

Study on Burnout and Job Performances among Employees Working in HR, Operations, Sales, Finance and Administration Departments

Dr Hosamani Marilingappa

Asst Prof of psychology, PG Coordinator, Maharani Women's Art's, Commerce and Management College (India)

ARTICLE DETAILS

Article History

Published Online: 16 Sep 2019

Keywords

Job Burnout, Job Performance, Employees Working in HR., Operations, Sales, Finance and Administration Departments.

Corresponding Author

Email: hosamanim69[at]gmail.com

ABSTRACT

The aim of the study is to assess "the level of job performances and burn out among employees working in HR., operations, sales, finance and administration departments" and to find the differences in job performance and burnout among employees. The data was collected from 150 urban samples working in Bangalore each further divided into 30 working HR, Operational, sales, finance and administration department, using Copenhagen Job Burnout inventory is used in this present study. This scale comprises 19 items evaluating three sub- dimensions of burnout (personal burnout, work – related burnout, and client related burn out). Goodman & SyvanteK Job performance questionnaire. This scale covers the two forms of job performance namely, contextual performance and task performance. The hypothesis were as follows: Hypothesis:

1: There is no significant difference between job performances and burnout among employee working in HR, Operations, sales, finance and administration departments. Hypothesis: 2: There is no significant difference in Job Burnout among employees working in HR, Operations, sales, finance and administration departments. The study reveals that there is high level of burnout among employees working in operations and sales and moderate level of burnout in HR, finance and administration. The study reveals that there is low level of job performance among employees working in HR., operations, sales, finance and administration departments.

1. Introduction

The present generation is growing with a competitive society with a rapid changing global economy where there is excess use of technology and machines. To deal with the new technologies and computations, businesses have been changing their internal operations and focusing on essentials such as teamwork, collaboration, sharing of resources, flexibility, modularity, expanded functionality, and productivity.

With the increased focus on employee productivity, there is a corresponding increase in employee stress. The enhanced pressure to be productive, and the associated stress many employees are experiencing, is proving to be a major source of risk for many businesses. The National Safety Council found that on an average workday, one million employees will be absent from work due to job stress.

Scientific research and theories suggest that the employees who are happy and calm engage in more productive works leading for increased job performance than employees who are stressed, low energy and other job decrements like burnout leading to decreased job performances.

Recently, a study on job burnout, which belongs to job stress, is being performed in a field of organizational behavior. Job burnout is a mental phenomenon, which is a form of chronic stress reactions occurred by accumulated and long-term negative effects of job stress. This kind of job burnout is found from workers who engage in professional personal

services such as mainly, teacher, doctor, nurse, lawyer, social worker, police and fire public official

Lately, by rapid change in financial atmosphere, many companies have carried restructuring out to advance efficiency and existing vertical structure is being changed into horizontal structure in office with introduction of Korean own annual salary system. As a result, structure members experience mental insecurity and job stress on their tasks continually. Structure members experiencing extreme job stress are in an emotional exhausted state because of overload of task, equivocality of role and role conflict.

In addition, a degree of job burnout in the structure is being increased by continual job stress in an environmental atmosphere all-around society, called ordinary restructuring. Hereupon, a concern on job burnout phenomenon, which is a particular form of job stress, has been increased.

The rapidity with which the concept of job burnout has been incorporated into everyone's life is astonishing. During the two decades, many organizational members had been experienced job stresses. Because of chronic job stresses, they have fallen into job burnout. Generally speaking, Job burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment. But there are not enough studies about a profession outside human service.

In this point of view, this study examines the effect of organizational member's job burnout on job performance and what are the major antecedents of job burnout. Also the present study is designed to test the moderating effect of supervisor's support, job discretion, and self-esteem on relationship between role overload and role conflict and members' job burnout.

The term burnout was coined to describe psychological syndrome that is characterized by negative emotional reaction to one's job because of extended exposure to a stressful work environment. Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and it is defined by Freudenberg. In 1974, became the first researcher to publish in a psychology-related journal a paper that used the term burnout. He characterized burnout by a set of symptoms that includes exhaustion resulting from work's excessive demands as well as physical symptoms such as headaches and sleeplessness, "quickness to anger" and closed thinking. He observed that the burned-out worker "looks, acts, and seems depressed".

Burnout is considered to have a wide range of symptoms. There is no general agreement about which of those are part of burnout and which are not. But all definitions given so far share the idea that the symptoms are thought to be caused by work-related or other kinds of stress. One example of a source of stress outside of work is caring for a family member.

There are three main areas of symptoms that are considered to be signs of burnout according to Maslach and Jackson's theory:

- **Exhaustion:** People affected feel drained and emotionally exhausted, unable to cope, tired and down, and do not have enough energy. Physical symptoms include things like pain and stomach or bowel problems.
- **Alienation from (work-related) activities:** People who have burnout find their jobs increasingly stressful and frustrating. They may start being cynical about their working conditions and their colleagues. At the same time, they may increasingly distance themselves emotionally, and start feeling numb about their work.
- **Reduced performance:** Burnout mainly affects everyday tasks at work, at home or when caring for family members. People with burnout are very negative about their tasks, find it hard to concentrate, are listless and lack creativity.

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. Campbell defines performance as behavior, which is something done by an employee.

According to (Motowidlo, Borman, & Schmidt, 1997), Job performance has been defined as the overall expected value from employees' behaviors carried out over the course of a set period of time. This definition, although fairly technical, includes specific ideas that are worth breaking down.

Performance is a property of behavior, or what people do at work

An employee's behavior has expected value to the organization – that is, an employee's behaviors may be distinguished in the extent to which they help or hinder the organization, and the outcomes of unique behaviors are rarely measured so their value is expected. Performance can further be broken down into two distinct types:

- **Task Performance:** These are the actions that directly transform raw materials to goods and services – they are the things that are typically included in job descriptions
Examples include selling clothes, drilling holes, teaching class in a school
- **Contextual Performance.** These behaviors contribute to overall effectiveness through supporting the social and psychological climate where work is done

Examples include cooperating with teammates, diffusing conflict, cleaning up the conference room. Thus, this study focuses on burn out and job performances among employees working in different departments (HR, operational, sales, finance and administration). . *Employees working in these departments face the stress mainly when the targets are not reached this leads psychological issues. The definitions of these departments are below :*

Human Resources: The department or support systems responsible for personnel sourcing and hiring, applicant tracking, skills development and tracking, benefits administration and compliance with associated government regulations.

