EXPLORING THE CAUSES AND CONSEQUENCES OF JOB BURNOUT:
MODEL OF MEDIATION

By

Shamila Nabi Khan

Thesis submitted to the Lahore School of Economics
in partial fulfillment of the requirements for the degree of
M.Phil in Business Administration

2012

Supervised by: Dr. Sohail Zafar

TABLE OF CONTENTS

List of Tables

List of Figures

List of Appendixes

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDIXES

ABSTRACT

This study was conducted in an effort to bring forth awareness in the organizational setting of the emergence of burnout and its organizational causes and consequences. It investigated the relationship between employee's perceived burnout and their workplace related factors that are known to promote burnout. Burnout was measured as a multi-dimensional variable that were emotional exhaustion, cynicism and lack of personal efficacy measured by Maslach Burnout Inventory-General Survey (MBI-GS). Causes of burnout focused in this study were demographic factors and work related organizational factors. The work related causes of burnout were divided into six factors (workload, control, reward, community, fairness and values) and were measured by Areas of Worklife Scale (AWS). Organizational consequences focused in this study were job satisfaction, organizational commitment and turnover intention. The last part of this research tested the mediating nature of burnout between the AWS factors and the three organizational consequences. The sample size for this study was three hundred from which two hundred and sixty-three questionnaires was found usable. The sample was randomly selected form business organizations in the Lahore region. Statistical analyses used in this study were Pearson's correlation, independent t-tests, ANOVA and multiple regression analysis. Data analysis revealed moderate level of burnout (once a month or less). The major findings of the study were: a) Age was found significantly and negatively related with exhaustion and cynicism. Education was found significant and negatively related to lack of personal efficacy while unmarried employees and more experienced employees were found to report significantly higher level of exhaustion and cynicism. Public sector employees and service sector employees reported relatively more lack of personal efficacy; b) Workload, reward, fairness and values were found negatively related to emotional exhaustion and cynicism. Reward and values were negatively related to lack of personal efficacy; c) Exhaustion was found significant predictor of job satisfaction, organizational commitment and turnover intention. Cynicism was found to be negatively related with commitment and positively related to turnover intention. Lack of personal efficacy was negatively related to job satisfaction and organizational commitment; d) Burnout was found to be a partial mediator between AWS and job satisfaction, organizational commitment and turnover intention.

CHAPTER I

INTRODUCTION

Occupational stress experienced by employees in organizations has been studied from different angles. Research findings have shown that it plays a major role in affecting job satisfaction, organizational commitment and absenteeism. Burnout is a type of stress response, which has been named as the new organizational killer. Burned out employees are more likely to lose their motivation and willingness to perform work in an effective manner. Work that was once meaningful for employees and important part of their lives becomes uninteresting and dull for those employees who experience burnout.

Burnout is a social problem that had been conceptualized as having three interrelated components: The employee begins to lose energy and becomes emotionally exhausted (stage 1), this stage is closely followed by cynicism (stage 2) in which employee develops negative attitudes toward other employees and eventually leading to diminished sense of personal accomplishments (stage 3) called the lack of personal efficacy. A measurement instrument called Maslach Burnout Inventory (MBI) was developed By Schaufeli, Leiter, Maslach and Jackson (1996), which has been used in multiple studies to measure employee burnout. Even though many instruments have been created to measure burnout, MBI is the most popular scale due to its established validity and reliability across nations and professions.

After burnout was theoretically constructed in 1996, it was widely researched empirically. Evidence of employee burnout has been found in countries like USA, Spain, UK, Canada, Finland, Turkey, Netherlands, India, Germany and Australia, etc. Some

researchers have suggested that factors causing burnout differ across cultures. Initially, burnout related research was largely focused on personal contact or "helping" professions such as nurses, teachers, doctors and police officers. Later, burnout was also found in non-service occupations including chief executive officers, managers working in different positions, departments and industries; librarians, sports professionals, journalists, therapists, small business owners, secretaries, dentists etc were also studied by various researchers in this context.

The causes of burnout have been classified into three types namely, individual, occupational and organizational. Demographic factors such as gender, age, experience, ethnicity, marital status, managerial level, and level of education have been studied as individual's related causes of burnout. Personality characteristics that have been found to be positively related to burnout are neurotism and hardiness, locus of control, type A behaviors pattern, employee's level of self-efficacy, competence and self-esteem and personal expectations from the job. Organizational factors including physical work environment, workload, work hours and time pressure, role efficacy, role conflict, role ambiguity, career development stress, organizational structure, culture and climate, autonomy and control, appraisal and reward systems, organizational change, social support, and fairness have been researched with respect to burnout. Many authors have suggested that burnout is caused by both personal and organizational factors however many research studies have argued that organizational factors have the most important influence on burnout.

Areas of Worklife Survey (AWS) is an instrument created to examine the causes of burnout in an organizational context. AWS includes all factors in the workplace that

promote burnout namely, workload, control, reward, community, fairness and values. A mis-match of each AWS factor and an individuals' perception about work environment causes burnout. The opposite end of burnout is work engagement where employees are highly motivated to perform well which is suggested by a match of AWS factors to the individual's perception about the work environment.

The consequence of burnout has major effect on the organization's productivity. Burnout manifests in a pervasive manner by causing lower self-esteem, poor teamwork, nastiness that results in psychological disorders (stress and anxiety disorder) as well as physiological disorders (heart diseases). Consequences of burnout for an organization include reduced job performance, low job satisfaction, and low organizational commitment and increased absenteeism and high turnover of employees.

In Pakistan research on burnout has become a topic of interest since 2008. However, burnout has been studied mainly in relation to demographics, job satisfaction, commitment and turnover intention. Some studies have focused on causes of burnout such as role conflict, ambiguity, conflict, and resource inadequacy. In a couple of research studies burnout has been studied as a three-dimensional variable while all other research studies have examined burnout as one-dimensional concept. Banking sector employees were used as sample in most studies while some research studies have used employees working in telecommunication, multinationals and hospitals as a sample.

In this study burnout was measured as a three dimensional construct; its causes were studied using AWS and three of its consequences, job satisfaction, organizational commitment and turnover intention were also studied. Burnout was studied in this research with respect to selected demographic variables. This paper also tested burnout as

mediating variable between six causes (AWS) and three consequences (job satisfaction, organizational commitment and turnover intention).

Statement of the Problem

The study is aimed at exploring the relationship of multi-dimensional variable of burnout with the work related organizational causes i.e workload, control, reward, community, fairness and values; and also its relationship with organizational consequences such as job satisfaction, organizational commitment and turnover intention. This study also explained the mediating nature of burnout between organizational causes and consequences of burnout. Burnout was also studied with respect to a selected set of demographic and individual related factors.

Significance of the Problem

The proposed research is expected to be significant for managers and administrative personnel who can understand the existence of the phenomenon of job burnout among employees and assign suitable work to employees. This study is hoped to be useful 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 help the lower employee's turnover in an organization. Acknowledgment of the presence of burnout is important for developing good practices at workplaces. The evidence of negative consequences of burnout clearly shows the

importance of avoiding burnout in organizations. One important reason to study burnout in Pakistani culture is to understand which of the three components of burnout is prevailing among organizations in Pakistan because burnout has been found to differ across cultures (Savicki, 2002).

Using burnout as one-dimensional variable does not give a good understanding of whether the employees are already burnout or in the process of burning out. This ambiguity in turn make the analysis of causes and consequences difficult. For example, with burnout used as a uni-dimensional concept it is difficult to figure out if workload causes emotional exhaustion only or does it also causes cynicism as well (Houkes et al., 2003), or does cynicism influence employees turnover or does it influence job satisfaction alone (Leiter & Maslach, 2009). In order to better understand burnout, this research study has analyzed burnout as a three-dimensional variable composed of three stages of burnout. Six areas of worklife were related to these three dimensions because these six areas of worklife were found by other researchers to promote burnout in employees. Lastly the application of mediation model has not been studied in Pakistan so this study has attempted to investigated if burnout was a mediating variable between AWS and job satisfaction, organizational commitment and intention to turnover.

The significance of this study is three-fold. The results of this study will help 1) employees at any point in their career to understand and recognize negative job related 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) managers can better design and implement support system for burnout prevention (intervention) programs.

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).

Objective of the Study

The main purpose of the study was to test the presence of burnout in relation to its causes and consequences in organizational setting. The general objectives were:

1. To identify the presence of burnout in terms of emotional exhaustion, cynicism and lack of personal efficacy as perceived by employees themselves.

2. To identify the organizational causes of burnout categorized under Areas of Worklife Survey (AWS) as workload, control, reward, community, fairness and values.

3. To identify the attitudinal consequences of burnout in organizations such as job satisfaction, organizational commitment and turnover intention.

4. To test for mediating effects of burnout as a mediating variable between AWS and organizational consequences.

Scope of the Study

The proposed research questions for this study are as follows:

Relationship of Burnout and Socio-demographics variables

1. What is the relationship between burnout components (emotional exhaustion, cynicism and lack of personal efficacy) and 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?

Relationship of three stages of Burnout and Six Areas of Worklife

2. What is the relationship between emotional exhaustion and six work related organizational factors called AWS (workload, control, reward, community, fairness and values)?

3. What is the relationship between cynicism and AWS (workload, control, reward, community, fairness and values)?

4. What is the relationship between lack of personal efficacy and AWS (workload, control, reward, community, fairness and values)?

Relationship of three stages of Burnout and three Organizational Consequences

5. What is the relationship of job satisfaction and three burnout components (emotional exhaustion, cynicism and lack of personal efficacy)?

6. What is the relationship of organizational commitment and three burnout components (emotional exhaustion, cynicism and lack of personal efficacy)?

7.	What is the relationship of turnover intention and three burnout components (emotional exhaustion, cynicism and lack of personal efficacy)?

Mediation of Burnout between AWS and Consequences

8.	Does burnout mediates the relationship between AWS and job satisfaction?

9.	Does burnout mediates the relationship between AWS and organizational commitment?

10.	Does burnout mediates the relationship between AWS and turnover intention?

Delimitation of the Study

There were several limitations identified for this study

1.	Burnout has been studied in depth and several causes such as personal, demographic and organizational have been identified. For this study causes and consequences chosen were organizational. Further more, personality factors were excluded. The reason for selecting or not selecting certain variables was because of their relative importance in view of this researcher.

2.	In countries like US and UK where research culture is well-developed, questionnaires are often mailed and respondents are aware of general terminologies. However, in Pakistan respondents do not realize the importance of research and do not feel the need to complete and return the questionnaire. For this study, questionnaires were handed over by hand and respondents were asked to fill the questionnaire and hand them back. This was also done because of the limited time and to attain higher response rate.

3. Rather than including different instrument for each factor, Areas of worklife survey (AWS) was chosen because the instrument was created keeping in mind all the factors in the workplace that promote burnout.

4. Only the organizations operating in Lahore and its surrounding areas were included in the study to select a sample of employees as respondents

5. The data was collected in January-February of 2012.

6. The study was delimited to the perception of employees and their feelings associated with the workplace. Self-report bias may have induced respondents to report what they believe the researcher wants to see or what reflects positively on their own abilities, knowledge and beliefs but then theses are common pitfalls in any opinion seeking research study.

Assumption of the Study

1. It was assumed that respondents would fill questionnaire in the best of their knowledge.

2. It was assumed that the respondents were aware of the concepts included in this research study.

3. An impartial, objective and truthful response by the respondents was assumed.

Definition of Major Terms

Burnout

A reaction to chronic, job-related stress characterized by physical, emotional and mental exhaustion, which results from conditions of work, job strain and/or defensive coping. Burnout has been identified theoretically and conceptually as a multidimensional syndrome of emotional exhaustion, depersonalization (cynicism) and reduced personal accomplishment also called lack of personal efficacy (Schaufeli & Enzmann, 1998).

Emotional exhaustion

This sub scale of burnout is the first stage of burnout and has been identified as the feeling of being emotionally over-extended and exhausted by one's work (Maslach et al, 1996). General symptoms of emotional exhaustion are headache, fatigue and feeling of helplessness.

Cynicism

Cynicism or depersonalization measures an impersonal response towards clients, patients, students and/or employees. Employees become blunt, insensitive and avoid personal interaction at work. Cynicism is the external response to emotional exhaustion (Maslach et al, 1996).

Lack of Personal Efficacy

Lack of personal efficacy or lack of personal accomplishment is the last stage of burnout where the employee has completely burnt out and needs clinical assistance. The

employee negatively assesses their competence and achievements in the workplace (Maslach et al, 1996).

Areas of Worklife Survey (AWS)

AWS is a comprehensive model containing variables that have been studied in-depth to cause or buffer the effects of burnout in the workplace. This survey contains six variables namely workload, control, reward, community, fairness and values (Lieter, 2006).

Workload

Workload has been defined as the work to be done in a given amount of time. An employee who has a manageable workload enjoys and grows professionally. A workload crisis can cause employees to go beyond human limits (Cordes & Dougherty, 1993).

Control

Control is defined by the autonomy and independence given to an employee to carry out the task on the job. The opportunity to make decisions and solve problems in order to the fulfill responsibilities are some aspects of control problems (Cordes & Dougherty, 1993; Lieter, 2003).

Reward

Rewards are the recognitions an employee gets that is either financial or social contributions for the work done on the job. Good reward system is an indication of valuable work done which in turn promotes employee satisfaction (Cordes & Dougherty,

1993; Maslach et al., 1996).

Community

Community has been defined as the social circle or the interaction of employee with other employees, colleagues and supervisors. It defines the quality of an organization's social environment. The emotional exchange and assistance affirms employees' sense of belonging and shared values (Maslach & Lieter, 1996). Community has the power to buffers the effects of burnout altogether (Truchot & Deregard, 2001).

Fairness

Fairness is the extent to which the organization promotes consistent and equitable rules for everyone in an organization. Fairness means decisions at work are perceived as being fair and people are treated with respect (Maslach & lieter, 1996).

Values

Values are ideals and motivation that initially interested employees to the job. It is the ethical relationship and the motivating connection of the employee and the organization. Successes are shared when values of employee and organization are congruent (Lieter & Maslach, 2006).

Job satisfaction

A positive emotional state that reflects an affective response to the job experience has been defined as job satisfaction by Modway, Porter & Steers (1982). Satisfaction at work

is an important variable for study because it helps to understand the perceived relationship of employee to their workplace.

Organizational commitment

Employee's voluntary willingness to attach himself to the organization has been defined as organizational commitment. For this research, affective commitment, which is defined as emotional attachment and identification of employees with their organization has been adapted from Meyers & Allen (1991) measure of organizational commitment.

Turnover Intention

Turnover intention is the employee's willingness to look for new job and quit an organization. This decision is initiated because of unfavorable conditions and unsatisfying experiences at the work place (Kelloway, Gottlieb & Barham, 1999).

Organization of the Study

The introduction, need and significance, statement of the problem, purpose of study and the scope of study was presented in Chapter I. This chapter also included delimitations, assumptions and definitions of major terms used in this study.

Chapter II comprises of historical development of burnout, burnout measurement theories and issues in burnout measurement followed by discussion on Maslach Burnout Inventory (MBI-GS) variables, review of related research studies undertaken in the past to test the MBI theory and the studies that explored burnout with respect to demographic variables, work related factors and organizational consequences.

In Chapter III detailed research design, methods, procedures, data collection, hypotheses of the study, sample size, instrumentation, pilot testing, instrument reliability and validity and lastly appropriate statistical techniques to test the hypotheses were discussed.

Chapter IV contains the descriptive statistics of data, statistical analysis and results of the testing of each hypothesis.

Chapter V consists of summary, findings and conclusions of the study, discussions of findings for burnout theory, implications for HR managers/ educators and recommendations for future research.

CHAPTER II

REVIEW OF RELATED LITERATURE

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 and it 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). There is likely to be a major impact on organizational performance when stressed employees lose their capability to focus and fail to provide effective accomplishments in the work place.

The review of related literature elaborates concept of burnout including historical development of burnout, burnout measurement theories, Maslach Burnout Model and Inventory, followed by issues relating to burnout measurement. The description of Maslach Burnout Inventory-General Survey (MBI-GS) proposes that burnout causes personal and job related consequences such as low job satisfaction, low organizational commitment and high turnover intention. The review concludes with the discussion of the findings of burnout related research carried out in Pakistan.

BURNOUT

Burnout is a type of response that develops as a result of prolonged stress. The damage caused by burnout is emotional and long term. Employees who experience burnout, detach themselves from social relationships in order to better cope with work and burnout which leads to diminished sense of physical and psychological well-being.

Historical Development of Burnout

"Burnout first emerged as a social problem, not as a scholarly construct" (Maslach & Scheafeli, 1993). Thus, the conception of burnout was more practical than academic. Burnout has gone through two distinct phases of development; the pioneering phase and the empirical phase. In the first phase, burnout was studied conceptually; distinction was drawn on the description of burnout. Freudenberger (1974), who was an occupational psychiatrist, observed a gradual depletion of emotions and loss of commitment and motivation within employees who volunteered to work in health care agency. Maslach (1965), a social psychologist was interested in strategies on detached concerns and discovered that such feelings emerged from professional and job identity.

The existence of the phenomenon of *Burnout* was recognized in 1960's in a novel by Green, *A Burn-Out Case* (1961) that narrates the story of an architect who is highly exhausted, delusional and has lost all passion for his job, quits his job and goes to live in the African jungle. Long before burnout became the focus of study, several research studies and case studies had shown the existence of burnout. Burnout was recognized as a psychological syndrome, which resulted in response to 'chronic interpersonal stressors on the job' (Maslach et al., 2001).

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, the phenomenon of burnout was observed. 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" (Freudenberger, 1974). Initially, burnout was seen as occurring solely within people-oriented jobs such as human services work, nursing and education etc where the employee is in direct, intense contact with clients, patients and students. Research in this phase was qualitative and most journals termed burnout belonging to 'pop psychology' and unworthy of serious attention (Maslach, et al., 2008). It was also noticed that there was no standard definition of the term 'burnout' and this topic was considered non-empirical.

Hence, in the second phase, burnout went through the psychometric research. The standardized measures for burnout were developed with precise definition and methodologies to study burnout. The Maslach Burnout Inventory (MBI) was the first measure constructed to measure burnout, and second was Tedium Measure (TM). These two were the significant measures in the 1980's for burnout. Maslach Burnout Inventory (MBI) defined burnout as a three dimensional construct with interrelationship among the three dimensions (Maslach, Jackson & Leiter, 1996). The first dimension is emotional exhaustion, the second is depersonalization, and the third is lack of personal efficacy, also referred to as personal accomplishment.

A questionnaire termed MBI-SS was constructed for the service sector employees while another questionnaire called MBI-EE was developed for the educators (Maslach &

Lieter, 1983). In the empirical phase, research focused more on the effects of job burnout on job related factors such as job satisfaction, job stress, and relations with co-workers, clients, job expectation and job withdrawals. Some studies also reported relationship of burnout with demographic factors such as gender, age, marital status etc. The major conclusions drawn from these researches were that burnout was stable over time, burnout lead to organizational consequences such as absenteeism and turnover. Since the onset of empirical stage, there has been an increase in the theoretical development and empirical research pertaining to burnout (Maslach et al., 2001).

Definition of Burnout

Since the development of burnout as a researchable concept, several authors have proposed different definitions of burnout, its causes and consequences. However, there is agreement that burnout occurs at individual level, it affects feelings, motives, expectations and it results in affecting humans in a negative way as it causes discomfort, lack of focus and negative personal attitudes. Three distinct levels were identified which were exhaustion, shifting of response to negative feelings for others and negatively assessing one's accomplishments. These themes were captured by the MBI instrument measure by the three-dimensions while some other researchers identified burnout as one-dimensional variable capturing exhaustion only.

Burnout Measurement Theories

Since the identification of burnout many different kinds of measures were proposed for the measurement of burnout. Teacher Attitude Scale (TAS) developed by Farber (1984) is a sixty-five item measure and the questionnaire is only relevant to teachers. The Staff Burnout Scale for Health professionals (SBS-HP) is a thirty-item questionnaire that measures burnout on one dimension (1980). Meier Burnout Assessment (MBA) is a true-false, 23 item questionnaire (Schaufeli et al., 1993).

Ford, Murphy and Edwards (1983) constructed a questionnaire to be used in occupations other than human services. The Perceptual Job Burnout inventory (PJBI) is a questionnaire that contains items related to emotional exhaustion and cynicism, demoralized and frustrated feeling and excessive demands on strength and energy. The Emerer-Luck Burnout Scale (ELBOS) was constructed by Emener, Luck and Gohs (1982) and contains 30 items. Garden (1987) constructed a four-tem measure named Energy Depletion Index (EDI). Shirom and Oliver (1986) used a six item questionnaire and their questionnaire included items on physical and emotional exhaustion, cognitive items and wearing out of resources (Schaufeli et al., 1993).

Among theses questionnaires the most widely employed burnout measures are the Burnout Measure (BM), Oldenburg Burnout Inventory (OLBI) and Maslach Burnout Inventory (MBI). These questionnaires have been discussed below.

Burnout Measure (BM)

Tedium Burnout Measure (BM) is one of the earliest measures of burnout. The tedium measure was transformed into Burnout Measure (BM) in 1998. BM is a one-

dimensional measure containing twenty-one items scored on a 7-point likert scale ranging from never to always. The BM defined burnout as " a state of physical, emotional and mental exhaustion caused by long-term involvement in situations that are emotionally demanding" (Pines & Aronson, 1988).

BM views burnout to exist not only in the professional environment but also arising from personal factors. This measure is different from the MBI in a way that it not only caters to job or organizational factors but also to personal factors such as marital relationships and political conflicts. Pines and Aronson (1988) constructed this scale. BM was tested among various professions such as teaching, students, art, administration, science, management, clerical etc. It was also tested for reliability of internal consistency within the instrument.

Like MBI, BM was constructed after being conceptualized clinically and was based on case studies. A study employing MBI and BM showed strong association with MBI's exhaustion and depersonalization while it was less strongly related to personal accomplishments (Stout & Williams, 1983). Hence it has been suggested by Shirom (1989) that BM is a reliable and valid instrument.

Oldenburg Burnout Inventory (OLBI)

The Oldenburg Burnout Inventory is a questionnaire that was recently proposed in 2003 and was validated among the German occupational groups (Demerouti, Bakker, Vardakou & Kantas, 2003). This measure proposes that exhaustion and disengagement are good variables to measure the operationalization of burnout. The instrument contains sixteen items that are positively and negatively framed; and it measures burnout with two

dimensions. The first dimension is the exhaustion. This has eight items while the second dimension is the disengagement from work and that also has eight items. Exhaustion is defined as a result of an intense physical, affective and cognitive strain from prolonged exposure to job demands. MBI consists of affective exhaustion only; while two more aspects of exhaustion, namely cognitive and physical are also included in the OLBI measure. Hence this helps in understanding burnout among employee who do physical work as well as those employees involved in information processing (Demerouti, Bakker, Vardakou & Kantas, 2003).

Like the second dimension of MBI refers to depersonalization or cynicism, the OLBI contains the disengagement factor, which means to distance oneself from work or from work related content. The last dimension that is personal efficacy is excluded form the OBLI because it has been suggested that personal efficacy is weakly related to burnout as compared to other dimensions (Schaufeli & Enzmann, 1998). Demerouti and Bakker (2007) have suggested that OLBI questionnaire is a good alternative for MBI questionnaire. The factor validity of OLBI was confirmed in countries like Germany, the United States and Greece.

Maslach Burnout Model and Inventory

Maslach Burnout Inventory (MBI) is the earliest questionnaire developed to measure burnout and has become a 'gold standard' as it has been used in more than 93% of the in research studies pertaining to burnout (Schaufeli & Enzmann, 1998). Schaufeli, Leiter, Maslach, and Jackson, (1996) created the Maslach Burnout Inventory (MBI), which has become a standard to measure job burnout. An estimated 6,000 books,

dissertation and journals have been written while using MBI as questionnaire to measure burnout on its three dimensions (Halbesleben and Buckley, 2004).

The MBI authors defined burnout as a three dimensional variable namely emotional exhaustion, depersonalization and lack of personal accomplishment. The MBI is limited to the human service professions and is used in the occupational context only. Traditionally, MBI had twenty-five items which were divided into four subscales; emotional exhaustion (9 items), depersonalization (5 items), personal accomplishments (8 items) and involvement (3 items) (Maslach & Jackson, 1981). Later the involvement sub scale was excluded in 1986.

Three Dimensions of Burnout

Emotional exhaustion refers to employees feeling overextended in an attempt to deal with work pressures; depersonalization refers to employees who show impersonal responses toward the co-workers in order to deal with exhaustion; and lack of personal accomplishment refers to employees who feel they have little or no feelings about accomplishments in their job. Organizational employees suffering from burnout may feel one dimension of burnout or a combination of two or all of the three dimensions. Fatigue, loss of concern for people, dissatisfaction with self-fulfillment and negative attitudes toward work are some of the indicators of presence of burnout in an individual (Schaufeli, Leiter & Maslach, 2008). According to the authors, professionals suffering from burnout display symptoms related to the three sub-scales of the burnout instrument, the MBI.

For the MBI-SS (Service Sector) questionnaire and the MBI-ES (Education Sector)

questionnaire, the three dimensions were mildly altered. However, the MBI-GS (General Survey) was constructed on the ideology of MBI that is it had three levels but those subscales were modified according to the factors that cause burnout in the non-service professions.

Assessment of MBI

Later, several version of MBI were developed, the MBI-HSS (Human Services Survey), was developed to measure burnout in employees working in the services professions, the MBI-ES (Educators Survey) was developed as a questionnaire that measures burnout in education professionals. MBI-GS (General Survey) is a questionnaire that is used to measure burnout among employees working in professions other than services. The MBI-HSS and MBI-ES are for employees interacting with clients, patients, students etc. The MBI-GS was extensively modified form the original version of MBI. In MBI-GS, the sub scales were adapted from depersonalization to cynicism and personal accomplishment to personal efficacy.

MBI-GS focused on employee's relationship to the work environment while MBI-HSS and MBI-ES identified employee's relationship to the clients, students or patients. The MBI-HHS and MBI-ES questionnaire contains twenty-two items divided into nine items related to emotional exhaustion, five items related to depersonalization and eight items related to personal accomplishment. There are sixteen items in MBI-GS divided into five items related to exhaustion, five items related to cynicism and six items related to personal efficacy.

