Exploring the Causes and Consequences of Job Burnout in a Developing Country

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ABSTRACT

Burnout is an extensively research topic in the western society however in the developing country where HR policies are not so refined, employees and HR managers still face the problem of stress and burn out within employees. The current study was conducted in an effort to bring forth awareness in the organizational setting of the emergence of burnout in developing countries. It investigated the relationship between employee's perceived burnout and their workplace related factors that are known to promote burnout. The major findings of the study signaled at the cultural differences. Analysis of management hierarchy with burnout showed that top managers are least likely to be burnout out as opposed to the lower hierarchal employees contradicting Cordes and Dougherty (1993). Another interesting result conflicting the burnout theory indicated that community was least likely related to emotional exhaustion and lack of personal efficacy (Maslach et al., 2001). Future recommendation and managerial implication are given.

KEYWORDS: Burnout, MBI-GS, Pakistan, Top management, Community.

INTRODUCTION

Optimal state in the work place is described as the environment, which helps individuals by providing challenging, interesting and meaningful tasks (Csikszentmihalyi, 1997). Employees perceive themselves as growing, engaged and productive in a healthy work environment. Finnegan (2000) has defined a person-environment fit from the perspective of stress and well being of employees. A major factor in building a healthy work force is minimizing the presence of stress in the work environment.

Organizational stress is one of the main problems faced by organizations that affects job satisfaction (Kumar, Fisher, Robinson, Hatcher & Bhagat, 2007), motivation and organizational commitment (Moore, 2000); and it can eventually lead to turnover and absenteeism among employees (Schaufeli & Bakker, 2004). The existence of the phenomenon of *Burnout* was recognized initially in the 1970's as a result of change in working structure when employees were downsized, the job description was increased and emphasis was put on customer relationship. Burnout was coined in 1974 by Herbert Freudenberger who defined *burnout* as the "extinction of motivation or incentive, especially where one's devotion to a cause or relationship fails to produce the desired results." Initially, burnout was seen as occurring solely within the "helping" professions such as nursing and education; however, later on models were developed to study the burnout experienced by employees in all types of organizational settings. Therefore the goalof this study is to explore the relationship of multi-dimensional variable of burnout with the work related organizational causes i.e. workload, control, reward, community, fairness and values. Burnout was also studied with respect to a selected set of demographic and individual related factors.

This paper contributes to the existing knowledge of burnout in several ways. We examine the relationship of burnout with organizational and individual factors thus helping us to understand the nature of burnout in Pakistani employees. Most burnout studies have focused on employees in developed countries; in developing countries burnout is still understudied phenomenon. The relationship of workplace stressors on burnout and the effect of burnout on the organization have been studied in many countries (Spain, USA, Italy etc.); and it is important to study the same in Pakistani culture. Comparative research studies have shown that burnout differs across cultures, nations and languages (Schaufeli, Bakker, Hoogduin, Schaap & Kladler, 2001; Schutte, Toppinen, Kalimo & Schaufeli, 2000). This research aims to explore the relationship of burnout as composed of emotional exhaustion, cynicism and personal efficacy to six areas of worklife namely workload, control, reward, community, fairness and values.

In this study we examine the relationship of demographics and organizational factors with burnout in the developing country of Pakistan. It is important to study the presence and nature of burnout is also valid in the content of Pakistan. If we can establish that the existing theory of burnout in Pakistan is applicable it will help increase the robustness of the theory. In 1990's, the Pakistani business industry experienced a boom due to which many organizations started to consider the importance of HR

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departments. With increasing female employees joining the workforce, the work structure developing with stringent policies resulted in stress. Burnout is harmful not only to individuals but also organizations.

The possible reduction, if not elimination, of burnout and job stress from organizations can help well-being and happiness of workers at work thus improving their quality of work life. Satisfied employees are cooperative, helpful, punctual and are likely to stay with the organization longer which helps in fostering positive employer-employee relationship (Judge, Thoresen, Bono & Patton, 2001).

The rest of the paper is structured as follows: First, we explain the organizational environment in Pakistan. Second, we explain the theoretical background of burnout, along with demographics and organizational factors. Third, we develop the hypotheses for this research followed by the methods. Then we examine the results and discussion of the study and lastly we provide conclusion and suggestions for future research.

HR Environment in Pakistan

Pakistan is a small Asian country with a developing economy. In the 1990's emphasis was applied to government privatization programs. With the workforce increasing, organizations started considering the importance of HR departments. Khilji (1995) provided evidence that many organizations restructured the personnel divisions as human resource departments. Expansion of services and diversification of products took place. Initiatives were taken by the government to foster business-driven culture and organizations were encouraged to develop professional workforce and adopt and implement modern HR practices.

Private sector instigated healthy, profitable and competitive business environment. At this time, the private sector brought in an important and valuable addition bringing in a fresh HR perspective to the organizations (Unger, 1999).

The HRM in Pakistan is currently in its 'embryonic stage' as recognized by Khilji (2003). Very little empirical research has been done on HRM in Pakistan (Jhatial et al., 2009). HR practices are new and even multinational do not realize the importance of HR practices to be fully implemented. Not too many organization employ HR appropriately. HR practices are not properly directed, assessed, evaluated and administered (Abbasi et al. 2008).

However, later political uncertainty and economic hardship deteriorated in the past twelve years (Jamal, 1998). This resulted in increasing materialism. 'Economic hardship, competition for jobs, retaining these jobs and ambitions to prosper in a status- conscious and materialistic society seem to have strengthened *individualistic* attitudes towards organizations', as stated by Khilji (1999). This resulted in high competition in jobs, creating long working hours and pressure to perform well. The consequence of such practices initiated several job stressors and stress related problems. Several studies have shown high stress within the work force (Bashir & Ramsay, 2010; Rahim, 2010).

Burnout is a social phenomenon due to which it is important to study the presence and nature of burnout prevailing in the organizational environment in Pakistan. The organizations therefore need to identify burnout and develop strategies to overcome such harmful situation that the employee or the organization can find himself or herself in. HR department should detect the causes of negative stressors in organization and try to reduce the presence of burnout.

Theoretical Background

This section provides a review of the literature and theoretical background of the two of the main constructs being used for this research: burnout, organizational causes, and conceptual framework for this research.

Burnout

MBI-GS contains three levels of burnout, which have been empirically and theoretically researched; the first is emotional exhaustion, the second is cynicism or depersonalization and the third is the lack of personal efficacy. A wide variety of occupations were interviewed, observed and surveyed before constructing this multi-dimensional burnout measurement instrument (Maslach & Schaufeli, 1993). In 1997, Burnout was rephrased as "the erosion from engagement with the job." Burnout has been identified by three dimensions; emotional exhaustion, cynicism and lack of personal efficacy.

Emotional exhaustion has been identified as the central quality of burnout (Maslach et al., 2001). It refers to the over-extension and depleting of resources relating to emotions. This stage has symptoms like fear, nervousness, anger, irritability, loss of energy, sense of helplessness, fatigue and confrontation with death. Exhaustion is internal. It has been suggested by Kristensen, Borritz, Villadsen, and Christensen (2005) that exhaustion is enough to study burnout however Maslach et al. (2001) explained that burnout will then be out of context and have argued that burnout is a multi-dimensional variable.