Operations management (OM): is the business function responsible for managing the process of creation of goods and services. It involves planning, organizing, coordinating, and controlling all the resources needed to produce a company's goods and services. Because operations management is a management function, it involves managing people, equipment, technology, information, and all the other resources needed in the production of goods and services. Operations management is the central core function of every company.

Sales department: is the direct link between a company's product or service and its customers.

Finance department: is the part of an organization that manages its money. The business of a finance department typically include planning, auditing, accounting and controlling its company's finances.

Administration department: is backbone of an organization. An effective administrator is an asset to an organization. He or she is the link between an organization's various departments and ensures the smooth flow of

information from one part to the other. Thus without an effective administration, an organization would not run professionally and smoothly.

2. Expanding The Theoretical Framework:

The Person within Context

Recent work on burnout has begun to develop new theoretical frameworks that more explicitly integrate both individual and situational factors, rather than considering them in separate either-or terms. This call for such an integration is certainly not new. Indeed, there is a long history within psychology of trying to explain behavior in terms of the interaction of person and environment. Many of these interactional models view person and environment as independent entities, but characterize them along commensurate dimensions so that the degree of fit, or congruence, between person and environment can be assessed. This approach is evident in some of the earliest models of job-person fit (e.g. French et al 1974), in which better fit was assumed to predict better adjustment and less stress.

Thus, a model of job-person fit would seem to be an appropriate framework for understanding burnout. However, prior conceptualizations of job-person fit are limited in terms of their direct application to this phenomenon. For example, the person is usually framed in terms of personality or an accurate understanding of the job, rather than in terms of emotions, motivations, or stress responses. Similarly, the job is often defined in terms of specific tasks, and not the larger situation or organizational context. The notion of fit is often presumed to predict such outcomes as choice of job/occupation or of organization (entry issues), or adjustment to the job (newcomer issues). In contrast, burnout involves a later point in the process, when the person has been working for a while and is experiencing a more chronic misfit between self and the job. Thus, the challenge is to extend the job-person paradigm to a broader and more complex conceptualization of the person situated in the job context.

Maslach & Leiter (1997) have begun to address this challenge by formulating a model that focuses on the degree of match, or mismatch, between the person and six domains of his or her job environment. The greater the gap, or mismatch, between the person and the job, the greater the likelihood of burnout; conversely, the greater the match (or fit), the greater the likelihood of engagement with work. One new aspect of this approach is that the mismatch focus is on the enduring working relationship people have with their job. This relationship is similar to the notion of a psychological contract (Rousseau 1995). Mismatches arise when the process of establishing a psychological contract leaves critical issues unresolved, or when the working relationship changes to something that a worker finds unacceptable. Secondly, whereas prior models of job-person fit predict that such fit produces certain outcomes (such as commitment, satisfaction, performance, and job tenure), this new model hypothesizes that burnout is an important mediator of this causal link. In other words, the mismatches lead to burnout, which in turn leads to various outcomes.

This model has brought order to the wide variety of situational correlates by proposing six areas of worklife that encompass the central relationships with burnout: workload, control, reward, community, fairness, and values. Burnout arises from chronic mismatches between people and their work setting in terms of some or all of these six areas. This is a comprehensive model that includes the full range of organizational factors found in research related to burnout. Despite their close interrelationships, each area brings a distinct perspective to the interactions of people with their work settings. These six areas of worklife come together in a framework that encompasses the major organizational antecedents of burnout.

Workload: A mismatch in workload is generally found as excessive overload, through the simple formula that too many demands exhaust an individual's energy to the extent that recovery becomes impossible. A workload mismatch may also result from the wrong kind of work, as when people lack the skills or inclination for a certain type of work, even when it is required in reasonable quantities. Emotional work is especially draining when the job requires people to display emotions inconsistent with their feelings. Generally, workload is most directly related to the exhaustion aspect of burnout.

Control: A mismatch in control is generally related to the inefficacy or reduced personal accomplishment aspect of burnout. Mismatches in control most often indicate that individuals have insufficient control over the resources needed to do their work or have insufficient authority to pursue the work in what they believe is the most effective manner. Individuals who are overwhelmed by their level of responsibility may experience a crisis in control as well as in workload. This mismatch is reflected as one of responsibility exceeding one's authority. It is distressing for people to feel responsible for producing results to which they are deeply committed while lacking the capacity to deliver on that mandate.

Reward: A third type of mismatch involves a lack of appropriate rewards for the work people do. Sometimes these may be insufficient financial rewards, as when people are not receiving the salary or benefits commensurate with their achievements. Even more important at times is the lack of social rewards, as when one's hard work is ignored and not appreciated by others. This lack of recognition devalues both the work and the workers. In addition, the lack of intrinsic rewards (such as pride in doing something of importance and doing it well) can also be a critical part of this mismatch. Lack of reward is closely associated with feelings of inefficacy.

Community: The fourth mismatch occurs when people lose a sense of positive connection with others in the workplace. People thrive in community and function best when they share praise, comfort, happiness, and humor with people they like and respect. In addition to emotional exchange and instrumental assistance, this kind of social support reaffirms a person's membership in a group with a shared sense of values. Unfortunately, some jobs isolate people from each other, or make social contact impersonal. However, what is most destructive of community is chronic and unresolved conflict with others on the job. Such conflict produces constant

negative feelings of frustration and hostility, and reduces the likelihood of social support.

Fairness: A serious mismatch between the person and the job occurs when there is not perceived fairness in the workplace. Fairness communicates respect and confirms people's self-worth. Mutual respect between people is central to a shared sense of community. Unfairness can occur when there is inequity of workload or pay, when there is cheating, or when evaluations and promotions are handled inappropriately. If procedures for grievance or dispute resolution do not allow for both parties to have a voice, then those will be judged as unfair. A lack of fairness exacerbates burnout in at least two ways. First, the experience of unfair treatment is emotionally upsetting and exhausting. Second, unfairness fuels a deep sense of cynicism about the workplace.

Values: The sixth area of mismatch occurs when there is a conflict between values. In some cases, people might feel constrained by the job to do things that are unethical and not in accord with their own values. For example, in order to make a sale or to obtain a necessary authorization, they might have to tell a lie or be otherwise deceptive or not forthcoming with the truth. In other instances, there may be a mismatch between their personal aspirations for their career and the values of the organization. People can also be caught between conflicting values of the organization, as when there is a discrepancy between the lofty mission statement and actual practice, or when the values are in conflict (e.g. high quality service and cost containment do not always co-exist).