Burnout and Work Engagement

Schaufeli and Bakker (2001) and Turner, Barling & Zacharatos (2002) described work as important factor in developing abilities, motivating and providing energy while on the other hand, work also took away freedom, was linked with effort and negative feelings. In 1997, the MBI questionnaire was extended by including new construct of work engagement. Maslach and Leitner (1997) have argued that *burnout and work engagement* lies on the same continuum but at opposite extremes. The scores pattern is opposite for burnout and work engagement. To identify work engagement an individual has high scores on energy, involvement and efficacy, while burnout is identified by low energy, low involvement and low efficacy (Maslach & Leiter 1997). Employees who are not burnt out are positively engaged in their work hence their score will lie somewhere on the continuum between burnout and work engagement.

Issues in Burnout Measurement

Since the theoretical development of burnout, debates and discussions about its components and measures have taken place. The first debate circled around "Is burnout a distinctive concept?" and whether it is a new concept or just a new name given to job stress, depression or job dissatisfaction (Maslach & Shaufeli, 1993). These debates lead to better identification and understanding of the concept of burnout because at different times burnout was equated to depression, anxiety, tension, conflicts, pressure etc.

The second discussion revolved around "Is burnout limited to the Human Services?" Burnout was initially conceived in the human services professionals; and its existence in other professions was questioned. However, since burnout was agreed to be

related to work it was suggested that it might be found in other professions as well. In 1996, a new instrument was constructed form the MBI, the MBI-GS that measured burnout in professions other than human services professions.

Similarly, the instrument claiming to measure burnout has been criticized on two counts. First debate was whether burnout could be considered a single dimension or a multi-dimension construct. In the earlier times, when the constructs were being constructed several authors presented a uni-dimension scales such as the Staff Burnout Scales for Health Professionals (SBS-HP); while others developed a multi-dimensional scale of burnout such as Emener-Luck Burnout scale (ELBOS). Several authors have suggested that burnout has a single dimension that is exhaustion. It was suggested by Maslach et al. (2008) that multiple dimensions should be considered separately in order to study the phenomenon of burnout completely.

The second issue centered on the method of measuring burnout; should it be measured on continuous or dichotomous scales. Several constructs that were developed earlier had both types of rating scales. Conceptually it was also argued whether burnout should be studied as ranging from "absence to mild to severe" or a dichotomous variable such as whether burnout is "present" or "absent" in an individual. Maslach et al. (2008) explained that individuals either can be burnt out or in the process of burning out hence burnout should be measured using a continuous scale.

PRESENT STUDY

This research study aimed to explore the relationship of burnout as a three-dimensional construct composed of emotional exhaustion, cynicism and personal efficacy. The causes of burnout were measured by the six areas of worklife namely workload, control, reward, community, fairness and values. Impact of burnout on organizational consequences namely job satisfaction, organizational commitment and turnover intention were also studied. The last part of this research explored the mediating quality of burnout between the causes of burnout and consequences of burnout. The following paragraphs discuss the theoretical framework for this study and results reported by other researchers pertaining to the above stated relationships.

Theoretical Framework

Cooper et al. (2001) have defined stress as a transactional process; stressor as the stimuli that the individual encounters, strain is the physical, psychological and behavioral response while outcome is the end product of strain at individual and organizational level. The causes of burnout have been grouped under three broad categories by Cordes & Dougherty (1993), which are individual, occupational and organizational factors. In the book, *The Truth About Burnout* (1997) Maslach & Lieter created a comprehensive model of workplace specially designed to identify burnout in employees and they called this model Areas of Worklife Survey (AWS). AWS focuses on factors that lead to burnout. Each variable in the survey is highly correlated to burnout. The second part of the theoretical model developed here aimed at finding the effects of burnout on the organization. Several authors have studied job satisfaction, organizational commitment

and turnover intention in relation to burnout as some of the organizational consequences of employee burnout.

Relationship of burnout to socio-demographics has been studied by many researchers. Age, gender, experience, managerial levels have been reported to relate to burnout. There are conflicting results pertaining to burnout and many authors have suggested that burnout may differ among cultures and nations. On the next page theoretical model is proposed to incorporate causes, consequences and demographics as they relate to burnout. The theoretical framework is shown in the figure 1.

The model for mediating role of burnout was derived from the variables outlined by Maslach et al. (2001), Cordes and Dougherty (1993) and Schaufeli & Enzmann (1998). Several studies discussed in the literature review have shown that the stressors of areas of worklife cause burnout; and in turn burnout affects job satisfaction, organizational commitment and turnover intention. Given the relationship that areas of worklife cause burnout and burnout leads to consequences, the possibility of mediation exists (Schaufeli, Maslach and Marek, 1993). Siegall and McDonald (2004), Lieter and Maslach (2004, 2009), Gilbert, Laschinger and Lieter (2010) and Leiter and Shaughnessy (2006) have analyzed burnout as a mediator between areas of worklife stressors and organizational consequences as suggested by Schaufeli et al. (1993). The model of mediation is shown in figure 2 below.

Figure 1: Theoretical Framework

| Causes of Burnout- Areas of Worklife Survey | → | BURNOUT | → | Consequences of Burnout |

Workload

Control

Reward

Community

Fairness

Values

Emotional Exhaustion

Cynicism

Lack of Personal Efficacy

Low Job Satisfaction

Low Organizational Commitment

High Turnover Intention

Socio- Demographics:

Gender, Age, Marital Status, Education, Ethnicity, Experience at the current position Managerial Level, Department, Type of organization, Organization sector

Figure 2: Mediation Model
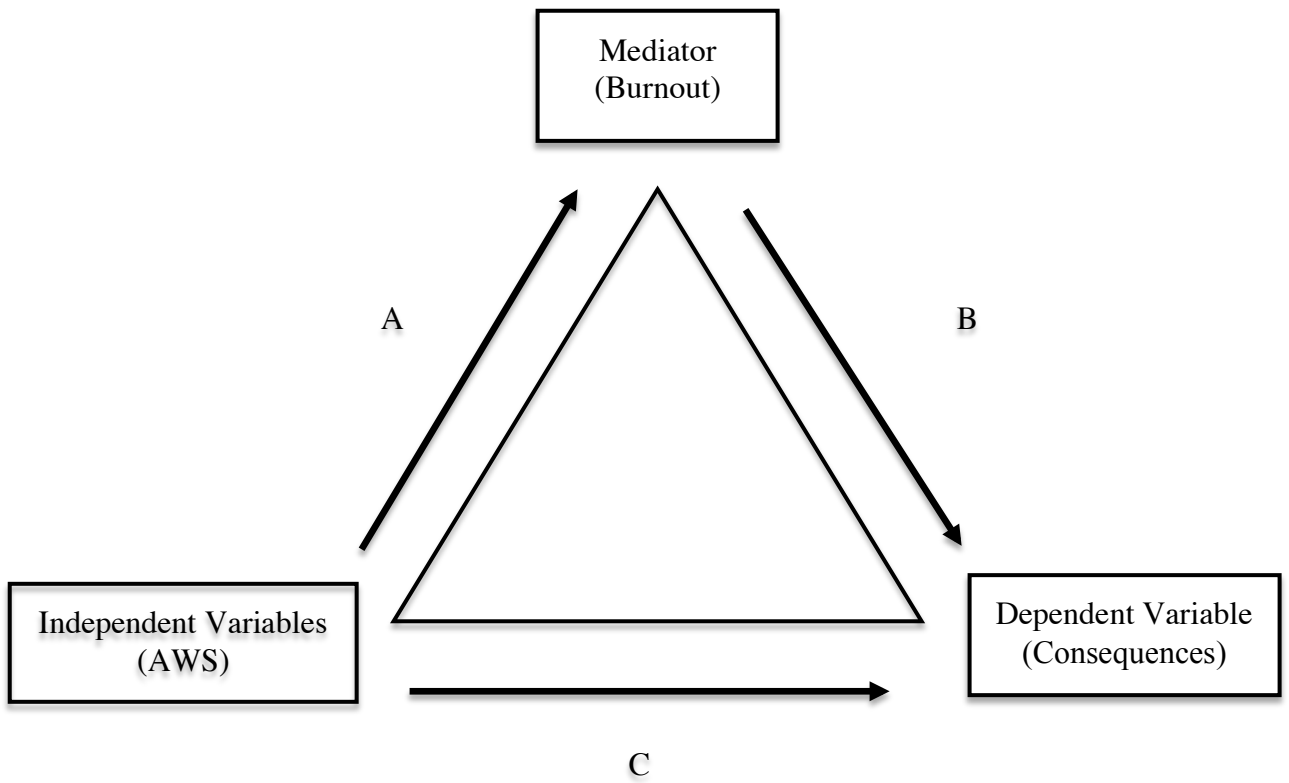
Maslach Burnout Inventory-General Survey (MBI-GS)

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."

Emotional Exhaustion

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

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

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).

CAUSES OF BURNOUT

The causes of burnout are somewhat complex and are associated with two separate factors: the work environment related factors and the individual related factors (Cordes & Dougherty, 1993). A stressful work environment that offers little or no opportunity for personal growth, has an overwhelming workload, and offers little or no support, can lead to burnout (Masalch, Schaufeli & Leiter, 2001). Other work environment related factors leading to burnout include role conflict, ambiguity, autonomy, no opportunity to participate in decisions, and lack of control of one's job.

Individual personality characteristics of people at risk of suffering from burnout include young idealistic professionals who have unrealistic expectations about the work situation, empathic people who pour too much of themselves into their jobs, and an individual's reaction to stress coupled with their stress-coping mechanisms (Maslach et al., 2001). The changes in the modern working life caused by globalization, privatization and liberalization can in turn produce burnout (Kulkarni, 2006).

Individual Factors

Though the job, organizational and situational factors are considered to be mainly responsible for burnout (Maslach, Schaufeli & Lieter, 2001) however these factors fail to explain why some individuals experience burnout while others successfully cope with the same working condition (Buhler & Land, 2003). Individual factors influence individual's decision of occupation as well as their vulnerability to stress. Such failure to cope with stress can arise from personal differences arising from demographics.

Demographics

The socio-demographics factors have also 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, 1985; 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 (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).

Burnout in Managers

Burnout was initially thought to only exist in health service occupations however later it was found that burnout also exist in non-services occupations due to which the MBI-GS was constructed. Jackson and Schuler (1983) and Jackson (1984) researched managers and concluded that managers also face burnout because they help their employees, resolve job related difficulties and bear the pressure to get work done as predicted and suggested by Cordes and Dougherty (1993). Maslach, Schaufeli, Bakker and Rhenen (2009) researched the managers and found significant burnout in employees along with several other studies (Kuruuzum, 2008).

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). Noor et al. (2008) researched the executives in marketing department and found high level of stress.

Job/ Occupational/ 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).

Areas of Worklife Survey (AWS)

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 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 the presence of some of the organizational factors contributes towards burnout.

The areas of worklife model is derived from the job demand- resource model (JD-R) and the person-environment fit. The JD-R model of burnout was proposed by Demerouti, Bakker, Nachreiner and Shaufeli (2001) in which they described job demands to be factors of job that require effort while job resources are aspects that help in achieving goals and personal growth. The person-environment fit assumes better

adjustment of an individual in organization and therefore less stress on job as proposed by Lauver and Kristof-Brown (2001). Maslach & Lietner (1997) have emphasized on the importance of the individual-organizational match. If any of the six factors included in AWS are not highly rated by the employees a mis-match is identified. Mis-match between people and their work environment could lead to burnout while a good match suggests no burnout or higher work engagement (Leiter & Maslach, 1999).

The AWS model identifies six areas of work life that could affect burnout. These six areas of worklife are: workload, control, rewards, community, fairness and values as perceived by an employee. 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). These six factors are discussed in detail in the following paragraphs.

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.

Workload can be qualitative as well as quantitative in nature. Qualitative overload is experienced when employees feel they lack basic skills or talent that is required to compete the task effectively; while quantitative overload is defined by the perception that work cannot be carried out in the allotted time (Pines & Maslach, 1978; Kahn, 1978). Workload which is qualitative and quantitative both leads to exhaustion by depleting employee's energy while trying to meet job demands (Holman, 2004, Singh, 2000). At some point it becomes unable to recover from quantitative workload, which may be because of threat of cut-offs, scarcity of resources (Jackson, 1984) and over allocation of clients or cases an employee is required to handle (Maslach, 1976).

When relationship with work is broken, it leads to work demands, which are positively related to stress (French & Kaplan, 1973). Work overload was found damaging to employees when they were not allowed to develop a particular skill to perform the task well (Cordes & Dougherty, 1993). It was further reported that work overload led to low motivation, stress and difficulty in coping (Cooper et al., 2001).

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).

A manageable or a sustainable workload on the other hand was found helpful for employees in improving, managing and developing skills that were required in a professional environment. It was also reported that manageable workload promoted new opportunity, eliminated employees concerns and exhaustion and therefore helped employees avoid becoming burnt out (Landsbergis, 1988).

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).

Lieter and Maslach (2009) found that when people had more control in their work, it enabled them to grow and develop expertise in professional and they were also found making decision and taking responsibility of the outcomes. Participative decision-making was found to allow employees to make good use of knowledge and experience and created job engagement. It was found associated with higher level of efficacy and lower exhaustion (Cherniss, 1980; Lee & Ashforth 1993; Leiter, et al. 2010).

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).

Employees who worked hard were found to expect that their job would be appreciated; however when it was ignored it created stress and employees questioned their skills and developed negative believes that lead to burnout (Maslach & Lieter, 1997). Several studies have shown the lack of rewards increased employee's vulnerability to burnout. Insufficient rewards increased burnout as reported by Leiter and Maslach (2004), Schaufeli and Enzmann (1998). In a 2009 study, lower rewards were reported to cause higher cynicism (Lasalvia et al., 2009). Several other studies show that the reward mismatch leads to higher scores on all three dimensions of burnout (Leiter & Maslach, 2004, 2009).

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, advise, 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).

Community is created when people trust one another to fulfill their roles, when they respect each other and when they communicate openly (Maslach et al., 2001). Truchot and Deregard (2001) and several other studies have found community to buffer the effects of burnout (Baruch-Feldman, Brondolo, Ben-Dayan & Schwarz, 2002; Houkes et al. 2003; Schnorpfeil et al., 2002; Schaufeli & Greenglass, 2001), while some of these results have also been inconsistent where community was not found to buffer the affects of burnout (Burke & Greenglass, 1996; Koniarek & Dudek, 1996). As stated by Lieter and Maslach (1999), employees who were part of a lively, attentive and a responsive community in their workplace reported little or no presence of burnout.

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.

People in higher authority have responsibility for making decisions and judgments that affect the employees as people in authority set the culture of the organization. In a fair environment people voice their concerns and intentions and attend to distinct perspectives (Lieter & Maslach, 2011). Resources and opportunities that are allocated fairly in accordance to with organizational objectives and not for personal privileges,

promotes employee's genuine concern for long term good of the organization (Leiter & Maslach, 1999).

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).

Value conflict occurs when employees' moral standards are compromised because of organization's workings. Value conflict causes employees to disengage themselves from job and organization. Such strains caused by mismatch of values are reported to

deplete employee's energy, reduce employee's involvement and undermine employee's personal efficacy (Leiter & Maslach, 2009). Employees might feel constrained by job to do what they consider unethical and not in accord with their own value system. Lieter and Harvie (1997) have suggested that conflict of value affected all three dimensions of burnout. 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).

CONSEQUENCES OF BURNOUT

The *consequences of burnout* can be of two types: individual related and the effect on organization's overall productivity. Tennant (2001) has explained the personal consequences such as depressive disorder arising from stress. The effect on organizational of employee burnout includes decrease in employee's job performance and job satisfaction, diminished organizational commitment and increase in employee's absenteeism and turnover (Cordes & Dougherty, 1993; Lieter, 2005). Forgarty (2000) has suggested that burnout was an important mediator between Areas of worklife related stressors and job performance. It means that the presence of the stressors in organization lead to employees experiencing burnout, which in turn leads to performance related outcomes that are negative in nature.

Job Satisfaction

Job satisfaction is defined as short-term positive state that reflects affective response to the job experience (Modway, Porter & Steers, 1982). Job satisfaction is the

comfort and positive inclination an employee feels towards his/her job. However, change in job satisfaction is an unobservable mental state and can be caused by factor that does not align with the employee's believes. Baruch-Feldman, Brondolo, Ben-Dayan and Schwarz (2002) have reported the effects of burnout on job satisfaction and productivity. Malik et al. (2011), Maslach et al. (2001), Kumar et al. (2007) have studied the relationship of job satisfaction with burnout; and have found burnout to be a strongly related to job dissatisfaction. With-in three phases of burnout, emotional exhaustion is found to be more significant cause of job dissatisfaction than cynicism (Kumar et al. 2007).

Organizational Commitment

Organizational commitment can be defined as the strength of identification of employees with an organization and its objective, values and culture. Porter, Steers, Moday and Boulian (1974) have identified organizational commitment to be operationalized as a strong personal belief in an organization's values and goals, a willingness to expend considerable effort for the company or a strong intent or desire to stay employed in an organization.

Meyer and Allen (1991) have defined three types of organizational commitment: affective, continuance and normative. Affective commitment is the emotional attachment and identification of employees with their organization. Continuance commitment involves the cost of leaving the organization; while normative commitment is the sense of obligation of the employees to stay in the organization. Several research studies have reported that burnout reduced employee's organizational commitment (Maslach et al,

2001; Cordes & Dougherty, 1993). Within the three dimensions of burnout, emotional exhaustion and cynicism were found strongly associated with diminished organizational commitment (Halbesleben & Buckley, 2004; Haque et al., 2011).

Turnover Intention

Turnover intention can be defined as a voluntary decision taken by an employee to quit an organization he/she works for. Even though intention to quit is the predictor of actual turnover, attitudinal factors can have direct effect on intention and behavioral outcomes. Organizational commitment can be a predictor of turnover (Peter, Steers, Mowday & Boulian, 1974). Turnover intention is an important outcome of burnout. When employees become exhausted, dissatisfied and demotivated by work they think of switching to another job that can motivate them. Leiter and Maslach (2009) have reported positive relationship of burnout and turnover intention. Several authors have tested the positive relationship of burnout and intention to turnover (Masalch & Jackson, 1985; Jackson et al, 1986; Lieter & Maslach, 2009; Schaufeli & Bakker, 2004; Du Plooy and Roodt, 2010; Leiter et al., 2008).

Schaufeli and Bakker (2004) have investigated employee's turnover intention and burnout in multiple settings; insurance companies, pension funds, an occupational health and home care institution. They have confirmed the positive relationship between burnout and turnover intention. Goodman and Boss (2002) have reported that employees who left the organization scored higher on burnout than those who chose to stay. Leiter, Jackson and Shaughnessy (2009) have tested the relationship of burnout with the intentions to quit and found one of the dimensions of burnout, exhaustion to be a strong indicator of

turnover. A study in ministry of finance in China (Huang, Chuang & Lin, 2003) tested the hypothesis that burnout mediated the relationship between organizational politics and turnover intention and concluded that emotional exhaustion and cynicism led to intention to quit; however relationship of emotional exhaustion was much stronger than cynicism. Leiter (2009) also tested the relationship of burnout with turnover intention and found positive relationship.

Research Studies in Pakistan

Most research studies that have been carried out in Pakistan have analyzed burnout as a single dimensional variable. It is noteworthy that the areas of worklife as causes of burnout as suggested by Maslach et al. (2001) in their AWS instrument have not been employed in Pakistan. The causal relationship of workplace stressors to burnout and the effect of burnout in the form of low satisfaction, low organizational commitment and high turnover intention have been studied in many countries (Spain, Germany, Finland, USA, Italy etc). It is important to study the same in Pakistani culture, as several comparative research studies have shown that burnout differs across cultures, nations and languages (Schaufeli, Bakker, Hoogduin, Schaap & Kladler, 2001; Schutte, Toppinen, Kalimo & Schaufeli, 2000). These studies also reported relationship of socio-demographics with burnout that differed across cultures.

Some studies in Pakistan have reported causes of burnout that can be listed under workload and control; only two studies have used burnout as three-dimensional concept (Haque et al., 2011; Jamal et al., 2010). The existing research in Pakistan does not provide insight about the three dimensions of burnout in relation to its causes and

consequences. Researchers in Pakistan have not tested burnout as mediating variable between AWS and organizational consequences such as job satisfaction, organizational commitment and turnover intention. A brief summary of burnout related studies done in Pakistan is presented in tabular form below for the convenience of the reader.

Table 1a: Findings of Research on Burnout in Pakistan

Burnout	Variables Studied	Results	Sample size	Sector/ City	Authors
1-Dimension (Job Burnout)	Job stress, **work overload, ambiguity, conflict, resource inadequacy**, type A behavior and **turnover motivation**	**Work overload, ambiguity, conflict, resource inadequacy, turnover motivation were significantly related to burnout**	325	American based multinational/ Pakistan	Jamal (2008)
	Worklife balance, worklife conflict, **job satisfaction and turnover intention**	**Job Satisfaction was negatively related to burnout components**	175	Service sector (Hospitals)/ Peshawar, Lahore, Rawalpindi, Islamabad	Malik et al. (2011)
Physical, psychological and organizational burnout	Organization, job, relationship, physical environment and family stressors	**Organization, job and relationship were related to burnout**	237	Banking sector/ Pakistan	Khattak et al (2011)
2-Dimensions (emotional exhaustion and reduced personal efficacy)	Job induced tension, **workload and job satisfaction,** demographics	**Workload and job satisfaction were significantly related to burnout; no difference was found between younger and older group**	98	Mobilink Customer sales representatives / Karachi	Jalees (2008)

3-Dimensions	Demographics (**age, gender, marital status, qualification, work experience**, salary and working hours)	**Males scored higher on depersonalization, lack of personal efficacy and overall burnout, and qualification was positive with lack of personal efficacy.**	406	Banking Sector/ Lahore	Haque et al (2011)
	Turnover Intention and non-work satisfaction	**Turnover Intention was positively related to three burnout dimensions**	306	Office employees/ Pakistan	Jamal (2010)

Bold in the second column highlight the variables used in this research

Bold in the third column are variables that were found positively related with burnout.

CHAPTER III

METHODS AND PROCEDURE

Schematic Presentation of Variables Under Study

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 3. This theoretical framework shows that research is done on relationship between the three dimensions of burnout with the socio-demographics such as gender, age, marital status, education, ethnicity, experience in the organization, experience at the present position, managerial level, department, type of organization and type of sector. The Areas of worklife stressors includes six factors at workplace that contribute to burnout which were workload, control, reward, community, fairness and values. These six factors formed a set of independent variables while the three dimensions of burnout namely emotional exhaustion, cynicism and personal efficacy formed the dependent variable. This relationship is studied in this study.

Relationship between three dimensions of burnout (independent variables) and three organizational consequences such as job satisfaction, organizational commitment and turnover intention (dependent variables) were investigated. As shown in figure 4 below tested the mediating effects of burnout on the relationship of Areas of Worklife

stressors (taken as independent variables) and job satisfaction, organizational

commitment and turnover intention (taken as dependent variables) were studied.

Figure 3: Theoretical Framework

| Causes of Burnout- Areas of Worklife Survey | → | BURNOUT | → | Consequences of Burnout |

- Workload
- Control
- Reward
- Community
- Fairness
- Values

Emotional Exhaustion
↓
Cynicism
↓
Lack of Personal Efficacy

Low Job Satisfaction

Low Organizational Commitment

High Turnover Intention

Socio- Demographics:

Gender, Age, Marital Status, Education, Ethnicity, Experience at the current position Managerial Level, Department, Type of organization, Organization sector

Figure 4: Mediation Model
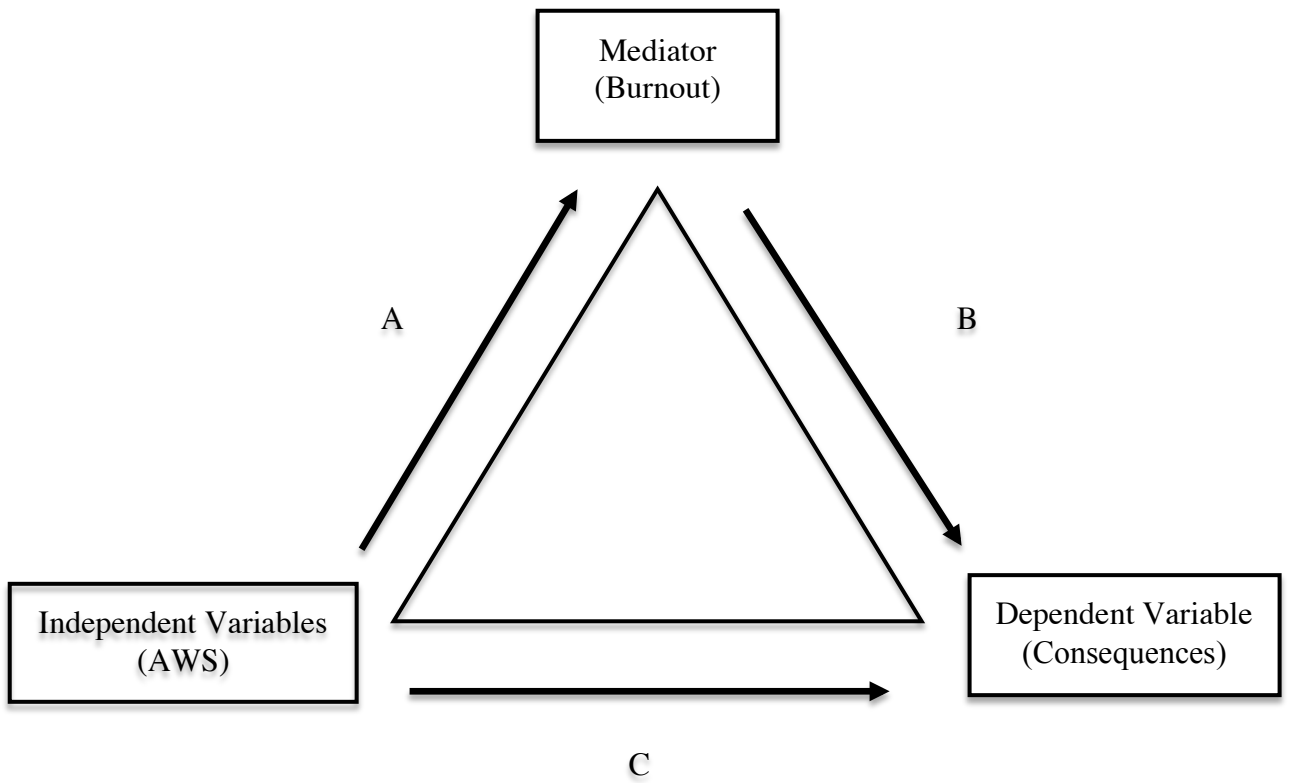
Research Hypotheses

From the theoretical framework research questions were established and based on those research questions the following null hypotheses were formed.

