

Dimensions Of Job Burnout Among The Female Bank Employees

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ABSTRACT

Burnout is a response to chronic job related emotional and interpersonal stressors that emerge from long term exposure to demanding situations. Female bank employees are often required to spend considerable time in interaction with customers and this daily friction can cause chronic stress and poses the risk of burnout. The purpose of this study is to identify the factors of job burnout and to analyze the level of job burnout among the female bank employees. 150 female bank employees from Coimbatore District are selected as samples for the study, through simple random sampling method. The primary data were collected with the help of structured questionnaire and analyzed using statistical tools such as factor analysis, correlation analysis and Anova test. The study identifies that out of the 21 parameters of job burnout, 3 factors have been extracted and these three factors explain the total variance of job burnout among the female bank employees to the extent of 51.26%. Thus, the results revealed that when female employees are more emotionally exhausted, they may experience more depersonalization and at the same time it reduces their personal accomplishment. Hence, it is recommended that by creating friendly relationship among the coworkers and positive attitude towards customer creates a trustful work environment and help the female employees to get rid of excessive job burnout.

Key words: Job Burnout, Emotional Exhaustion, Depersonalization, Personal Accomplishment.

INTRODUCTION

Burnout is an experience of physical, emotional and mental exhaustion characterized by a

negative self concept and dehumanizing view of others in situations when excessive demands are made on the employee and he/she gets caught between high expectation and chronic situational stress (Pines and Arosen, 1988)1. Job burnout has been identified as a special kind of professional stress experienced by the people who come in contact with other people at their work place in a daily basis (Gemlik, Sisman and Sigri, 2010)2. Such employees are more prone to experience the job burnout syndrome which causes emotional exhaustion, depersonalization and reduced personal accomplishment from their work (Maslach and Jackson, 1986)3. Emotional exhaustion is the extreme form of burnout which reflects in various debilitating symptoms of loss of energy, fatigue, headache, anxiety and irritability. Thus, it is a kind of tiredness which recognizable through physical, mental and emotional statutes and shows the base of individual friction. Depersonalization is related to the negative responses of individual towards working condition which causes indifference, apathy and alienation from others. Reduced personal accomplishment is related to lack of capacity of the individuals towards the job. It causes discontentment, feeling of worthlessness and depression, feeling of inadequacy and also lack of clarity about one's role and responsibilities. Thus employees feel unhappy about themselves and dissatisfied in accomplishment of their job.

Burnout is likely to cause the female bank employees to adopt a depersonalized approach to their customers and become less focused on their work which tends to cause errors. In turn making mistakes leads to increased number of financial negligence such as overstating and understating the daily closing balance of cash, wrong posting of entries, and mismatch in the records of non-performing assets and

overstated targets to employees cause severe burnout. An employee suffering from job burnout may appear to have loss of energy and enthusiasm in balancing their work and life (Larson, 2011)⁴. Burnout can have serious impact on both the professional and personal life of a female bank employee. It is not only a problem arisen from the disability of employees but also from the work environment in which there is an imbalance between the mindset of employee and nature of job and thus, job burnout is now becoming a major threat among the female bank employees. Hence, there is an urgent need to probe and identify the determinants of job burnout and the appropriate measures should be adopted to prevent burnout among the female bank employees.

The burnout can be prevented by implementing varied HR strategies in both the professional and personal life. Individual strategies which prevent job burnout include some programs for increasing job proficiency, prevention skills, social supporting and different relaxation exercises. Similarly HR strategies includes orientation programs, job training, effective staff management plan, regular meetings, creating participative work environment can be the solutions for the prevention of job burnout syndrome (Cavous and Demir, 2010)⁵. In view of its negative consequences, burnout is an issue that should be prioritized by the bank management. It is vital for the banks not only to deal with customers smoothly but also to take care of female employees for ensuring better customer relationship and productivity.

REVIEW OF LITERATURE

Mohammad Bagher Gorji (2011)⁶ studied the relationship with the components of job burnout in the performance of the bank personnel. The study conducted with a sample of 250 bank employees from Mellat bank in Iran using online questionnaire. The results highlighted that in addition to the high amount of job burnout among personnel, other factors like emotional exhaustion and

depersonalization have some reverse effects on the performance that means the performance of the personnel decrease due to increasing emotional exhaustion, depersonalization and vice versa.