Cynicism refers to lack of self-esteem and employees becoming impersonal to co-workers. Cooper, Dewe and O' Driscoll (2001) suggested that it is a way of coping with draining emotions. The feelings are tuned off and employee becomes emotionally numb, blunt and detached to other peoples feelings. Cynicism is external response to exhaustion and in this state the employee distances himself from people. There is a strong relationship between exhaustion and cynicism and these two 'go together' (Maslach et al., 2001). A person suffering from emotional exhaustion will have some degree of cynicism.

Lack of personal efficacy is the last stage of burnout involving feeling of failure. This stage consists of two aspects, job competence and achievement in one's work. The employee evaluates his accomplishments in the professional life negatively. A

person feels sad and dissatisfied with his/her work. Inefficacy results in depression, low morale, and inability to cope with work demands. The employee feels incompetent which results in low self-esteem and low productivity (Maslach et al., 2001).

Organizational causes of Burnout

Schaufeli and Enzmann (1998) have found the presence of adverse organizational factors is more significant in the development of burnout than the individual related factors. Organizational factors have been found to play an important role in influencing burnout as reported by Burke and Richardson (2000) and Schaufeli and Peeters (2000). An Area of Work Life survey (AWS), developed by Maslach and Leiter (1997), draws the relationship of an employee to the work environment. It includes all major organizational factors that have been studied to cause burnout in an organizational setting. AWS survey focuses on relationship of individuals to work setting rather than organizational productivity or on employee career development (Leiter & Maslach, 1999). This method is based upon the idea that some organizational factors contribute in causing burnout.

The model identifies six areas of work life that could affect burnout namely workload, control, rewards, community, fairness and values as perceived by an employee. Workload is defined by the amount of work to be done in a given time, given enough time one can enjoy and develop professionally. The opportunity to make choices, make decisions and solve problems is categorized as control. Rewards are the benefits and recognition in financial and social terms that the employees receive and community is described as the social environment in the organization. Fairness is the amount of consistent rules an organization has for everyone while value are what is important to the employee and the organization (Leiter & Maslach, 2004).

Conceptual framework

The relationship between the six Areas of Worklife and mediating variable burnout categorized under three dimensions; emotional exhaustion, cynicism and personal efficacy and the dependent variables job satisfaction, organizational commitment and turnover intention were examined in this study.A schematic presentation of the various variables involved in the study has been given in Figure 1.

Hypotheses
Burnout and Demographics

The socio-demographics factors have been studied to play major role when determining burnout. Age, gender, education, income level, years of experience, organizational level, department, and occupation has all been researched to be predictive of burnout (Codes & Dougherty, 1993; Maslach et al, 2001; Ahola et. al. 2006).

Gender

The relationship of burnout with gender is not so clear-cut. Some studies have shown burnout occurs more often among females than among males (Bakker et al., 2002; Poulin & Walter, 1993) while the opposite results were also found (Haque & Aslam, 2011; Price & Spence, 1994). However some consistent results on gender and burnout show that females score more on emotional exhaustion whereas males score more on depersonalization (Haque et al., 2011; Soares et al., 2007; Bakker et al., 2002; Codes & Dougherty, 1993; Lieter & Maslach, 2004; Masalch et al, 2001; Schaufeli & Enzmann, 1998). Maslach et al. (2001) has warned that these results could be because of cofounding result of gender to occupation. Such as, one study found that males scored more on emotional exhaustion and depersonalization if they were in managerial positions while females experience more exhaustion and depersonalization in non- managerial positions (Pretty, McCarthy & Catano, 1992).

Marital Status

A higher burnout risk was found among the unmarried employees (Maslach et al., 2001). Within the married group, childless employees were more susceptible to burnout Single employees scored more on burnout than divorced employees (Maslach & Jackson, 1985; Masalch et al., 2001). Even in the married group, the 'spillover' between work life and family life exists and thus can cause burnout (Cherniss, 1980). Several other authors reported higher burnout in unmarried employees (Haque et al., 2011; Soares et al., 2007; Schaufeli and Enzmann, 1998).

Age, Experience and Education

Age has significant effect on the state of burnout as outlined by Bakker, Demerouti and Schaufeli (2002). Burnout is observed more often among those aged over 30-40 years. However, other research studies suggest that burnout occurs in younger professionals (Gold, 1984; Maslach & Jackson, 1981) and is termed as 'early career burnout' caused by 'reality shocks' in the work place (Cherniss, 1980). Several studies have shown that burnout exists in younger employees, later in their career the employees adjust to the working conditions and they shift their job expectations and at that stage burnout ceases but later around 35-40 age employees become susceptible to burnout again (Aloha e al., 2006; Bakker et al., 2002). Some researchers have suggested that older employee burnout could be promoted by mid life crisis (Cordes & Dougherty, 1993).

Shaufeli et al. (1996) found positive results between experience and cynicism while other studies have also confirmed the

relationship of burnout to be negatively related to work experience (Lieter, 2005; Masalch et al., 2001; Schaufeli & Enzman, 1998; Bakker et al., 2002; Poulin & Walters, 1993; Vredenburgh, Carlozzi & Stein, 1999) but one research found that older employees scored lower on emotional exhaustion and depersonalization (Anderson & Iwanicki, 1984). MBI manual shows decline of burnout levels with growing age or increased working experience for all three dimensions of burnout (Maslach, Jackson & Leiter, 1996).

The level of burnout increases with the level of education (Haque et al., 2011; Soares et al., 2007). Higher education is associated with higher responsibilities as well as greater expectations (Maslach et al., 2001).

Type and Sector of Organization

Type of organization included manufacturing and service providing firms. Services firms include banks, transport, etc. Presence of burnout was found in bank employees (Khattak et al., 2011; Schnorpfeil et al., 2002; Tripathy, 2002) as well as those working in manufacturing firms (Kitaoka-Higashiguchi et al., 2009). The sector in which organization operate in can be divided into public and private sector. Schaufeli and Bakker (2004) researched the presence of burnout to be higher in public sector than in the private sector. The possible explanation is that employee working in government organizations face limited resources and high accountability to higher officials as well as the general public which puts employees under pressure and hence susceptibility to burnout.

Level of Hierarchy and Department

According to the burnout literature as the employees go up the organizational hierarchy burnout increases. Cordes & Dougherty (1993) have suggested that as employee move to higher management their responsibility and experience increased which have lead to burnout. Anand et al. (2009) studied the top management and CEO's and found higher level of burnout.

The departments included in this study are information technology, marketing and sales, production and operations, finance and accounting, personnel and human resource and CEO/general managers. Even though no study has included all departments different research studies show incidence of burnout in different occupations. Bakker et al. (2002) have researched employees working in IT and found burnout. Marketing and sales include customer services department in which there is high customer interaction, which promotes high burnout (Maslach et al., 2001). Production and operations employees were found to be higher in burnout as their work lead to frustration, stress and eventually to burnout. Finance and accounting and personnel department promotes moderate burnout (Cordes & Dougherty, 1993).

Therefore the following hypothesis was created:
$H_{01.}$ The mean of a) emotional exhaustion b) cynicism and c) personal efficacy will not be different for each group of socio-demographic variables such as gender, age, marital status, education, ethnicity, experience at the present position, managerial level, department, type of organization and type of sector.

Burnout and Organizational factors

Schaufeli and Enzmann (1998) have found that the presence of adverse organization related factors is more significant in the development of burnout than the individual related factors. Organizational factors have been found to play an important role in influencing burnout as reported by Burke and Richardson (2000) and Schaufeli and Peeters (2000).