Socio-demographics of employee burnout

Hypothesis 1:

Ho_1 There is no relationship between burnout components (emotional exhaustion, cynicism and lack of personal efficacy) 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.

To test the hypothesis, mean scores of burnout measured by emotional exhaustion, cynicism and lack of personal efficacy were tested for differences with respect to socio-demographic variables. For the continuous variables such as age, education and experience were calculated by Pearson's correlation. The dichotomous variables that were gender, marital status, ethnicity, type of organization and type of sector were analyzed by independent T-tests while managerial level and department were analyzed by ANOVA.

Causes of employee burnout

Hypothesis 2:

Ho$_2$. There is no relationship between emotional exhaustion and AWS (workload, control, reward, community, fairness and values).

To test the hypothesis mean scores of emotional exhaustion and six areas of worklife namely workload, control, reward, community, fairness and values were calculated. The six areas of worklife were regressed on emotional exhaustion as tested at $p<.05$.

Hypothesis 3:

Ho$_3$. There is no relationship between cynicism and AWS (workload, control, reward, community, fairness and values).

To test hypothesis 3, mean scores of cynicism and six areas of worklife were used. AWS factors were regressed on cynicism. The coefficients were tested at $p<.05$.

Hypothesis 4:

Ho$_4$. There is no relationship between lack of personal efficacy and AWS (workload, control, reward, community, fairness and values).

Hypothesis 4 was analyzed by transforming personal efficacy into lack of personal efficacy by reverse scoring the respondents scores. The means of lack of personal efficacy and six areas of worklife were calculated and then regressed on lack of personal efficacy at $p<.05$.

Organizational consequences of burnout

Hypothesis 5:

Ho$_5$ There is no relationship between job satisfaction and burnout components (emotional exhaustion, cynicism and lack of personal efficacy).

For hypothesis 5, mean scores of job satisfaction were calculated and then emotional exhaustion, cynicism and lack of personal efficacy was regressed on job satisfaction. The coefficient was tested at p<.05.

Hypothesis 6:

Ho$_6$ There is no relationship between organizational commitment and burnout components (emotional exhaustion, cynicism and lack of personal efficacy).

To test hypothesis 6, the mean scores of organizational commitment was calculated. The three dimensions of burnout were regressed on organizational commitment at p<.05.

Hypothesis 7:

Ho$_7$ There is no relationship between turnover intention and burnout components (emotional exhaustion, cynicism and lack of personal efficacy).

To test hypothesis 7 mean scores of turnover intention were first calculated. Emotional exhaustion, cynicism and lack of personal efficacy were regressed on turnover intention at p<.05.

Mediation model

Hypothesis 8:

Ho_8 Burnout will not mediate the relationship between AWS and job satisfaction.

For hypothesis 8, the mean scores of AWS and burnout were calculated. Two models were regressed on job satisfaction. In the first model, AWS scores were regressed on job satisfaction and in the second model burnout was added as a control variables. The comparison of beta coefficients of AWS in the two models were used to decide if burnout acted as a mediating variable.

Hypothesis 9:

Ho_9 Burnout will not mediate the relationship between AWS and organizational commitment.

For hypothesis 9, AWS scores were regressed on organizational commitment in model one. For model two, burnout was added as a control variable to the model one. The difference in beta coefficient of model one nad model two was used to decide if burnout acted as a mediating variable between AWS and organizational commitment.

Hypothesis 10:

Ho_{10} Burnout will not mediate the relationship between AWS and turnover intention.

To test for hypothesis 10, AWS was regressed on mean scores of turnover intention in model one. In model two, burnout was added as a control variable in model two. The

difference in the beta of AWS in model one and model two were used to decide if burnout mediated the relationship between AWS and turnover intention.

Sample Size Determination

Bartlett, Kotrlik, & Higgins (2001) have suggested that if the population size is 10,000 organizational employees with confidence interval of 95% and margin of error of 0.3 (used for continuous data) the minimum sample size of eighty-three can be used. The sample size in the previous research studies on burnout has varied significantly. Most burnout research studies have used 200-700 observations (Houkes et al., 2003, Leiter & Maslach, 2009), while the research studies using nation-wide data include 1,000-6,000 respondents (Leiter & Maslach, 2004, Aloha et al., 2006, Maslach et al., 2010).

However, there are some considerations to be taken into account for research studies on burnout. Firstly, less than fifty percent of employees are likely to be burnout in any organization. It is likely that employees with high level of stress are less likely to fill the questionnaire (Guglielmi & Tatrow, 1998). Employees suffering from health problems are more likely to overestimate their stress levels. Secondly, Schaufeli and Enzmann (1998) have argued in support of convenience sampling. Adequate sampling is necessary in order to generalize results of a research study but due to time and resource constraint convenience sampling was used in this study.

As all corporate employees in Lahore area were the population therefore the population size for this study was more than 10,000, so it was decided to take **sample size** of at least 300 cases to make the study more representative. **Geographical area** for the population consisted of organizations operating in Lahore and its surrounding areas.

For this research, an adequate convenient sample was selected and three hundred questionnaires were given among the employees of public sector and private sector organizations covering both services and manufacturing organizations.

Questionnaire: Development and Description

The data collection was done by questionnaire for this research; and it consisted of combination of instruments. Questionnaires related to each of the independent, mediating and dependent variables were combined to make one comprehensive questionnaire that the respondents could complete. There was one questionnaire for measuring areas of worklife (AWS), one questionnaire to measure burnout (MBI-GS) and three questionnaires to measure each of the organizational consequences namely job satisfaction, organizational commitment and turnover intention.

The questionnaire for this research consists of four 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). The instruments to measure consequences of burnout were included in section three of questionnaire and were aimed at measuring job satisfaction, organizational commitment and turnover intention. The

organizational consequences were measured on a 5-point scales ranging from 1 (strongly disagree) to 5 (strongly agree). Socio-demographics variables were included in section four of the questionnaire (See Appendixes). 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. Job satisfaction had three items, organizational commitment had four items and turnover intention had three items. All of these items combined with the socio-demographics which had twelve items comprised of 67 items in the questionnaire. A description of each questionnaire used in this study is presented below.

Table 2: Instrument Description

Instrument	Creators	Year	No. Of Items
AWS	Maslach and Leiter	1997	29
MBI-GS	Maslach, Leiter, Schaufeli and Jackson	1996	16
Job Satisfaction	Cammann, Fichman, Henkins and Klesh	1983	3
Organizational Commitment	Allen and Meyer	1990	4
Turnover Intention	Kelloway, Gottlieb and Barham	1999	3

Measurement in Research

Validity and reliability of the items are characteristics of a good test. Validity refers to meaningfulness and appropriateness of the result. Validity was measures by principal component analysis, varimax rotation. Reliability refers to the error of measurement that is present in the scores which the measure or test yields. The internal reliability is the extent to which the individual items on the questionnaire that constitute a test are correlated with one another or with the test total. Cronbach's coefficient alpha was used to measure reliability.

Maslach Burnout Inventory (General Survey)

Burnout was measured using Maslach Burnout Inventory-General Scale (MBI-GS) constructed by Schaufeli, Lieter, Maslach, & Jackson (1996). The MBI-GS has three dimensions of burnout: emotional exhaustion, cynicism and personal efficacy.

This questionnaire has positive and negative worded statements, which are job-related feelings (e.g., "I feel burned out from my work," "I feel confident that I am effective at getting things done"). These statements were rated by respondents on a 7-point likert scale ranging from 0 (never) to 6 (daily). The mean of the respondent's score were calculated and used as a score of a respondent on a burnout variable (Maslach, Jackson & Leiter, 1996).

Table 3: Three Components of Burnout

Burnout	Question	Variable Code
Emotional Exhaustion	5 Questions	EE
Cynicism	5 Questions	CY
Personal Efficacy	6 Questions	PE
Note. The constructs will be used as the dependent (criterion) variable of burnout.		

Areas of Worklife Survey (AWS)

The Areas of Worklife Survey identifies six areas of work environment which are important to the development of positive relationship between an employee and his/her work environment. AWS identifies stress factors in the work place that impacts burnout. The Areas of Worklife Survey contains 29 items categorized under subscales of Workload, Control, Reward, Community, Fairness and Values. The items in the questionnaire are worded as perceived match and mismatch between the individual' perception of the workplace and the work place reality.

The items in the questionnaire include positively worded items for match (e.g. 'I have enough time to do what's important in my job') and negative worded items for mismatch (e.g. 'Working here forces me to compromise my values'). Each item was measured using a 5-point likert scale ranging from 1 (strongly disagree) to 3 (hard to decide) to 5 (strongly agree).

The score for each item in the questionnaire contributed to the scores of a respondent to one of the areas of work life stressors after calculating the averages of all items. For each subscales mean > 3.00 indicated high score and that the individual has a higher degree of alignment between the work place reality and respondent's perception. Conversely, a low score of mean < 3.00 indicated a misalignment between the work place reality and the individual's perception. The average score of each item, workload, control, reward, community, fairness and values was obtained to produce six construct variables for the analysis (Leiter, 2003).

Table 4: Components of AWS

Areas of Worklife Survey	29 Items	Variable Code
Workload	6 Questions	Workload
Control	3 Questions	Control
Reward	4 Questions	Reward
Community	5 Questions	Community
Fairness	6 Questions	Fairness
Values	5 Questions	Values

Consequences of Burnout

This research included three organizational consequences of burnout. Two consequences were identified by Moore (2000) namely job satisfaction and organizational commitment; while Leiter and Maslach (2009) identified turnover intention to be strongly related to burnout. Three instruments were used to measure three organizational consequences. Each item was rated on a 5-point likert scale ranging from 1 (strongly disagree) to 3 (hard to decide) to 5 (strongly agree).

The *job satisfaction* was measured by a 3-item questionnaire developed by Cammann, Fichman, Henkins and Klesh (1983). It measured the overall satisfaction as perceived by the employee. This scale contained questions like "All in all, I'm satisfied with my job," "In general, I don't like my job," and "In general, I like working here."

Organizational commitment questionnaire was an adapted version of affective commitment from Allen and Meyer (1990). Affective commitment states items that relate employee's emotional commitment to organization. This instrument contained 4 items and measure employees general level of commitment. It contained statements like "I talk up this organization to my friends as a great organization to work for" and "I am proud to tell others that I am part of this organization."

The third consequence of burnout included in this research is *turnover intention*. It measured employee's willingness to look for new job. This questionnaire was created by Kelloway, Gottlieb and Barham (1999) and had 3 items including statements like "I plan on leaving my job within next year," "I am actively looking for other jobs" and "I want to remain in my job."

The following table lists the constitutive and operative definition of the variables on which data was collected and relationships were estimated in this study.

Table 5: Constitutive and operative Definitions of Variables

Variable	Constitutive Definition	Operative Definition
Independent Variable (Job, occupational and organizational causes)		
Areas of Worklife (AWS):	The stressors in the organization that affect employee's level of burnout	The mean of items 1-29 of section 1 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Workload	The amount of workload the employee has to do in a given amount of time	The mean of items 1-6 of section 1 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Control	The employee's autonomy and professional independence required for the job	The mean of items 7-9 of section 1 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Reward	The monetary, social and intrinsic rewards the employee deserves	The mean of items 10-13 of section 1 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Community	The social support of colleagues and supervisor the employee works with	The mean of items 14-18 of section 1 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Fairness	Perceived fairness that the supervisor practices in allocating resources and positions	The mean of items 19-24 of section 1 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Values	The degree to which individual's personal ideals meet the organization's overall goal	The mean of items 25-29 of section 1 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree

Mediator variable		
Burnout (MBI-GS):	Employee's extinction of motivation to produce desired results	The mean of items 1-16 section 2 of the questionnaire measured on a 7 point scale of 0= never and 6= daily
Emotional Exhaustion	The degree to which the employee feel overextended	The mean of items 1, 2, 3, 4 and 6 section 2 of the questionnaire measured on a 7 point scale of 0= never and 6= daily
Cynicism	The employee's ability to show impersonal responses and concern for others	The mean of items 8, 9, 13, 14 and 15 section 2 of the questionnaire measured on a 7 point scale of 0= never and 6= daily
Lack of Personal Efficacy	Employee's negative feelings about personal accomplishments in their job	The mean of items 5, 7, 10, 11, 12 and 16 section 2 of the questionnaire measured on a 7 point scale of 0= never and 6= daily
Dependent variable (Organizational consequences)		
Job Satisfaction	Overall satisfaction of employees	The mean of items 1-3 of section 3 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Organizational Commitment	The level of commitment of employees to the organization	The mean of items 4-7 of section 3 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree
Turnover Intention	The employee's feelings to quit the job	The mean of items 8-10 of section 3 measured on a 5 point scale of 1=strongly disagree and 5= strongly agree

Socio-demographic variables		
Gender	Gender of the individual	Response to item number 4, section 4 of the questionnaire measured by = 1 if male, 0 if female
Age	The respondent's age in years as of their last birthday	Response to item number 5, section 4 of the questionnaire measured on a continuous scale
Ethnicity	An individual's ethnic group	Response to item number 6, section 4 of the questionnaire measure by = 1 if non-punjabi, 0 if punjabi.
Organization's Sector	Public or private sector the organization operates in	Response to item number 2, section 4 of the questionnaire measure by = 1 if private, 0= public.
Type of Organization	If the organization manufactures goods or provides services	Response to item number 3, section 4 of the questionnaire measure by = 1 if manufacturing, 0 if services
Marital Status	If employee is married or single	Response to item number 7, section 4 of the questionnaire measured by 1 = unmarried and 0 = married
Education	The number of years of formal education of the employee	Response to item number 8, section 4 of the questionnaire measured on continuous scale
Experience on the present job	Total no. of years the individual has been in the same position	Response to item number 12, section 4 of the questionnaire measured on a continuous scale
Management Level	Designation of the individual	Response to item number 9, section 4 of the questionnaire coded as categories: 1 = top management, 2 = mid level management, 3 = low level management
Department	The department the individual is working in	Response to item number 10, section 4 of the questionnaire coded as categories: 1 = general manager/ CEO 2 = finance, 3 = IT, 4 = marketing, 5 = production and 6 = HRM.

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 used worldwide and is high in validity and reliability it was important to make sure that the respondents in Lahore understood the items. The 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.

Scoring Procedure and Cut-off Points

1.   The scoring procedure for this research is as follows:

Variable	Scoring
Mediating Variable	
Burnout:	Average (emotional exhaustion, cynicism, personal efficacy)
Emotional Exhaustion	Average (Item: 1,2,3,4,5)
Cynicism	Average (Item: 8,9,13,14,15)
Personal Efficacy	Average (Item: 5,7,10,11,12,16)

Independent Variable

Areas of Worklife:	Average (workload, control, reward, community, fairness, values)
Workload	Average (Item: 1R, 2R, 3R, 4R, 5, 6)
Control	Average (Item: 7, 8, 9)
Reward	Average (Item: 10, 11, 12R, 13R)
Community	Average (Item: 14, 15, 16, 17, 18R)
Fairness	Average (Item: 19, 20, 21, 22, 23R, 24R)
Values	Average (25, 26, 27, 28, 29R)

Dependent Variable

Job Satisfaction	Average (Item: 1, 2, 3)
Organizational Commitment	Average (Item: 4, 5, 6, 7)
Turnover Intention	Average (Item: 8, 9, 10)

Note. R stands for question with reverse scoring.

2. All items in the Areas of Worklife survey and MBI-GS consist of a Likert scale. Negative statements have reverse scoring. For positive and negative statements, the score were assigned as follows:

	Positive Statements	**Negative Statements**
Category	**Score**	**Reverse Scoring**
Strongly Agree	5	1
Agree	4	2
Hard to Decide	3	3
Disagree	2	4
Strongly Disagree	1	5

Collection of Data

Initially, 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.

The MBI-GS questionnaire took about 5-10 minutes to fill while Areas of Worklife Survey took another 10-15 minutes. The questionnaire was self-administered by the researcher. To minimize response bias, it was made sure the respondents completed the questionnaire and avoided discussing the questionnaire items with others as advised in the MBI manual (Maslach et al., 1996). The confidentially of respondents was maintained and to avoid sensitization to burnout and stress factors in work life the labels from the questionnaire were removed.

Research Design

The study design is cross-sectional which means that data were collected at a certain point in time. This study was Ex-post Facto type of research that is the variables were not in direct control of the researcher and the researcher could not manipulate the variables under study. This research study sought to establish relationship between

various variables of the study and is a correlational research. Statistical Package for Social Sciences (SPSS) was used to perform statistical analysis of data in this study.

Analysis of Data

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.

The first step in the analysis of the data was to report the descriptive information on all the variables used in this study. The descriptive statistics section included the measures of central tendency (mean) and measure of variability (standard deviation) that can describe the continuous data. Descriptive statistics were obtained for each component of independent variables: Areas of Worklife Survey (workload, rewards, control, community, fairness, and values); and each component of dependent variable burnout: emotional exhaustion, cynicism and personal efficacy; and each consequence including job satisfaction, organizational commitment and turnover intention. Correlation was also computed.

The second step in the analysis was to confirm reliability of the factors to be used in this research study. Cronbach's alpha were computed. The alpha of 0.60 or higher was deemed sufficient reliability estimate. It was recommended to omit those items from questionnaire that have lower alpha than 0.60. A factor analysis of MBI-GS and AWS confirmed that factors are loaded accurately. Relationships of socio-demographics with

burnout were tested using Pearson's correlation for continuous variables, independent t-tests and ANOVA for categorical variables.

The third step was testing the models. Multiple regression procedure investigated the relationship between a) each component od work life related stressors (workload, control, reward, community, fairness and values) and each of the three dimensions of burnout and b) hypothesized mediator that are three dimensions of burnout and dependent variable, organizational consequences such as job satisfaction, organizational commitment and turnover intention. The p-values<0.05 was used to reject the null hypothesis of existence of no relationship between variables. R-squared was calculated for the goodness of fit of the regression model.

The following regressions were run to estimate the above stated relationships.

M (Burnout) $= i_1 + \beta_1(AWS) + e_1$ eq1.

Y (Consequences) $= i_2 + \beta_2(Burnout) + e_2$ eq2.

To test the mediating quality of burnout, Baron and Kenny (1989) have outlined the concept using regression analysis. Following conditions must be fulfilled in order to carry out mediation: a) AWS must effect burnout in first equation so it must be significantly different from zero, b) burnout must effect job satisfaction, organizational commitment and turnover intention in the second equation so it must be significantly different from zero and c) AWS must effect job satisfaction, organizational commitment and turnover intention in the third equation so the β must be different from zero (below). Part a and b of the theoretical model were explained by eq1 and eq2 above.

To establish the mediation of burnout between consequences and AWS (part c) was regressed on job satisfaction, organizational commitment and turnover intention (eq. 3). If the third condition is met then another regression was run in which AWS and burnout together were regressed on job satisfaction, organizational commitment and turnover intention (eq. 4). In this regression (eq. 4) burnout was deemed as a control variable.

Y (Consequences) $= i_3 + \beta_3(AWS) + e_3$ eq3.

Y (Consequences) $= i_4 + \beta_4 (AWS) + \beta_5(Burnout) + e_4$ eq4.   (Expected β, falls)

The component of co-efficient (β_3 and β_4) of AWS in eq. 3 and eq. 4 determined the mediating effects of burnout (MacKinnon, Fairchild & Fritz, 2007). If the β_4 of AWS in eq. 4 was smaller than the β_3 of AWS in eq. 3, there is partial mediation role of burnout between AWS and consequences. Partial mediation means that to some extend burnout is the factor that links AWS to job satisfaction, organizational commitment and turnover intention of employees. As job satisfaction, organizational commitment and turnover intention (consequences) can be affected by factors other than AWS and burnout, therefore partial mediation of burnout between AWS and consequences was expected from this research study.

Figure 6: Mediation Model
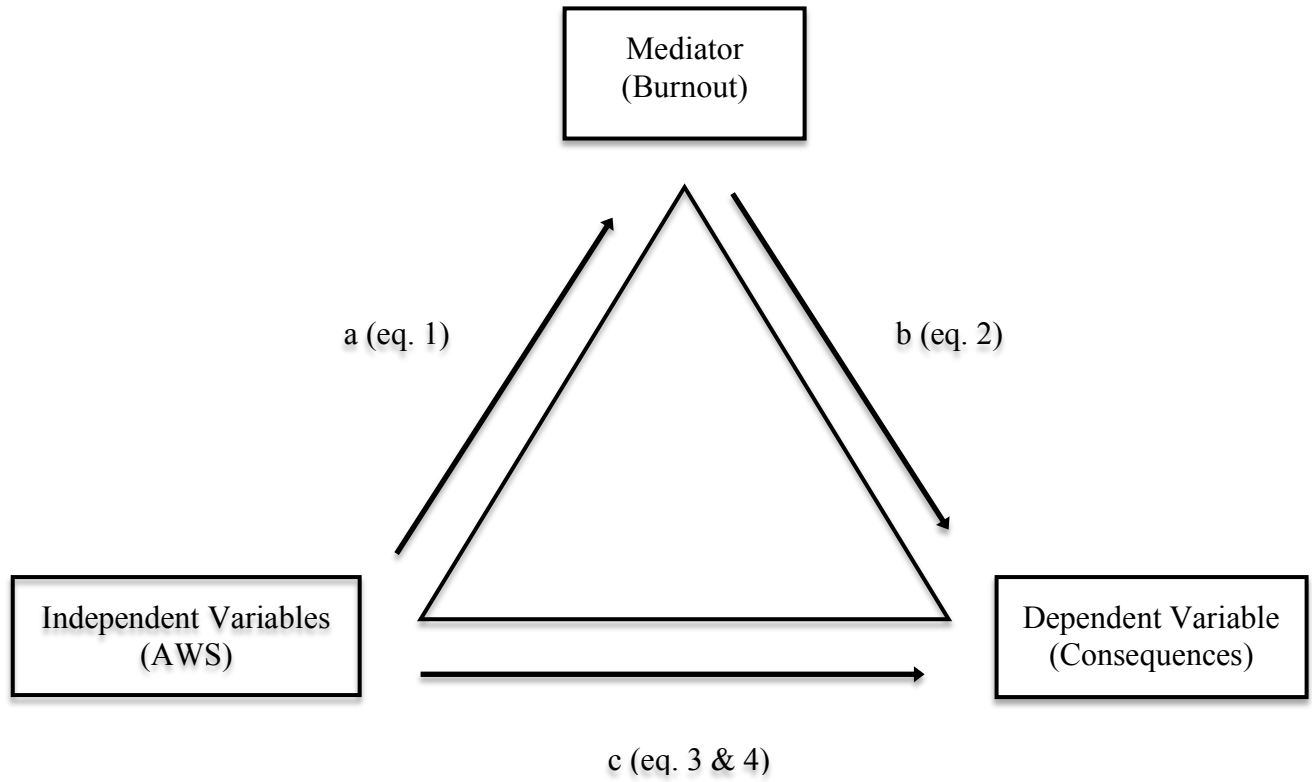
Research Models

The co-efficients of the following models were estimated to answer the research questions.

Causes of burnout

Model 1 tested the predictive power of each of the six areas of worklife stressors to cause emotional exhaustion and to answer the research question 2 (hypothesis 2).

Model 1:　　Emotional exhaustion $= \alpha + \beta_1$ (Workload) $+ \beta_2$ (Control) $+ \beta_3$ (Reward) $+$

β_4 (Community) $+ \beta_5$ (Fairness) $+ \beta_6$ (Values)

Model 2 was used to answer research question 3 (hypothesis 3).

Model 2:　　Cynicism $= \alpha + \beta_1$ (Workload) $+ \beta_2$ (Control) $+ \beta_3$ (Reward) $+$

β_4 (Community) $+ \beta_5$ (Fairness) $+ \beta_6$ (Values)

Model 3 was used to answer question 4 (hypothesis 4).

Model 3:　　Lack of personal efficacy $= \alpha + \beta_1$ (Workload) $+ \beta_2$ (Control) $+$

β_3 (Reward) $+ \beta_4$ (Community) $+ \beta_5$ (Fairness) $+ \beta_6$ (Values)

Consequences of burnout

Model 4, 5 and 6 tested the effects of burnout on employees. Three consequences namely job satisfaction, commitment and turnover intention were separately studied as dependent variable while three burnout components were regressed together as independent variables.

For research question 5 the following model 4 was used to test hypothesis 5.

Model 4:   Job Satisfaction = α + β_1 (Emotional exhaustion) + β_2 (Cynicism) +

β_3 (Lack of personal efficacy)

Model 5 was used to answer research question 5 (hypothesis 6).

Model 5:   Organizational Commitment = α + β_1 (Emotional exhaustion) +

β_2 (Cynicism) + β_3 (Lack of personal efficacy)

Research question 6 was answered by model 6 (hypothesis 7).

Model 6:   Turnover Intention = α + β_1 (Emotional exhaustion) + β_2 (Cynicism) +

β_3 (Lack of personal efficacy)

Mediation Model

Each of the following models were regressed twice; first with the effect of areas of worklife on consequences (for example 7a, 8a and 9a) and in second regression model burnout was added as control variable to see if burnout acts as a mediator between AWS and consequences (for example 7b, 8b and 9b).

Model 7a: Job Satisfaction = α + β_1 (AWS)

Model 7b: Job Satisfaction = α + β_1 (AWS) + β_2 (Burnout)

Model 8a: Organizational Commitment = α + β_1 (AWS)

Model 8b: Organizational Commitment = α + β_1 (AWS) + β_2 (Burnout)

Model 9a: Turnover Intention = α + β_1 (AWS)

Model 9b: Turnover Intention = α + β_1 (AWS) + β_2 (Burnout)

If the beta co-efficient of AWS in model 7b, 8b and 9b was found lower than in model 7a, 8a and 9a, and beta coefficient of burnout in model 7b, 8b and 9b was significant then partial mediation by burnout was assumed to have been discovered.

CHAPTER IV

ANALYSIS OF DATA

In this chapter the results of the statistical analyses are presented. All data analyses for this research were generated using SPSS. This chapter is divided into two sections. The first section presents the demographic data obtained from part four of the questionnaire concerning the demographic characteristics of the respondents. The second section deals with testing of the null hypothesis and included the results of correlation co-efficient, ANOVA and regression tested at p-value < 0.05 significance level.

SECTION I

DESCRIPTION OF STATISTICAL DATA

The completed questionnaires were entered into SPSS and were screened to ensure there were not keying errors. The shape of the data was determined by investigating invalid responses for correction by a second review of the original survey instrument. This section is divided into two parts: description of categorical variables and continuous variables. The frequency of data was used to describe the categorical variables while for the continuous variables central tendency (mean) and measures of variability (standard deviation) were used.