3. Burnout Models

Veninga and Spradley (1981) believed that burnout occurred in the form of five distinct stages:

Honeymoon stage- This stage is characterized by the feelings of excitement, enthusiasm, pride, and challenge arising out of the elation about the new job. It gives rise to certain coping mechanisms and strategies, which prove to be dysfunctional later. Also, this euphoria has a flip side it marks the beginning of the depletion of energy.

Fuel shortage stage - The general, undefined feelings of fatigue, sleep disturbance, inefficiency, and job dissatisfaction signal future difficulties. These disturbances, in turn, can result in concomitant behaviors of increased eating, drinking, and smoking.

Chronic symptom stage-the physiological manifestation that appeared in the previous stage becomes more pronounced and accentuated in this stage and might even lead to the occurrence of symptoms like physical illnesses, anger, irritation, and depression.

Crisis stage - over a period, the symptoms may develop into acute psychosomatic disorders like peptic ulcer, tension headache, chronic backache, high blood pressure; sleep disturbance, etc., along with the development of escape mechanisms to deal with the increasing tendencies of self-doubt, a pessimistic view of life, and a general feeling of oppression.

Hitting the wall stage- in this stage, there is a total maladaptation due to the failure of the person's coping mechanisms to deal with stress.

The model proposed by Veninga and Spradley (1981) is evocative in imagery and could help a person recognize the warning signals and take preventive measures but the descriptive evocativeness comes at the cost of analytical rigour in modeling.

Cherniss (1980) came up with the first comprehensive model, emphasizing the process nature of burnout. It proposes that work setting characteristics (including extra –work demands and support) interact with individuals who enter the job with particular career orientations. The interaction of these factors results in stress. Employee strategies and techniques to cope with this stress vary from active problem coping in exhibition of negative attitude changes. He classified the exhibition of negative attitude changes as burnout and it occurs as process overtime.

Earlier studies by Burke and Colleagues (1984, 1989) have shown support to this model. From the beginning of nineties, no studies are reported with this model, may because of its limited focus on attitudinal reactions. A three dimensional conceptualization used by Maslach and her Colleagues (Maslach 1982 Maslach & Jackson 1981) with its various modifications remains as the most popular representation of burnout phenomenon.

Golembiewski in (1988, 1996) developed the 'phase model' of Burnout. The phase model proposes that three sub domains of burnout are differently virulent with a high-low status in a particular order generating eight distinct phases. According to phase model, an individual moving from phase I to phase VIII will report progressive decrements or deficiencies in a broad range of behaviors or attitudes. On an overall analysis various studies treated burnout through phase model have shown a decline in mental and physical health combined with a decrease in satisfaction and increase in job tension (Golembiewski, R. T., and Aldinger, 1998), lower productivity and greater hopelessness (Golembiewski, Aldeinger and Munzenrider, Stevenson, 1986) and greater cost of medical services (Jackson and Manning 1995). But this model has not received wide appreciation because of its inability to differentiate between each phase rather than showing a variance on overall analysis. Loss of popularity for this model may also be attributed to the sudden interest in studying process models dealing with the causal relationship between three Burnout dimensions.

Lee and Ashforth (1993), a process model explaining the casual sequence of burnout has two benefits:

- i) Early recognition of burnout fostering early precautions and treatment before it becomes chronic
- ii) Development of a theoretical process model to explain the antecedents and the consequences of burnout.

Various studies tried to understand the developmental sequences of those dimensions overtime.

Using secondary analysis with structural Equation Modeling (SEM), Van Dierendonck obtained the best model fit for the sequence in which Reduced Personal Accomplishment Synchronously influences Depersonalization and Depersonalization on its turn synchronously influences Emotional Exhaustion.

Maslach and Lieter (1997) tried to understand the concept through the job- person fit model and proposed the possibility of development of burnout due to mismatch of certain areas within job environment or interaction between them. They have identified workload, control, reward, community, fairness and values as the areas wherein any mismatch may lead to the development of burnout. This models focuses on factors that are inherent to job context, but do not consider the impact of the same on person outside work context.

4. Review of literature

On Job Performance:

The study by Rabindra Kumar Pradhan, Lalatendu Kesari Jena December 13, 2016 explores the concomitant areas for extending the scope of employee performance as a major domain of human resource (HR) effectiveness. We have interviewed researchers and corporate practitioners regarding their understanding of performance at workplace. Based on literature and feedback from academicians and industry professionals, a conceptual framework along with 42-item instrument on employee performance was proposed for empirical validation. The prescribed framework offers an inclusive understanding of the nature and subtleties of employee performance. It is proposed that, HR managers and organizational behavior (OB) practitioners must use the insights from the explored factors to create and maintain a better work environment. In applied perspective, the proposed instrument and its corresponding findings are expected to provide insights for designing organization-specific policies for improving employee performance.

The research study conducted by Wali Ur Rehman and Saquib Yusuf Janjua, Hummayoun Nazem to assess the impact of burnout on performance of the employees working in sales departments of banking industry in Pakistan. Data was collected from 322 sales officers working in banks. Regression analysis was used to assess the impact of burnout on performance and relationship between intrinsic motivation, job satisfaction, their intention to leave, role conflict, role ambiguity, burnout and performance of the sales officers. The result shows that burnout had a significant positive impact on the performance of sales officers. Performance, satisfaction and intention to leave were positively related to each other; however these variables had negative relationships with intention to leave, burnout, role conflict and role ambiguity. It is recommended that the management of banks should; formulate clear job descriptions, specify unity in chain of command, assign achievable targets to employees according to their capabilities, recognise performance through rationalised incentives and provide trainings to new entrants.