Workload

Workload is defined by the amount of work to be done in a given time. It is believed that if one is given enough time one can enjoy and develop professionally (Masalch & Lieter, 1997). Workload is the most important domain of job. Even outside of work individuals are becoming busier i.e. with children, aging parents, recreational activities. All these engagements require too much to be done with little recourse. Generally if work is manageable it provides individuals to grow and pursue career objectives. Lieter (2003) explains that workload is not a new challenge.

Cordes and Dougherty, (1993) and Schaufeli and Enzmann (1998) have suggested that continuous workload is highly related with emotional exhaustion. Lee and Ashforth (1996) have reported exhaustion relates to the mediating nature of workload; they further reported that exhaustion causes cynicism and low self-efficacy. On the other hand, it was found that sustainable workload provides opportunities to improve existing skills (Landsbergis, 1988). Higher workload was found to be strongly related to exhaustion as reported by Lasalvia, Boneeto, Bentani, Bissoli, Cristofalo, Marrella, Ceccato, Cremonese, Rossi, Lazzarotto, Marangon, Morandin, Zuccheto, Tanseela and Ruggeri (2009).
Hence the following hypothesis was developed:
$H_{02.}$ There is no relationship between workload and burnout (emotional exhaustion, cynicism and lack of personal efficacy).

Control

Control is defined as the opportunity to make choices and decisions to solve problems on one's job, and it is believed to contribute to the fulfillment of responsibilities. An employee's ability to exercise professional autonomy, influence decisions

and gain resources to do his/her job well contributes to the feeling of control (Leiter, Gascon & Martinez-Jarreta, 2010). Jackson et al. (1993) described control at work as the influence an employee has over his/her work activities in terms of timing and method to fulfill the job at hand. Employees having insufficient control over their job are unable to solve problems effectively. Since employees in an organization have to share and collaborate resources with each other therefore ability to control one's job is vital in order to carry out the task (Maslach & Lieter, 1997). In a recent study lower control was found to cause lower personal efficacy (Lasalvia et al., 2009). Greater exhaustion and cynicism was found among employees with lower level of control and lower personal accomplishment was reported by employees who had low level of control (Rafferty, Friend and Landsbergis, 2001).

Role conflict (absence of control in job) and role ambiguity (lack of direction in work) were found major influencer of control problems (Cordes and Dougherty, 1993). Lee and Ashforth (1993) found that low level of autonomy lead to higher role ambiguity. Maslach et al. (1996) found role conflict and role ambiguity to be strongly and positively related to high exhaustion. Employees who had more control over their work reported greater satisfaction and increased commitment with their jobs (Leiter & Maslach, 2009).

To test for control, the following hypothesis was developed:

H_{03}. There is no relationship between control and burnout (emotional exhaustion, cynicism and lack of personal efficacy).

Reward

The rewards are composed of the social rewards (recognition), monetary rewards (raise in pay) and intrinsic rewards (pride in doing the job). These rewards are consistent with employee perception. Lack of recognition from colleagues, mangers, and supervisor who devalue work was found to promote the feeling of inefficacy in employees (Cordes & Dougherty, 1993; Maslach et al., 1996). High level of burnout was found in government employees who perceived existence of a poor rewards system (Gabris & Ihrke, 2001). An Australian study about the public sector employees confirmed that low reward and poor appraisal system increased exhaustion among employees. Employees who felt they had employed same effort and times but faced inequity of rewards also reported the feeling of burnout. Reward mismatch is associated with a feeling of deprivation, and was found predictive of burnout (Lieter & Masalch, 1999). When employees did not receive what they considered important in the work life, it caused burnout (Lieter & Maslach, 2011).

The hypothesis below was proposed:

H_{04}. There is no relationship between reward and burnout (emotional exhaustion, cynicism and lack of personal efficacy).

Community

The quality of interaction with colleagues, managers and supervisors is referred to as community. Employees thrive in community where there is mutual support, closeness and shared sense of values. People thrive in community where they can share experiences, comfort, advice, humor and share mutual respect for each other. Such qualities of closeness with other people help employees feel part of a social support system and they feel at ease to exchange emotional experiences (Lieter & Maslach, 2009).

Burnout research has focused on social support from coworkers and supervisors and has shown negative relationship of community with burnout (Cordes and Dougherty, 1993, Maslach et al., 1997). Schnorpfeil, Noll, Wirtz, Schulze, Ehlert, Frey, and Fischer (2002) have found that more social support lead to reduced burnout. Many empirical studies have analyzed significant relationship of burnout and social support (Baruch-Feldman, Brondolo, Ben-Dayan & Schwarz, 2002; Schaufeli &Greenglass, 2001). Several studies have confirmed the presence of social support to help reduce level of burnout (Sand & Miyazaki, 2000; Houkes et al., 2001).

The hypothesis below tests the relationship between community and burnout:

H_{05}. There is no relationship between community and burnout (emotional exhaustion, cynicism and lack of personal efficacy).

Fairness

Fairness is the extent to which the organization has consistent and equitable rules for everyone. Unfairness can occur with inequity of workload or pay, cheating or promotions handled inappropriately. Lack of fairness indicates confusion in the value system of the organization (Leiter, 2005). Fairness shares some qualities of community and rewards. As suggested by Leiter (2003), a lack of fairness in the organization indicates its weak relationship with people. Fairness communicates respect for employees and confirms their self-worth. In an organization where people can present their argument and are treated with respect and politeness is an indication of a fair organization.

Fairness is also important to the equity theory. According to the equity theory, employees perceived their inputs such as time and efforts to be equated by outputs such as rewards and recognition. Bakker, Schaufeli, Bosveld and van Dierendonck (2000) researched that lack of reciprocity or imbalance in the social exchange process led to high level of burnout (Leiter & Maslach, 1988). When employees were going through difficult times they looked up to the administrative leaders for optimism, fairness and expectations (Leiter & Maslach, 2009).

Burnout is likely to be high if there is effort-reward imbalance as shown by Bakker, Schaufeli, Sixma, Bosveld and van Dierendonck (2000) and Schaufeli, van Dierendonck, van Gorp (1996). Less susceptibility to burnout was a result of fair and supportive supervisors (Lieter and Harvie, 1997, 1998). A study on injustice suggested acute and continual stress that triggered burnout (Tepper, 2001). Bakker et al. (2000) and Riolli et al. (2006) found significant effects of lack of fairness in organization in predicting burnout.

Therefore, the following hypothesis was developed:

H$_{06}$. There is no relationship between fairness and burnout (emotional exhaustion, cynicism and lack of personal efficacy).

Values

Value outlines the ethical relationship of people to their work. It includes the ideal and interests that attract employees to their job. Lieter and Maslach (1999) found that some jobs required full engagement of employees and being committed to such jobs required alignment of priority and values between the individual and the organization. A mutual balance of values is like a psychological contract that acts as a basis of a long-term relationship between an employee and the organization he works for (Lieter & Maslach, 1999).

Lieter and Maslach (1999) have explained that the greater the overlap of values between employee and the organization, the better the employee will feel and perform. When the overlap is smaller employee will have to make trade-off between the work they want to do and work they have to do. Value congruence enables employees to use recourses, company time and organizational reputation to pursue work that is important to the organization. It also allows employee to build on job expertise (Lieter & Maslach, 1999). When employee's values are aligned with company's mission, they look beyond the utilitarian exchange of money or promotion. The work becomes meaningful to them and they are willing to put in more effort and time (Lieter & Maslach, 2011).