Description Of Categorical Variables

The descriptive statistics were obtained for each of the independent variables: Employee information (gender, age, marital status, ethnicity, education) and company information (experience, managerial hierarchy, department, type of organization, and sector of organization). The frequency was described as a distribution of the individual values or ranges of values for a variable (Trochim, 2006). A frequency categorizes data into variables for which the relationship can be examined.

Employee Information

Gender

The number and percentage of males and females who participated in this study are presented in table below.

Table 6: Number of Respondents by Gender

Gender	Frequency	Percent
Male	214	81.4
Female	49	18.6
Total	263	100.0

The total number of observations for gender are n= 263. Data from the frequency table demonstrated 81.4% of the surveyed population were males and 18.65% are females. The data indicated that the majority of employees completing the survey were males.

Age

The table shows the age category of the respondents.

Table 7: Number of Respondents by Age

Age	Frequency	Percent
20-30	152	57.8
31-40	78	29.6
41-50	21	7.98
51-60	12	4.56
Total	263	100.0

The table reveals the percentage of respondent by age category. For the age category 20-30 the percentage was 57.8%, 29.6% for age 31-40, 7.98% for 41-50 and 4.56% for respondents aged between 51-60. The highest percentage was accounted for the youngest age in the age category, 20-30 (57.8%), followed by 31-40 (29.6%), 41-50 (7.98%) while the lowest percentage of respondents were aged 51-60 (4.56%).

Marital Status

The number and percentage of married and unmarried employees who participated in this study are presented in table below.

Table 8: Number of Respondents by Marital Status

Marital Status	Frequency	Percent
Married	122	46.4
Un-married	141	53.6
Total	263	100.0

The above table reveals that 46.4% for the surveyed population were married while the unmarried percentage was 53.6%. The higher percentage was that of unmarried employees who completed the questionnaires.

Ethnicity

The table below shows the percentage of Punjabis and non-Punjabis included in this study.

Table 9: Number of Respondents by Ethnicity

Ethnicity	Frequency	Percent
Punjabi	214	81.4
Non-Punjabi	49	18.6
Total	263	100.0

The table reveals the number of respondents that are Punjabis and those who are non- Punjabis. The percentages of Punjabis are 81.4% while non- punjabis included in the study were 18.6%. Hence the majority of respondents were punjabis.

Years of education

The table below shows the number and percentage of respondents' years of education.

Table 10: Number of Respondents by Education

Years of Education	Frequency	Percent
10 or less	7	2.7
11-12	32	12.16
13-14	32	12.16
15-16	150	57.0
17 or more	42	15.9
Total	263	100.0

The data in the table above shows the years of education of the respondents. The percentage of 10 years or less is 2.7, 11-12 years of education is 12.16%, 13-14 years were 12.16%, 15-16 years were 57.0%, while for 17 years or more were 15.9%. The highest percentage was accounted for 15-16 years of education (57.0%), followed by 11-12 years (12.16%), 17 or more years (15.9%), while the lowest percentage were obtained for 13-14 years (2.16%) This shows that 57% of the population had completed 16 years of education.

Company Information

Experience

The following table shows the frequency of respondents experience in the same position.

Table 11: Number of Respondents by Experience

Experience	Frequency	Percent
≤ 1	73	27.7
2- 5	130	49.4
6-10	32	12.1
11 <	14	5.32
Total	263	100.0

Seventy-three respondents had less than one year's experience in the position, which was 27.7% of the surveyed population. Highest percentage of respondents had been in the position for 2-5 years period. 12.1% belonged to 6-10 years of experience while 5.32% has been in the position for 11 years and more. This shows the majority of respondents (82.5%) had work experience for less than five years.

Managerial Hierarchy

The table below shows the number and percentage of level of managerial hierarchy of employees included in the survey.

Table 12: Number of Respondents by Managerial Hierarchy

Managerial Hierarchy	Frequency	Percent
Top management	23	8.7
Mid-level management	132	50.2
Lower level management	108	41.1
Total	263	100.0

The table above reveals the percentage of employees working in top management which were 8.7% for the surveyed population, 50.2% belonged to the mid level management while 40.7% belonged to the low level management. The highest percentage was found in the mid level management, followed by low-level management while the lowest percentage of respondents belonged to the top management.

Department

The following table lists the number and percentage of employees according to the departments

Table 13: Number of Respondents by Department

Department	Frequency	Percent
IT	32	12.2
Marketing	73	27.8
Production	52	19.8
Finance	42	16.0
HRM	28	10.6
Service Providers	24	9.1
General managers/CEO	12	4.6
Total	263	100.0

The table shows the number of employees working in different departments. The IT department has 12.2%, 27.8% of the employees were working in marketing

department, 19.8% were in production and operations, 16% were employees in finance department while the HRM department had 10.6%. 9.1% of the sample were service providers while only 4.6% were general managers/CEO. The highest percentage was in the marketing department (27.8%), followed by production and operations (19.8%), finance (16.0%), IT (12.2%), HRM (10.6%), service provides (9.1%), while the lowest percentage of respondents were general managers/CEO (4.6%).

Type of Organization

The number and percentage of public and private sector employees who participated in this study are presented in the table below.

Table 14: Number of Respondents by Type of Organization

Type of Organization	Frequency	Percent
Manufacturing	72	27.4
Services	191	72.6
Total	263	100.0

The table above reports the percentage of employees working in the manufacturing organization that is 27.4% while the employees from the services sector are 72.6%. It is evident that the majority of surveyed population belonged to the services organization.

Sector of the Organization

The number and percentage of public and private sector employees who participated in this study are presented below.

Table 15: Number of Respondents by Sector of Organization

Sector of Organization	Frequency	Percent
Public sector	46	17.5
Private sector	217	82.5
Total	263	100.0

The percentage of respondents who were working in the public sector were 17.5% and the employees working in the private sector were 82.5%. The higher percentage of private sector shows that most employees were working in private sector organizations.

Description Of Continuous Variables

Descriptive statistics were obtained for each component of the independent variable: Areas of worklife (workload, control, reward, community, fairness and values) and the dependent variable: Organizational consequences (job satisfaction, organizational commitment and turnover intention). The mediating variable Burnout was examined by the three components: emotional exhaustion, cynicism and lack of personal efficacy. Mean and standard deviation were used for the description of continuous variables. Correlation was calculated to explore the relationship of variables.

Maslach Burnout Inventory

Burnout is characterized by three-dimensional variables: emotional exhaustion, cynicism and lack of personal efficacy (reverse scored). The table below shows the mean and standard deviation for the respondents of this study. The rating scale used for MBI-GS is 0 (never) to 6 (daily).

Table 16: Descriptive Statistics for Burnout

	N	Mean	Std. Deviation
BURNOUT	263	2.1983	1.02545
EXHAUSTION	263	2.6312	1.44722
CYNICISM	263	2.2025	1.49287
LACK OF PERSONAL EFFICACY	263	1.7612	1.12793

The mean of burnout was 2.19 indicating that employees feel burnout once a month or less. Emotional exhaustion had a score of 2.6 that was highest as compared to cynicism (2.2) and lack of personal efficacy (1.7). Highest scored on emotional exhaustion means that employees are in the process of burning out than burnt out. The score of 2.6 indicates employees feel emotionally exhausted a few times a month. The second highest score of cynicism and lack of personal efficacy indicates the presence in employees once a month or less. These results indicate low level of burnout in the surveyed population however fewer employees are burnout out indicated by the presence of lack of cynicism. The standard deviation of 1 for burnout and all the components state the responses were tightly concentrated.

Table 17: Distribution Cut-off Points for Burnout

		BURNOUT	EXHAUSTION	CYNICISM	LACK OF PERSONAL EFFICACY
N		263	263	263	263
	Missing	0	0	0	0
Mean		2.1983	2.6312	2.2025	1.7612
Percentiles	25	1.3500	1.6000	1.0000	.8000
	50	2.3333	2.6000	2.2500	1.6000
	75	2.9833	3.8000	3.2500	2.6000

The table above lists the distribution cut-off points for burnout. Low level of burnout is indicated by 25 percentile, moderate by 50 percentile and 75 percentile by high level of burnout. The highest score of burnout was 2.9 indicating presence of burnout a few times a month. Emotional exhaustion was 3.8, which means the presence of exhaustion appearing once a week. Highest cynicism was reported to be 3.25 indicating presence of cynicism in employees a few times a month while lack of personal efficacy was 2.6, reporting the presence of lack of efficacy a few times a month.

Table 18: Inter-Correlation of Burnout Components

		EXHAUSTION	CYNICISM	LACK OF PERSONAL EFFICACY
EXHAUSTION	Pearson Correlation	1		
	P-value			
CYNICISM	Pearson Correlation	.554***	1	
	P-value	.000		
LACK OF PERSONAL EFFICACY	Pearson Correlation	.130**	.312***	1
	P-value	.017	.000	

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

The table above reports the inter-correlation of burnout components. Exhaustion and cynicism was positively related indicated by $p < 0.05$, exhaustion was also positively related to lack of personal efficacy. The correlation of cynicism and lack of personal efficacy was .312 ($p < 0.05$). Hence the positive relationship of all three component of burnout for this research indicates that higher exhaustion leads to higher cynicism, which leads to higher lack of personal efficacy increasing burnout in employees.

Independent Variable- Areas Of Worklife

The Areas of worklife contains variables such as workload, control, reward, community, fairness and values. The table below shows the number of observations, mean and standard deviation for the sub-variables. The rating scale used for AWS were 1 (strongly disagree) to 5 (strongly agree).

Table 19: Descriptive Statistics for AWS

	N	Mean	Std. Deviation
WORKLOAD	263	2.9030	.62886
CONTROL	263	3.5146	.83174
REWARD	263	3.4240	.76225
COMMUNITY	263	3.5646	.75229
FAIRNESS	263	2.8828	.76977
VALUES	263	3.3473	.85172

The highest mean belonged to community (3.56), closely followed by control (3.51), reward (3.42), values (3.34) and workload (2.9) while the lowest was accounted for fairness (2.88). Respondents agreed to community and control variables while they found reward and values 'hard to decide' whereas workload and fairness was close to the 'disagree' scale.

Table 20: Distribution Cut-off Points for AWS

		WORKLOAD	CONTROL	REWARD	COMMUNITY	FAIRNESS	VALUES
N		263	263	263	263	263	263
	Missing	0	0	0	0	0	0
Mean		2.9030	3.5146	3.4240	3.5646	2.8828	3.3473
Percentiles	25	2.5000	2.6667	3.0000	3.0000	2.3333	2.6667
	50	2.8333	3.6667	3.5000	3.7500	2.8333	3.3333
	75	3.3333	4.0000	4.0000	4.0000	3.5000	4.0000

The table above shows the distribution cut-off points. The scores around 25 percentile show the low scores for AWS variables, followed by 50 percentile by moderate and 75 percentile by high. The lowest score belonged to the fairness variables (2.33) while the highest score of 4.00 was accounted for control, reward, community and values. Fairness and workload had the lowest high percentile (3.5 and 3.33, respectively) indicating that most respondents thought fairness was lowest in organizations while as workload (reverse scored item) was highest in organizations according to employee perception of work environment.

The table below examines the relationship of each AWS component to Burnout. The AWS holds high correlation with each the variables (Lieter, 2005). The AWS variables relate negatively to the burnout components. The table shows that exhaustion is strongly related to fairness (-.469), followed by workload (-.450), reward (-.329), community (-.289), values (-.287) and lastly to control by -.257. Cynicism is also negatively related to all AWS variables. Fairness has highest correlation of -.405, followed by reward (-.352), community (-.345), values (-.332), workload (-.263) and control (-.223). AWS variable hold inverse relationship with lack of personal efficacy. Values was strongly related to lack of personal efficacy by -.337, followed by reward (-

.294), control (-.224), and community (-.174). While all correlation were significant at p

< 0.05, workload were not significantly correlated to lack of personal efficacy.

Table 21: Correlation of AWS And Burnout Components

	CYNICISM	LACK OF PERSONAL EFFICACY	WORKLOAD	CONTROL	REWARD	COMMUNITY	FAIRNESS	VALUES
EXHAUSTION	.554***	.130**	-.450***	-.257***	-.329***	-.289***	-.469***	-.287***
P-value	.000	.017	.000	.000	.000	.000	.000	.000
CYNICISM	1	.312***	-.263***	-.223***	-.352***	-.345***	-.405***	-.332***
P-value		.000	.000	.000	.000	.000	.000	.000
LACK OF PERSONAL EFFICACY		1	.019	-.224***	-.294***	-.174***	-.113**	-.337***
P-value			.379	.000	.000	.002	.034	.000
WORKLOAD			1	.155***	.183***	.185***	.149***	.001
P-value				.006	.001	.001	.008	.496
CONTROL				1	.432***	.332***	.332***	.187***
P-valie					.000	.000	.000	.001
REWARD					1	.274***	.328***	.230***
P-valie						.000	.000	.000
COMMUNITY						1	.348***	.235***
P-value							.000	.000
FAIRNESS							1	.387***
P-value								.000
VALUES								1

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

Within the AWS variable group, workload, control, fairness was strongly related to exhaustion (-.450, -.257, -.469, respectively), reward and community was strongly related to cynicism (-.352, -.345, respectively) while values was strongly related to lack of personal efficacy (-.337).

Dependent Variable- Organizational Consequences

The organizational consequences consist of three attitudinal consequences: job satisfaction, organizational commitment and turnover intention. The table below shows the mean and standard deviation of job satisfaction, organizational commitment and turnover intention. The rating scale used for the organizational consequences were 1 (strongly disagree) to 5 (strongly agree).

Table 22: Descriptive Statistics for Organizational Consequences

	N	Mean	Std. Deviation
SATISFACTION	263	3.7757	.87755
COMMITMENT	263	3.9163	.82607
TURNOVERINT	263	2.5995	1.15219

The highest mean was reported for organizational commitment with the mean of 3.9, followed by job satisfaction with mean of 3.77 and turnover intention with a mean of 2.59. Mean of job satisfaction indicated that respondents agreed to the satisfaction scale as well as for commitment. However turnover intention score indicated that respondents 'disagreed' with the items.

Test Of Validity

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. One item (item 13) had the loading of less than .5 (0.342) due to which they were removed from analysis however item 5 had the loading of .493 which was retained. Hence factor loading revealed that questionnaire items were valid in measuring exhaustion, cynicism and lack of personal efficacy. The following table shows the factor loading of sixteen items of MBI-GS (two items removed).

Table 23: Factor Loading for MBI-GS

MBI-GS Items	Factor Loading (This research)	Factor Loading (Maslach et al.1997)
1. I feel emotionally drained from my work.	0.972	0.70
2. I feel used up at the end of the workday.	0.809	0.71
3. I feel tired when I get up in the morning and have to face another day on the job.	0.848	0.80
4. Working all day is really a strain for me.	0.890	0.69
6. I feel burned out from my work.	0.858	0.82
7. I feel I am making an effective contribution to what this organization does.	0.761	0.70
8. I have become less interested in the work since I last started this job.	0.726	0.81
9. I have become less enthusiastic about my work.	0.748	0.89
10. In my opinion, I am good at my job.	0.702	0.65
11. I feel exhilarated when I accomplish something at work.	0.790	0.51
12. I have accomplished many worthwhile things in this job.	0.779	0.70

14. I have become more cynical about whether my work contributes anything.	0.776	0.71
15. I doubt the significance of my work.	0.804	0.85
16. At my work, I feel confident that I am effective at getting things done.	0.786	0.60

The KMO for AWS was 0.795 and Bartlett's Test was significant at p<.05. The table below shows the factor loading of AWS. All twenty-nine items were loaded however factor analysis revealed that three items had loading of less than 0.50 due to which they were removed from the analysis. The two items belonged to values sub-scale while one belonged to community. Hence factor analysis revealed that twenty-six items of AWS were loaded at .5 and above and were used for further analysis.

Table 24: Factor Loading of AWS

AREAS OF WORKLIFE SURVEY (AWS)	Factor Loading (This Research)	Factor Loading (Leiter et al.2003)
Favoritism determines how decisions are made at work	0.772	-0.70
Management treats all employees fairly	0.681	0.70
It's not what you know but who you know that determines a career here	0.816	-0.67
There are effective appeal procedures available when I question the fairness of a decision	0.774	0.65
Resources are allocated fairly here	0.748	0.64
Opportunities are decided solely on merit.	0.783	0.54
Members of my work group cooperate with one another	0.802	0.84
Members of my work group communicate openly.	0.700	0.80
I am a member of a supportive work group	0.728	0.74
People trust one another to fulfill their roles.	0.649	0.61
I have so much work to do on the job that it takes me away from my personal interests.	0.790	0.78
I do not have time to do the work that must be done.	0.564	0.76

After work I come home too tired to do the things I like to do.	0.735	0.70
I have enough time to do what's important in my job.	0.619	-0.63
I work intensely for prolonged periods of time	-0.600	0.62
I leave my work behind when I go home at the end of the workday.	0.760	-0.46
My efforts usually go unnoticed	0.675	-0.78
I do not get recognized for all the things I contribute	0.818	-0.73
I receive recognition from others for my work	0.676	0.72
My work is appreciated.	0.752	0.69
My values and the organization's values are alike.	0.628	0.78
My personal career goals are consistent with the organization's stated goals	0.749	0.77
The organization's goals influence my day-to-day work activities.	0.788	0.60
I have professional autonomy/independence in my work	0.690	0.73
I have control over how I do my work.	0.548	0.72
I can influence management to obtain the equipment and space I need for my work	0.692	0.57

Test Of Reliability

The internal reliability was tested by Cronbach's Alpha (α). The table below shows the reliability of MBI-GS and AWS instruments used in this study.

Table 25: Reliability of MBI-GS and AWS

SCALE	α (This Research)	α (Maslach)	α (Lieter)
MBI-GS			
Emotional Exhaustion	.933	.90	
Cynicism	.813	.79	
Lack of Personal Efficacy	.748	.71	
AREAS OF WORKLIFE SURVEY			
Workload	.640		.666
Control	.626		.827
Reward	.702		.781
Community	.745		.803
Fairness	.742		.799
Values	.661		.726

The table above shows the Cronbach's Alpha's for the AWS and MBI-GS scale. The alpha of 0.6 and above was found acceptable and was retained. The MBI-GS scale for this study shows a high alpha indicating high internal reliability of MBI-GS. The scores of MBI-GS (this research) are closely related to that of reported by Maslach et al. (1997). An item for workload was dropped to achieve the alpha of 0.640. The AWS scores for this research are close to that of alpha's reported by Lieter (2003). The AWS shows good internal reliability. Both scales demonstrated Cronbach' alphas within 0.01 and 0.02 of the published values.

SECTION II

TESTING OF THE NULL HYPOTHESES

Data analysis is divided into two sections: Previous section revealed the analysis of demographic data of the respondents participating in the study. The section also included the test for the instrument (Maslach Burnout Inventory- General Survey and Areas of Worklife Survey) such as the reliability and validity of the factors used in this study. The reliability was analyzed by Cronbach's Alpha while validity was conformed by Factor analysis.

This section presented the statistical analysis of the data. The variables of this study were analyzed by applying parametric techniques the Pearson's correlation, independent t-tests, ANOVA and Multiple Regression. Most of the hypotheses were tested at 0.05 level of significance. Pearson's correlation assisted in the analysis of continuous variables. An independent-sample t-test was conducted to evaluate the mean difference of dichotomous variables. ANOVA was used to understand the level of burnout prevailing in variables, which had more than two categories such as management hierarchy and department. Multiple regression was used for the analysis of main variable such as burnout components, AWS and organizational consequences.

In order to explore the relationship between components of burnout and Areas of worklife sub-scales, the null hypotheses were formulated. These null hypotheses have been mentioned in Chapter III. These hypotheses have been cited in this chapter again and the data obtained from two hundred sixty-three respondents were used to test these hypotheses.

Hypothesis 1

Ho$_1$. There is no relationship between burnout components (emotional exhaustion, cynicism and lack of personal efficacy) and 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.

For the analysis of hypothesis 1, Pearson's correlation, independent t-tests, one-way ANOVA were used. The socio-demographics such as age, education, and experience at the position were evaluated by Pearson's correlations. For the analysis of dichotomous variables such as gender, marital status, ethnicity, type of organization and sector of organization independent t-tests were used. One-way ANOVA were used for the analysis of managerial level and department of the respondents.

Pearson's Correlation

Pearson product moment correlation coefficient (r) was the method by which the relationship between two variables was quantified in this research question (Munro, 2005). Table 25 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. It is possible that these findings indicate that experienced employees have learned over time the details of their job well and therefore do not fell much stress while doing their job. Since age was also negatively related with exhaustion and cynicism therefore it seems that aging and experience teach employees how to deal with stress.

Table 26: Pearson's Correlation for Age, Education and Experience

		CYNICISM	LACK OF PERSONAL EFFICACY	Age	Education	Experience at the position
EXHAUSTION	Pearson Correlation	.554***	.130**	-.224***	.078	-.127**
	P-value	.000	.017	.000	.105	.020
CYNICISM	Pearson Correlation	1	.312***	-.265***	-.036	-.171***
	P-value		.000	.000	.282	.003
LACK OF PERSONAL EFFICACY	Pearson Correlation		1	-.096	-.116**	-.079
	P-value			.061	.030	.102
Age	Pearson Correlation			1	-.133**	.698***
	P-value				.016	.000
Education	Pearson Correlation				1	-.117**
	P-value					.029

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

Independent Sample T-test

The test was used to explore the difference in means for the dichotomous demographic variables. Gender, ethnicity, marital status, sector of the organization and type of organization was analyzed using independent t-tests. Descriptive table was also generated to assist in further analysis of the dichotomous variables.

Gender

T-test showed 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. The finding that females in this sample felt more lack of personal accomplishments on their jobs is probably indicative of negative behavior they faced from their male supervisors and co-workers. This finding is likely to be indicative of general society wide lack of self worth felt by females in a male dominated society.

Table 27 a: Mean for Gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
EXHAUSTION	Male	214	2.6355	1.46453	.10011
	Female	49	2.6122	1.38348	.19764
CYNICISM	Male	214	2.2126	1.48379	.10143
	Female	49	2.1582	1.54675	.22096
LACK OF PERSONAL	Male	214	1.6907	1.11372	.07613
EFFICACY	Female	49	2.0694	1.14931	.16419

Table 27 b: T-test for Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	P-value	t	df	P-value	Mean Difference	Std. Error Difference
EXHAUSTION	Equal variances assumed	.011	.915	.101	261	.460	.02327	.22963
	Equal variances not assumed			.105	74.684	.459	.02327	.22155
CYNICISM	Equal variances assumed	.560	.455	.230	261	.409	.05445	.23685
	Equal variances not assumed			.224	69.663	.412	.05445	.24313
LACK OF PERSONAL EFFICACY	Equal variances assumed	.065	.798	-2.135	261	.017	-.37873	.17743
	Equal variances not assumed			-2.093	70.130	.020	-.37873	.18098

Females appear to be less cynical about their job but difference from males is not statistically significant.

Ethnicity

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.

Table 28 a: Mean for Ethnicity

	Ethnicity	N	Mean	Std. Deviation	Std. Error Mean
EXHAUSTION	Punjabi	214	2.6598	1.42841	.09764
	Non-Punjabi	49	2.5061	1.53574	.21939
CYNICISM	Punjabi	214	2.1939	1.49287	.10205
	Non-Punjabi	49	2.2398	1.50776	.21539
LACK OF PERSONAL EFFICACY	Punjabi	214	1.7000	1.10428	.07549
	Non-Punjabi	49	2.0286	1.20139	.17163

Table 28 b: T-tests for Ethnicity

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	P-value	t	df	P-value	Mean Difference	Std. Error Difference
EXHAUSTION	Equal variances assumed	.456	.500	.670	261	.252	.15369	.22944
	Equal variances not assumed			.640	68.296	.262	.15369	.24014
CYNICISM	Equal variances assumed	.049	.825	-.194	261	.424	-.04587	.23686
	Equal variances not assumed			-.192	71.160	.424	-.04587	.23835
LACK OF PERSONAL EFFICACY	Equal variances assumed	.789	.375	-1.848	261	.033	-.32857	.17781
	Equal variances not assumed			-1.752	67.796	.042	-.32857	.18749

A higher feeling of self-worth among Punjabis may be ascribed to their generally optimistic outlook and happy-go-lucky inclinations towards life. It may also indicate the feeling of inadequacy among non-punjabis working in a predominantly Punjabi setting of Lahore.

Marital Status

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.

Table 29 a: Mean for Marital Status

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
EXHAUSTION	Married	122	2.4311	1.48514	.13446
	Un-married	141	2.8043	1.39580	.11755
CYNICISM	Married	122	1.8361	1.37562	.12454
	Un-married	141	2.5195	1.52218	.12819
LACK OF PERSONAL EFFICACY	Married	122	1.7066	1.22486	.11089
	Un-married	141	1.8085	1.03892	.08749

It seems that un-married employees are likely to feel higher burnout than the married employees.

Table 29 b: T-Tests for Marital Status

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	P-value	T	df	P-value	Mean Difference	Std. Error Difference
EXHAUSTION	Equal variances assumed	.893	.346	-2.099	261	.019	-.37311	.17780
	Equal variances not assumed			-2.089	250.281	.019	-.37311	.17860
CYNICISM	Equal variances assumed	1.426	.233	-3.796	261	.000	-.68344	.18004
	Equal variances not assumed			-3.824	260.494	.000	-.68344	.17873
LACK OF PERSONAL EFFICACY	Equal variances assumed	6.300	.013	-.730	261	.233	-.10195	.13959
	Equal variances not assumed			-.722	238.615	.236	-.10195	.14125

Sector of the Organization

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.

Table 30 a: Mean for Sector of Organization

	Sector of the Organization	N	Mean	Std. Deviation	Std. Error Mean
EXHAUSTION	Public sector	46	2.4348	1.13866	.16789
	Private sector	217	2.6728	1.50347	.10206
CYNICISM	Public sector	46	2.0543	1.39634	.20588
	Private sector	217	2.2339	1.51374	.10276
LACK OF PERSONAL EFFICACY	Public sector	46	2.0217	1.17396	.17309
	Private sector	217	1.7060	1.11289	.07555

Table 30 b: T-Tests for Sector of Organization

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	P-value	T	df	P-value	Mean Difference	Std. Error Difference
EXHAUSTION	Equal variances assumed	9.687	.002	-1.013	261	.156	-.23803	.23490
	Equal variances not assumed			-1.211	82.072	.115	-.23803	.19647
CYNICISM	Equal variances assumed	.403	.526	-.740	261	.230	-.17952	.24253
	Equal variances not assumed			-.780	69.318	.219	-.17952	.23010
LACK OF PERSONAL EFFICACY	Equal variances assumed	1.145	.286	1.731	261	.043	.31575	.18239
	Equal variances not assumed			1.672	63.300	.050	.31575	.18886

Public sector employees were less cynical about their work through difference was not statistically significant; and they also felt less exhausted on job (again not statistically significant).