Katerberg and Blad (1983) stated that, at a more general level, successful job performance is important to both

individuals and organizations. Due to the "fragmented" nature of construction projects, job performance evaluation is more vital to project management since employees play a crucial role in such project activities as communication, coordination, problem solving, and project team cooperation (Cheng et al. 2000). This is consistent with Borman and Motowidlo (1997) who envisaged that more emphasis should be placed on understanding contextual aspects of job performance (e.g., cooperation, interest) due to the synthesis of team-based organizational structure. Although employee performance is expected to directly affect organizational performance, job performance evaluation, also known as performance appraisal (Woods et al. 1998), is surprisingly not a usual practice of many construction companies. As revealed in a study conducted by Hanna and Brusoe (1997), only 31% of the respondents in the United States admitted that their companies had job performance evaluations and companies with less income or smaller size are less willing to evaluate employee performance. It has been found that exposure to a stressor, such as role conflict or role ambiguity, has deleterious effects on employee job performance (Fried, Ben-David, Tiegs, Avital, & Yeverechyahu, 1998; Jackson & Schuler, 1985). To put it simply, as Jex (1998) concluded, high stress reduces job performance.

The research study conducted by Michael Leiter in 2014 aims to explain why research thus far has found only low to moderate associations between burnout and performance. We argue that employees use adaptive strategies that help them to maintain their performance (i.e., task performance, adaptivity to change) at acceptable levels despite experiencing burnout (i.e., exhaustion, disengagement). We focus on the strategies included in the selective optimization with compensation model. Using a sample of 294 employees and their supervisors, we found that compensation is the most successful strategy in buffering the negative associations of disengagement with supervisor-rated task performance and both disengagement and exhaustion with supervisor-rated adaptivity to change. In contrast, selection exacerbates the negative relationship of exhaustion with supervisor-rated adaptivity to change. In total, 42% of the hypothesized interactions proved to be significant. Our study uncovers successful and unsuccessful strategies that people use to deal with their burnout symptoms in order to achieve satisfactory job performance.

Cross-sectional study by Lisa Jackson in 2014, examined the mediating effect of affect-related traits on the relationship between work engagement and job performance. Specifically, a sample of 225 students from a large state university was used to examine the effect of trait emotional intelligence (EI) on work engagement and both in-role and extra-role performance. It was found that work engagement directly impacted both in-role and extra-role performance, indicating that engaged workers are more likely to perform well both on job-related tasks (in-role performance) and also ongoing above and beyond what was expected of them in their job role (extra-role performance). In addition, work engagement was predictive of trait EI, indicating that engaged workers were more likely to use affect-related traits in the workplace than those less engaged. Further, trait EI was predictive of both in-role and extra-role performance, suggesting that effectively managing one's

emotions, exhibiting strong social skills, demonstrating self-control, and displaying a general sense of well-being (i.e., trait EI) can lead to improved performance on the job. Lastly, work engagement and both in-role and extra-role performance were partially mediated by trait EI. This study provides new information about trait EI and its effect on job-related behaviors in an applied setting.

The research study conducted by Gege Pan 2017, discusses the influence of new generation burnout on task performance and turnover intention and the mediating role of career commitment and the moderating effect of innovation orientation. The results reveal that burnout of young skilled employees has direct negative effect on their task performance. Career commitment of young people plays the partial mediation role in the positive relationship between burnout and turnover intention, while innovation orientation plays the negative moderation in the relationship between occupational commitment and turnover intention. Management implications of the study are to reduce burnout can effectively improve job performance. At the same time, enhancing the employees' occupational commitment and innovative work values can effectively the young employees' turnover intention.

On Job Burn Out:

Research studies by Christina Maslach¹, Wilmar B. Schaufeli, Michael P. Leiter in 2001 states that Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy. The past 25 years of research has established the complexity of the construct, and places the individual stress experience within a larger organizational context of people's relation to their work. Recently, the work on burnout has expanded internationally and has led to new conceptual models. The focus on engagement, the positive antithesis of burnout, promises to yield new perspectives on interventions to alleviate burnout. The social focus of burnout, the solid research basis concerning the syndrome, and its Specific ties to the work domain make a distinct and valuable contribution to people's health and well-being.

Some studies have suggested different components of job burnout (Brotheridge and Grandy, 2002; Demerouti et al., 2001; Le Blance et al., 2007; Schaufeli and Bakker, 2004). Emotional exhaustion has been widely considered as the most essential component because it is clear that emotional exhaustion is a basic and fundamental component of job burnout.

However, some studies have excluded reduced personal accomplishment as a dimension of job burnout (Le Blance et al., 2007; Schaufeli and Bakker, 2004) because it reflects self-efficacy, a personal trait (Lee and Ashforth, 1996; Leiter, 1993). Others have excluded reduced personal accomplishment because it is weakly correlated with job burnout, whereas emotional exhaustion and depersonalization are strongly correlated (Lee and Ashforth, 1996).

Singh, P., Saur, D., & Leiter, M. P. (2012) examined the antecedents, consequences, and buffers of job burnout among

software developers using job demands resources theory. They found that software developers experiencing more role ambiguity, role conflict, schedule pressure, irregular shifts, group non-cooperation, psychological contract violation, and work-family conflict are at a greater risk of job burnout. The most important antecedent of job burnout was found to be work-family conflict. Job burnout increased job performance but decreased organizational commitment and interpersonal relationships. Subjective well-being and practicing yoga and meditation were inversely related to burnout-linked job performance. Subjective well-being, social support, and practicing yoga and meditation were also found to decrease the adverse association of job burnout with organizational commitment and interpersonal relationships.

Gupta & Behr, (1979) study attempted to determine the extent to which job stress was a predictor of important withdrawal behaviors (absenteeism and turnover). The study also examined the joint contribution of job stress and personal variables in the prediction of withdrawal. The ability of four job stressors (i.e. role ambiguity', role overload', resource inadequacy', and underutilization of skills') to predict absenteeism and turnover was examined. Personal or background characteristics considered were age, sex, marital status, number of children below the age of 18 years, family responsibility, company tenure, problems with working hours, and problems with travel to and from work. 651 employees from 5 Midwestern organizations were interviewed for approximately 90 min each during non-work hours. These organizations were a printing company, a small research and development Company, two automotive supply companies, and four service departments of a hospital. Approximately 18 months after the interview, researchers returned to 3 of the 5 companies (the hospital and two automotive supply companies) to obtain absenteeism and turnover measures from the companies 'records for several months after the interview. The findings of the study showed that while each of the stresses bears a significant relationship with intention to turnover. Only one stress, under-utilization of skills, is a significant predictor of voluntary turnover, thus supporting partially the hypothesis that job stresses are positively related to intention to turnover and voluntary turnover. The correlations of stress with intention to turnover are stronger than those of stress with actual voluntary turnover. It confirmed the hypothesis that job stresses are more positively related to intention to turnover than to actual turnover.