Leiter, Jackson and Shaughnessy (2008) found that value congruence could reduce burnout phenomenon. Several studies have reported value incongruence as a cause of burnout (Siegall & McDonald, 2004; Lieter & Maslach, 2004; Leiter et al., 2008).

The following hypothesis was proposed to test for values and burnout:

H$_{07}$. There is no relationship between values and burnout (emotional exhaustion, cynicism and lack of personal efficacy).

METHOD

Sample and Data Collection

Initially, interviews were conducted during the exploratory stage to identify stressors in workplace. The HR managers identified many important factors that were unidentified by the researcher. Some interviews were conducted with the employees in order to understand the problem fully. The conceptual framework was constructed after the interviews were analyzed. The questionnaire was formulated from the framework.

First, the researcher sought out the organizations that were relevant for this research study. A list was created from which organization's management was telephoned to explain the research, its significance and permission to rotate questionnaires among the employees. With the consent of management, the questionnaire was distributed. This was a pen and paper type of research, where employees were asked to fill the questionnaire in the presence of researcher and hand over to the researcher. This kind of research has a higher response rate. All the respondents were explained the details of this research and any ambiguity they felt while filling the questionnaire was addressed then and there.

Operational Definition of Variables

The questionnaire for this research consists of three sections. The first section is the Areas of Worklife Survey (AWS), a likert scale designed by Masalch and Leiter (1997) to measure the stressors in the work/environment that are likely to cause burnout was used. Responses were measured from 1 (strongly disagree) to 5 (strongly agree). The second section of the questionnaire consisted of Maslach Burnout Inventory- General Survey which is also a likert scale designed by Shaufeli, Lieter, Maslach and Jackson (1996). It measured the presence of burnout as a multi- dimensional construct consisting of emotional exhaustion, cynicism and lack of personal efficacy. It measures responses on a 7-point likert scale ranging from 0 (never) to 6 (daily). Socio-demographics variables were included in section three of the questionnaire. Some socio-demographics such as gender, ethnicity, marital status etc. were categorical variables while others were continuous variables such as age, experience and education.

There were a total of twenty-nine items in the areas of worklife survey (AWS), which were divided into six subscales to measure different aspects of stress causing factors present in a job. These were workload, control, reward, community, fairness and values. Workload had six items, control had three items, reward had four items, community had five items, fairness had six items and values had five items. The mediating variable burnout has sixteen items in the MBI-GS, which are further divided into three dimensions; emotional exhaustion had five items, cynicism had five items and personal efficacy had six items. Socio-demographics had twelve items comprised of 57 items in the questionnaire.

Pilot Study

After the questionnaire was initially constructed, a pilot study was conducted using 30 employees as a sample. The respondents for the pilot study were similar to the population included in the sample study. The pilot study was conducted to assess the reliability and understandability of the items included in the questionnaire.

Even though, MBI-GS has been translated in many languages such as Dutch, Finnish etc. however pilot study showed that respondents understood the items well so there was no need to translate the questionnaire in Urdu. The respondents who participated in pilot study were asked to mention if any item was unclear, confusing, vague or required rephrasing. With the exception of two items from the demographic section, all the items from the questionnaire were well received due to which the questionnaires were rotated to other respondents selected as sample for this research study.

Subjects

The final study population of 263 employees comprised of 81.4% of males and 18.6% of females, from which 46.4% were married and 53.6% were unmarried. Their mean age was between 31-40 years, 81.4% were Punjabis while 18.6% were non-Punjabis. Most employees (57%) had 15-16 years of education with 2-5 years of experience (49.4%). 50% of the employees were working in the mid level management, with 27.8% in the marketing department, followed by production (19.8%) and finance (16%). Most employees (72%) were working in the services organization while 27.4% were working in the manufacturing organization. 82% were employed in the private sector while 17.5% were employed in the public sector.

Validity and Reliability analysis

MBI-GS and AWS was tested for validity and reliability. The test of validity was carried out by Principal factor analysis. Varimax rotation was used for rotation of components. KMO adequacy test was 0.707 for MBI-GS and Bartlett' Test was significant at p<.05. The factors loaded for MBI-GS were .5 and higher. For AWS, the KMO was 0.795 and Bartlett's Test was significant at p<.05.

Cronbach Alpha tested the reliability. Alpha of 0.6 was considered acceptable (Maslach et al., 1997) and was retained. The reliability for MBI-GS was: 0.933 for exhaustion, 0.813 for cynicism and 0.748 for lack of personal efficacy. For AWS the reliability was 0.640 for workload, 0.626 for control, 0.702 for reward, 0.749 for community, 0.742 for fairness and 0.661 for values.Alphas of 0.5 to 0.6 is generally acceptable (Nunnally & Bernstein, 1994) hence our alphas were acceptable.

Further diagnostics using common method variance and multicollinearity were analyzed.

Common Method Variance

In order to mitigate the possibility of common method variance several steps were followed. In the questionnaire construction stage, highly pre-validated scales such as MBI-GS and AWS were used. In the data collection stage, the researcher was present to answer any questions the respondents found vague or complicated. The items used in the scales were positive and negative worded items including reverse scored to reduce priming effect in order to reduce bias (Aulakh & Gencturk, 2000). The variable names including 'burnout' were removed to avoid sensitization to such ideas within the questionnaire. Secondly, the questionnaire stated that confidentiality and anonymity will be kept in order to reduce apprehension (Podsakoff et al., 2003).

Further, Harman's single factor test was used to assess the issues of common method variance. The MBI-GS items and AWS item were separately loaded into exploratory factor analysis in SPSS. For MBI-GS four components were created while for AWS seven components were created. Harman's single factor states that one component will emerge if significant amount of common method variance is present in the data. Hence, the analysis states that common method variance was not present (Baccerra et al., 2008).

Multicollinearity

Multicollinearity occurs when one independent variable is very highly correlated with another independent variable. However, evidence of multicollinearity was not found. The VIF for all variables did not exceed ten and the tolerance was not less than 0.20 (Allisson, 1999).

Analytical approach

After the completed questionnaires were received, the data from the survey was compiled. The questionnaire with missing data were omitted as that could present a statistical problem because all standard statistical techniques presume that the data set has all the information on variables to be included in the analysis. Hence the total usable questionnaires were 263 out of 300 completed questionnaires.

Relationships of socio-demographics with burnout were tested using Pearson's correlation for continuous variables, independent t-tests, and ANOVA for categorical variables. The dependent variable was three dimensions of burnout while the AWS factors were independent. Since the same set of independent variables was being analyzed multivariate analysis was considered. Table 1 shows the statistical tests used for analysis.

RESULTS

Table 2 revealed that age was found negatively related to exhaustion and cynicism (-.224 and -.265, respectively). Negatively relationship means that as the age increases feeling of burnout decreases. Education was not significantly related to any of the three burnout components. Experience was found negatively related to exhaustion (p=0.020) and with cynicism

(p=0.003). Both correlations were negative implying that as job experience increases the feeling of exhaustion and cynicism reduces among the employees.