Type of Organization

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.

Table 31 a: Mean for Type of Organization

	Type of Organization	N	Mean	Std. Deviation	Std. Error Mean
EXHAUSTION	Manufacturing	72	2.6306	1.41885	.16721
	Services	191	2.6314	1.46145	.10575
CYNICISM	Manufacturing	72	2.0938	1.46403	.17254
	Services	191	2.2435	1.50535	.10892
LACK OF PERSONAL EFFICACY	Manufacturing	72	1.4750	1.01451	.11956
	Services	191	1.8691	1.15195	.08335

Table 31 b: T-tests for Type of Organization

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	P-value	t	df	P-value	Mean Difference	Std. Error Difference
EXHAUSTION	Equal variances assumed	.004	.949	-.004	261	.499	-.00086	.20052
	Equal variances not assumed			-.004	131.300	.499	-.00086	.19785
CYNICISM	Equal variances assumed	.290	.591	-.724	261	.235	-.14971	.20664
	Equal variances not assumed			-.734	131.090	.232	-.14971	.20404
LACK OF PERSONAL EFFICACY	Equal variances assumed	1.921	.167	-2.553	261	.005	-.39411	.15437
	Equal variances not assumed			-2.704	144.069	.004	-.39411	.14575

One Way ANOVA

For the analysis burnout in managerial hierarchy and departments, one-way ANOVA with Scheffe post hoc test was used.

Managerial hierarchy

The ANOVA results (table 32 b) revealed that exhaustion and cynicism were different among three managerial levels. To look deeper into the managerial hierarchy

multiple comparisons with Post hoc Scheffe table was generated. The managerial hierarchy was divided into top management, mid level management and lower level management.

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 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 32 b. Post hoc Scheffe also confirmed that mean difference for lack of personal efficacy was not significant for any managerial level.

Table 32 a: Mean of Managerial Hierarchy

		N	Mean	Std. Deviation	Std. Error
EXHAUSTION	Top management	23	1.2696	1.14512	.23877
	Mid-level management	132	2.6697	1.38894	.12089
	Lower level management	108	2.8741	1.42726	.13734
	Total	263	2.6312	1.44722	.08924
CYNICISM	Top management	23	1.0978	1.01617	.21189
	Mid-level management	132	2.2443	1.47772	.12862
	Lower level management	108	2.3866	1.50753	.14506
	Total	263	2.2025	1.49287	.09205
LACK OF PERSONAL EFFICACY	Top management	23	1.3826	1.29181	.26936
	Mid-level management	132	1.7515	1.14295	.09948
	Lower level management	108	1.8537	1.06450	.10243
	Total	263	1.7612	1.12793	.06955

Table 32 b: ANOVA for Managerial Hierarchy

		Sum of Squares	df	Mean Square	F	P-value
EXHAUSTION	Between Groups	49.981	3	16.660	8.651	.000
	Within Groups	498.764	259	1.926		
	Total	548.744	262			
CYNICISM	Between Groups	34.661	3	11.554	5.448	.001
	Within Groups	549.245	259	2.121		
	Total	583.906	262			
LACK OF PERSONAL EFFICACY	Between Groups	6.366	3	2.122	1.681	.171
	Within Groups	326.958	259	1.262		
	Total	333.324	262			

Table 32 c: Post Hoc Scheffe Test

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	.003
		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.

Department

The department made no difference as revealed by the ANOVA table below. 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. Though the highest level of exhaustion was reported by employees in production department, and highest level of cynicism was found in IT department and lack of personal efficacy was highest in employees working in marketing department; but these differences were not statistically significant. Lowest level of exhaustion was reported by CEOs; lowest level of cynicism was found among CEOs while lowest level of lack of personal efficacy was also reported by CEOs. Across the department differences in various aspects of burnout were not

found, yet it seems CEOs/general managers are likely to feel the lowest level of job related burnout feelings.

Table 33 a: Mean of Department

		N	Mean	Std. Deviation	Std. Error
EXHAUSTION	IT	32	2.8187	1.44612	.25564
	Marketing	73	2.5918	1.54468	.18079
	Production	53	2.9057	1.23451	.16957
	Finance	41	2.2927	1.46567	.22890
	HRM	28	2.6786	1.37096	.25909
	Service Provides	24	2.6417	1.50359	.30692
	General managers/CEO	12	2.1833	1.70018	.49080
	Total	263	2.6312	1.44722	.08924
CYNICISM	IT	32	2.4297	1.48138	.26187
	Marketing	73	2.3151	1.48372	.17366
	Production	53	2.2217	1.51329	.20787
	Finance	41	2.0366	1.31525	.20541
	HRM	28	2.1786	1.53788	.29063
	Service Provides	24	2.2083	1.75955	.35917
	General managers/CEO	12	1.4375	1.45432	.41983
	Total	263	2.2025	1.49287	.09205
LACK OF PERSONAL EFFICACY	IT	32	1.8125	.98758	.17458
	Marketing	73	1.8712	1.26156	.14765
	Production	53	1.6566	1.04688	.14380
	Finance	41	1.7512	1.17199	.18303
	HRM	28	1.8571	1.14421	.21623
	Service Provides	24	1.7083	1.14052	.23281
	General managers/CEO	12	1.3333	.81054	.23398
	Total	263	1.7612	1.12793	.06955

Table 33 b: ANOVA for Department

		Sum of Squares	df	Mean Square	F	P-value
EXHAUSTION	Between Groups	13.155	6	2.192	1.048	.395
	Within Groups	535.590	256	2.092		
	Total	548.744	262			
CYNICISM	Between Groups	10.634	6	1.772	.791	.577
	Within Groups	573.272	256	2.239		
	Total	583.906	262			
LACK OF PERSONAL EFFICACY	Between Groups	4.586	6	.764	.595	.734
	Within Groups	328.738	256	1.284		
	Total	333.324	262			

Hypothesis 2

Ho$_2$. There is no relationship between emotional exhaustion and AWS (workload,

control, reward, community, fairness and values).

For hypothesis 2, multiple regression was used to determine whether the multiple

regression for the six independent variable (AWS) was related to dependent variable

(emotional exhaustion).

The model (Model 2) for this multiple regressions is as follows:

Emotional exhaustion = α + β_1 (Workload) + β_2 (Control) + β_3 (Reward) +

$$\beta_4 \text{ (Community)} + \beta_5 \text{ (Fairness)} + \beta_6 \text{ (Values)}$$

R^2 was .40 that meant that 40% of the variance in emotional exhaustion was

accounted for by the linear combination of six independent variables (sub-scales of

AWS). P values < 0.05 (P=.000) for regression model and it verified that the null

hypothesis of no relationship could be rejected.

Table 34 a: ANOVA and R-squared (Hypothesis 2)

Model		Sum of Squares	df	Mean Square	F	P-value	R Square
1	Regression	220.660	6	36.777	28.696	.000(a)	.402
	Residual	328.084	256	1.282			
	Total	548.744	262				

a Predictors: (Constant), VALUES, WORKLOAD, CONTROL, COMMUNITYNEW, REWARD, FAIRNESS
b Dependent Variable: EXHAUSTION

Using multiple regression, emotional exhaustion scores were then regressed on

linear combination of AWS (workload, control, reward, community, fairness and values).

The sign of the co-efficient (using SPSS, unstandardized co-efficient) indicated the direction of the relationship between independent and dependent. The following model was obtained.

Emotional exhaustion = 8.646 - .858 (Workload) - .014 (Control) - .217 (Reward)

$\qquad\qquad\qquad\qquad$ - .096 (Community) - .575 (Fairness) - .218 (Values)

Controlling for all other variables, the relationship between workload was found negative (β_1 = -.858). A unit increase in workload would decrease emotional exhaustion by .858 unit while controlling for all independent variables. Workload was statistically significant at p value 0.000.

Controlling for all other variables, the relationship between emotional exhaustion and control was found negative (β_2 = -.014). However, control was not statistically significant at p < 0.05. The coefficients and significance levels are shown on table 34 b.

Controlling for all other variables, the relationship between emotional exhaustion and reward was found negative (β_3 = -.217). The relationship was statistically significant at p level 0.041 (significant level p<.05). A unit increase in reward would decrease emotional exhaustion by .217 unit while controlling for all independent variables.

Controlling for all other variable, the relationship between emotional exhaustion and community was found negative (β_4 = -.096). Community was not significant at p<.05 (p =.358).

Controlling for all other variables, the relationship between emotional exhaustion and fairness was found negative (β_5 = -.575). Fairness was statistically significant at p

level 0.000. A unit increase in fairness reduced emotional exhaustion by .575 unit, holding other independent variables constant.

Controlling for all other variables, the relationship between emotional exhaustion and values was found negative $(\beta_6 = -.218)$. Values was statistically significant at p level 0.017. There was .218 unit decrease in emotional exhaustion for every one-unit increase in values, holding all independent variables constant.

Table 34 b: Regression Model (Hypothesis 2)

Model		Unstandardized Coefficients		t	P-value	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	8.646	.516	16.744	.000		
	WORKLOAD	-.858	.115	-7.459	.000	.934	1.071
	CONTROL	-.014	.098	-.146	.884	.742	1.348
	REWARD	-.217	.106	-2.049	.041	.752	1.330
	COMMUNITY	-.096	.104	-.921	.358	.799	1.251
	FAIRNESS	-.575	.107	-5.380	.000	.722	1.385
	VALUES	-.218	.091	-2.411	.017	.823	1.215

a Dependent Variable: EXHAUSTION

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).

Hypothesis 3

Ho$_3$. There is no relationship between cynicism and AWS (workload, control,

reward, community, fairness and values).

Multiple regression was used to determine whether the given set of independent

variable (AWS) was statistically significantly related to dependent variable (cynicism).

The model (Model 3) for this multiple regressions is as follows:

Cynicism = α + β_1 (Workload) + β_2 (Control) + β_3 (Reward) + β_4 (Community) +

β_5 (Fairness) + β_6 (Values)

R^2 was .30 that means 30% of the variance in cynicism was accounted for by the

linear combination of independent variables (six sub-scales of AWS). F ratio was

significant at p level 0.00 P level. It verified that the null hypothesis could be rejected.

Table 35 a: ANOVA and R-squared (Hypothesis 3)

Model		Sum of Squares	df	Mean Square	F	P-value	R Square
1	Regression	175.784	6	29.297	18.377	.000(a)	.301
	Residual	408.121	256	1.594			
	Total	583.906	262				

a Predictors: (Constant), VALUES, WORKLOAD, CONTROL, COMMUNITY, REWARD, FAIRNESS
b Dependent Variable: CYNICISM

The following model was obtained.

Cynicism = 7.744 - .416 (Workload) + .069 (Control) - .361 (Reward)

- .320 (Community) - .400 (Fairness) - .313 (Values)

Controlling for all other variables, the relationship between cynicism and workload was found negative (β_1 = -.416). A unit increase in workload (reversed scored) would decrease cynicism by .416 unit while controlling for all independent variables. Workload was statistically significant at p value 0.001.

Controlling for all other variables, the relationship between cynicism and control was found negative (β_2 = -.069). However, control was not found statistically significant at p<0.05.

Controlling for all other variables, the relationship between cynicism and reward was found negative (β_3 = -.361). The relationship was statistically significant at p value 0.002. A unit increase in reward would decrease emotional exhaustion by .36 unit while controlling for all independent variables.

Controlling for all other variable, the relationship between cynicism and community was found negative (β_4 = -.320). Community was significant at p<.05 (P =.006). There was .320 unit increase in cynicism, if community would decrease by one unit.

Controlling for all other variables, the relationship between cynicism and fairness was found negative (β_5 = -.400). Reward was statistically significant at p level 0.001

(p<0.05). A unit increase in fairness reduced cynicism by .400 unit, holding other independent variables constant.

Controlling for all other variables, the relationship between cynicism and values was found negative (β_6 = -.313). Values was statistically significant at p value 0.002 (p<.05). There was .313 unit decrease in cynicism for every one-unit increase in values, holding all independent variables constant.

Table 35 b: Regression Model (Hypothesis 3)

Model		Unstandardized Coefficients		t	P-value	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	7.744	.576	13.447	.000		
	WORKLOAD	-.416	.128	-3.239	.001	.934	1.071
	CONTROL	.069	.109	.638	.524	.742	1.348
	REWARD	-.361	.118	-3.058	.002	.752	1.330
	COMMUNITY	-.320	.116	-2.761	.006	.799	1.251
	FAIRNESS	-.400	.119	-3.358	.001	.722	1.385
	VALUES	-.313	.101	-3.098	.002	.823	1.215

a Dependent Variable: CYNICISM

The VIF for all variables did not exceed ten and the tolerance was not less than 0.20, hence multicollinearity did not occur.

Hypothesis 4

Ho$_4$. There is no relationship between lack of personal efficacy and AWS (workload, control, reward, community, fairness and values).

For hypothesis 4, multiple regression was used to determine whether the six independent variable (AWS) were related to dependent variable (lack of personal efficacy).

The model (Model 4) for this multiple regressions is as follows:

Lack of Personal Efficacy = $\alpha + \beta_1$ (Workload) + β_2 (Control) + β_3 (Reward) +

$$\beta_4 \text{ (Community)} + \beta_5 \text{ (Fairness)} + \beta_6 \text{ (Values)}$$

R^2 was .18 that means 18% of the variance in lack of personal efficacy was accounted for by the linear combination of six independent variables (sub-scales of AWS). As P values was .000 for F ratio, the model verified that the null hypothesis of no relationship could be rejected.

Table 36 a: ANOVA and R-squared (Hypothesis 4)

Model		Sum of Squares	df	Mean Square	F	P-value	R Square
1	Regression	62.036	6	10.339	9.757	.000(a)	.186
	Residual	271.288	256	1.060			
	Total	333.324	262				

a Predictors: (Constant), VALUES, WORKLOAD, CONTROL, COMMUNITY, REWARD, FAIRNESS
b Dependent Variable: LACKOFPERSONALEFFICACY

The following model was obtained.

Lack of Personal Efficacy = 4.151 + .123 (Workload) - .141 (Control)

$$- .317 \text{ (Reward)} - .097 \text{ (Community)}$$

$$+ .176 \text{ (Fairness)} - .397 \text{ (Values)}$$

Controlling for all other variables, the relationship between lack of personal efficacy and workload was found positive (β_1 = .123). Workload was not statistically significant at p value of 0.241.

Controlling for all other variables, the relationship between lack of personal efficacy and control was negative (β_2 = -.141). However, control was not found statistically significant at $p < 0.05$ (P= 0.113).

Controlling for all other variables, the relationship between lack of personal efficacy and reward was negative (β_3 = -.317). The relationship was statistically significant at p level 0.001. A unit increase in reward seemed to cause decrease in lack of personal efficacy by .317 unit while controlling for all independent variables.

Controlling for all other variable, the relationship between lack of personal efficacy and community was found negative (β_4 = -.097). Community was not significant at $p > .05$ (P= 0.307). There was 0.097 unit decrease in lack of personal efficacy, if community would increase by one unit.

Controlling for all other variables, the relationship between lack of personal efficacy and fairness was positive (β_5 = .176). Fairness was found statistically significant

at p level 0.071. A unit increase in fairness increased lack of personal efficacy by 0.176 unit, holding other independent variables constant.

Controlling for all other variables, the relationship between lack of personal efficacy and values was found negative (β_6 = -.397). Values was statistically significant at p level .000. There was .397 unit decrease in lack of personal efficacy for every one-unit increase in values, holding all independent variables constant.

Table 36 b: Regression Model (Hypothesis 4)

Model		Unstandardized Coefficients		T	P-value	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	4.151	.470	8.842	.000		
	WORKLOAD	.123	.105	1.174	.241	.934	1.071
	CONTROL	-.141	.089	-1.592	.113	.742	1.348
	REWARD	-.317	.096	-3.294	.001	.752	1.330
	COMMUNITY	-.097	.095	-1.025	.307	.799	1.251
	FAIRNESS	.176	.097	1.814	.071	.722	1.385
	VALUES	-.397	.082	-4.820	.000	.823	1.215

a Dependent Variable: LACKOFPERSONALEFFICACY

Multicollinearity occurs when one independent variable is very highly correlated with another independent variable. However, again multicollinearity was not discovered among the six independent variables used in this model. The VIF for all variables did not exceed ten and the tolerance was not less than 0.20.

Hypothesis 5

Ho$_5$. There is no relationship between job satisfaction and three stages of burnout

components (emotional exhaustion, cynicism and lack of personal efficacy).

To test for hypothesis 5, regression analysis was formulated by regressing

independent variable (Burnout components) on dependent variables (Job Satisfaction).

The following model (model 5) was used for regression:

Job Satisfaction = α + β_1 (Emotional exhaustion) + β_2 (Cynicism) +

β_3 (Personal efficacy)

R-square of 0.289 showed that the three independent variables used for this model

explained 28% of the variance in the dependent variable. In other words, 28% of

variations in job satisfaction was effected by variations in three burnout components.

Table 37 a: ANOVA and R-Square (Hypothesis 5)

Model		Sum of Squares	df	Mean Square	F	P-value	R Square
1	Regression	58.255	3	19.418	35.045	.000(a)	.289
	Residual	143.509	259	.554			
	Total	201.764	262				

a Predictors: (Constant), LACKOFPERSONALEFFICACY, EXHAUSTION, CYNICISM
b Dependent Variable: JOBSATISFACTION

The following model was obtained.

Job Satisfaction = 4.776 - .164 (Emotional exhaustion) - .156 (Cynicism)

- .128 (Personal efficacy)

Controlling for other two variables, emotional exhaustion was found negatively related to job satisfaction (β_1 = -.164). Exhaustion was found significant at p<.05 (P=.000). A unit decrease in exhaustion increased job satisfaction by .164 unit (table 37b).

Controlling for other two variables, cynicism was found negatively related to job satisfaction (β_2 = -.156). Cynicism was significant at p<.05 (P=.000). The negative sign of coefficient indicated that a unit decrease in cynicism increased job satisfaction by .156 unit.

Controlling for other two variables, lack of personal efficacy was also found negatively related to job satisfaction (β_3 = -.128). Lack of personal efficacy was also statistically significant at p<.05 (P= .003). Job satisfaction increased by .128 unit when lack of personal efficacy decreased by one unit.

Table 37 b: Regression Model (Hypothesis 5)

Model		Unstandardized Coefficients		t	P-value	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	4.776	.114	41.979	.000		
	EXHAUSTION	-.164	.038	-4.303	.000	.692	1.446
	CYNICISM	-.156	.039	-4.025	.000	.635	1.575
	LACK OF PERSONAL EFFICACY	-.128	.043	-2.971	.003	.900	1.111

a Dependent Variable: JOBSATISFACTION

Multicollinearity was not found for this model. Tolerance was higher than 0.20 for all

independent variable and VIF was lesser than ten for all independent variables.

Hypothesis 6

Ho$_6$. There is no relationship between organizational commitment and three stages

of burnout components (emotional exhaustion, cynicism and lack of personal

efficacy).

To test for hypothesis 6, regression analysis was formulated by regressing three

independent variables (burnout components) on dependent variables (Organizational

commitment).

The following model (model 6) was used for regression:

Organizational Commitment = α + β_1 (Emotional exhaustion) + β_2 (Cynicism) +

$$\beta_3 \text{ (Lack of personal efficacy)}$$

R-square of 0.183 showed that the three independent variables used for this model

explained 18.3% of the variance in the dependent. In other words, 18.3% of variations in

organizational commitment were effected by variations in burnout components.

Table 38 a: ANOVA and R-Square (Hypothesis 6)

Model		Sum of Squares	df	Mean Square	F	P-value	R Square
1	Regression	32.790	3	10.930	19.391	.000(a)	.183
	Residual	145.994	259	.564			
	Total	178.785	262				

a Predictors: (Constant), LACKOFPERSONALEFFICACY, EXHAUSTION, CYNICISM
b Dependent Variable: COMMITMENT

Using regression analysis, emotional exhaustion, cynicism and lack of personal efficacy were regressed on organizational commitment. The signs of the co-efficient determined the positive/negative relationship of three burnout components to organizational commitment. The following model was obtained.

Organizational Commitment = 4.607 - .060 (Emotional exhaustion)

-.170 (Cynicism) -.090(Personal efficacy)

Controlling for the two other variables, emotional exhaustion was found negatively related to commitment (β_1 = -.060). However, exhaustion was not significant at p<.05.

Controlling for two other variables, cynicism was found negatively related to job satisfaction (β_2 = -.170). Cynicism was significant at p<.05 (P= .000). The negative sign of co-efficient indicated that a unit decrease in cynicism increased commitment by .170 unit.

Controlling for two other variables, lack of personal efficacy was also found negatively related to commitment (β_3 = -.0.90). Lack of personal efficacy was also statistically significant at p<.05 (P= .039). Organizational commitment increased by .090 unit when lack of personal efficacy decreased by one unit.

Table 38 b: Regression Model (Hypothesis 6)

Model		Unstandardized Coefficients		t	P-value	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	4.607	.115	40.151	.000		
	EXHAUSTION	-.060	.039	-1.551	.122	.692	1.446
	CYNICISM	-.170	.039	-4.366	.000	.635	1.575
	LACK OF PERSONAL EFFICACY	-.090	.043	-2.078	.039	.900	1.111

a Dependent Variable: COMMITMENT

Looking at multicollinearity, we found that tolerance level was higher for all burnout components than .20 while VIF was lower then ten indicating that multicollinearity did not exist in this model.

Hypothesis 7

Ho$_7$. There is no relationship between turnover intention and three burnout components (emotional exhaustion, cynicism and lack of personal efficacy).

Hypothesis 7 was tested by regression analysis by regressing independent variable (Burnout components) on dependent variables (Turnover intention).

The following model (model 7) was used for regression:

Turnover Intention = α + β_1 (Emotional exhaustion) + β_2 (Cynicism) +

$$\beta_3 \text{ (Lack of personal efficacy)}$$

R-square was 0.292, which shows that the independent variables used for this model explained 29% of the variance in the dependent variable. In other words, 29% of variations in turnover intention was affected by variations in burnout components.

Table 39 a: ANOVA and R-Square (Hypothesis 7)

Model		Sum of Squares	df	Mean Square	F	P-value	R Square
1	Regression	101.569	3	33.856	35.610	.000(a)	.292
	Residual	246.244	259	.951			
	Total	347.813	262				

a Predictors: (Constant), LACKOFPERSONALEFFICACY, EXHAUSTION, CYNICISM
b Dependent Variable: TURNOVERINT

Using regression analysis, emotional exhaustion, cynicism and lack of personal efficacy were regressed on turnover intention. The following model was obtained.

Turnover Intention = 1.404 + .308 (Emotional exhaustion) + .168 (Cynicism)

+ .009 (Personal efficacy)

Controlling for two other variables, emotional exhaustion was found positively related to turnover intention (β_1 = .308). Exhaustion was significant at p<.05 (P=.000). A unit increased in exhaustion increased turnover intention by .308 unit (Table 38 b).

Controlling for two other variables, cynicism was found positively related to turnover intention (β_2 = .168). Cynicism was significant at p<.05 (P=.001). The beta is indicated that a unit decrease in cynicism increased turnover intention by .168 unit.

Controlling for two other variables, lack of personal efficacy was also found positively related to turnover intention (β_3 = .009). Lack of personal efficacy was not statistically significant at p<.005.

Table 39 b: Regression Model (Hypothesis 7)

Model		Unstandardized Coefficients		t	P-value	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	1.404	.149	9.420	.000		
	EXHAUSTION	.308	.050	6.152	.000	.692	1.446
	CYNICISM	.168	.051	3.311	.001	.635	1.575
	LACK OF PERSONAL EFFICACY	.009	.056	.164	.870	.900	1.111

a Dependent Variable: TURNOVERINT

Testing for multicollinearity in this model, we found that tolerance level was higher for all burnout components than .20 while VIF was lower then ten indicating that multicollinearity did not exist in this model.

Hypothesis 8

Ho$_8$.   Burnout will not mediate the relationship between AWS and job satisfaction.

To test this hypothesis multiple regression was used to determine the effect of independent variable (AWS) on dependent variable (job satisfaction) is mediated through burnout.

Job Satisfaction = $\alpha + \beta_1$ (AWS) + β_2 (Burnout)

Adjusted R^2 for AWS on job satisfaction was 31.8% (where only AWS was regressed on job satisfaction) meaning the 31% of variance in job satisfaction was explained by the AWS factors. When burnout was added into the equation R^2 increased to 36%. Both models equation was significant at p <.05. This indicated that when burnout was added as a control variable the adjusted R^2 increased from 31% to 36% and showed that burnout was sharing some variance in job satisfaction along with AWS factors.

Table 40 a: ANOVA and R-squared (Hypothesis 8)

Model		Sum of Squares	df	Mean Square	F	P-value	Adjusted R Square
1	Regression	64.073	1	64.073	121.452	.000(a)	.330
	Residual	137.692	261	.528			
	Total	201.764	262				
2	Regression	74.237	2	37.118	75.676	.000(b)	.360
	Residual	127.527	260	.490			
	Total	201.764	262				

a Predictors: (Constant), AWSNEW1
b Predictors: (Constant), AWSNEW1, BURNOUTNEW
c Dependent Variable: SATISFACTION

First model regressed AWS on job satisfaction while burnout was added as a control variable in second model. For no mediation effect co-efficient of AWS in model 1 and model 2 should remain the same; however, table 40 b shows that AWS co-efficient in the first model is 1.012 while in the model 2 the AWS co-efficient has reduced to .669 when burnout was added as a control variable. Fall in AWS beta is indicative that AWS is not the only set of variables that causes job satisfaction and there are other factors that can affect satisfaction of the respondents. This revealed that burnout partially mediated the relationship between AWS and job satisfaction. As co-efficient of both AWS and burnout were significant in the second model; the co-efficient of AWS has fallen in model 2 compared to its value in model 1.