Madnawat and Mehta (2012) explored the relationship between burnout and the big five personality factors and found that neuroticism and extraversion was consistently able to predict burnout. Further neuroticism was positively related to exhaustion and cynicism while extraversion was negatively related to exhaustion and cynicism.

Research studies by Dr. Kaushal Bhatt Mr. Rajesh Ramanib in 2016, has shown that persons associated with human services are prone to job burnout. Burnout leads to work exhaustion, and that work exhaustion is a trigger for depersonalization and lack of personal achievement. Prior research has found evidence of the prevalence of job burnout

in nursing staff, technicians, teachers, customer service professionals, police, burnout and the strategies to mitigate it. Role ambiguity, job security, incentives, interpersonal relations, workload, lack of participation in decision making are some of the factors which are prominent in most of the literature.

5. Research Methodology

Problem: To study the Job Performances and Burn out among Employees.

Aim: To assess the level of job performances and burn out among employees working in HR., operations, sales, finance and administration departments.

Objective:

- To assess the job performances among employees working in HR, Operations, sales, finance and administration departments.
- To assess the burnout among employees working in HR, Operations, sales, finance and administration departments.
- To find the differences in job performance and burnout among employees.

Research hypothesis:

This study proposes the following hypotheses in accordance with the aims of this study and other relevant literature.

Hypothesis: 1

There is no significant difference in Job Burnout among employees working in HR, Operations, sales, finance and administration departments.

Hypothesis: 2

There is no significant difference in Job Performance among employees working in HR, operations, sales, finance and administration departments.

Variables:

Independent Variables: employees working in hr. Operations, sales, finance and administration departments.

Dependent Variable: Job performances and burn out of the employees.

Sample:

The present study consisted of 150 employees (age group 25-45years) from the Bangalore region. It consist of 30 employees each working in hr. Operations, sales, finance and administration departments, from different companies.

Inclusion criteria:

- Employees falling in the age range of 25-45,
- Both male and female,
- urban population, and
- Those working in departments like HR, operations, sales, finance and administration for an average of more than year were included in the research.
- Full time worker

Exclusion criteria:

- People who are not willing to participate and those with health issues,
- Speech / language problems and with psychological problems were excluded from the research.
- Part time worker

Sample design:

A within subject design with purposive sampling was considered for the study.

Tools:

Copenhagen burnout inventory (CBI):

The scale was developed by Copenhagen in 2005 and it is used in this present study. This scale comprises 19 items evaluating three sub- dimensions of burnout (personal burnout, work – related burnout, and client related burn out).

- The first sub scale assess personal burnout and comprises six items concerning the physical and psychological fatigue and overall exhaustion experienced by an individual.
- The second sub scale, entitled work related burnout, is made up of seven items concerning the physical and psychological fatigue experienced by respondents due to their workload.
- Finally, the third subscale termed client related burnout is composed of six items evaluating the physical and psychological fatigue experienced by people who work with clients in our case specifically with the consumers.

Reliability and validity of the scale :

In the present study, the items were rates on a 5 – point Likert scale: always =1, often = 2, sometimes = 3, seldom = 4, never= 5. The authors claim that test retest reliability of the scale is 0.75 and the validity co-efficient is 0.64

Job Performance Scale :

The scale was developed by Goodman & Svyantek in 1999 Job performance was measured by a 16-item job performance scale constructed by Goodman & Svyantek (1999). This scale covers the two forms of job performance namely, contextual performance and task performance. Contextual performance will be measured by seven items. 20 An example of measuring contextual performance is 'You help other colleagues with their work when they have been absent'. Task performance was measured by nine items for example by the item 'You achieve the objectives of your job'.

- Task performance is "the proficiency with which job incumbents perform activities that are formally recognized as part of their jobs; activities that contribute to the organization's technical core either directly by implementing a part of its technical process, or indirectly by providing it with needed materials or services" (Borman & Motowidlo, 1993). They believed that the contribution should be included in task performance; direct (for example; in the case of production workers) or indirect (for example; in the case of managers or staff personnel).

- “Contextual performance is predicted by other individual variables, not only task performance. Abilities and skills tend to predict task performance while personality and related factors tend to predict contextual performance.”
- Organ (1988), who proposed the dimensions of Altruism (supporting fellow-workers),
- Conscientiousness (diligent application to tasks).

degree of burnout and lower degree of job performances vice-versa.

Scoring Job Burnout and Job Performance:

Interpretation	Range
low	Less than 50
moderate	50 - 74
High	75 -95
severe	100

Reliability and validity of the scale :

In the present study, the items were rates on a 5– point Likert scale:neutral =1 Strongly disagree =2, Disagree = 3, Agree = 4, Strongly agree = 5. A score of 1 indicates that the item is not at all characteristic of the employee. The highest score of 5 means that the item being rated was completely characteristic of the employee. A one-factor analysis was tested to see whether job performance could be approached as one component. None items needed to be deleted from the scale. The reliability analysis of these items of the job performance scale showed a Cronbach’s alpha of $\alpha=.829$. For these reasons, this study decided to use the one-factor solution in the analysis.

The reliability statistics shows that 18 items possessed mean Cronbach’s Alpha Coefficient up to 0.82 and mean Item-total Correlation up to 0.70, which is evidence of internal consistency. Apart from this the inter-scale correlations among the three dimensions of Job Performance Scale also ranged up to 0.83, which also proves its reliability. Similarly the validity statistics also shows that the scale is defect free and it measures what it ought to measure. The results of Exploratory Factor Analysis showed that factor loading ranged from 0.60 to 0.94.

Test administration:

Scales of burnout and job performance have been distributed to subjects along with answer sheets. They were instructed to read each item carefully and to give answer, on answer sheet provided, in the form of any one of

alternatives like always, often, sometimes, seldom, never. And Strongly disagree =1, Disagree = 2, Agree = 3, Strongly agree = 4 .

After completion of attempting all the items, the scoring is done according to the norms of the manuals. As said earlier one who gets higher scores on the scale is having greater

Procedure

The sample which consisted of employees working in hr. Operations, sales, finance and administration departments, aged 25-45years were administered Job Performance scale and Copenhagen burnout inventory (CBI). Only those who volunteered for the study were administered the questionnaires. Both the groups were informed that the data collected from them would be used for academic purpose only and the information given by them would be kept confidential. Any doubts regarding the questionnaire were clarified immediately. The data was collected from the employees by face to face interactions, through mails and goggle forms.