T-test showed (table 3) significant difference between males and females for lack of personal efficacy at p=0.020. The mean female for lack of personal efficacy was much higher (2.069) as compared to the mean of male (1.69). However, gender was not statistically significant for emotional exhaustion and cynicism. Between Punjabis and non-punjabis, the independent t-tests for equal variance not assumed was significant for lack of personal efficacy at p= 0.042 level. The descriptive table shows that mean score on lack of personal efficacy was higher for non- Punjabis (2.02) as compared to Punjabis (1.70). Emotional exhaustion and cynicism were not found significantly different between the two groups.

The independent t-test revealed that if equal variance was not assumed, married and unmarried respondents felt differently (p= 0.019). Un-married employees were found to report higher exhaustion on job. The descriptive table shows that exhaustion was higher in un-married (mean = 2.80) as compared to the married respondents (mean = 2.43). The independent t-test also reveled that if equal variance not assumed, the difference of cynicism was significant (at p =0.000) between the two groups. The descriptive table explained that cynicism for mean of married respondents was 1.83 while for un-married respondents cynicism was 2.80. Cynicism was higher in unmarried respondents. The t-test showed that lack of personal efficacy was not significantly different between the two groups.

The t-test revealed that burnout component; lack of personal efficacy was significantly higher among public sector employees. The level of significance was .050 (p = .05). The descriptive table showed that lack of personal efficacy was higher in public sector (mean = 2.02) as opposed to lack of personal efficacy in private sector (mean = 1.70). Emotional exhaustion and cynicism were not found significantly different between public and private sector employees. The independent t-tests showed that lack of personal efficacy was significantly higher among service sector employees. These findings are in line with previous studies of nurses and teachers etc. in the service sector, significance at p= 0.004. For lack of personal efficacy, the mean of manufacturing organization was 1.47 while the mean of services organization was 1.87. The mean was higher for services sector shows that lack of personal efficacy was more in services organization as opposed to manufacturing. Though for the both groups mean of lack of personal efficacy is much lower than means of exhaustion and cynicism.

For exhaustion, the top management mean was significantly different from mid level management (significant at .000). The mean difference was negative (-1.40) which indicated that burnout was higher in mid level management when compared to top management. Exhaustion in lower level management was significantly higher than in top management. The descriptive table revealed that exhaustion was highest in lower level management (2.87), followed by mid level management (2.66) while exhaustion was lowest in top management with mean of 1.26. For cynicism, the Scheffe post hoc (table 5) showed that top management was significantly different when compared to mid level management. Top management was also significantly different with lower level management at p= 0.001. It means higher cynicism was found in lower level management as compared to top management. Analysis of mid level management with top management revealed that cynicism was significantly different at p= 0.003. Cynicism in lower level management was not significantly different from mid level management. Cynicism mean score for top management was 1.09, followed by mid level management (2.24) and lastly highest cynicism was found in lower level management (2.38). Lack of personal efficacy was not significantly different among three levels of management as reported in table 5.

Post hoc Scheffe (table 4) also confirmed that mean difference for lack of personal efficacy was not significant for any managerial level. For department, the descriptive tables also showed slightly higher level of exhaustion, cynicism then lack of personal efficacy. The Scheffe post hoc (not shown here) was analyzed to confirm that mean scores of exhaustion, cynicism and lack of personal efficacy were not significantly different when compared across other departments.

Figure 2, 3 and 4 shows the significant and non-significant relationship of causes and consequences of job burnout in a diagram. The straight line indicates significant relationship while the dotted line indicates insignificant relationship. For emotional exhaustion workload, reward, fairness and values had significant relationship (p<.05). Emotional exhaustion was significant in creating job dissatisfaction and causing turnover intention both significant at p>.01. Workload, reward, community, fairness and values were significant with cynicism while cynicism causes job dissatisfaction, low organizational commitment and turnover intention (p<.01). Lack of personal efficacy was only significant with reward and values (p>.01) while lack of personal efficacy was significant in promoting job dissatisfaction and lower organizational commitment (p<.05).

Lastly, mediation of burnout was tested with AWS factors and each organizational consequence. For all three organizational consequences results revealed that burnout partially mediated the relationship indicating that burnout was responsible was causing job dissatisfaction, lower commitment and high turnover intention (table 6). The fall in beta of AWS in each equation was indication that burnout partially mediates the relationship. That is, the higher level of AWS factors were associated with lower level of burnout, which in turn were associated with higher level of job satisfaction, organizational commitment and lower turnover intention.

Table 1: Statistical Tests used for analysis

Independent Variable	Statistical Technique
Demographics	
Age, Education, Experience*	Pearson's Correlation
Gender, Ethnicity, Marital Status, Sector of Organization, Type of Organization*	Independent T-Test
Managerial Hierarchy, Department*	ANOVA
*Areas of Worklife (AWS)**	Multiple Regression
Mediation	Regression (Baron & Kenny, 1986)

*Dependent variable: Emotional exhaustion, Cynicism and Lack of personal efficacy.

Table 2: Pearson's Correlation for Age, Education and Experience

		CYNICISM	LACK OF PERSONAL EFFICACY	Age	Education	Experience at the position
EXHAUSTION	Correlation	.554***	.130**	-.224***	.078	-.127**
	P-value	.000	.017	.000	.105	.020
CYNICISM	Correlation	1	.312***	-.265***	-.036	-.171***
	P-value		.000	.000	.282	.003
LACK OF PERSONAL EFFICACY	Correlation		1	-.096*	-.116**	-.079
	P-value			.061	.030	.102

*** Correlation is significant at the 0.01 level.
** Correlation is significant at the 0.05 level.
* Correlation is significant at the 0.10 level.

Table 3: T- test and ANOVA for Demographics

	Emotional Exhaustion	Cynicism	Lack of Personal Efficacy
Gender (t-test)	.917	.823	.040
Male (mean)	2.6355	2.2126	1.6907
Female (mean)	2.6122	2.1582	2.0694
Ethnicity (t-test)	.524	.848	.084
Punjabi (mean)	2.6598	2.1939	1.700
Non-Punjabi (mean)	2.5061	2.2398	2.0286
Marital Status (t-test)	.038	.000	.0471
Married (mean)	2.4311	1.8361	1.7066
Unmarried (mean)	2.8043	2.5195	1.8085
Sector of Organization (t-test)	.229	.438	.099
Public Sector (mean)	2.4348	2.0543	2.0217
Private Sector (mean)	2.6728	2.2339	1.7060
Type of Organization (t-test)	.997	.464	.008
Manufacturing (mean)	2.6306	2.0938	1.4750
Services (mean)	2.6314	2.2435	1.8691
Managerial Hierarchy (ANOVA)	.000	.001	.171
Department (ANOVA)	.395	.577	.734

*** The mean difference is significant at the .01 level.
** The mean difference is significant at the .05 level.
* The mean difference is significant at the .10 level.

Table 4: Post Hoc Scheffe test for Managerial Hierarchy

Dependent Variable	(I) Where do you place yourself in the managerial hierarchy of the organization?	(J) Where do you place yourself in the managerial hierarchy of the organization?	Mean Difference (I-J)	Std. Error	P-value
EXHAUSTION	Top management	Mid-level management	-1.40013***	.31319	.000
		Lower level management	-1.60451***	.31831	.000
	Mid-level management	Top management	1.40013***	.31319	.000
		Lower level management	-.20438	.17985	.525
	Lower level management	Top management	1.60451***	.31831	.000
		Mid-level management	.20438	.17985	.525
CYNICISM	Top management	Mid-level management	-1.14649***	.32921	.003
		Lower level management	-1.28875***	.33460	.001
	Mid-level management	Top management	1.14649***	.32921	.00
		Lower level management	-.14226	.18905	.754
	Lower level management	Top management	1.28875***	.33460	.001
		Mid-level management	.14226	.18905	.754

*** The mean difference is significant at the .01 level.
** The mean difference is significant at the .05 level.
* The mean difference is significant at the .10 level.