Table 40 b: Regression Model (Hypothesis 8)

Model		Unstandardized Coefficients		t	P-value
		B	Std. Error		
1	(Constant)	.516	.299	1.723	.086
	AWS	1.012	.092	11.021	.000
2	(Constant)	2.175	.465	4.679	.000
	AWS	.669	.116	5.754	.000
	BURNOUT	-.252	.055	-4.552	.000

a Dependent Variable: SATISFACTION

Hypothesis 9

Ho$_9$.   Burnout will not mediate the relationship between AWS and

organizational commitment.

To test hypothesis 9, the following regression equation was constructed. Burnout

was added as a controlling variable in the second model while in the first model AWS

was regressed on organizational commitment. This equation was used to answer the

question if burnout was mediating between organizational commitment and AWS.

Organizational Commitment = $\alpha + \beta_1$ (AWS) + β_2 (Burnout)

Table 41 a shows that model 1 was significant at $p > .05$ with adjusted R^2 of 0.183

indicating that areas of worklife such as workload, control, reward, community, fairness

and values only explained 18.3% of organizational commitment. Model 2 had burnout

along with AWS factors. The adjusted R^2 increases as expected to 0.217 indicating that

burnout also plays significant role in identifying commitment for the respondent.

Table 41 a: ANOVA and R-squared (Hypothesis 9)

Model		Sum of Squares	df	Mean Square	F	P-value	Adjusted R Square
1	Regression	32.652	1	32.652	58.319	.000(a)	.179
	Residual	146.132	261	.560			
	Total	178.785	262				
2	Regression	38.811	2	19.405	36.045	.000(b)	.199
	Residual	139.974	260	.538			
	Total	178.785	262				

a Predictors: (Constant), AWS
b Predictors: (Constant), AWS, BURNOUT
c Dependent Variable: COMMITMENT

The table below shows that the beta of AWS when regressed on organizational commitment has a co-efficient of 0.723 meaning that if there is a unit increase in AWS it would result in .723 unit increase in organizational commitment, and it was significant at p <.05. In model 2 the co-efficient of AWS is .456 when burnout was added as a control variable. The co-efficient of AWS has fallen form .723 to .456 which indicates partial mediation by burnout. And both AWS and burnout were significant in model 2.

Table 41 b: Regression Model (Hypothesis 9)

Model		Unstandardized Coefficients		t	P-value
		B	Std. Error		
1	(Constant)	1.589	.308	5.156	.000
	AWS	.723	.095	7.637	.000
2	(Constant)	2.881	.487	5.915	.000
	AWS	.456	.122	3.739	.000
	BURNOUT	-.196	.058	-3.382	.001

a Dependent Variable: COMMITMENT

Ho$_{10.}$ Burnout will not mediate the relationship between AWS and turnover

intention.

This hypothesis was used to test the mediation of burnout between AWS

factors and turnover intention. Two regression equations were created. Model one

regressed AWS on turnover intention while in the second model burnout variable was

added as a controlling variable and changes in beta of AWS indicated the role of burnout

as mediating variable. The following regression equation was used for hypothesis 10.

Turnover Intention = $\alpha + \beta_1$ (AWS) + β_2 (Burnout)

The adjusted R^2 of model 1 is .238 which means 23% of the variance in turnover

intention was explained by AWS factors. Model one is significant at p <.05. After

burnout was added to the equation in model 2 the adjusted R^2 increased to .29 meaning

that AWS and burnout together variable explained 29% of the variance in turnover

intention.

Table 42 a: ANOVA and R-squared (Hypothesis 10)

Model		Sum of Squares	df	Mean Square	F	P-value	Adjusted R Square
1	Regression	82.919	1	82.919	81.700	.000(a)	.248
	Residual	264.894	261	1.015			
	Total	347.813	262				
2	Regression	102.342	2	51.171	54.200	.000(b)	.285
	Residual	245.471	260	.944			
	Total	347.813	262				

a Predictors: (Constant), AWS
b Predictors: (Constant), AWS, BURNOUT
c Dependent Variable: TURNOVERINT

As shown in table 42 b, the beta of AWS was found negative indicating that the respondents were more in congruent with AWS factors the lesser they thought about wanting to leave the job. The co-efficient of AWS was statistically significant p <.05. In model two when burnout was added as a control variable, the AWS co-efficient fell from 1.115 to .677 indicating that burnout was mediating between turnover intention and AWS. This showed partial mediation of burnout to cause turnover intention in respondents. In model 2 both coefficients of AWS and burnout were significant.

Table 42 b: Regression Model (Hypothesis 10)

Model		Unstandardized Coefficients		t	P-value
		B	Std. Error		
1	(Constant)	6.308	.415	15.201	.000
	AWS	-1.151	.127	-9.039	.000
2	(Constant)	4.014	.645	6.224	.000
	AWS	-.677	.161	-4.198	.000
	BURNOUT	.349	.077	4.536	.000

a Dependent Variable: TURNOVERINT

CHAPTER V

SUMMARY, FINDINGS, CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

Chapter V summarizes the results of the analysis, findings, conclusion on theoretically supporting results, discussion and implication for burnout, implications for human resource department and lastly recommendations for future research. The purpose of this study was to test the presence of the phenomenon among job burnout using employees in various organizations in Lahore area. The relationship between perceived employee's burnout, its organizational causes; and its organizational consequences were examined.

Maslach Burnout Inventory was used to measures burnout on three-interrelated dimensions. The independent variables included for this study were the Areas of Worklife (AWS). AWS was divided into sub variables namely workload, control, reward, community, fairness and values. The organizational consequences of burnout included in this study were: job satisfaction, organizational commitment and turnover intention.

Findings of the Study

A summary of the findings related to descriptive data follows:

1. The number of employees that participated in the study were three hundred while the usable responses after omitting for the missing data were reduced to two hundred and sixty-three responses. The response rate was high as employees who agreed to fill the questionnaire the same day were given questionnaires to fill.

2. Eighty-one percent of the respondents were males while 18.6% of respondents were females.

3. Majority of respondents were aged between 20-30 years, which comprised 57% of the surveyed population. The respondents of higher age were only 4.56%.

4. The percentage of employees that were married were 53.6% while 46.4% were unmarried employees.

5. Most of the respondents were Punjabis, which comprised 81.4% of the population while non- Punjabis were 18.6%.

6. One hundred and fifty respondents had formal education of 15-16 years which were 57%, while lowest percentage belonged to 10 or less years of education which was 2.7%.

7. Experience of 2-5 years was reported by 49.9%, and experience of eleven years or more was reported by 5.32%.

8. Most employees belonged to mid level management hierarchy (50.2%), followed by lower level management (41.4%) and lastly lowest percentage was accounted for top management which constituted 8.7% of the respondents.

9. Highest percentage of employees belonged to marketing department (27.8%) while the lowest percentage was that of general managers/CEO's.

10. Most employees belonged to services sector (72.6%) while 27.4% belonged to manufacturing organization.

11. The public sector employees were 17.2% while most employees worked in private sector (82.5%).

Descriptive data for categorical variables revealed:

12. Employees reported burnout once a month or less. Emotional exhaustion was highest as employees feel exhausted few times a month, followed by cynicism and lack of efficacy (once a month or less).

13. Inter-correlation between emotional exhaustion, cynicism and lack of personal efficacy was positive and significant.

The following is the summary of the findings about the ten research questions raised in this study.

Ho$_1$ There is no relationship between burnout components (emotional exhaustion, cynicism and lack of personal efficacy) and socio-demographic variables such as gender, age, marital status, education, ethnicity, experience, managerial level, department, type of organization and type of sector.

For emotional exhaustion, the null hypothesis was rejected for age, experience, marital status, and managerial level because statistically significant relationships were found. It was concluded that these variables can be used as significant predictors of emotional exhaustion.

For cynicism, the null hypothesis was rejected for age, experience, marital status and managerial level, as these were found significantly related. It was concluded that theses variables were significant predictor of cynicism.

For lack of personal efficacy, education, gender, ethnicity, sector, type of organization was found significant so the null hypothesis was

rejected. It was concluded that these variables are predictors of lack of personal efficacy.

Ho₂.   There is no relationship between emotional exhaustion and AWS (workload, control, reward, community, fairness and values).

The null hypothesis was rejected. It was concluded that workload, reward, fairness and values made a significant contribution and can explain significant amount of variance in emotional exhaustion (figure 6).

Ho₃.   There is no relationship between cynicism and AWS (workload, control, reward, community, fairness and values).

The regression equation was significant, so the null hypothesis was rejected. It was concluded that workload, reward, community, fairness and values made significant contribution in explaining the variance in cynicism (figure 7).

Ho₄.   There is no relationship between lack of personal efficacy and AWS (workload, control, reward, community, fairness and values).

Regression analysis revealed that reward, fairness and values were found explaining significant amount of variance in lack of personal efficacy, due to which the null hypothesis was rejected (figure 8).

Ho₅.   There is no relationship between job satisfaction and burnout components (emotional exhaustion, cynicism and lack of personal efficacy)

The null hypothesis was rejected because the regression was significant. Emotional exhaustion, cynicism and lack of personal efficacy

were significant contributor in explaining variance in job satisfaction (figure 6, 7 & 8).

Ho$_6$.   There is no relationship between organizational commitment and burnout components (emotional exhaustion, cynicism and lack of personal efficacy)

The null hypothesis was rejected and it was concluded that cynicism and lack of personal efficacy were significantly contributed in explaining the variance in organizational commitment (figure 6, 7 & 8).

Ho$_7$.   There is no relationship between turnover intention and burnout components (emotional exhaustion, cynicism and lack of personal efficacy)

The null hypothesis was rejected and it was concluded that emotional exhaustion and cynicism was significant predictor of turnover intention (figure 6, 7 & 8).

Ho$_8$.   Burnout will not mediate the relationship between AWS and job satisfaction.

The null hypothesis was rejected because analysis revealed that burnout partially mediated the relationship between AWS and job satisfaction.

Ho$_9$.   Burnout will not mediate the relationship between AWS and organizational commitment.

The null hypothesis was rejected because analysis revealed that burnout partially mediated the relationship between AWS and organizational commitment.

Ho$_{10.}$ Burnout will not mediate the relationship between AWS and turnover

intention.

The null hypothesis was rejected because analysis revealed that

burnout partially mediated the relationship between AWS and turnover

intention.

Figure 6: Significant- Non Significant relationship with Correlations (Emotional Exhaustion)

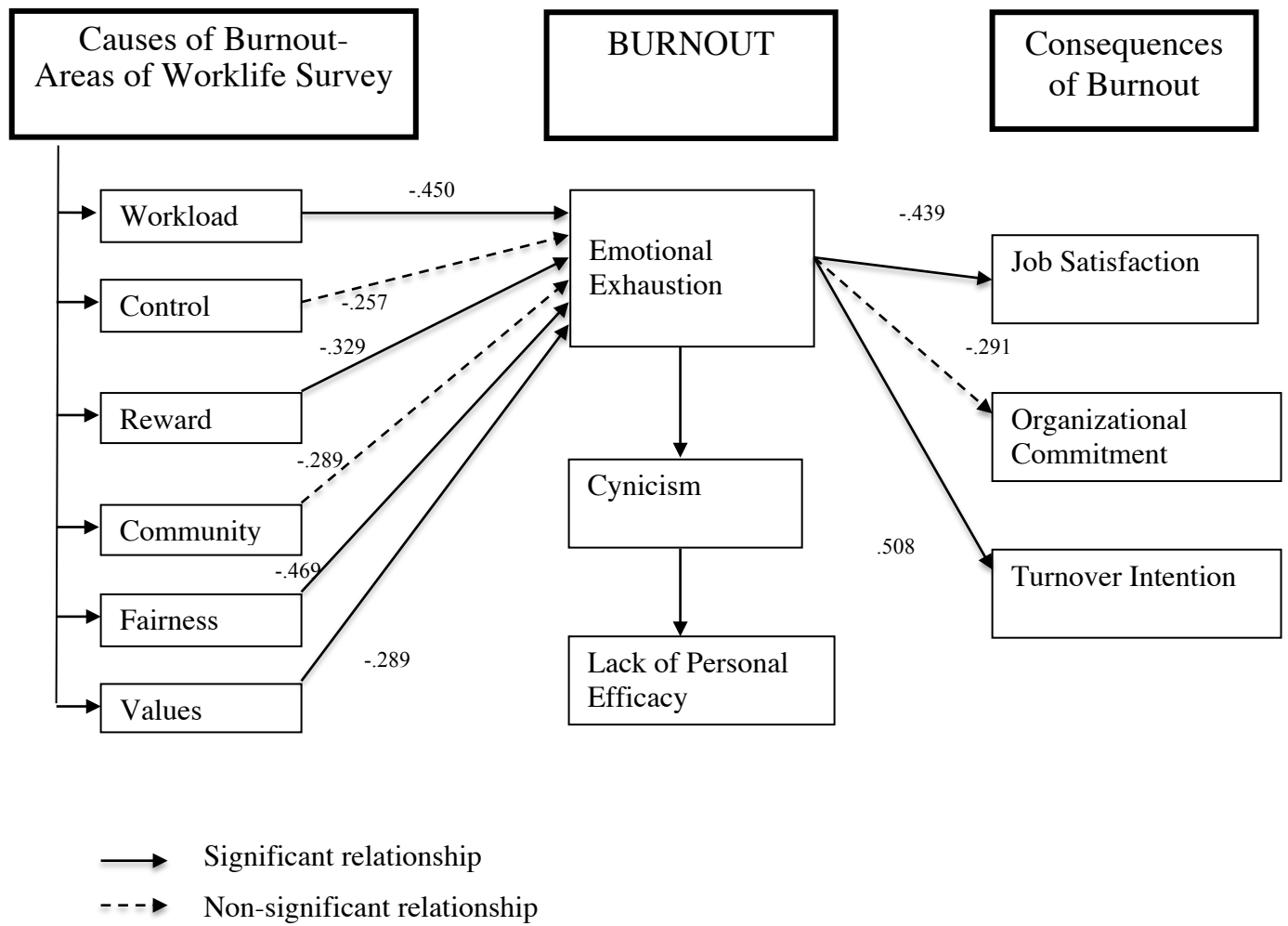Significant relationship

Non-significant relationship

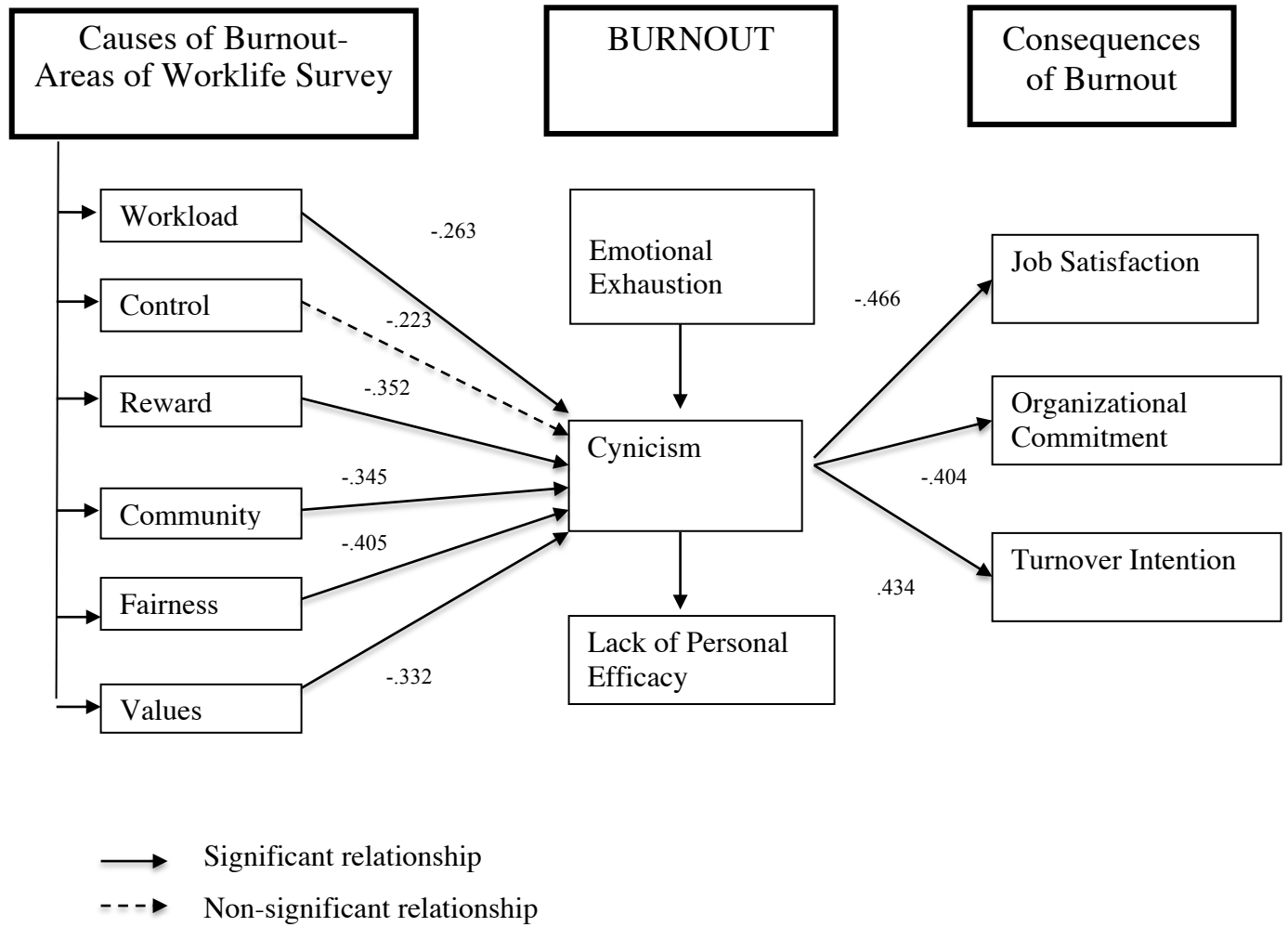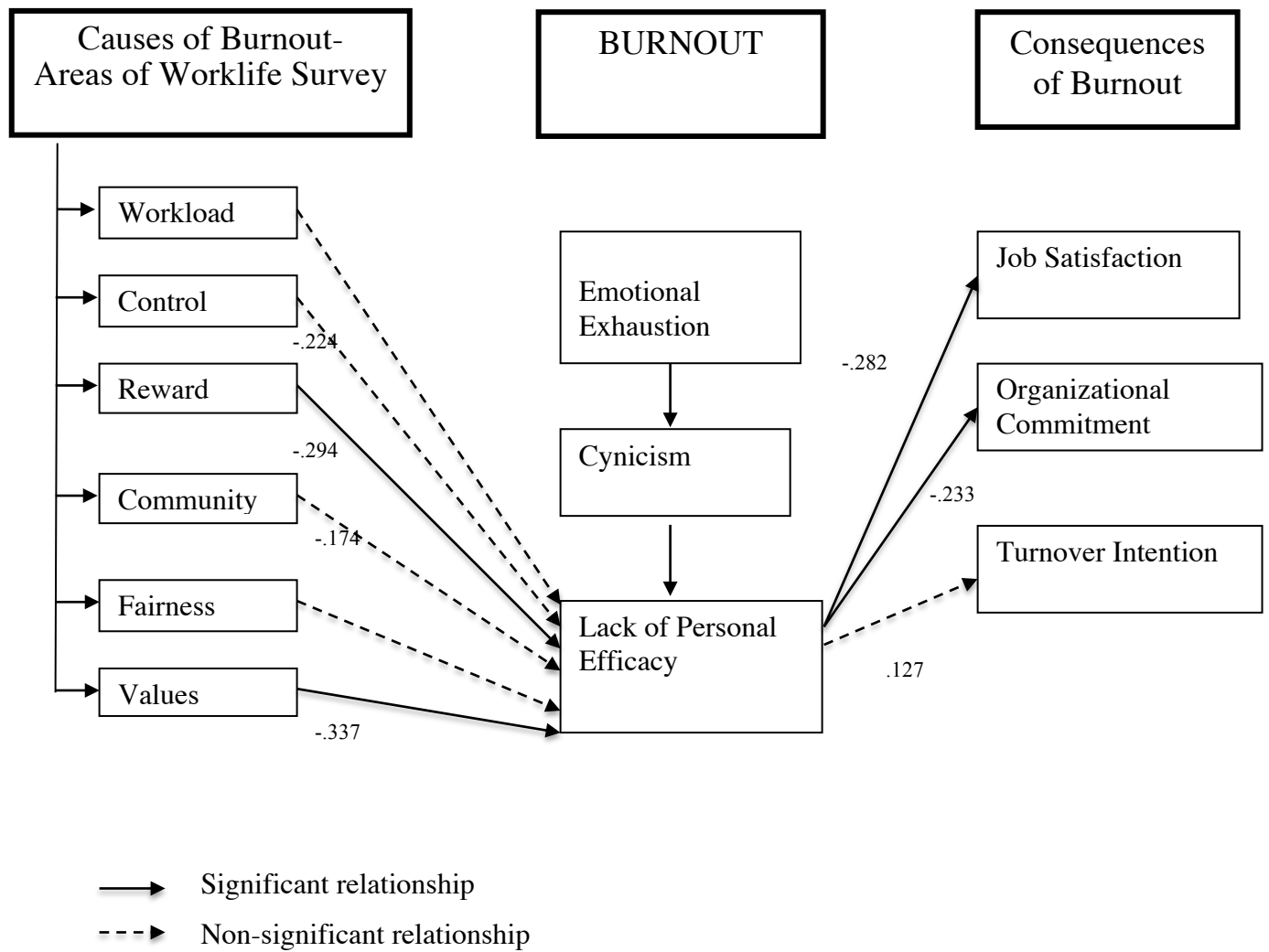Figure 7: Significant- Non Significant relationship with Correlations (Cynicism)

Figure 8: Significant- Non Significant relationship with Correlations (Lack of Personal Efficacy)

Significant relationship

Non-significant relationship

None significant correlations were excluded

Conclusions

On the bases of the findings of the study, the following conclusions were drawn.

1. Job burnout was found in the sampled respondents working in Lahore area. Higher percentage of employees were found to be emotionally exhausted as compared to those suffering from cynicism and lack of personal efficacy. These findings that indicated that while lesser number of employees were completely burnt out, majority of respondents were in the process of burning out.

2. Demographic variables were found to add insight about the phenomenon of burnout. There was no difference between employees working in different departments for all three burnout components. While on all other demographics variables respondents had significant differences with respect to their scores on three dimensions of burnout.

3. Areas of worklife related factors were found significantly related to burnout in the work place. Workload, reward, community, fairness and values were found significantly related with burnout; while control was found to be insignificantly related to any of the three components of burnout.

4. Burnout was found significantly related to organizational consequences such as job satisfaction, organizational commitment and turnover intention.

5. Burnout was found to partially mediate the relationship between AWS and the three organizational consequences; job satisfaction, organizational commitment and turnover intention.

As far as the results of this study were concerned, this study came up with mixed results. Some predictions were supported by the theory while other were not.

Discussion and Implications

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. For this study, mediation hypothesis was tested in Pakistan that had not been tested before in Pakistan.

Burnout was negatively related to job satisfaction and organizational commitment while it was found positively related to turnover intention. Burnout partially mediated the relationship between AWS and organizational consequences. Personal causes of burnout were captured by demographics; and organizational causes were captured by work related factors (AWS) in this study. The three organizational consequences were included; job satisfaction, organizational commitment and turnover intention.

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. In this study, burnout was found most prevalent among younger aged employees. Cherniss (1980) explained that younger employees who feel more burnout face 'early career burnout' which is caused by 'reality shock'. When individuals enter the work force they have expectations about job. These expectations have significant effect on how employees adjust to the new job conditions. When workplace realities do not meet the job expectations of the employees then burnout is a common problem. 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). Several authors have concluded that married employees experience less emotional exhaustion and depersonalization (cynicism) (Maslach & Jackson, 1985) while in another study by Gold (1984), the author found that a single employee experience higher emotional exhaustion and cynicism. While some research studies concluded that there was no relationship between marital status to any burnout component (Gaines & Jermier, 1983; Schwab & Iwanicki, 1982).

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. Educated employees have better opportunities and understanding of working conditions as time goes by they adjust to the work demands. As examined by (Cherniss, 1980; Stevens & O'Neill, 1983) expectation plays a very important role in promoting burnout. Higher educated employees have a better shot at getting a good job, which in turn causes employees personal efficacy to increases (Stevens & O'Neill, 1983).

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. The higher the experience in one position lesser the effect of burnout faced by the individual. These results were consistent with the findings of this study. Experience was found negatively related to emotional exhaustion and cynicism. Employees that took part in this study felt the symptoms for exhaustion and cynicism decreasing as experience increased. As experience increases employees understand and adjust better to their job, they look for solution for problems they feel at their workplace. When employees join organizations the have expectations and as experience increases they learn and understand more about the work and organization. These results were consistent with the previous studies by (Lieter, 2005, Maslach et al., 2001). Contradictory results were reported by Russell et al. (1987) and Zabel and Zabel (1982) who showed no relationship between experience and any burnout components.

The company related information included the sector of the organization (public and private) and type of organization (manufacturing and services). Public sector employees and service sector employees reported higher lack of personal efficacy. These results are consistent with burnout theory, which proposed higher burnout in public sector. Burnout was also found more in services organization because it involves 'people work of some kind'. 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. No relationship was found between emotional exhaustion and public/private sector and the same was true for cynicism. Due to the nature of the job employees working in the service organizations such as banks, teachers, telecommunication experience higher exhaustion, cynicism and lower personal efficacy. This study shows services sector employees scored higher on lack of personal efficacy as compared to employees working in manufacturing organizations. 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 promoted higher burnout. As pointed out by Cordes and Dougherty (1998) employees work overload is damaging and hindered their performance.

Reward was an important variable in explaining burnout components. All three burnout component were found significantly related to rewards. The co-efficient sign were negative revealing that lower rewards where indicative of higher burnout. When a more deserving employee is not considered for promotion while someone else is given that promotion this affects employees motivation leading to cynicism and eventually reduces personal efficacy. These results also indicate that in the surveyed population of Lahore rewards are an important indicator in the work place in avoiding burnout. These

results are consistent with studies carried by Lieter & Maslach (2004, 2009) and Lasalvia et al. (2009).

Interesting results were observed with respect to relationship of community and burnout components. 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 Doughrty (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. Due to strong social ethics in our society it is not difficult to explain that when employee starts to feel accepted in the workplace he/she might alter his/her attitude to be socially acceptable to other employees. Reputation also plays an important role for an employee. To be socially unacceptable might also hinder many other areas of workplace such as promotion. Truchot and Deregard (2001) found that the sense of community has a buffering affect on the impact of feeling of inequity in the workplace.