Data Analysis:

The collected data was analyzed with the help of SPSS. Descriptive statistics such as mean and standard deviation was used to asses job performance and burn out in employees working in hr. Operations, sales, finance and administration departments and annova was used to find the difference in job performance and burnout.

6. Results and discussion

Discussion:

The data was scored appropriately as per the author’s norms. This study uses SPSS 22.0 software to analyze the data by using the method of The mean, S.D and an nova were used to analyze if there was significant difference in employee’s job performances and burnout between employees working in hr. Operations, sales, finance and administration departments.

Table 1: shows the descriptive analysis of employees working in HR, Operations, sales, finance and administration departments using Job Burnout

Descriptive analysis of employees in Job Burnout								
Departments	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1. HR	30	75.8667	9.97145	1.82053	72.1433	79.5901	48.00	93.00
2. Operations	30	82.1000	7.16962	1.30899	79.4228	84.7772	68.00	95.00
3. sales	30	82.7000	6.53452	1.19304	80.2600	85.1400	69.00	93.00
4. Finance	30	78.8333	9.18050	1.67612	75.4053	82.2614	52.00	93.00
5. administration	30	75.9333	8.51746	1.55507	72.7529	79.1138	54.00	88.00
Total :	150	79.0867	8.76075	.71531	77.6732	80.5001	48.00	95.00

Table 1 provides descriptive statistics for all variables analyzed in this study. The mean, standard deviation and 95% confidence intervals for the dependent variable for each separate group (HR, Operations, sales, finance and administration departments) as well as when all groups are combined (Total) in Job burnout among employees.

The mean score obtained by employees working in HR, Operations, sales, finance and administration department are as follows 75.8667 , 82.1000 , 82.7000, 78.8333 and 75.9333 respectively with the total of 8.76075.

The SD for employees working in HR, Operations, sales, finance and administration department are as follows 9.97145, 7.16962, 6.53452 , 9.18050 and 8.51746 respectively with the total of 79.0867.

Table 2: shows the differences of employees working in HR, Operations, sales, finance and administration departments using Job Burnout questionnaire.

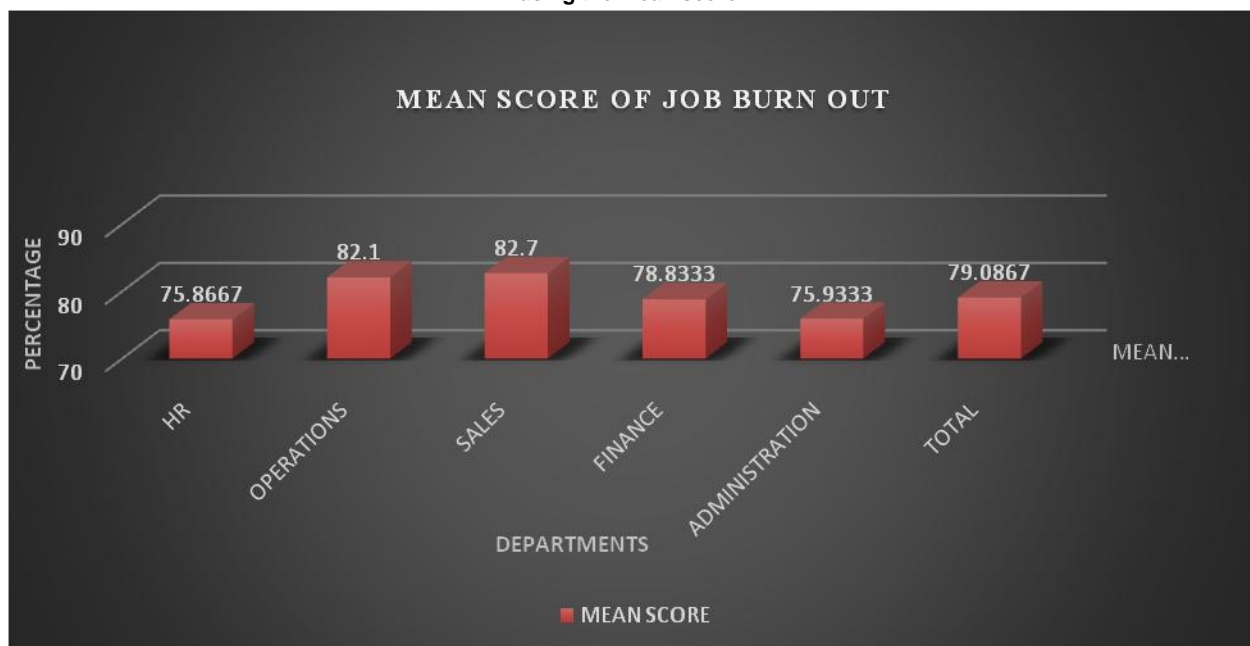
ANOVA					
shows the differences of employees working in HR, Operations, sales, finance and administration departments using Job Burnout					
Job burnout	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1275.373	4	318.843	4.550	.002
Within Groups	10160.500	145	70.072		
Total	11435.873	149			

Table 2 shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means. We can see that the significance value is .002 (i.e., $p = .021$), which is below 0.05 and **significant at 0.01** level therefore, there is a statistically significant difference in the Job burnout among employees working in HR, Operations, sales, finance and administration departments between groups and within groups with the **df as 4 and 145** respectively.

Hence the results of the study proves that there is significant difference in job burn out among employees working in HR, Operations, sales, finance and administration departments.

Thus it is not according to the **NULL hypothesis stated**: There is no significant difference in Job Burn out among employees working in HR, Operations, sales, finance and administration departments.

Graph 1: shows the degree of burn out among employees working in HR, Operations, sales, finance and administration departments using the mean score.



Graph 1: shows the degree of burn out among employees working in HR, Operations, sales, finance and administration departments using the mean score.

From the graph we can tell that burn out is high in employees working in sales with the mean score of 82.7 and operations with the mean score of 82.1.

Job burnout is moderate in the reaming departments in finance, administration and HR with mean score of 78.8333, 75.9333 and 75, 8667.

The overall total mean score indicates that there is moderate level of burnout among employees.

Table 3: shows the descriptive analysis of employees working in HR, Operations, sales, finance and administration departments using Job Performance.

