



“The Influences of Job Burnout on the Productivity of Employees in the Manufacturing Companies”

¹M.Ilamathi, ²Uma Raman.M

¹Ph.D Research Scholar, Department of Management Studies, St. Peter’s Institute of Higher Education and Research , E.Mail Id: milamathi.vel@gmail.com

²Professor and Department of Management Studies, Rajalakshmi Engineering College and Research Supervisor, St. Peter’s Institute of Higher Education and Research

Abstract

The Organization aims to gain profit and success and that depends on how the company increases the employee’s productivity by reducing the employees strain in their workplace. The Present study was done among different manufacturing companies in Coimbatore Region. The study carried out with the cluster sampling and with the sample size of 110 employees in the organization. Burnout is a condition of both physical and psychological disorder and it occurs for a prolonged period of time.. The study concentrates on the general influences of job burnout on daily productivity of employees and questionnaire was also framed generally to covers the job burnout and productivity among employees. The Study clearly shows that Employee’s productivity is mainly influenced by the role workload and least importance was given to the Non-contingency outcomes of the job burnout. No significant relationship with the employees facing job burnout in their present job with the different age groups of employees.

Key words: Physical, Psychological disorders, Prolonged period.

Introduction

The Term Burnout was appeared in the year 1960’s in United States among human services. Job When the stress is carried for a longer period in their workplace and thus it affects both the physical and mental health. Burnout is a serious problem for both the individual and also for the organization. It has its direct relationship with the individual productivity, gives poor morale, more employee turnover. It spreads negativity between employees, organization and society. Maslach and Leiter (1997), the direct link between the globalization and job burnout. If the organization enters the business with other countries, increases their pressure on employees working in their organization.

According to Christina Maslach (2006) Burnout is a prolonged work stress faced by the employees in their job. The three dimensions of the responses are overwhelming exhaustion, feeling of cynicism and lack of accomplishment. The overwhelming exhaustion is also called as emotional exhaustion, feeling cynicism is also called as depersonalization and lack of accomplishment are termed as reduced personal accomplishment.

Historical stages of Burnout

Pioneering Stage: In this stage the concept was based on the study carried in healthcare and human services. The initial articles were carried in the mid-1970 in United States. They interviewed the

employees working in human services. Several themes were emerged from this interview in human services.

The Empirical Phase: This was carried out in the mid 1980's. This Phases focus on several different measures was developed. Maslach Burnout Inventory (MBI) developed by Maslach & Jackson (1981).

Literature Review

According to Maslach, Continued frustration faced by an employee in his present job makes him to get exhausted emotionally and loses energy to do the another work. Depersonalization is maintaining a distance from others due to emotional and psychological problems. Over a time these two factors may lead them to get a cold indifference to the need of others and thus they get reduced personal accomplishment.

Malik 2011, most of the employees do not have proper control on their work, no proper financial rewards, and unsupportive management systems and thus they are in a position to face heart disease, increase in blood pressure and headaches and it decreases employee productivity. Mathis and Jackson 2000, productivity is calculated by considering the quality and quantity of work and the resources took to do the work.

Christina Maslach, Wilmer, Michael-P. Leiter 2001, Burnout is a chronic and work related emotional and inter-personal stress faced by an every individual in their job. Burnout was extended beyond the human services and education occupation. Emotional Exhaustion: It is the central point of burnout quality. People who experiences burnout is often face the exhaustion. No Research can be carried out in burnout without excluding the term Exhaustion. When one self emotionally

and cognitively experiences stress is exhaustion in workplace. Exhaustion is a central quality of burnout which increases the complex syndrome. Shirom (1989) if one has to look on what is burnout; they cannot leave the term exhaustion among individuals. Exhaustion is something which concerns about oneself emotionally towards their work and with their workload in job.

According to Shirom 1989, the study without analyzing exhaustion without burnout is considered as wasted and it is incomplete study.

Depersonalization: It finds the distance between oneself and recipients. It is the attempt to put the distance between the oneself with other service. It also includes the objects of one's work. It is an immediate reaction after the exhaustion. Depersonalization is ignoring oneself and recipient. When someone is ignored in their quality and unique in their work.

Reduced Personal Accomplishment: It is more complex when compared to other two aspects of burnout. It arises because of the lack of resources. It is the feeling of lack of achievement and productivity in work.

Byrne 1994, Lee & Ashforth 1996, both exhaustion and depersonalization in the work place reduce one's sense of effectiveness. It is more difficult to gain a sense of accomplishment when people are indifferent. Depersonalization is wide concept in organizational settings. Personal Accomplishment is a combination of both exhaustion and depersonalization.