Fairness is an important element that employees use to rate their organization with. A fair environment makes employee feel comfortable that they will be provided with just and equitable resources and management will treat all employee alike. This allows them to not worry so much on 'being a victim' rather they focus all energies in performing better. If an employee knows that he/she know someone who was not treated fairly or was fired for some wrong reason that will result in employees knowing that organization is not fair. Fairness was found negatively releted 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).

The consequences of burnout that were included in this study were job satisfaction, organizational commitment and turnover intention. Exhaustion was found significant predictor of low job satisfaction, low commitment and high turnover intention. These results are consistent with burnout theory as exhaustion causes employees to reevaluate their satisfaction and commitment with job force them to think about leaving the job. Cynicism was found related with low organizational commitment and high turnover intention. The burnout theory states that cynicism causes employee's commitment to decreases and is strongly related to turnover intention. Lack of personal efficacy was found related to low job satisfaction and low organizational commitment. These results are consistent with burnout theory, as the burnout theory states that higher burnout causes job dissatisfaction and reduces commitment.

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 results that were not supported by the burnout are as follows:

Females were found to report more lack of personal efficacy. Burnout theory states that personal accomplishment was expected to be higher in females but in this study female reported higher in lack of personal efficacy. Some studies showed that females scored higher on burnout while other studies show that males experienced more burnout. Gaines & Jermier stated that females experienced more emotional exhaustion however several studies (Russel et al., 1987; Schwab & Iwanicki, 1982) indicated that males scored higher in depersonalization/cynicism. Other studies reported no relationship between gender and some or all burnout components. Lemkau et al. (1987) reported no relationship between gender and burnout components while Maslach and Jackson (1985), Russel et al. (1987) and Schwab and Iwansicki (1982) showed no relationship between gender, emotional exhaustion and personal efficacy. For gender, mixed results have been reported in relationship to burnout components. The results of this study show that females scored higher than males on lack of personal efficacy. Possible reasons for this results are that female in Pakistan are not focused on their professional accomplishments. This is due to the culture that exists in Lahore. Males are more focused and scored higher on personal efficacy, as males are held more responsible for earning.

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.

Implications for Managerial Educators/ HR Managers

Employees are an important part of an organization. With the development of HR department's in the organization, the management is more aware that employees' well being is an important part of productivity and profitability for overall company. Employees' job burnout has been studied in detail in the western world and it was found those employees were facing serious consequences such as mental and physical ailments. Due to the organization's stringent rules about jobs and due to ever-expanding job description, an employee becomes loaded with work demands. Along with that individuals are also bound with their personal life and family engagements. Hence there is a constant balancing of work and personal related life, which often creates stress in order to cope with personal life and work life related pressures.

Burnout is a response caused by such continuous stress. Due to the increase in stress level burnout has become a very important emotional and psychological illness. Burnout has been named as the new organizational killer. It leaves employees unable to focus and they fail to provide meaningful contribution not only in the workplace but also in the personal affairs. An employee who is suffering from burnout has the power to pull down his colleagues and other people, which eventually affect everyone. Several authors have studied the indirect effect of burnout on police officers and their wives. Those police officers that were suffering from job burnout came home exhausted and frustrated which in turn caused their wives to become unhappy. Similar 'spillover effects' of burnout were observed in several other occupations.

It is hoped that findings of this study can help organizations realize the existence of burnout; the damage burnout can cause in Pakistani companies and cause them to pay

attention to burnout. This study showed that burnout was prevalent among employees once a month or less, which means those employees are often burnout. Hence these results show employee are burning out (in the first two stages of burnout) as opposed to burnt out (scoring high on all three burnout stages). Employees who were completely burnt out were fewer and needed clinical help and psychiatric therapy. For those who are not completely burnout, organizations need to reduce their workload and make their work life less stressful.

Rewards and values are two areas of worklife, which were consistent for all burnout dimensions indicating that they are important in reducing burnout. Employees should be rewarded according to their ability at the job. Values should be consistent with that of organizations. HR manager need to make sure that the employees do not face internal conflict between personal life and life on job. If value conflict is observed in an employee he/she should be asked to attend a workshop where issues should be discussed and solutions proposed so that HR can help the employee deal with such situations. In the service providing organizations and public sector organizations burnout was found to be higher than in manufacturing or private sector organizations. In such organizations HR managers can promote community building. Community has been found to act as buffer to minimize the effect of burnout. These results can help HR managers to keep a check on employee.

Professional training and creating awareness among employees is an important way for letting the individuals realize the consequences of burnout. Individuals feel burnt out often and burnout has recurring tendencies, which reduce self- esteem and motivation of a worker. Unfortunately, there is no substantial provision for either pre-service or in-

service burnout focused professional training of employees in majority of organizations in Pakistan. The findings of this study may be helpful in devising programs of improvement in office administration. Thus a more realistic insight will help to increase the basic knowledge about employees facing burnout. So the managers should utilize burnout research studies for more information, which is necessary to gain a greater understanding of the reasons of burnout; and appropriate type of action they need to take in order to help employees to cope with work-related pressures and still not feel burnt out.

Recommendations for Future Research

As a result of conducting this study, the following recommendations have been formulated.

1. Many researchers in the western world have conducted nation-wide research on burnout. Such research studies should be conducted in other provinces of the country to get comprehensive data about prevalence of burnout and its organizational consequences because these consequences are very important for improving organizational performance and productivity.

2. Burnout is found to be higher in service sector in this study hence in the future studies samples from specific service sector organizations such as teachers, doctors, nurses, customer services department etc should also be studied and findings compared to see which services are more prone to this malice. Current research in western world is testing the presence of burnout in therapists, consultants, agents, athletics, journalists etc. Exploring more occupations can help understand better the nature of burnout prevailing in Pakistani culture.

3. There appears to be a definite need for further research in the field of burnout and its various causes and consequences. Even though this study identified strong support for burnout causes and consequences in relation to demographics and organizational factors still there is a need of further research to support or refute these findings among multiple samples from different industries and locations.

4. More sophisticated models such as finding pathways between AWS factors that lead to burnout can help explain the causes and how they related to each other. Such models can employ SEM (Structural Equation Modeling) to help find

pathways within AWS factors. Some research studies on burnout have applied SEM models to identify how each AWS factor is related to the other and eventually caused burnout. Similar efforts are proposed for future research in Pakistan.

5. Job expectations and organization expectation variable should be studied in relationship to burnout. Expectation is an important factor that either promotes burnout in employees or helps them to avoid it. Several studies have identified the importance of expectation congruence with the job and organization to help employee feel energized, focused and motivated for the job.

6. Behavior types such as Big Five model have shown that neurotism and assertiveness promotes burnout. Employing personality type will give HR managers good indication of what type of person to recruit for what job. Type A personalities have also been studied with respect to burnout in stressful environment. Similar personality types focused studies can be conducted in Pakistan.

7. Job engagement has been identified on the opposite continuum to burnout (Maslach & Lieter, 1996). Job engagement variable should be included in future research and explore the variables that can increase job engagement and reduce burnout. A positive psychology on work place can help employees and managers better adjust and eliminate factors that create stress and eventually lead to burnout.

BIBLIOGRAPHY

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63,* 1-18.

Allison, P. D. (1999). Multicollinearity in logistic regression: SAS Institute.

Aloha, K., Honkonen, T., Isometsa, E., Kalimo, R., Nykyri, E., Koskinen, S., Aromaa, A., & Lonnqvist, J. (2006). Burnout in the general population. *Soc Psychiatry Psychiatr Epidermiol, 41,* 11-17.

Anand, M., & Arora, D. (2009). Burnout, Life Satisfaction and quality of Life among Executives of Multi National Companies. *Journal of the Indian Academy of applied Psychology, 35(1),* 159-164.

Anderson, M.B., & lwanicki, E.F. (1984). Teacher motivation and its relationship to burnout. Ed*ucational Administration Quarterly, 20(2),* 94-109.

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2002). Validation of the Maslach Burnout Inventory-General Survey: An Internet study. *Anxiety, Stress, and Coping*, *15,* 245-260.

Bakker, A. B., Schaufeli, W. B., Sixma, H. J., Bosveld, W,. & Van Dierendonck, D. (2000). Patient demands, lack of reciprocity and burnout: A five year longitudinal study among general practitioners. *Journal of Organizational Behaviour, 21,* 425-441.

Baron, R. M., & Kenny, D. A. (1989). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology, 51(6),* 1173-1182.

Bartlett, J., Kotrlik, J., & Higgins, C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal, 19(1),* 43-50.

Baruch-Feldman, C., Brondolo, E., Ben-Dayan, D., & Schwarz, J. (2002). Sources of social support and burnout, job satisfaction, and productivity. *Journal of Occupational Health Psychology, 7,* 84-93.

Buhler, K. E., & Land, T. (2003). Burnout and personality in intensive care: An empirical study. *Hospital Topics: Research and Perspectives on Health Care, 81,* 5-12.

Burke, R. J., & Greenglass, E. (1996). Work stress, social support, psychological burnout and emotional and physical well-being among teachers. *Psychology, Health, & Medicine, 1,* 193-205.

Burke, R. J., & Richardson, A. M. (2000). Psychological burnout in organizations. In R. T. Golembiewski (Ed.), *Handbook of organizational behavior:* 327-368. New York: Marcel Dekker.

Cammann, C., Fichman, M., Jenkins, G. D., & Klesh, J. R. (1983). *Assessing the attitude of organizational members*. New York: Wiley.

Cherniss C. (1980). *Professional Burnout in Human Service Organizations*. New York: Praeger.

Cooper, C. L., Dewe, J. P., & O'Driscoll, M. P. (2001). *Organizational stress*. London: Sage.

Cordes C. L., & Dougherty T. W. (1993). A review and an integration of research on job burnout. *Acad. Manage. Rev. 18,* 621-656.

Csikszentmihalyi, M. (1997). *Finding flow*: *The psychology of engagement with everyday life*. New York: Basic Books.

Demerouti, E., & Bakker, A. B. (2006). Employee well-being and job performance: Where we stand and where we should go. In J. Houdmont & S. McIntyre (Eds.), *Occupational health psychology: European perspectives on research, education and practice (Vol. 1)* Maia, Portugal: ISMAI Publications.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demand-resources model of burnout. *Journal of Applied Psychology, 86,* 499-512.

Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment, 19,* 12-23.

Du Plooy, J., & Roodt, G. (2010). Work engagement, burnout and related constructs as predictors of turnover intentions. *S A Journal of Industrial Psychology, 36(1),* 910-923.

Finnegan, J. E. (2000), "The impact of person and organizational values on organization commitment", *Journal of Occupational and Organizational Psychology, 73,* 149-169.

Fogarty, T. (2000). Socialization and Organizational Outcomes in Large Public Accounting Firms. *Journal of Managerial Issues, 12,* 13-33.

French, J. R., & Kaplan, R. D. (1973). *Organizational stress and individual strain.* New York: AMACOM.

Freudenberger, H. J. (1974). Staff burnout. *Journal of Social Issues, 30,* 159-165.

Gabris, G. T., & Ihrke, D. M. (2001). Does Performance Appraisal Contribute to Heightened Levels of Employee Burnout? The Results of One Study. *Public Personnel Management 30*, 157-172.

Gaines, J., & Jermier, J. M. (1983). Emotional exhaustion in a high stress organization. *Academy of Management Journal, 26(4),* 567-586.

Gilbert S., Laschinger H. K. S., & Lieter M. P. (2010). The mediating effect of burnout on the relationship between structural empowerment and organizational citizenship behaviours. *Journal of Nursing Management, 18,* 339-348.

Gold, Y. (1984). The factorial validity of the Maslach Burnout Inventory in a sample of California elementary and junior high school classroom teachers. *Educational and Psychological Measurement, 44,* 1009-1016.

Goodman, E., & Boss, R. W. (2002). The phase model of burnout and employee turnover. *Journal of Health and Human Services Administration, 25(1/2),* 33-47.

Greene, G. (1960). *A burnout case.* London: Heinemann.

Guglielmi R., & Tatrow, K. (1998). Occupational stress, burnout, and health in teachers: A methodological and theoretical analysis. *Review of Educational Research, 68(1),* 61- 99.

Halbesleben, J. R. B., & Buckley, M. R. (2004). Burnout in Organizational Life. *Journal of Management, 30,* 859-879.

Haque, A., & Aslam, M. S. (2011). The Influence of Demographics on Job Burnout. *Far East Journal of Psychology and Business, 4(2),* 57-72.

Holman, D. (2004). Employee well-being in call centres. In S. Deery & N. Kinnie (Eds.). *Call centres and human resource management: A cross-national perspective.* New York: Palgrave Macmillan, 223-245.

Houkes, I., Janssen, P. P. M., Jonge, J., & Bakker, A. B. (2003). Special determinants of intrinsic work motivation, emotional exhaustion and turnover intention: A multi-sample longitudinal study. *Journal of Occupational and Organizational Psychology, 76,* 427-450.

Houkes, I., Janssen, P. P. M., Jonge, J., & Nijhuis, F. J. N. (2001). Specific relationships between work characteristics and intrinsic work motivation, burnout and turnover intention: A multi-sample analysis. *European Journal of Work and Organizational Psychology, 10,* 1-23.

Huang, Ing-Chung, Chih-Hsun Jason Chuang, and Hao-Chieh Lin. (2003). The role of burnout in the relationship between perceptions of organizational politics and turnover intentions. *Public Personnel Management, 32 (4),* 519-32.

Jackson, G., Gater, R., & Goldberg, D. (1993). A new community mental health team based in primary care. A description of the service and its effects on service use in the first year. *British Journal of* Psychiatry, *162*, 375-384.

Jackson, S. E., & Schuler, R. S. (1983). Preventing employee burnout. *Personnel,* 58-68.

Jackson, S. E., Schwab, R. L., & Schuler, R. S. (1986). Toward an understanding of the burnout phenomenon. *Journal of Applied Psychology, 71*, 630-640.

Jalees, T., & Zeeshan J. (2008). Burnout in Customer Service Representatives. *Pakistan Journal of Commerce and Social Sciences, 1,* 92-104.

Jamal, M. (2008). Burnout among Employees of a Multinational Corporation in Malaysia and Pakistan: An Empirical Examination. *International Management Review, 4(1),* 60-71.

Jamal, M. (2010). Burnout among Canadian, Chinese, Malaysian and Pakistani Employees: An Empirical Examination. *International Management Review, 6(1),* 32-42.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin, 127,* 376-407.

Kahn, R. (1978). Job burnout: Prevention and remedies. *Public Welfare, 36(2),* 61-63.

Kelloway, E. K., Gottlieb, B. H. & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of Occupational Health Psychology, 4,* 337-346.

Khattak, J. K., Khan, M. A., Haq, A. U., Arif, M. & Minhas, A. A. (2011). Occupational stress and burnout in Pakistan's banking sector. *African Journal of Business Management, 5(3),* 810-817.

Kitaoka-Higashiguchi, K., Morikawa, Y., Miura, K., Sakurai, M, Ishizaki, M., Kido, T., Naruse, Y., & Nakagawa, H. (2009). Burnout and Risk Factors for Arteriosclerotic Disease: Follow-up Study. *Journal of Occupational Health, 51,* 123-131.

Koniarek, J., & Dudek, B. (1996). Social support as a buffer in the stress-burnout relationship. *International Journal of Stress Management, 3,* 99-106.

Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress , 19 ,* 192-207.

Kulkarni G. K. (2006). Burnout (Editorial). *Indian Journal of Occupational and Environmental Medicine, 10,* 3-4.

Kumar, S., Fisher, J., Robinson E., Hatcher, S., & Bhagat R. N. (2007). Burnout and job satisfaction in New Zealand psychiatrists: a national study. *Int J Soc Psychiatry, 53,* 306-16.

Kuruuzum, A., Anafarta, N. & Irmak, S. (2008). Predictors of burnout among middle managers in the Turkish hospitality industry. *International Journal of Contemporary Hospitality Management, 20 (2),* 186-198.

Landsbergis, P. A. (1988). Occupational stress among health care workers: A test of the job demands- control model. *Journal of Organizational Behavior, 9,* 217-239.

Lasalvia, A., Bonetto, C., Bertani, M., Bissoli, S., Cristofalo, D., Marrella, G., Ceccato, E., Cremonese C., Rossi, M., Lazzarotto, L., Marangon V., Morandin, I., Zucchetto, M., Tansella M., & Ruggeri, M. (2009). Influence of perceived organizational factors on job burnout: survey of community mental health staff. *The British Journal of Psychiatry, 195,* 537-544.

Lauver K. J., & Kristof-Brown, A. (2001) Distinguishing between employee's perception of person-job and person organization fit. *Journal of Vocational Behaviour, 59,* 454- 470.

Lee, R. T., & Ashforth, B. E. (1993). A further examination of managerial burnout: Toward an integrated model. *Journal of Organizational Behavior, 14,* 3-20.

Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *J. Appl. Psychology, 8,* 123-133.

Leiter, M. P. (2003). *Areas of worklife survey manual.* Wolfville, NS, Canada: Centre for Organizational Research & Development.

Leiter, M. P. (2005). Perception of risk: An organizational model of burnout, stress symtoms and occupational risk. *Anxiety, Stress and Coping, 18,* 131-144.

Leiter, M. P., Gascón, S., & Martínez-Jarreta, B. (2010). Making Sense of Worklife: A Structural Model of Burnout. *Journal of Applied Social* Psychology. *40(1),* 57-75.

Leiter, M. P., & Harvie, P. (1997). The correspondence of supervisor and subordinate perspective on major organizational change. *Journal of Occupational Health Psychology, 2,* 1-10.

Leiter, M. P., & Harvie, P. (1998). Conditions for staff acceptance of organizational change as a mediating construct. *Anxiety, Stress and Coping, 11,* 1-25.

Leiter, M. P., Jackson, N. J., & Shaughnessy, K. (2008). Contrasting burnout, turnover intention, control, value congruence, and knowledge sharing between boomers and generation X. *Journal of Nursing Management, 16,* 1-10.

Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior, 9*, 297-309.

Leiter, M. P., & Maslach, C. (1999). Six areas of worklife: A model of organizational context of burnout. *Journal of Health and Human Resource Administration, 21,* 472-489.

Leiter, M. P., & Maslach, C. (2004). Areas of Worklife: A Structured Approach to Organizational Predictors of Job Burnout. *Research in Occupational Stress and Well- Being, (3 eds.)* P. L. Perrewe & D. C. Ganster, 91-134.

Leiter, M. P., & Maslach, C. (2006). *Areas of Worklife Survey manual (4th ed.).* Wolfville, Nova Scotia, Canada: Center for Organizational Research & Development.

Leiter, M. P., & Maslach, C. (2009). Nurse turnover: the mediating role of burnout. *Journal of Nursing Management, 17,* 331-339.

Leiter M. P., & Shaughnessy K. (2006). The areas of worklife model of burnout: tests of mediation relationships. *Ergonomia: An International Journal, 28,* 327-341.

Lemkau, J. P., Rafferty, J. P., Purdy, R. R., & Rudisill, J. R. (1987). Sex role stress and job burnout among family practice physicians. *Journal of Vocational Behavior, 31,* 81-90.

MacKinnon, D. P., Fairchild, A. J., & Fritz, M. S. (2007). Mediation Analysis. *Annu. Rev. Psychol, 58,* 593-614.

Malik, M. I., Safwan, M. N., & Sindhu, A. G. (2011). Examining Stress, Job Satisfaction and Customer Satisfaction in a Transport company (A Case from Pakistan). *International Journal of Business and Social Science, 2(16),* 81-84.

Maslach, C. (1976). Burned-out, *Human Behavior, 9,*16-22.

Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior, 2*, 99-113.

Maslach, C., & Jackson, S. E. (1984). Burnout in organizational settings. *Applied Social Psychology Annual, 5,* 133-153.

Maslach, C., & Jackson, S. E. (1985). The role of sex and family variables in burnout. *Sex Roles, 12,* 837-851.

Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). *MBI: The Maslach Burnout Inventory: Manual*. Palo Alto, CA: Consulting Psychologists Press.

Maslach, C., Jackson, S. E., & Leiter, M. P. (1997). *Maslach burnout inventory* (3rd ed.). Lanham: The Scarecrow Press, Inc.

Maslach, C., & Leiter, M. P. (1997). *The Truth About Burnout*. San Francisco: Jossey-Bass.

Maslach, C., Leiter, M. P., & Schaufeli, W. B. (2008). Measuring burnout. In C.L. Cooper & S. Cartwright (Eds.). *The Oxford handbook of organizational well-being*, 86-108. Oxford: Oxford University Press.

Maslach, C., & Schaufeli, W. B. (1993). Historical and conceptual development of burnout. In W.B. Schaufeli, W. B., Maslach C., & Marek T. (eds). *Professional Burnout: Recent Developments in Theory and Research*, 1-16. Washington, DC: Taylor & Francis.

Maslach, C., Schaufeli, W.B., & Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology, 52*, 397-422.

Meyer, J. P., & Allen, N. J. (1991). A Tree-component conceptualitazation of organizational commitment. *Human Resource Management Review, 1,* 61-89.

Moore, J. E. (2000). Why is this happening? A casual attribution approach to work exhaustion consequences. *Academy of Management Review, 25,* 335-349.

Mowday, R. T., Porter, L., & Steers, R. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.

Munro, B. (2005). *Statistical methods for health care research* (Fifth ed.). Chestnut Hill: Lippincott Williams & Wilkins.

Noor, S., & Maad, N. (2008). Examining the Relationship between Work Life Conflict, Stress And Turnover Intentions among Marketing Executives in Pakistan. *International Journal of Business and Management, 3(11),* 93-102.

Pines, A., & Aronson, E. (1988). *Career burnout: Causes and cures*. New York: Free Press.

Pines, A.M., & Maslach, C. (1978). Characteristics of staff burnout in mental health settings. *Hospital and Community Psychiatry, 29(4),* 233-237.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974) Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology, 59,* 603-609.

Poulin, J. E., & Walter, C. A. (1993). Burnout in gerontological social work. *Soc Work, 38,* 305-310.

Pretty, G., McCarthy, M., & Catano, V. (1992). Psychological environments and burnout: Gender considerations in the corporation. *Journal of Organizational Behavior, 13,* 701-711.

Price, L., & Spence, S. H. (1994). Burnout symptoms amongst drug and alcohol service employees: Gender differences in the interaction between work and home stressors. *Anxiety, Stress, and Coping, 7,* 67-84.

Rafferty, Y., Friend, R., & Landsbergis, P. (2001) A. The association between job skill discretion, decision authority and burnout. *Work and Stress, 15(1),* 73-85.

Riollo, L., & Savicki, V. (2006). Impact of fairness, leadership and coping on strain, burnout and turnover in organizational change. *International Journal of Stress Management, 13(3),* 351-377.

Russell, D. W., Altmaier, E., & Van Velzen, D. (1987). Job-related stress, social support, and burnout among classroom teachers. *Journal of Applied Psychology, 72,* 296-302.

Sand, G., & Miyazaki, A. D. (2000). The impact of social support on salesperson burnout components. *Psychology & Marketing, 17(1),* 13-26.

Savicki, V. (2002). *Burnout across thirteen cultures: Stress and coping in child and youth care workers*. Westport, CT: Preager.

Schaufeli, W. B., & Bakker, A. B. (2001). Work and well-Being. Towards a positive Occupational Health Psychology. *Gedrag & Organisatie*, 229-253.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25,* 293-315.

Schaufeli, W. B., Bakker, A. B., Hoogduin, K., Schaap, C., & Kladler, A. (2001). On the clinical validity of the Maslach Burnout Inventory and the Burnout Measure. *Psychology and Health, 16,* 565-582.

Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior, 30,* 893-917.

Schaufeli, W. B., & Enzmann, D. (1998). *The burnout companion to study and research: A critical analysis*. London: Taylor and Francis

Schaufeli, W. B., Enzmann, D. & Girault, N. (1993). The measurement of burnout: A review. In: Schaufeli, W, B., Maslach, C and Marek, T (Eds) *Prefessional Burnout: Recent Developments in Theory and Research.* Hemisphere, New York, 199-215.

Schaufeli, W. B., & Greenglass, E. R. (2001). Introduction to special issue on burnout and health. *Psychology & Health, 16,* 501-510.

Schaufeli, W. B., Leiter, M. P., & Maslach, C. (2008). Burnout: 35 years of research and practice, *Career Development International, 14(3),* 204-220.

Schaufeli, W. B., Leiter, M. P., Maslach, C., & Jackson, S. E. (1996). Maslach Burnout Inventory - General Survey. In Ch. Maslach, S.E. Jackson & M.P. Leiter, *The Maslach Burnout Inventory (3rd.ed) - Test Manual*. Palo Alto, CA: Consulting Psychologists Press.

Schaufeli, W. B., Maslach, C., & Marek, T. (1993). The future of burnout. In W. B. Schaufeli, C. Maslach, & T. Marek (Eds.), *Professional burnout: Recent developments in theory and research*. Washington, DC: Taylor & Francis.

Schnorpfeil, P., Noll, A., Wirtz, P., Schulze, R., Ehlert, U., Frey, K., & Fischer, J. E. (2002). Assessment of exhaustion and related risk factors in employees in the manufacturing industry: A cross-sectional study. *International Archives of Occupational and Environmental Health, 75,* 535-540.

Schaufeli, W. B., & Peeters, M. C. W. (2000). Job Stress and Burnout Among Correctional Officers: A Literature Review. *International Journal of Stress Management, 7(1),* 19-48.

Schaufeli, W. B., van Dierendonck, D., & van Gorp, K. (1996). Burnout and reciprocity: Towards a dual-level social exchange model. *Work and Stress, 10,* 225-237.

Schutte, N., Toppinen, S., Kalimo, R., & Schaufeli, W. (2000). The factorial validity of the Maslach Burnout Inventory-General Survey (MBI-GS) across occupational groups and nations. *Journal of Occupational and Organizational Psychology, 73,* 53–67.

Schwab, R. L., & Iwanicki, E. F. (1982). Who are burned out teachers? *Educational Research Quarterly, 7*, 2.

Shirom, A. (1989). *Burnout in work organizations.* New York: Wiley.

Shirom, A. (2005). Reflections on the study of burnout. *Work & Stress,* 19, 263-270.

Siegall, M., & McDonald, T. (2004). Person-organization value congruence, burnout, and diversion of resources. *Personnel Review, 33,* 291-301.

Singh, J. (2000). Performance productivity and quality of frontline employees in service organizations. *Journal of Marketing Research, 64(2),* 15-35.

Soares, J. J. F., Grossi, G., & Sundin, O. (2007). Burnout among women: associating with demographic/socio-economic, work, life-style and health factors. *Arch Womens Ment Health, 10,* 61-71.