Descriptive analysis of employees in Job Performance								
Departments	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1. HR	30	48.6667	10.59061	1.93357	44.7121	52.6213	33.00	80.00
2. Operations	30	46.3333	7.68937	1.40388	43.4621	49.2046	30.00	61.00
3. sales	30	42.3333	6.92986	1.26521	39.7457	44.9210	32.00	56.00
4. finance	30	44.4667	6.21307	1.13435	42.1467	46.7867	31.00	54.00
5. Administration	29	39.7931	5.41413	1.00538	37.7337	41.8525	31.00	49.00
Total	149	44.3490	8.09648	.66329	43.0383	45.6597	30.00	80.00

Table 3 provides descriptive statistics for all variables analyzed in this study. The mean, standard deviation and 95% confidence intervals for the dependent variable for each separate group (HR, Operations, sales, finance and administration departments) as well as when all groups are combined (Total) in Job Performance among employees.

are as follows **48.6667, 46.3333, 42.3333, 44.4667 and 39.7931** respectively with the total of **44.3490**.

The SD for employees working in **HR, Operations, sales, finance and administration** department are as follows **10.59061, 7.68937, 6.92986, 6.21307, 5.41413 and 8.09648** respectively with the total of **8.09648**.

The mean score obtained by employees working in **HR, Operations, sales, finance and administration** department

Table 4: shows the differences of employees working in HR, Operations, sales, finance and administration departments using Job Performance.

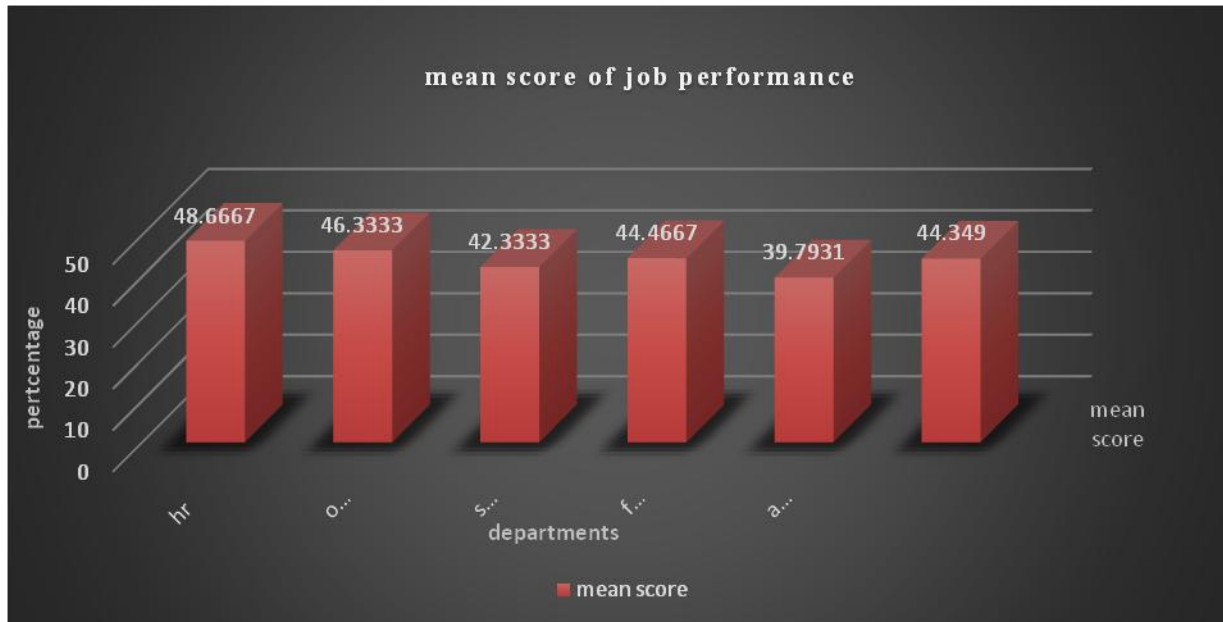
ANOVA					
Shows the differences of employees working in HR, Operations, sales, finance and administration departments using Job Performance.					
Job Performance	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1401.627	4	350.407	6.079	.000
Within Groups	8300.225	144	57.640		
Total	9701.852	148			

Table 4 shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means. We can see that the significance value is .002 (i.e., $p = .021$), which is below 0.05 and **significant at 0.01 level** therefore, there is a statistically significant difference in the Job burnout among employees working in HR, Operations, sales, finance and administration departments between groups and within groups with the df as **4 and 144** respectively.

Hence the results of the study proves that there is significant difference in job performance among employees working in HR, Operations, sales, finance and administration departments.

Thus it is not according to the **NULL hypothesis stated**: There is no significant difference in Job Burn out among employees working in HR, Operations, sales, finance and administration departments.

Graph 2: shows the degree of job performance among employees working in HR, Operations, sales, finance and administration departments using the mean score.



Graph 2: shows the degree of job performance among employees working in HR, Operations, sales, finance and administration departments using the mean score.

From the graph we can tell that job performance is low in employees working in administration, sales, finance Operations and HR, departments with the mean score of 39.7931, 42.3333, 44.4667, 46.333 and 48.6667 .

The overall total mean score indicates that there is low level of Job performance among employees.

7. Conclusion

1. The obtained results indicate that there is significant difference in Job Burnout among employees working in HR, operational, sales, finance and administrative departments which is significant at 0.01 level.
2. Hence it is not according to the null hypothesis 1 stated: There is no significant difference in Job Burn out among employees working in HR, Operations, sales, finance and administration departments.
3. From the graph we can tell that burn out is high in employees working in sales with the mean score of 82.7 and operations with the mean score of 82.1.

4. Job burnout is moderate in the remaining departments in finance, administration and HR with mean score of 78.8333, 75.9333 and 75, 8667.
5. The overall total mean score indicates that there is moderate level of burnout among employees.
6. The obtained results indicate that there is significant difference in Job performance among employees working in HR, operational, sales, finance and administrative departments which is significant at 0.01 level
7. Hence it is not according to the null hypothesis 1 stated: There is no significant difference in Job performance among employees working in HR, Operations, sales, finance and administration departments.
8. From the graph we can tell that job performance is low in employees working in administration, sales, finance Operations and HR, departments with the mean score of 39.7931, 42.3333, 44.4667, 46.333 and 48.6667 .
9. The overall total mean score indicates that there is low level of Job performance among employees.