Table 6: Mediation analysis (Baron and Kenny, 1986)

| Variable	B	Adjusted R^2
Step 7d(i): AWS factors	.912	.330
Step 7d(ii): AWS factors	.669	.360
Burnout (control variable)	-.252	
Dependent variables: Job satisfaction		
Step 8d(i): AWS factors	.723	.179
Step 8d(ii): AWS factors	.456	.199
Burnout (control variable)	-.196	
Dependent variables: Organizational commitment		
Step 9d(i): AWS factors	-.951	.248
Step 9d(ii): AWS factors	-.677	.285
Burnout (control variable)	.349	
Dependent variables: Turnover intention		

Figure 1: Conceptual Framework
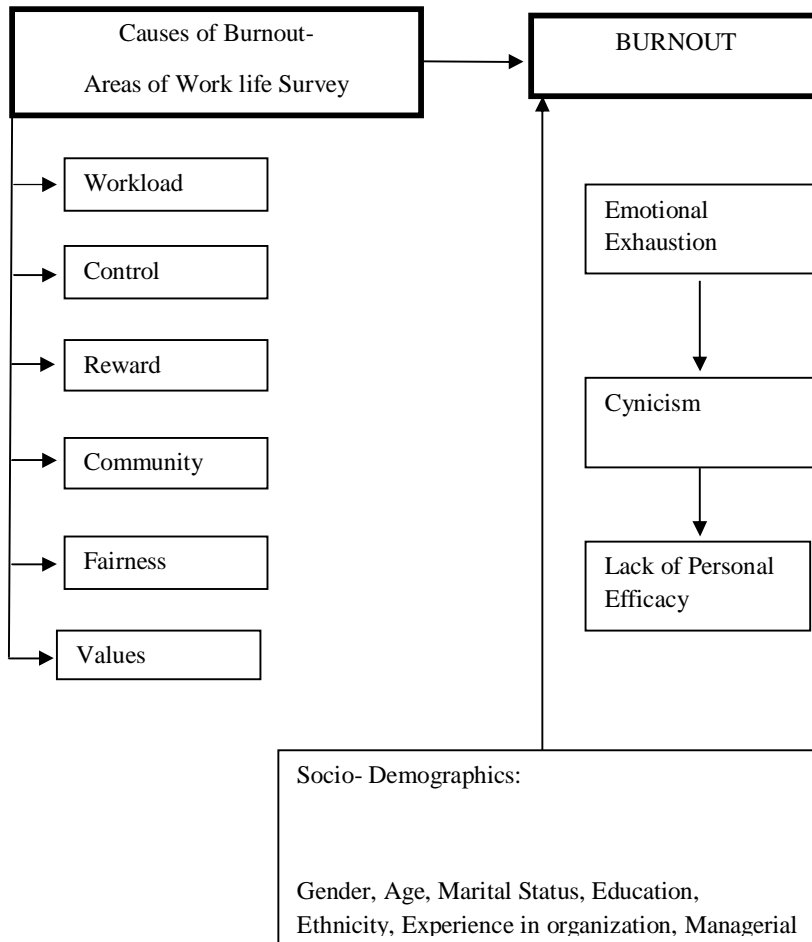
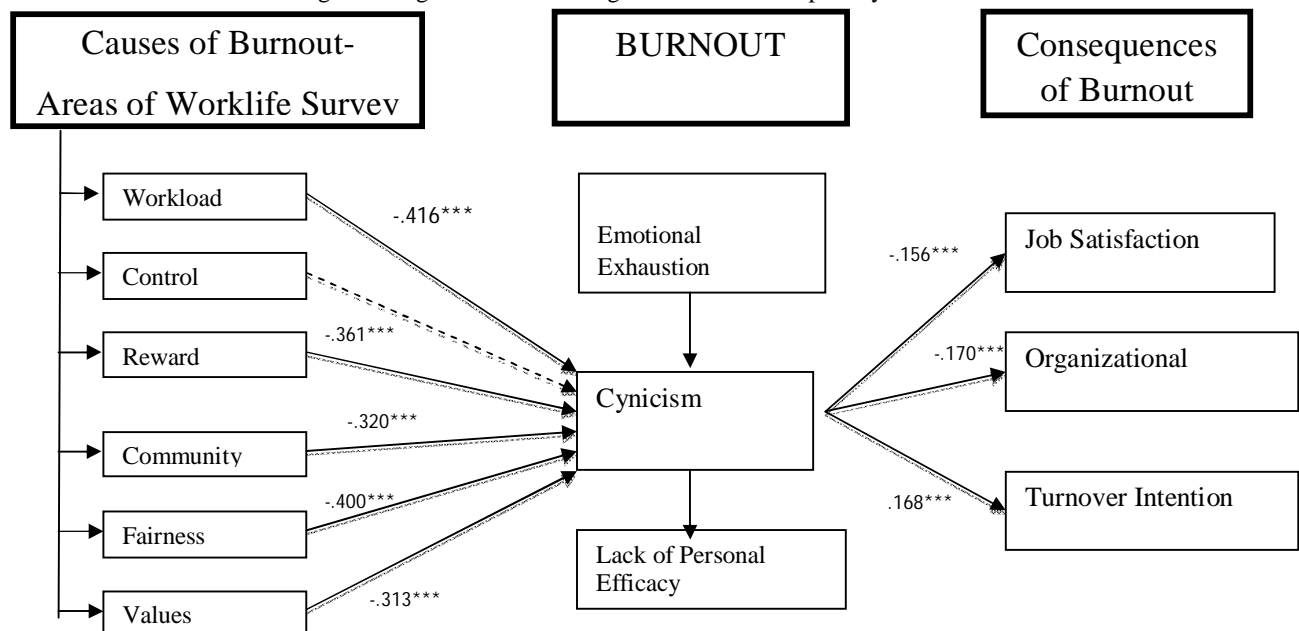Figure 2: Significant & Non Significant relationship of Emotional Exhaustion
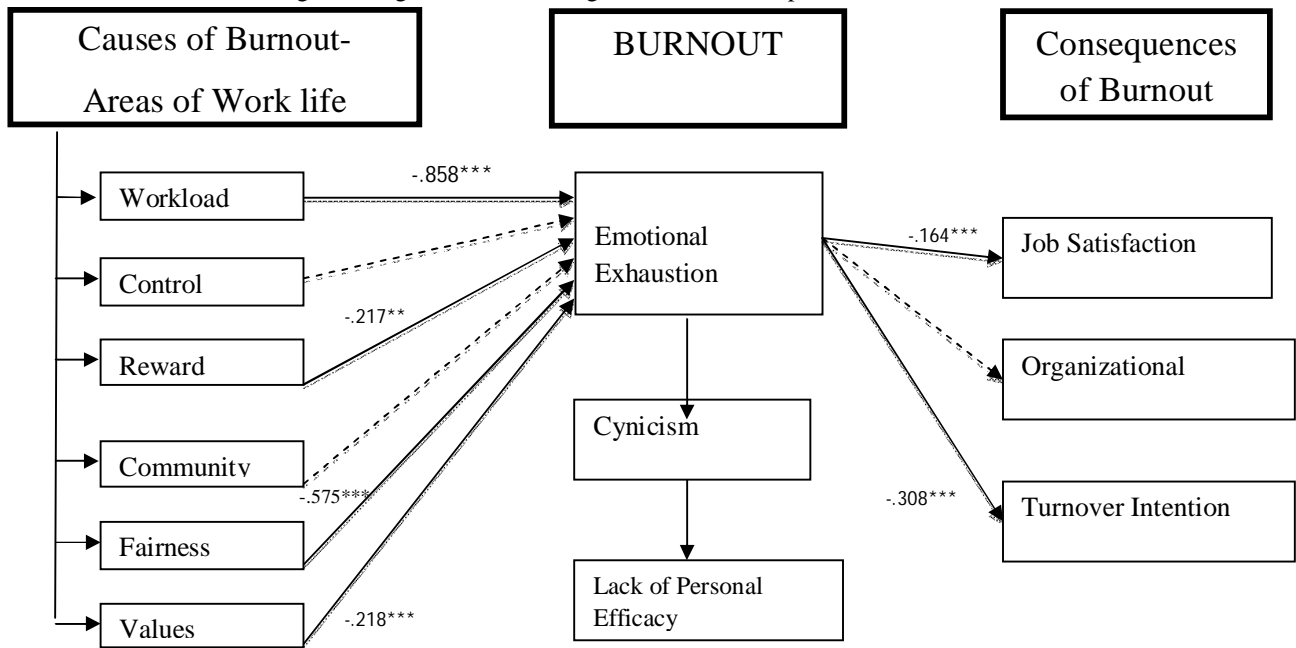
*** p > .010
** p > .05