Dimitrios Belias et al., (2013)⁷ investigated the job burnout experienced by bank employees in Greece and how much they enjoy the feeling of personal accomplishment from their work and also investigated the existence of possible factors affecting the level of the job burnout. The study found a significant relationship between burnout and the factor age that is an increase in age causes an increase in burnout and there is significant difference in the burnout among the factor gender which shows men experience more burnout than women. The authors also identified that burnout is much higher during the first professional years and found that people at mid-level managerial positions experienced emotional exhaustion and depersonalization more intensely than those who had higher levels of managerial positions.

Yea-wen Lin (2013)⁸ explored the causes, consequences and mediating effects of burnout so as to highlight the correlation between burnout and related variables. The study finds a direct correlation between employee's perception of low levels of emotional exhaustion and depersonalization and high levels of organizational commitment. It also highlighted that high level of emotional exhaustion and depersonalization lead to high turnover intention. The results of the study demonstrated a mediating effect of burnout on job demands and organizational commitment. Author concluded that the increased work load and severe role conflict among employees tend to result in emotional exhaustion.

Isaac Amigo et al., (2014)⁹ investigated the presence of the burnout syndrome among the employees of banking sector. They conducted a study among 1,341 professionals and collected data using Maslach Burnout Inventory. The

results revealed that 55.78% of the sample showed a high risk of burnout in at least two of the dimensions and the workers in commercial branch offices dealing with the general public showed a greater risk of burnout than those working in central services. The study concludes that the risk of burnout appears to be more closely associated with work-related stress and recommended that psychological intervention programs aimed at stress management will help the employees to get rid of excessive burnout.

OBJECTIVES OF THE STUDY

1. To identify the factors influencing job burnout among the female bank employees.
2. To measure the level of job burnout among the female bank employees.

RESEARCH METHODOLOGY

The present study is to identify the factors of job burnout and to analyze the level of job burnout among the female bank employees. Hence this study is descriptive and empirical in nature. For the purpose of the study, 150 female bank employees from Coimbatore District are selected as samples for the study, through

simple random sampling method. The primary data were collected with the help of structured questionnaire and the Cronbach's alpha for the job burnout scale is 0.91 that indicates an acceptable reliability of the questionnaire. Thus collected data were analyzed using statistical tools such as factor analysis, correlation analysis and Anova test.

RESULTS AND DISCUSSIONS

Objective 1: To identify the factors influencing job burnout among the female bank employees

Factor Analysis

Factor analysis is used to identify and cluster the female employee's perception towards the factors of job burnout. Table 1 shows that two tests namely, Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's Test of Sphericity have been applied to test whether the relationship among the variable is significant or not. Kaiser-Meyer-Olkin measure of sampling adequacy shows the value of test statistic 0.897, which means the factor analysis of selected variable is found to be appropriate. Bartlett's Test of Sphericity shows the significant value 0.000, which means the selected variables are statistically significant and exhibits a high relationship among the variables of job burnout.

Table 1: Reliability analysis on factors of job burnout

KMO and Bartlett's Test

Kaiser - Meyer - Olkin Measure of Sampling Adequacy.		.897
Bartlett's Test of Sphericity	Approx. Chi - Square	1867.583
	Df	210
	Sig.	.000

Table 2: Clustering of female employees perception towards factors of job burnout

Factor	Parameters	Rotated Factor Loadings
Factor 1: Emotional Exhaustion 31.36% of Variance	I feel emotionally drained from my work (S1)	.741
	I feel used up at the end of the working day (S14)	.732
	I feel fatigued from my work (S4)	.630
	I feel frustrated by my job (S11)	.615
	I feel burned out from my work (S6)	.847
	I feel i am working too hard on my job (S3)	.659
	Working with customer all the day is really a strain for me (S8)	.561
	Working in a direct contact with the customer puts too stress on me (S9)	.540
Factor 2: Depersonalization 12.31% of Variance	I feel i treat some customers as if they were impersonal object (S2)	.672
	I have become more callous towards customer (S16)	.663
	I worry this job is hardening me emotionally (S12)	.558
	I don't care what happens to some customers (S7)	.622
	I feel customers blame me for some of their problems (S18)	.416
Factor 3: Personal Accomplishment 7.59% of Variance	I can easily understand how my customers feel about things (S21)	.508
	I deal very effectively with the problems of my customer (S19)	.546
	I feel i am positively influencing customers through my work (S10)	.585
	I feel very energetic (S13)	.438
	I can easily create a relaxed atmosphere with my customer (S5)	.515
	I feel exhilarated after working closely with my customer (S20)	.551
	I have accomplished many worthwhile things in this job (S17)	.571
	I deal with emotional problems very calmly in my work (S15)	.596

