically significant relationship ($p = 0.002$) between procurement performance and workplace recognition. Statistically significant relationship ($p = 0.042$) was also observed between individual factors and procurement performance. For other causes of burnout accounted in this study, professional job control ($p = 0.717$) and workplace fairness ($p = 0.415$) had a statistically insignificant relationship ($p > 0.05$) with procurement performance.

Table 7: Parameter Estimates on the contribution of burnout causes on procurement performance

| Burnout cause | Estimate (β) | Std. Error | Wald | df | Sig. |
|---------------------------------|----------------------|------------|-------|----|-------|
| Professional job control | -1.46 | 0.402 | 0.131 | 1 | 0.717 |
| Workplace fairness | 0.355 | 0.436 | 0.663 | 1 | 0.415 |
| Workplace tension/disagreements | -0.864 | 0.398 | 4.708 | 1 | 0.030 |
| Individual factors | 0.765 | 0.376 | 4.143 | 1 | 0.042 |
| Workplace recognition | -1.550 | 0.504 | 9.449 | 1 | 0.002 |

Cox and Snell = 0.135, Nagelkerke = 0.149, McFadden = 0.061

From table 7, workplace tension, workplace recognition and individual factors are regarded as statistically significant causes of professional burnout amongst procurement professionals that affect performance or productivity. Holding other predictor variables at zero, a unit increase in workplace tensions or disagreements with superiors or co-workers would lead to a decrease by 0.864 in procurement professional’s performance due to job dissatisfaction, demotivation and a diminished sense of accomplishment. Also, a unit increase in lack of workplace recognition of procurement professional’s job and contribution to organizational growth would lead to a decrease by 1.550 in procurement professional’s performance due to job dissatisfaction, demotivation and a diminished sense of accomplishment. Further, a unit increase in individual factors would lead to an increase by 0.765 in professional’s performance due to increased satisfaction, motivation and sense of accomplishment.

The study found that workplace tensions, individual factors and workplace recognition accounted for variation in professional burnout amongst procurement professionals. This implies that procurement professionals regard these three factors as the greatest contributors to the prevalence of professional or workplace burnout that hinders their productivity or performance. The findings in relation to workplace tension causing burnout align well with the findings by Soltani et al. (2015) who contended that disagreements directly and significantly affect employee’s burnout levels. Workplace tensions are common in the procurement profession because procurement professionals carry huge burden about political and economic agenda, and the propensity of profession to interact with various stakeholders with different interest is likely to cause workplace tension that if they persist they cause dissatisfaction, cynicism, and disinterestedness which are key attributes of burnout. Also, findings on the role of recognition on burnout is supported by findings by Hussain et al. (2019) and Tassabehji and Moorhouse (2008) who reported that lack of positive feedback or recognition significantly

affects employee's ability to perform. The notion that individual factors can affect professional's satisfaction has been upheld by Liam et al. (2022) who argues that stability of pertinent individual factors like marital harmony, financial stability and personality have positive effects on employee's burnout. Findings in this study pertaining to professional control do not reinforce the findings from other studies. In this study procurement professionals perceive the lack of autonomy on their discharge of professional obligations as not causing burnout. The perception that lack of autonomy doesn't induce burnout can be due to the reality that professionals accept that their job structure is supposed to be that way, and they are content working in a profession that lacks professional autonomy. Further, the majority of the responding procurement professionals in this study emanated from public organisations, where procurement is explicitly linked with adhering to laws and regulations. This finding is contrary to findings by Ariani (2020) who reported that task autonomy can reduce burnout amongst employees.

5. Conclusions and Recommendations

5.1 Conclusions

The demand for procurement professionals to perform by delivering exquisite results is at an all-time high from every corner possible. The demands for procurement professionals to perform can be justified due to the impact that good procurement contributes significantly to economic growth and social progression. Bogus procurement decapitates both organisational prosperity and national wide economic growth. Recently there have been shouts from politicians, auditors and other procurement stakeholders lamenting the underachievement of value for money from procurement processes. Several factors have been earmarked as the leading contributors to the poor performance in the procurement sub-sector. However, these factors failed to consider the influence of procurement professionals' satisfaction, motivation, commitment and positivity towards the discharge of their duties. Following the impacts of chaos that the world has suffered over the last few years, the subject of burnout has come to the fore and is now worthwhile to regard burnout as contributing significantly to prevalence of poor procurement performance. Herewith, it is manifested that procurement professionals are increasingly exposed to feeling burnout. Burnout is regarded to be caused by a multitude of factors but, confining it to the procurement sub-sector, it has been seen that workplace tensions and disagreements with co-workers and superiors, absence of workplace fairness and individual factors catapult procurement professionals to feel burnt out, which in turn affects their procurement performance. The effects of burnout on procurement performance include struggling to prepare robust tendering documents, contract documents, minutes and various reports. Also, burnout can

affect the professional's ability to be proactive in discharging of their duties which can lead to missed opportunities and unintentional sidestepping key procurement requirements stipulated by the procurement governance tools.

5.2 Recommendations

Even though it is understood and accepted that causes of burnout cannot be entirely eliminated, it is imperative that oversight organs, management and professionals themselves implement deliberate measures to deal with burnout that affects procurement performance. Organisational management should strive from time to time to implement extensive stress management interventions that help procurement professionals to adapt to stressful situations and aid them to develop stress tolerance skills that can reduce professional burnout. Also, management should strive to implement workplace social support systems that include listening to procurement professionals, giving them advice whenever feasible as well as routinely making the professionals feel valued and understood. Absence of social support systems at workplaces may further push professionals in the hole of grief, fear, isolation, despair and uncertainty that negatively affects their performance levels. Effective social support systems include managers fostering high quality relationships with professionals, providing opportunities for co-workers to converse freely and reflect on their work to avoid contagious burnout. Further, managers should strive to ensure there is reduction in unnecessary interaction with both internal and external stakeholders as this may give rise to needless tensions that induce burnout. Today, with advancement of technology, it is possible to reduce interaction to near zero because encouraging frequent meeting imposes another demand on procurement professionals that may be detrimental to their on-job satisfaction. In public procurement, the procurement regulating authority (PPRA) should, during their annual performance review, add another dimension to performance reporting, that is procurement professionals' satisfaction with their workplaces. Adding this parameter will serve to give a good picture on what actually leads to good or poor performance because burnout plays a mediating role in fostering effective performance.

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