References

1. Almer, E. D., & Kaplan, S. E. (2002). The effects of flexible work arrangements on stress, burnout, and behavioral job outcomes in public accounting. *Behavioral Research in Accounting* 14, 1-34.
2. Annu. Rev. Psychol. 2001. 52:397-422 Copyright © 2001 by Annual Reviews.
3. Angerer, J. M. (2003). Job burnout. *Journal of employment counseling*, 40, 98-107.
4. Arefin, M. S., Arif, I., & Raquib, M. (2015). High-performance work systems and proactive behavior: The mediating role of psychological empowerment. *International Journal of Business and Management*, 10(3), 132. doi:10.5539/ijbm.v10n3p132.
5. Arnold, & Ellen, 2006. Emotional Dissonance, Burnout, and In-Role Performance Among Nurses and Police.
6. Arvey, R. D., & Murphy, K. R. (1998). Performance evaluation in work settings. *Annual Review of Psychology*, 49, 141-169.
7. Officers, Inter J. Stress Mgt 13(4), 423-431.
8. Arnold, & Matthijs, 2010. Weekly work engagement and performance: A study among starting teachers, *J. Occup and Org Psy*, 83(1), 189-206.

9. Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670-687. doi:10.2307/256705.
10. Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the Job Demands-Resources Model to Predict Burnout and Performance. *Human Resource Management*, 43(1), 83-104. doi:10.1002/hrm.20004.
11. Bakker AB, Schaufeli WB, Demerouti E, Janssen PMP, Van der Hulst R, Brouwer J. 2000. Using equity theory to examine the difference between burnout and depression. *Anxiety Stress Coping* 13:247-68.
12. Burke, R., Greenglass, E., & Schwarzer, R. (1996). Predicting teacher burnout over time: Effects of workstress, social support, and self doubts on burnouts and its consequences. *Anxiety, Stress, & Coping*, 9, 261-275. doi:10.1080/10615809608249406.
13. Campbell, 1990. Modeling the performance prediction problem in industrial and organizational psychology, In Dunnette & Hough (Eds.), *Handbook of industrial and organizational psychology*, 1, 687-732, Palo Alto: Consulting Psychologists Press.
14. Cherniss C. 1980. *Professional Burnout in Human Service Organizations*. New York: Praeger.
15. Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89-136. doi:10.1111/j.1744-6570.2010.01203.x.
16. Chughtai, A., & Buckley, F. (2011). Work engagement: Antecedents, the mediating role of learning goal orientation and job performance. *The Career Development International*, 16(7), 684-705. doi:10.1108/13620431111187290.
17. Cordes, S. L., Dougherty T. W., & Blum, M. (1997), Patterns of burnout among managers and professionals: a comparison of models, *Journal of Organizational Behavior*, Vol. 18, 685-701
18. Coverman, Shelley. (1989). Role Overload, Role Conflict, and Stress: Addressing Consequences of Multiple Role Demands, *Social Forces*, Vol. 67, No. 4, p965-983.
19. Demerouti, Bakker, Nachreiner & Schaufeli (2001), The job-demands resources model of burnout, *Journal of Applied Psychology*, Vol. 86, No. 3, pp. 499-512
20. Golembiewski, R. T., Boudreau, R. A., Munzenrider, R. F., & Luo, H. (1996). Global burnout: A worldwide pandemic explored by the phase model. Greenwich, CT: Jai Press.
21. González-Romá, V., Schaufeli, W. B., Bakker, A. B., & Lloret, S. (2006). Burnout and work engagement: Independent factors or opposite poles? *Journal of Vocational Behavior*, 68, 165-174, doi:10.1016/j.jvb.2005.01.003.
22. Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of Vocational Behavior*, 55(2), 254-275.
23. *J. Basic. Appl. Sci. Res.*, 4(1)35-41, 2014 © 2014, TextRoad Publication.
24. Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress*, 19, 192-207. doi:10.1080/02678370500297720
25. Langelan, S., Bakker, A. B., van Doornen, L. P., & Schaufeli, W. B. (2006). Burnout and work engagement: Do individual differences make a difference?. *Personality and Individual Differences*, 40(3), 521-532. doi:10.1016/j.paid.2005.07.009
26. Lee, R. T., & Ashforth, B. E. (1993), A longitudinal study of burnout among supervisors and manager: Comparisons between the Leiter and Maslach (1988) and Golembiewski et al. (1986) models, *Organizational Behavior and Human Decision Processes*, Vol. 54, pp. 369-398
27. Leiter, M. P. (1993). Burnout as a developmental process: Consideration of models. In W. B. Schaufeli, C. Maslach, & T. Marek (Eds.), *Professional burnout: Recent developments in theory and research* (pp. 237-250). Washington, DC: Taylor & Francis.
28. Maslach, C. (1978), The client role in staff burnout. *Journal of Social Issues*, Vol. 34, No. 4, pp 111-124
29. Maslach, C., & Marek, T. (1993). *Professional burnout: Recent developments in theory and research*. Washington, DC: Taylor & Francis.
30. Paula Benevene, Department of Human Sciences, Lumsa University of Roma, Piazza delle Vaschette 101, 00193 Roma, Italy. Email: benevene@lumsa.it
31. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92. doi:10.1023/A:1015630930326
32. Schaufeli, W. B., Taris, T. W., & van Rhenen, W. (2008). Workaholism, burnout, and work engagement: Three of a kind or three different kinds of employee wellbeing?. *Applied Psychology: An International Review*, 57(2), 173-203. doi:10.1111/j.1464-0597.2007.00285.x
33. Um, M. & Harrison, D. F. (1998). Role stressors, burnout, mediators, and job satisfaction: A stress-strain outcome model and an empirical test. *Social Work Research*, 22(2), 100-115.
34. Usman, M. & Raja, N. S. (2013). Impact of job burnout on organizational commitment of public and private sectors: A comparative study. *Middle-East Journal of Scientific Research*, 18(11), 1584-1591.
35. Simbula, S., Mazzetti, G., & Guglielmi, D. (2011). Conflitto lavoro/famiglia, burnout e work engagement negli insegnanti: Il ruolo moderatore delle risorse lavorative e personali [Work-family conflict, burnout, and work engagement among teachers]. *Avances en Psicología Latinoamericana*, 29, 302-316.