Source: Compiled from Primary data

Table 2 reveals that out of the 21 parameters of job burnout, 3 factors have been extracted and these three factors explain the total variance of job burnout among the female bank employees to the extent of 51.26%. The 8 parameters of job burnout S1, S14, S4, S11, S6, S3, S8, S9 were clustered together as factor 1 (Emotional

Exhaustion) with 31.36% variance and 5 parameters of job burnout S2, S16, S12, S7, S18 grouped as factor 2 (Depersonalization) with variance of 12.31%. Another 8 parameters of job burnout S21, S19, S10, S13, S5, S20, S17, S15 constituted as factor 3 (Personal Accomplishment) with 7.59% variance.

Correlation analysis

Table 3: Correlation among the factors of job burnout

	Emotional Exhaustion	Depersonalization	Personal Accomplishment
Emotional Exhaustion	1		
Depersonalization	.48 **	1	
Personal Accomplishment	-.18 **	-.37 **	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Compiled from Primary data

Karl Pearson correlation Coefficient is used for testing the relationship among the identified variables namely Emotional Exhaustion, Depersonalization, Personal Accomplishment. Table 3 shows that there was a positive correlation between Emotional Exhaustion and Depersonalization which means when female employees are felt more emotionally exhausted they experienced more depersonalization ($r = 0.48$), but there exist a negative correlation between Emotional Exhaustion and Personal

accomplishment, where female employees feel more emotionally exhausted they experienced reduced personal accomplishment ($r = -0.18$) and there was a same negative correlation exist between Depersonalization and Personal Accomplishment, where feeling of depersonalization increases, female employees experience reduced personal accomplishment ($r = -0.37$).

Objective 2: To measure the level of job burnout among the female bank employees

Table 4: H0: There is no significant difference between the level of job burnout and the socio-demographic profile among the female bank employees

Factors of job burnout	Age		Educational Qualification		Designation		Year of Experience	
	F	Sig *	F	Sig *	F	Sig *	F	Sig *
Emotional and Physical Exhaustion	4.878	.000	4.909	.003	3.919	.000	4.925	.010
Depersonalization	4.879	.000	4.905	.002	3.895	.000	4.854	.007
Personal Accomplishment	4.880	.000	4.903	.001	3.913	.000	4.703	.005

Source: Compiled from Primary data

* 5% level of significance

The above table (4) tests the influence of socio-demographic profile of female bank employees on the factors of job burnout like Emotional and Physical Exhaustion, Depersonalization and Personal Accomplishment through one way Anova. It was found that there was significant difference

in the level of job burnout among the female bank employees who belongs to different age category ($p = 0.000 < 0.05$) having different educational qualification ($p = 0.003 < 0.05$), different designation ($p = 0.000 < 0.05$) and among different year of experience ($p = 0.010 < 0.05$). Hence there is significant difference

between the level of factors of job burnout like Emotional and Physical Exhaustion, Depersonalization and Personal Accomplishment on the socio-demographic profile among the female bank employees and all such hypothesis are rejected.

SUGGESTIONS

On the basis of findings of the study following suggestions are recommended by the researcher to reduce consequences of job burnout:

- ✓ If possible, physical or psychological conditions must be changed. If an employee is not able to create such changes, then he should modify some of his behaviors and also he should not accept the responsibilities that he thinks he can't deal with.
- ✓ Individual strategies like regular exercise, relaxation, time management should be adopted by the bank employees to reduce the effect of job burnout.
- ✓ Participation in stress management workshop, training programs, regular meetings helps bank employees to recover from the consequences of job burnout.

CONCLUSION

The consequences of job burnout are unavoidable among the female bank employees. The study highlighted that burnout among the female bank employees occur mostly due to excess of work pressure and due to spending much time directly with the customer. It was revealed that when female employees felt more emotionally exhausted they may experience more depersonalization and the same time it reduces their personal accomplishment. Thus, the banking sector has to identify the reasons for such burnout and should take steps to resolve the consequences of job burnout. Hence, by creating friendly relations among the coworkers and positive attitude towards customer creates a trustful work environment and thus it helps the female employees to get rid of excessive job burnout.

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