Panis and Aronson (quoted by Maslach, Schaufeli and Leiter) 2001, Both the emotional and physical fatigue syndrome cause the job burnout. It increases negatively and decreases interest to

colleagues. Organizational factors will result to get burnout are inflexible rules of job, lack of job security and opportunities for promotion.

Common causes of Job burnout on Employees

PV De Silva, CG Hewage, P.Fonseka, 2009, the causes of burnout is mainly three groups Personal , Job and Organizational Characteristics

1. Job and Role Characteristics-

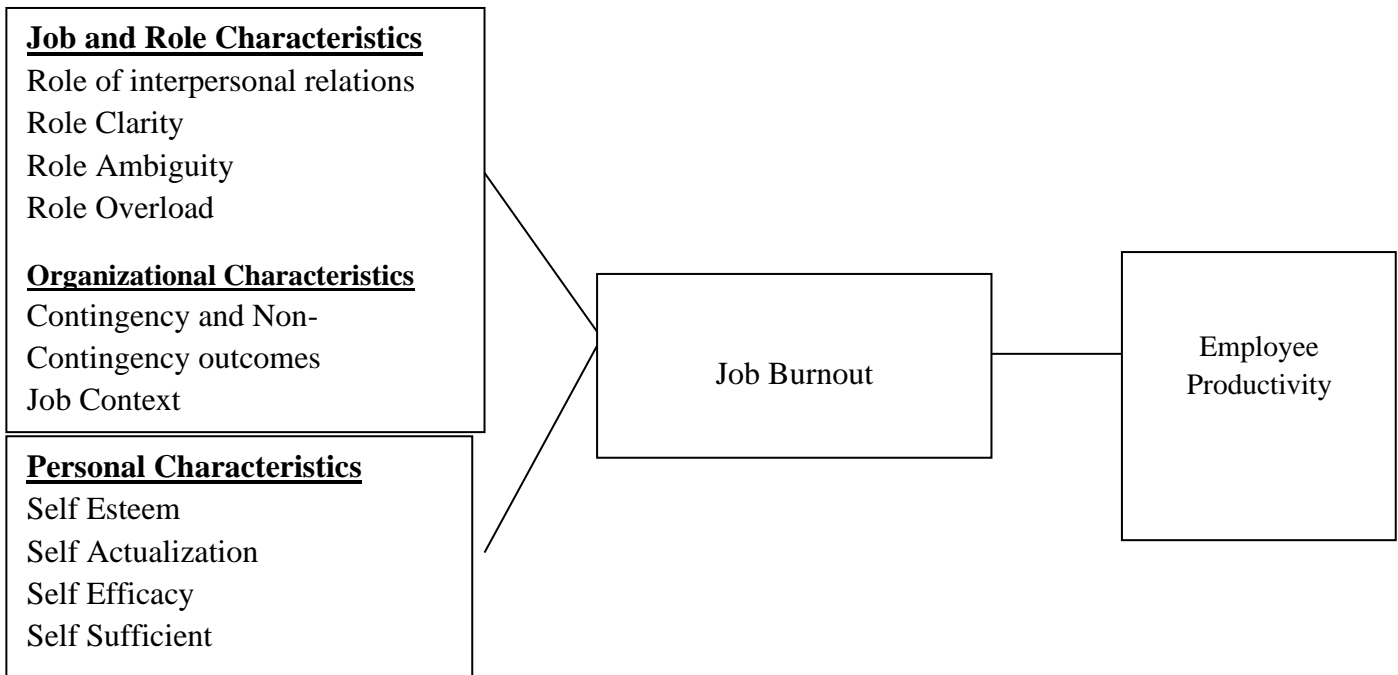
- (a) Role of inter-personal relations: Maslach 1978, The word clients refers to an individual who interact on a professional basis. Maslach 1978, the individual when they constantly dealing with people, they are emotionally strained and involves to face problems. Most of their work involves extensive and face to face contact with the people emotionally and the end feedback from the organization is almost exclusively negative.
- (b) Role conflict and Role Ambiguity: Kahh 1978, Role Ambiguity occurs when the individual lacks adequate information to accomplish their work. When the information is restricted to perform a specific task. Schwab and Iwanicki 1982, Role conflict and Ambiguity provides a good significant amount of variance in the emotional exhaustion, depersonalization and

for a sample of 469 teachers. Role ambiguity accounted a great variance in personal accomplishment.

- (c) Role Overload: Burnout is the result of both qualitative and quantitative overload. Maslach and Jackson 1984, the individual has the lack of basic skills and talents to complete the task effectively they face qualitative overload. When the individual could not be able to complete their work in the allotted time, they have quantitative overload.