→ Significant relationship
- - -▶ Non-significant relationship

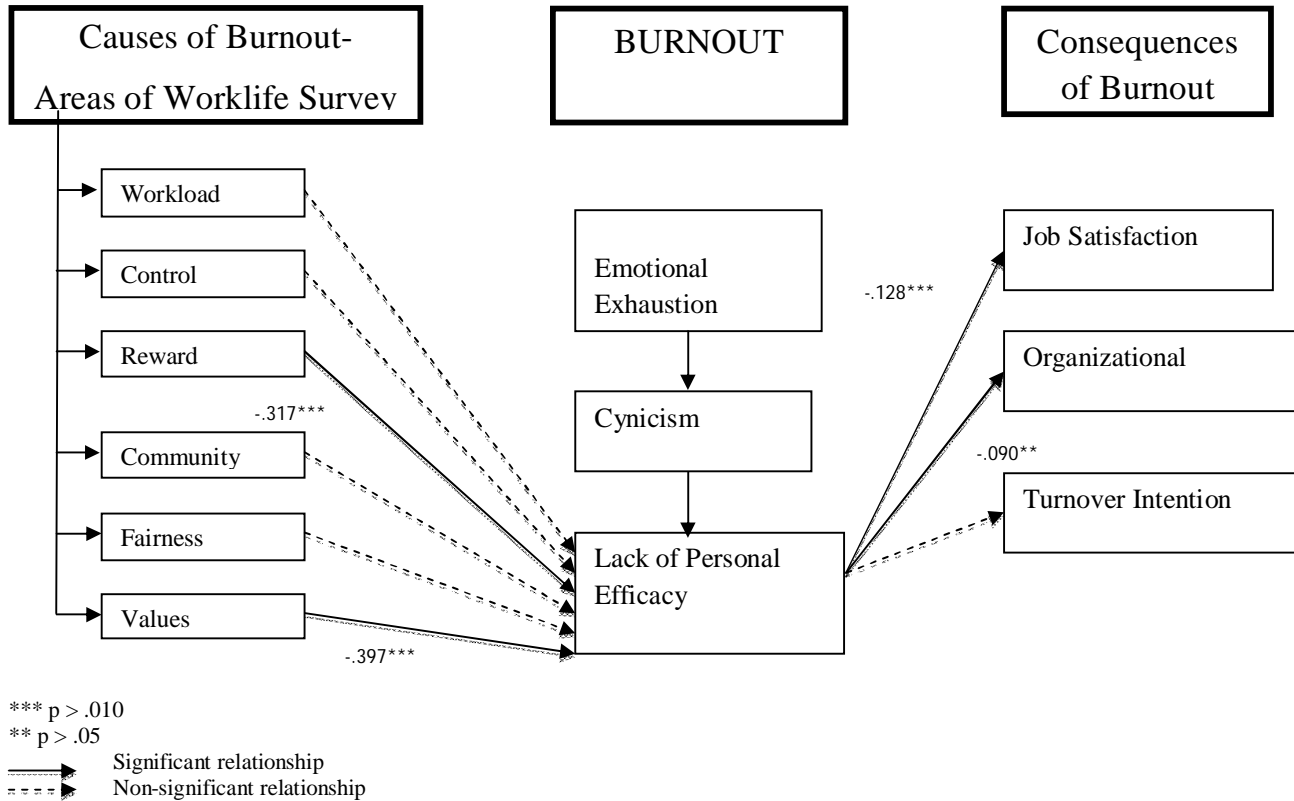Figure 3: Significant & Non Significant relationship of Cynicism

*** p > .010
** p > .05

→ Significant relationship
- - -▶ Non-significant relationship

Figure 4: Significant & Non Significant relationship of Lack of Personal Efficacy

*** p > .010
** p > .05

⟶ Significant relationship
- - -▸ Non-significant relationship

DISCUSSION AND MANAGERIAL IMPLICATIONS

Discussion

The purpose of this research was to study the phenomenon of burnout among managerial employees working in Lahore and its surrounding areas. It is hoped that this study would contribute to the knowledge of those variables that had been ignored in the previous research. The object was achieved by choosing variables such as AWS factors and organizational consequences to study the phenomenon of burnout. Lastly, burnout has been studied in different cultures by other researchers and they have reported different results, hence it was deemed important to study the employee's burnout presence in Pakistan.

Results Supporting the Theory

Age was found significantly and negatively related with exhaustion and with cynicism. This result is consistent with burnout theory because theory states that as age increases burnout decreases. Age, in this study, had a significant effect on two burnout components; emotional exhaustion and cynicism. According to Bakker, Demerouti and Schaufeli (2002) age was related to burnout. The negative relation of emotional exhaustion and age indicated that as age increased burnout decreased. Maslach, Jackson and Lieter (1996) have concluded that as employee's age increases there was a decline in all three of the burnout dimensions. Cherniss (1980) explained that younger employees who feel more burnout face 'early career burnout' which is caused by 'reality shock'. These results were confirmed by the findings of Aloha et al. (2006), Schaufeli and Enzmann (1998) and Cordes and Dougherty (1993).

Un-married employees were found significantly more exhausted and more cynical. This result is consistent with burnout theory because unmarried employees are more burnout than married employees. In this study, marital status was found related to exhaustion and cynicism. Non married respondents scored higher on the first two dimension of burnout. Similar results have been reported by Haque et al (2011) in the Lahore area while in the western countries these results were confirmed by Soares et al (2007) and Schaufeli and Enzmann (1998).