Stevens, G. B., & Patrick O'Neill. (1983). Expectation and Burnout in the Developmental Disabilities Field. *American Journal of Community Psychology, 11,* 615-627.

Stout, J. K.. & Williams, J. M. (1983) Comparison of two measures of burnout. *Psychological Reports, 53,* 283-289.

Tennant, C. (2001). Work-related stress and depressive disorders. *Journal of Psychosomatic Research, 51,* 697-704.

Tepper, B. J. (2001). Health consequences and organizational injustice: Tests of main and interactive effects. *Organizational Behavior and Human Decision Processes, 86,* 197-215.

Tripathy, M. M. (2002). Burnout Stress Syndrome in Managers. *Management and Labour Studies*, 27(2), 89-114.

Trochim, W. (2006). *Research methods knowledge base.* Cincinnati, OH: Atomic Dog Publishing.

Truchot, D., & Deregard, M. (2001). Perceived inequity, communal orientation, and burnout: The role of helping models. *Work & Stress, 15,* 347-356.

Turner, N., Barling, J. & Zacharatos, A. (2002). Positive psychology at work. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology,* 715-728. New York: Oxford University Press.

Vredenburgh, L. D., Carlozzi, A. R., & Stein, L. B. (1999). Burnout in counseling psychologists: Type of practice setting and pertinent demographics. *Counselling Psychology Quarterly, 12,* 293-302.

Zabel, R. H., & Zabel, M. K. (1982). Factors in burnout among teachers of exceptional children. *Exceptional Children, 49(3),* 261-263.

Appendix A

LITERATURE REVIEW OF CAUSES AND CONSEQUENCES OF BURNOUT

Table 43: Literature review of causes and consequences of burnout (presented in a tabulated form)

		Emotional Exhaustion	Cynicism	Personal Efficacy	Reference
Relationship among Variables of MBI	Cynicism	+		-	
	Personal Efficacy	-	-		
A R E A S OF W O R K L I F E	**Job Demand** — Workload (reverse scoring)	+ (-) (Strong)	+ (-)	- (+)	Maslach et al. (2001), Houkes et al. (2003), Leiter et al. (2008), Lasalvia et al. (2009)
	Job Resources — Control	-	-	+	Leiter (2005), Jamal (2008), Lasalvia et al. (2009)
	Reward	- (Strong)	-	+	Leiter (2004), Leiter & Maslach (2009), Lasalvia et al. (2009)
	Community	- (Strong)	-	+	Houkes et al. (2003), Schnorpfeil et al. (2002)
	Fairness	- (Strong)	-	+	Tepper (2001), Bakker et al. (2000), Riolli et al. (2006)
	Values	-	-	+	Siegall & McDonald (2004), Lieter & Maslach (2004), Leiter et al. (2008)
CONCEQUENCES OF BURNOUT	Job Satisfaction	- (Strong)	-	+	Malik et al. (2011), Maslach et al. (2001), Kumar et al. (2007).
	Organizational Commitment	- (Strong)	- (Strong)	+	Halbesleben & Buckley (2004), Haque et al. (2011)
	Turnover Intent	+ (Strong)	+ (Strong)	-	Lieter & Maslach (2009), Schaufeli & Bakker (2004), Du Plooy and Roodt (2010), Leiter et al. (2008).

Appendix B

LITERATURE REVIEW OF DEMOGRAPHIC VARIABLES AND BURNOUT

Table 44: Literature review of demographic variables and burnout (presented in a tabulated form)

	Emotional Exhaustion	Cynicism	Personal Efficacy	Reference
Gender: Male Female	 Higher	 Higher	 Higher	Haque et al. (2011), Maslach, Schaufeli & Lieter (2001), Soares et al. (2007), Bakker et al. (2002)
Age: Younger Mid- Age Older	 Higher Lower Higher	 Higher Lower Higher	 Lower Higher Lower	Aloha e al. (2006), Bakker et al. (2002), Maslach et al. (2001), Schaufeli and Enzmann (1998).
Ethnicity: Punjabi Non-Punjabi	Unknown			
Marital Status: Married Unmarried	 Higher			Haque et al. (2011), Soares et al (2007), Schaufeli and Enzmann (1998).
Education: Lower Higher	 Higher			Maslach, Schaufeli & Lieter (2001), Haque et al. (2011), Soares et al. (2007)
Sector: Public Private	 Higher Lower			Schaufeli and Bakker (2004)
Organization Type: Manufacturing Services	 Higher			Schnorpfeil et al. (2002), Tripathy (2002), Khattak et al. (2011)
Management Level: Top Middle Lower	 Highest Moderate Lowest			Anand et al. (2009) Cordes & Dougherty (1993)
Departments: Finance/Accounting IT/ Management Marketing/ HR	 High High Moderate			Fogarty (2000), Noor et al. (2008), Bakker et al. (2002), Cordes & Dougherty (1993)
Experience: Less More	 Higher			Lieter (2005), Masalch et al. (2001), Schaufeli & Enzman (1998)

Appendix C
MBI-GS CONSENT FORM

Acadia University
Wolfville, NS B4P 2R6
Ph. (902) 585-1671   Fax (902) 585-1051
cord@acadiau.ca

COR&D
CENTRE FOR
ORGANIZATIONAL
RESEARCH
& DEVELOPMENT

MBI-GS: Researcher Permission Agreement
Please fill out all yellow entry fields before printing document.

Full Name: Shamila Nabi Khan

Full Mailing Address:
          55- F, Gulberg 2, Lahore, Pakistan.

Telephone: 0300-8430663   Fax Number: -

E-mail Address: shamilankhan@hotmail.com

University Name & Address: Lahore School of Economics - New Campus, Intersection Main Boulevard, Phase VI, DHA, Lahore.

The following constitutes and agreement between

Of

hereinafter called Researcher, and the Centre for Organizational Research & Development of Acadia University, Wolfville, NS, Canada, hereinafter called COR&D.

COR&D shall provide the researcher with a master copy of the Maslach Burnout Inventory --General Scale (MBI --GS). The researcher is responsible for copying the MBI --GS and working with the organization for the distribution of the survey and collection of completed answer sheets.

The researcher will retain full rights to the data for publication. The researcher will forward COR&D a copy of the MBI --GS data (with demographic variables such as gender, age, occupation, and tenure, and the response rate) as part of its normative record. It will include a description of the organization(s) in which the survey occurred. COR&D shall retain rights to use these data within analyses of its larger data set but will not publish analyses based on these data alone. Analyses of a data set that includes any data arising from this project will give acknowledgement to the researcher as the source of the data.

The researcher will provide COR&D with a copy of any articles submitted for publication arising from this project. This is to keep COR&D informed of the development of the researcher's ideas regarding the survey and to inform COR&D about the participating organization(s). The research will not distribute the MBI --GS to any other party. The text will not be copied in any publication, research reports, or theses arising from the research.

All copies of the MBI --GS will include the following text:

> "Reproduced by special permission of the authors from the MBI-GS by Wilmar Schaufeli, Michael P. Leiter Christina Maslach and Susan Jackson. Copyright 1996 by Consulting Psychologists Press. All rights reserved. Further reproduction is prohibited without written consent."

The researcher agrees to only use the Survey for the purposes of his/her research project as outlined below:

Name of thesis or research project: Exploring the Causes and Consequences of Job Burnout: Model of Mediation

Anticipated start date: December 2011   completion date: June 2012

Size of research sample: Three Hundred

The undersigned agree to abide by the terms of this agreement (please sign document after printing):
Signatures
Researcher   Date   01/11/11.

COR&D

174

Appendix D
AWS CONSENT FORM

Acadia University
Wolfville, NS B4P 2R6
Ph. (902) 585-1671   Fax (902) 585-1051
cord@acadiau.ca

COR&D
CENTRE FOR
ORGANIZATIONAL
RESEARCH
& DEVELOPMENT

Areas of Worklife Survey: Researcher Permission Agreement
Please fill out all yellow entry fields before printing document.

Full Name: Shamila Nabi Khan

Full Mailing Address:
        55- F, Gulberg 2, Lahore, Pakistan

Telephone: 0300-8430663   Fax Number: ----

E-mail Address: shamilankhan@hotmail.com, shamila@lahoreschool.edu.pk

University Name & Address: Lahore School of Economics- Intersection of Burki Road and DHA Phase 5, Lahore

The following constitutes and agreement between

Of

hereinafter called Researcher, and the Centre for Organizational Research & Development of Acadia University, Wolfville, NS, Canada, hereinafter called COR&D.

COR&D shall provide the researcher with a master copy of the Areas of Worklife Survey. The researcher is responsible for copying the Areas of Worklife Survey and working with the organization for the distribution of the survey and collection of completed answer sheets.

The researcher will retain full rights to the data for publication. The researcher will forward COR&D a copy of the Areas of Worklife data (with demographic variables such as gender, occupation, and tenure) as part of its normative record. COR&D shall retain rights to use these data within analyses of its larger data set but will not publish analyses based on these data alone. Analyses of a data set that includes any data arising from this project will give acknowledgement to the researcher as the source of the data.

The researcher will provide COR&D with a copy of any articles submitted for publication arising from this project. This is to keep COR&D informed of the development of the researcher's ideas regarding the survey and to inform COR&D about the participating organization(s).

The researcher agrees to only use the Survey for the purposes of his/her research project as outlined below:

Name of thesis or research project: Exploring the Causes and Consequences of Job Burnout: Model of Mediation

Anticipated start date: December 2011   completion date: July 2012

Size of research sample: Three Hundred

The undersigned agree to abide by the terms of this agreement (please sign document after printing):
Signatures
Researcher _____   Date   01 /11/11

COR&D _____

Appendix E

ORGANIZATIONAL COMMITMENT CONSENT FORM

Organizational Commitment form

QUESTIONNAIRE LICENSE AGREEMENT – FOR ACADEMIC RESEARCHER / STUDENT USE

IMPORTANT: The Questionnaire you seek to use is licensed only on the condition that you ("YOU") are an Academic Researcher (as defined below)and agree with The University of Western Ontario ("UWO") to the terms and conditions set forth below. THIS LICENSE IS LIMITED TO A SINGLE USE OF THE QUESTIONNAIRE IN A RESEARCH PROJECT. ADDITIONAL USES OF THE QUESTIONNAIRE REQUIRE A RENEWAL LICENSE. PLEASE CAREFULLY READ THE TERMS AND CONDITIONS OF THIS QUESTIONNAIRE LICENSE AGREEMENT.

IF YOU AGREE TO BE BOUND BY THE TERMS OF THIS AGREEMENT, YOU SHOULD CLICK ON THE "I Accept" BOX AT THE BOTTOM OF THIS AGREEMENT. IF YOU DO NOT AGREE TO THE TERMS OF THIS AGREEMENT, YOU ARE NOT AUTHORIZED TO DOWNLOAD OR USE THE QUESTIONNAIRE.

DEFINITIONS

In this agreement, the following words, when capitalized, have the indicated meanings:

"Academic Researcher" indicates someone whose position presumes that they will conduct research and be responsible for the publication or other dissemination of the results of that research or be responsible for the teaching of students.

"Inventors" indicate the authors, Dr. John Meyer and Dr. Natalie Allen, in the faculty of Social Science at UWO.

"Questionnaire" indicates the TCM Employee Commitment Survey, Academic Version 2004 developed by the Inventors. The Questionnaire includes the Users Guide and the Organizational Commitment Survey which is available in two versions; the "Original" which contains 24 questions and the "Revised" which contains 18 questions. The license granted under this Agreement includes both versions of the survey and the Users Guide and can be downloaded from this website as a single PDF file.

"Research Project" indicates the administration of the Questionnaire to a person(s) or an organization by an Academic Researcher for the purpose of a single academic research study whereby no consideration of any kind, payment or otherwise, is received from the participants, or any affiliates of the participants, for the results from administering the Questionnaire.

1. LICENSE TO USE: UWO hereby grants to YOU a personal, non-exclusive, revocable, non-transferable, limited license to use the Questionnaire in a single Research Project. Any use of the Questionnaire for consulting or other commercial purposes is strictly prohibited.

2. LICENSE FEE: For use in a single Research Project conducted by an Academic Researcher the fee shall be $50.00 USD, plus a five per cent administration fee and any applicable taxes.

3. TERMS OF USE:
(a) YOU acknowledge that the Questionnaire is a copyrighted work and that it shall retain any copyright notices contained in or associated with the Questionnaire. Any use of or reference to the Questionnaire in a Research Project shall include the following notice: "Use of the TCM Employee Commitment Survey, authored by John Meyer and Natalie Allen was made under license from the University of Western Ontario, London, Canada".

(b) YOU agree (at the request of the Inventors) to share any results of the research conducted using the Questionnaire.

4. TERM AND TERMINATION: This Agreement is limited to use in a single Research Project and shall terminate at the conclusion of the Research Project. Use of the Questionnaire in subsequent research requires a renewal of the license. This Agreement shall terminate immediately without notice from UWO if you fail to comply with any provision of this Agreement. On any termination of this Agreement, the Disclaimer of Warranty, Restrictions, Limitation of Liability and Indemnity provisions of this Agreement shall survive such termination.

5. OWNERSHIP & RESTRICTIONS: The Questionnaire and any and all knowledge, know-how and/or techniques relating to the Questionnaire in whole or in part, is and shall remain the sole and absolute property of UWO and UWO owns any and all right, title and interest in and to the Questionnaire. All inventions, discoveries, improvements, copyright, know-how or other intellectual property, whether or not patentable or copyrightable, created by UWO prior to, after the termination of, or during the course of this Agreement pertaining to the Questionnaire is and shall remain the sole and absolute property of UWO. No right, title or interest in or to any trademark, service mark, logo, or trade name of UWO is granted to YOU under this Agreement. Without limiting the foregoing YOU shall not, and shall not authorize any third party to:
    • make copies of the Questionnaire;
    • modify, create derivative works, or otherwise alter the Questionnaire;
    • distribute, sell, lease, transfer, assign, trade, rent or publish the Questionnaire or any part thereof and/or copies thereof, to others;
    • use the Questionnaire or any part thereof for any purpose other than as stated in this Agreement;
    • use, without its express permission, the name of UWO in advertising publicity, or otherwise.

6. DISCLAIMER OF WARRANTY: THE QUESTIONNAIRE IS PROVIDED TO YOU BY UWO "AS IS", AND YOU ACKNOWLEDGE AND AGREE THAT UWO MAKES NO REPRESENTATIONS AND EXTENDS NO WARRANTIES OF ANY KIND, EITHER EXPRESS OR IMPLIED. THERE ARE NO EXPRESS OR IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS OF THE QUESTIONNAIRE FOR A PARTICULAR PURPOSE, OR THAT THE USE OF THE QUESTIONNAIRE SHALL PRODUCE A DESIRED RESULT, OR THAT

THE USE OF THE QUESTIONNAIRE SHALL NOT INFRINGE ANY PATENT, COPYRIGHT, TRADEMARK OR OTHER RIGHTS, OR ANY OTHER EXPRESS OR IMPLIED WARRANTIES. THE UNITED NATIONS CONVENTION ON THE INTERNATIONAL SALE OF GOODS SHALL NOT APPLY TO THE PROVISIONS OF THIS AGREEMENT.

IN PARTICULAR, NOTHING IN THIS AGREEMENT IS OR SHALL BE CONSTRUED AS:
A WARRANTY OR REPRESENTATION BY UWO AS TO THE VALIDITY OR SCOPE OF ANY COPYRIGHT OR OTHER INTELLECTUAL PROPERTY RIGHTS IN THE QUESTIONNAIRE.

7. LIMITATION OF LIABILITY: UWO SHALL NOT BE LIABLE TO YOU, YOUR END-USERS, OR ANY OTHER PERSON OR ENTITY FOR ANY LIABILITY, LOSS OR DAMAGES CAUSED OR ALLEGED TO HAVE BEEN CAUSED, EITHER DIRECTLY OR INDIRECTLY, BY THE QUESTIONNAIRE OR THE USE THEREOF OR OF THE DOWNLOAD SERVICE WITHOUT LIMITING THE FOREGOING, IN NO EVENT SHALL UWO BE LIABLE FOR ANY LOST REVENUE, PROFIT, BUSINESS INTERRUPTION OR LOST DATA, OR FOR SPECIAL, INDIRECT, CONSEQUENTIAL, INCIDENTAL OR PUNITIVE DAMAGES, HOWEVER CAUSED AND REGARDLESS OF THE THEORY OF LIABILITY, ARISING OUT OF OR RELATED TO THE USE OF OR INABILITY TO USE THE QUESTIONNAIRE EVEN IF UWO HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. UWO'S TOTAL LIABILITY SHALL BE LIMITED TO THE AMOUNT OF THE LICENSE FEES (IF ANY) PAID TO UWO.

8. INDEMNITY: YOU SHALL INDEMNIFY, DEFEND AND HOLD HARMLESS UWO, ITS BOARD OF GOVERNORS, FACULTY, STAFF, STUDENTS AND AGENTS FROM AND AGAINST ANY AND ALL LIABILITY, LOSS, DAMAGE, ACTION, CLAIM OR EXPENSE (INCLUDING ATTORNEY'S FEES AND COSTS AT TRIAL AND APPELLATE LEVELS) IN CONNECTION WITH ANY CLAIM, SUIT, ACTION, DEMAND OR JUDGEMENT ARISING OUT OF, CONNECTED WITH, RESULTING FROM, OR SUSTAINED AS A RESULT OF USE OF THE QUESTIONNAIRE OR IN EXECUTING AND PERFORMING THIS AGREEMENT.

9. GOVERNMENT END USERS: US Government end users are not authorized to use the Questionnaire under this Agreement.

10. USE OF THE WEBSOFT DOWNLOAD SERVICE: YOU represent and warrant that YOU possess the legal authority to enter into this Agreement, and that YOU shall be financially responsible for your use of the Websoft Download Service. YOU agree to be responsible for any License Fees, costs, charges and taxes arising out of your use of the Questionnaire and the Websoft Download Service. YOU are responsible for supplying any hardware or software necessary to use the Questionnaire pursuant to this Agreement.

11. GENERAL PROVISIONS:
(a) The Websoft Download Service is operated from Vancouver, British Columbia, Canada and this Agreement (and all disputes arising out of or relating to this Agreement) shall be governed and interpreted according to the laws of British Columbia, Canada without regard to its conflicts of laws rules. YOU agree that by accepting the terms of this Agreement and using the Software YOU have attorned to the exclusive jurisdiction of the Court of competent authority in the City of Vancouver, Province of British Columbia, Canada.

(b) USE OF THE QUESTIONNAIRE OR THE WEBSOFT DOWNLOAD SERVICE IS PROHIBITED IN ANY JURISDICTION WHICH DOES NOT GIVE EFFECT TO THE TERMS OF THIS AGREEMENT.

(c) YOU agree that no joint venture, partnership, employment, consulting or agency relationship exists between YOU and UWO as a result of this Agreement or your use of the Websoft Download Service.

(d) This Agreement is the entire agreement between YOU and UWO relating to this subject matter. YOU shall not contest the validity of this Agreement merely because it is in electronic form.
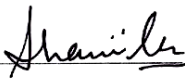
(e) No modification of this Agreement shall be binding, unless in writing and accepted by an authorized representative of each party.

(f) The provisions of this Agreement are severable in that if any provision in the Agreement is determined to be invalid or unenforceable under any controlling body of law that shall not affect the validity or enforceability of the remaining provisions of the Agreement.

(g) All prices are in US dollars and prices are subject to change without notice. UWO shall not be liable for any typographical errors, including errors resulting in improperly quoted prices on the Download Summary screen.

(h) YOU should print out or download a copy of this Agreement and retain it for your records.

(i) YOU consent to the use of the English language in this Agreement.

NAME: SHAMILA NABI KHAN

Name of Thesis or Research Project: EXPLORING THE CAUSES AND
CONSEQUENCES OF JOB BURNOUT:
MODEL OF MEDIATION

Signature: _Shamila_   Date: 11/11/11

Please fill the form above and include a scanned copy in your thesis.

Appendix F

AREAS OF WORKLIFE SURVEY

Part I contains questionnaire on the Areas of Worklife Survey.

Please use the following rating scale to indicate the extent to which you agree with the following statements.

Strongly Disagree 1	Disagree 2	Hard to Decide 3	Agree 4	Strongly Agree 5

Workload

1.	I do not have time to do the work that must be done.	1	2	3	4	5
2.	I work intensely for prolonged periods of time.	1	2	3	4	5
3.	After work I come home too tired to do the things I like to do.	1	2	3	4	5
4.	I have so much work to do on the job that it takes me away from my personal interests.	1	2	3	4	5
5.	I have enough time to do what's important in my job.	1	2	3	4	5
6.	I leave my work behind when I go home at the end of the workday.	1	2	3	4	5

Control

7.	I have control over how I do my work.	1	2	3	4	5
8.	I can influence management to obtain the equipment and space I need for my work.	1	2	3	4	5
9.	I have professional autonomy/independence in my work.	1	2	3	4	5

Reward

10.	I receive recognition from others for my work.	1	2	3	4	5
11.	My work is appreciated.	1	2	3	4	5
12.	My efforts usually go unnoticed.	1	2	3	4	5
13.	I do not get recognized for all the things I contribute	1	2	3	4	5

Strongly Disagree 1	Disagree 2	Hard to Decide 3	Agree 4	Strongly Agree 5

Community

14.	People trust one another to fulfill their roles.	1	2	3	4	5
15.	I am a member of a supportive work group.	1	2	3	4	5
16.	Members of my work group cooperate with one another.	1	2	3	4	5
17.	Members of my work group communicate openly.	1	2	3	4	5
18.	I don't feel close to my colleagues.	1	2	3	4	5

Fairness

19.	Resources are allocated fairly here.	1	2	3	4	5
20.	Opportunities are decided solely on merit.	1	2	3	4	5
21.	There are effective appeal procedures available when I question the fairness of a decision	1	2	3	4	5
22.	Management treats all employees fairly.	1	2	3	4	5
23.	Favoritism determines how decisions are made at work	1	2	3	4	5
24.	It's not what you know but who you know that determines a career here	1	2	3	4	5

Values

25.	My values and the organization's values are alike.	1	2	3	4	5
26.	The organization's goals influence my day-to-day work activities.	1	2	3	4	5
27.	My personal career goals are consistent with the organization's stated goals	1	2	3	4	5
28.	This organization is committed to quality.	1	2	3	4	5
29.	Working here forces me to compromise my values.	1	2	3	4	5

Appendix G

MASLACH BURNOUT INVENTORY- GENERAL SURVEY
(MBI-GS)

Part II of the questionnaire includes items on MBI-GS (items for three variables are mixed)

Please use the following rating scale to indicate the extent to which you agree with the following statements.

	Sporadic (A few time times a year or less) 1	Now and then (Once a month or less) 2	Regular (A few times a month) 3	Often (Once a week) 4	Very Often (A few times a year 5	Daily 6
Never 0						

1.	I feel emotionally drained from my work.	0	1	2	3	4	5	6
2.	I feel used up at the end of the workday.	0	1	2	3	4	5	6
3.	I feel tired when I get up in the morning and have to face another day on the job.	0	1	2	3	4	5	6
4.	Working all day is really a strain for me.	0	1	2	3	4	5	6
5.	I can effectively solve the problems that arise in my work.	0	1	2	3	4	5	6
6.	I feel burned out from my work.	0	1	2	3	4	5	6
7.	I feel I'm making an effective contribution to what this Organization does.	0	1	2	3	4	5	6
8.	I have become less interested in my work since I started this job.	0	1	2	3	4	5	6
9.	I have become less enthusiastic about my work.	0	1	2	3	4	5	6
10.	In my opinion, I am good at my job.	0	1	2	3	4	5	6
11.	I feel exhilarated when I accomplish something at work.	0	1	2	3	4	5	6
12.	I have accomplished many worthwhile things in this job.	0	1	2	3	4	5	6
13.	I just want to do my job and not be bothered.	0	1	2	3	4	5	6

14.	I doubt the significance of my work.	0	1	2	3	4	5	6
15.	I have become more cynical about whether my work contributes anything.	0	1	2	3	4	5	6
16.	At my work, I feel confident that I am effective at getting things done.	0	1	2	3	4	5	6

Appendix H
ORGANIZATIONAL CONCEQUENCES

Part III contain the items on Consequences of Burnout

Please use the following rating scale to indicate the extent to which you agree with the following statements.

Strongly Disagree 1	Disagree 2	Hard to Decide 3	Agree 4	Strongly Agree 5

Job Satisfaction

1.	All in all I am satisfied with my job.	1	2	3	4	5
2.	In general, I don't like my job.	1	2	3	4	5
3.	In general, I like working here	1	2	3	4	5

Organizational Commitment

1.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful.	1	2	3	4	5
2.	I talk up this organization to my friends as a great organization to work for.	1	2	3	4	5
3.	I am proud to tell others that I am part of this organization.	1	2	3	4	5
4.	I really care about the fate of this organization.	1	2	3	4	5

Turnover Intention

1.	I plan on leaving my job within next year.	1	2	3	4	5
2.	I am actively looking for other jobs.	1	2	3	4	5
3.	I want to remain in my job.	1	2	3	4	5

Appendix I

DEMOGRAHIC INFORMATION QUESTIONNAIRE

Part IV requires the socio-demographic information

Company Information:

1. Company Name:

(The company and employee name are kept anonymous)

2. Please tick the sector of your company:
   - ❑ Public sector
   - ❑ Private sector

3. Please tick the type of organization you work in:
   - ❑ Manufacturing/ industrial
   - ❑ Services

Employee Information:

4. Please tick your gender:
   - ❑ Male
   - ❑ Female

5. Please tell us your age (e.g. 28 yrs): _____

6. Please tick your ethnicity:
   - ❑ Punjabi
   - ❑ Non- Punjabi

7. Please tick your marital status:
   - ❑ Married
   - ❑ Non-married (divorced/ widowed/ single)

8. Please tell us number of years of formal schooling years (e.g. 12 yrs): _____

9. Where do you place yourself in the managerial hierarchy of the organization?
- ❑ Top management
- ❑ Mid level management (department managers)
- ❑ Lower level management

10. Please tick your occupational department:
- ❑ General manager/ CEO
- ❑ Software Engineers (IT)
- ❑ Marketing managers and Sales officers (Marketing & Sales)
- ❑ Production manager (Operations)
- ❑ Financial managers and Administrators (Finance & Accounting)
- ❑ Human Service Professionals (HRM)
- ❑ Other: _____

11. Please tell us your work experience at this position (e.g. 4 yrs): _____

Thank you for taking time to complete this questionnaire. Your effort is appreciated and

valued.