2. Organizational Characteristics

- (a) Contingency and Non-contingency of organizational outcomes: The role of contingency is linked with the organizational outcomes. The reward and punishment is linked with the performance of the employees. The main problem is the lack of contingent rewards and the presence of non-contingent punishment.
- (b) Job context: Pretty and colleagues 1992, Women and Men emotional exhaustion differs. Women experiences more emotional exhaustion and depersonalization when they are non-managers. Men experiences high emotional exhaustion when they are managers.



Objective of the Study

1. To study the causes of job burnout with various literature reviews.
2. To investigate whether employees are suffering with job burnout in their present organization.
3. To analyze the causes of job burnout and its influences on Employee’s productivity in the organization.

Research Methodology

The Study carried out with the cluster sampling method and the sample size is 110 in various manufacturing companies in Coimbatore region. The tools used for the study are Percentage Analysis, Weighted Average method and Correlation analysis. The Study carried to find the general influences of job burnout on Employees productivity.

Data Analysis and Interpretation

1. Demographic Variables

Demographic factors		Frequency	Percentage
Gender	Male	72	65
	Female	38	35
Age	18-25	18	16
	26-35	31	28
	36-45	25	23
	46-55	21	19
	Above 55	15	14
	Experience	Below 2 years	14
	2-4 years	17	15
	4-6 years	29	26
	6-10 years	16	15

	Above 10	34	31
Education	Higher Education	32	29
	UG	28	25
	PG	17	15
	Diploma	12	11
	Others	21	19
Marital Status	Single	24	22
	Married	86	78

Inference: The above table shows the demographic factors of the respondents. 65% of the respondents are male, 35% of the respondents are female. 14% of the respondents are in the age of above 55, 28% of the respondents are in the age group between 26-35 years. 13% are having an experience of below 2 years, 26% are having an experience between 4-6 years. 11% are having an educational qualification of diploma, 29% are having an educational qualification of higher

education. 22% are single and 78% of the respondents are married.

2. Weighted Average to find which causes of burnout has highly influences the Employee Productivity. Satisfactory Ranking Given with regards to the causes of burnout in the manufacturing companies of Quality of work life of Textile Industry.

Causes of Job Burnout	SA	A	N	DA	SDA	110	Weighted Average	Weighted Score	Rank
Role of inter-personal relations	26	24	16	21	23	110	339	23	4
Role conflict	44	23	14	14	15	110	397	26	2
Role Ambiguity	32	24	15	18	21	110	358	24	3
Role Overload	54	15	11	16	14	110	409	27	1
Contingency outcomes	33	16	10	19	32	110	329	22	5
Non-contingency outcomes	16	12	26	17	39	110	279	19	7
Job context	32	21	13	18	24	108	343	23	4
Self Esteem	25	26	20	14	13	98	330	22	5
Self Actualization	21	17	19	26	27	110	309	21	6
Self Efficacy	26	21	15	27	21	110	334	22	5
Self Sufficient	29	25	21	16	19	110	359	24	3

Inferences: The Above Table clearly shows that, employee’s productivity is mainly influenced by the role workload and least importance was given to the Non-contingency outcomes of the job burnout.

3. Correlation Analysis

Finding the relationship between the employees facing job burnout in their present job with the different age groups of employees.

X	X-X	Y	Y-Y	(X-X) ²	(Y-Y) ²	(X-X) (Y-Y)
14	-8	37	15	64	225	-120

17	-5	15	-7	25	49	35
29	7	27	5	49	25	35
16	-6	24	2	36	4	-12
34	12	7	-15	144	225	-180
110	0	110	0	318	528	-242

$$\text{Correlation coefficient} = \frac{\sum(X-X) - (Y-Y)}{\sqrt{\sum(X-X)^2 * \sum(Y-Y)^2}}$$

$$\text{Correlation coefficient} = \frac{-242}{\sqrt{318 * 528}}$$

$$= -242 / 17.83 * 22.97$$

$$= -0.59$$

Inference:

The calculated value is -0.59 is lesser than the table value 1.96. Ho is accepted. There is no significant relationship with the employees facing job burnout in their present job with the different age groups of employees.

Conclusions

The study was supported by various reviews of literatures about the job burnout .The study was conducted with the manufacturing companies and the analysis was done based on the respondents of the companies. Employee’s productivity is mainly influenced by the role workload and least importance was given to the Non-contingency outcomes of the job burnout.

No significant relationship with the employees facing job burnout in their present job with the different age groups of employees. The Analysis and the conclusion are based on the data of manufacturing companies and in order to find the major impacts, the sample size should be increased for the future studies. Further analyzing the topic with the

dimensions in details in other sectors and also with higher sample size will helps us to find and learn about the job burnout and its influences on employee Productivity.

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