Education was found significant and negatively related to lack of personal efficacy. This result is consistent with burnout theory as the literature states that higher education causes lower burnout. Education was found to be negatively related with lack of personal efficacy. Experience was found significantly and negatively related to exhaustion and cynicism. This result is consistent with burnout theory as the theory states that more experienced employees report lower burnout. Length of experience at the same position was an important variable included in this study. These results were consistent with the previous studies by

(Lieter, 2005, Maslach et al., 2001). Past research studies has suggested that employees working in public sector and service organization experience more burnout. Schaufeli and Bakker (2004) have reported higher burnout in public sector. Public sector employees experience restricted government resources along with the intense public dealing and accountability to the state and that creates constant stress hence exhaustion lead to cynicism. Lack of personal efficacy was found to be higher in this study among the public sector employees. These results are consistent with those reported by Schnorpfeil et al (2002) and Tripathy (2002). Khattak et al. (2011) examined burnout in Lahore banking sector and found higher burnout.

Schaufeli and Enzmann (1998), Burke and Richardson (2000) and Schaufeli and Peeters (2000) found adverse effects of work related organizational factors to lead to burnout. The Areas of Worklife (AWS) instrument was employed in this study, which included variables such as workload, control, reward, community, fairness and values. Workload, reward, fairness and values were the work related factors that were found negatively related to emotional exhaustion and cynicism. These results are consistent with burnout theory because higher workload causes higher burnout higher rewards lead to lower the burnout, higher fairness in organization leads to lower burnout and higher personal values lead to lower burnout according to the theory while reward and values were found negatively related to lack of personal efficacy. This result is consistent with the burnout theory as it states that higher reward leads to lower burnout and higher value congruence causes lower burnout. In this study, workload was found related to burnout as expected. Burnout was found related to emotional exhaustion and cynicism while it was found related to lack of personal efficacy. Higher workload was found a cause of high level of burnout. These results confirmed findings of several authors, Maslach et al. (2001), Houkes et al. (2003), Lieter et al. (2008) and Lasalvia et al. (2009) all reported that higher workload causes higher burnout.

Community was found related to cynicism. The negative sign indicated that the affect of community has the power to reduce cynicism at the workplace. These results were confirmed those reported by Houkes et al (2003), Cordes and Dougherty (1998) and Scnorpfeil et al. (2002). Halbesleben and Buckley (2004) suggested that community and social support have the ability to reduced feeling of burnout. Hence it was understandable that strong association was found between community and cynicism. Fairness was found negatively related to emotional exhaustion and cynicism. These results confirm the findings of Tepper (2001), Bakker et al. (2000) and Riolli et al. (2006).

Values were an important variable as it was found strongly relate to all dimensions of burnout. The relationship was negative and significant. Value congruence encompasses ideals and motivation that originally attracted employee to the job (Lieter & Maslach, 2006). Negative co-efficient indicated that if employees feelings were in line with the organization's objectives then such employees showed lower level of burnout as opposed to employees who were not motivated in their job. Value congruence increases job engagement. These results confirmed those reported by Siegall and Mc Donald (2004), Lieter and Maslach (2004) and Lieter et al. (2008).

Job satisfaction was found and negatively related to exhaustion, cynicism and personal efficacy. These results are consistent with Malik et al (2011), Masalch et al. (2001) and Kumar et al. (2007). Employee satisfaction was affected when exhaustion, cynicism and lack of personal efficacy was high. Employees started to become dissatisfied when they were exhausted either because of personal or organizational factors. Organizational commitment was found related to cynicism and lack of personal efficacy. These results were confirmed by Halbesleben and Buckley (2004) and Haque et al. (2011). These results have shown that commitment is most affected by cynicism. When employee is emotionally exhausted and becomes blunt and impersonal to people then his/her commitment is lowest.

Turnover intention was found positively related to exhaustion and cynicism. When exhaustion and cynicism were high employees were more interested in looking for other jobs and were planning to quit. These results are consistent with findings of Lieter and Maslach (2009), Schaufeli and Bakker (2004), Du Plooy and Roodt (2010) and Lieter et al. (2008). These studies showed that turnover intention was strongest when employee is in the second stage of burnout i.e. cynicism. At high level of exhaustion employees intention to turnover starts to develop, but at cynicism their intention to quit is the highest.

Burnout was found to be a partial mediator between AWS and job satisfaction, organizational commitment and turnover intention. Further analysis of burnout revealed that burnout partially mediated the relationship between AWS and three organizational consequences i.e. job satisfaction, organizational commitment and turnover intention. This result that for the surveyed population the burnout was partially responsible for promoting dissatisfaction, reducing commitment and initiating turnover thoughts in an employee. These results have confirmed those reported by Siegall and McDonald (2004), Lieter & Maslach (2006), Gilbert, Laschinger and Lieter (2010) and Lieter and Shaughnessy (2006).

Results Not Supporting the Theory

The result that wasnot supported by the burnout is as follows:

Lower level management employees were found to report higher emotional exhaustion and higher cynicism. Burnout theory states that burnout is higher in higher managerial levels but burnout decreases as managerial level decreases. Managerial levels for this study were divided into top management, middle management and lower level management. Even though research in the western countries showed that top level management are highly burnout Anand et al. (2009) and Cordes and Dougherty (1993) and showed that incidence of burnout falls as one moves down the organizational hierarchy these results were contradicting to the results of this study. Respondents who were in top management scored less on emotional exhaustion and

cynicism while respondents at low-level management scored highest on the two burnout dimensions. This could be indicative of top management delegating more work to their subordinates and lack accountability to board of directors or higher authority figure. As respondents in top management category were mostly the top management of their perspective organizations having full authority therefore they felt less job related stress.

Managerial Implications

The proposed research will be significant for managers and administrative personnel who can understand the existence of burnout and assign suitable work to employees as well for individuals who can cope better with job related stressors if they understand the phenomenon of job burnout. Managers can help their employees deal with job stressors so that employees can enjoy their job and that is likely to help with the general level of job satisfaction and security in an organization. Acknowledgment of burnout is important for developing good practices at workplaces. The negative consequences of burnout provide clear evidence of the importance of avoiding burnout in organizations. One important reason to study burnout in Pakistani culture is to understand the nature of burnout prevailing among organizations in Pakistan because burnout has been found to differ across cultures (Savicski, 2002).

Hence, the significance of this study is three-fold. The results of this study will help 1) employees in Pakistan at any point in their career to understand and recognize negative stressors and prevent burnout; 2) findings will help human resource managers to implement appropriate procedure, assign suitable work to employees and help employees to deal with stress related problems at work; and 3) design and implement support system for burnout prevention (intervention) programs.

Conclusion

It clearly indicates that Pakistani firm structure is quite different from that of the western countries. Future studies should explore the nature of firm structure with participatory vs. non-participatory management style (Khilji, 2003), perceived degree of upward mobility, closely/family held firms, etc.

Religion will be a particularly interesting variable to study since burnout in monasteries has been researched to be non-existence. Individuals who are religious should be studied in regards to burnout. Community has been studied in the western culture to buffer the effects of burnout but in Pakistan the buffer could be the element of religion to help get thorough stressors of work and personal life. During the interviewing stage, several employees stated that they eventually adapt to religious actions, 'handing over the problems to Allah (God)' as a means of emotional enlightment.

This research has brought forth several important organizational factors and structures into the limelight that is contrary to western organizational culture.This indicates that Pakistan has an interesting and distinct research scope. Studies in Pakistan could help identify and develop new research areas. Hence, the study of Pakistani culture is vital since it opens new OB topics for exploration, improving western influenced frameworks and creating new models that are culture specific.

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