CHAPTER 6
SUMMARY, MAJOR FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 SUMMARY

Employees constitute the leading factors that determine the success of an organization. In a competitive environment, for the purpose of survival, an organization has to exploit the potential of their human resources to the maximum extent. The success history of great organizations shows that these organizations have achieved greater strides just due to the inherent value of their human resources as motivated and committed employees who almost always allow an organization to grow faster than similar competitive organizations. However, the commitment of the employees to contribute to their organization depends on the extent to which they are motivated by their employers. In fact, a well motivated and committed workforce feels that organization values them and they are playing an essential role within their organization which significantly enhances both employees’ as well as organizational performance. Hence, employee motivation and commitment is very important for an organization’s success. Motivated and committed employees are considered as an important asset to an organization and hence keeping the employees motivated, committed and getting them involved in their jobs with satisfaction their job is always rewarding to a business as the motivated and committed employees are more productive and higher productivity which ultimately results in higher profits.
However, in a competitive situation, an attempt made by the industries to achieve a cost efficient solution to their business problem may result in creating a continual pressure on the part of the employees. Though the organizations may achieve their desired objective in the short term by ignoring mental-physical aspects the ever increasing pressure on job results in over stress and eventually to job burnout. This, in turn negatively impacts employees’ job attitudes and leads to undesirable behaviour, such as lower job involvement, reduced task performance, and increased turnover intentions. Due to the continuous work pressure, the employees get gradually emotionally depleted and missing the motivation and commitment. This results in job dissatisfaction. Thus, in the long run, the poor involvement of the workers results in poor output which in turn, affects the future performance of the organization. Hence, creating a congenial work atmosphere becomes a paramount task of an organization’s success.

Thus, the above discussion clearly vindicates that job burnout is not a factor to be discussed isolation. There is a close affinity between job burnout, job commitment, job motivation and job satisfaction. Hence, to examine the burnout of employees, its relationship with the job satisfaction, job motivation and organizational commitment, are to be discussed.

It can be added that this relationship among job burnout, job commitment, job motivation and job commitment is more pronounced in the case of service industry. In a service industry the employees who are highly motivated and committed to the organization provide excellent quality customer services and keeping the customer happy and satisfied is always positive for a business. This is because, only in the case of service sector, the organizations has a direct contact with the employees and hence, in the service sector a good behavioural employees with provision of friendly and courteous services to their customers in this competitive environment. Among
the various service industries, the telecommunication service occupies a place of importance as this industry is one of the fastest growing industry in the context of India. More specifically, the mobile industry has been gaining momentum in the past 15 years and this industry ranks fifth among the global nations in terms of share and second in terms of its growth which is next only to China. Given this tremendous growth, with the increasing number of customers in this industry day by day, there is naturally an expectation on the part of the researcher on the increasing frustration, dissatisfaction on the job, less work commitment among the employees which all may be due to the increasing pressure on work.

From the above discussion, it is clear that the following research questions arise: 1) to what extent the employees of private telecom industries are satisfied with their job environment. 2) To what extent job satisfaction has been associated with organizational commitment. 3) What is the level of workers’ perception on organizational commitment? 4) To what the employees are involved in their work, 5) to what extent the employees the work environment motivates the employees to carry out their job effectively, 6) what is the status of job burnout among the employees of private telecom industry.

In the light of the above issues, the present project makes a modest attempt to measuring the extent of job burnout among the selected employees private telecom industry in the district of Coimbatore. As indicated earlier in the course of discussion on job burnout, it becomes essential to examine the relationship among the level of job satisfaction, job motivation and organizational commitment and eventually the burnout.

The objectives frames for this purpose were: 1) to trace out the socio economic status of the sample employees of employees of private telecom industry in Coimbatore, 2) to identify the level of satisfaction of the
employees on the working conditions in the private telecom industry of Coimbatore, 3) to understand the organizational involvement and the commitment of the sample employees, 4) to examine the level of job burnout of employees of private telecom industry in Coimbatore 5) to trace out the relationship among the job burnout and organizational commitment and 6) to provide suggestions.

Since the prime focus of the present piece of research is to examine the job motivation, job involvement and job burnout of private telecom service in Coimbatore district, the researcher has to rely on the primary data to be collected from the employees of private telecom units operating in the district. As a first step, to identify the employee respondents it became essential to identify number of private telecom units operating in the district of Coimbatore. Initially, it was found that there are totally eight telecom units operating in the district. These units include Airtel, Reliance, Aircel, Vodafone, Docomo, Uninor, Idea and MTS. The addresses of the Head office of each of the Telecom units operating in the district were identified first. The Head of the unit, namely the senior manager of each of telecom unit is approached and the number of branches and the number of employees in each of the branches of each unit were obtained. From the information obtained it was found that there are totally 53 centres operating under the eight telecom units identified. A list containing the addresses of these 53 units operating in the district of Coimbatore was prepared. From the list, 50 percent of the centres from each of the unit were selected at random. This gave a sample size of 27 units. The managers of these selected sample units were approached and again a list of employees working in these sample centres by unit wise was prepared.

From this list, 50 percent of the employees were selected randomly. This gave a total sample size of 503 employees distributed proportionately to
all the private telecom units operating within the district of Tamilnadu. The selected employees were approached and the information on their opinion on the factors determining their job motivation, job involvement and job burnout were obtained using the personal interview method.

To collect the relevant information, a pre tested question was used which included information on job motivation, job involvement and job burnout. The earlier studies carried out in the respective areas formed the basis of the identification of the questions in each of the area. A Five Point Likert scale has been used to measure the opinion of the employees on various factors included in the questionnaire. After the scrutiny of the questionnaire it was found that the information provided in three questionnaires were not reliable. Hence, these three questionnaires were omitted. Hence, ultimately, the study has 500 sample employees for the analysis.

To analyze the collected primary data the relevant statistical and econometric techniques including men, standard deviation, coefficient of variation, ‘t’ statistics, Cronbach’s alpha coefficient, Carl Pearson’s coefficient of correlation ANOVA have been used. To measure the opinion of the employee respondents, a five point Lykert Scale has been used in the study.

6.2 MAJOR FINDINGS OF THE STUDY

The analysis of the collected data has provided the following findings.

1) A majority of the sample employees fall in the young age group of less than 30 years.

2) A majority of the employees are unmarried.
3) A majority of the sample employees are professional or technical degree holders.

4) A majority of the sample employees belong to backward caste.

5) A majority of the families have three dependents.

6) A majority of the sample respondents are lower level managers.

7) A majority of the sample respondents are in the age group of 1-2 years.

8) A majority of the respondents earn a monthly income of 10,000-15,000.

9) A majority of the sample respondents strongly agree with the view that “there is security in the present job”.

10) A majority of the sample respondents get a leisure time of 20-30 minutes.

11) A majority of the sample respondents agree with the view that “the leisure time available in the middle of the work is sufficient”.

12) A majority of the sample respondents strongly agree with the view that the relationship with the coworker is cordial.

13) A majority of the sample respondents strongly agree with the view that “they have good health status to discharge their duties effectively”.

14) A majority of the sample respondents agree with the view that the salary provided by the company is sufficient.
15) A majority of the sample respondents agree with the view that the hours of work allotted is fair.

16) A majority of the sample respondents strongly agree with the view that the shift system is fair.

17) A majority of the sample respondents agree with the view that “there is transparency in the promotion policy.

18) A majority of the sample respondents strongly agreed with the view that the “job is highly monotonous in nature”

19) A majority of the sample respondents agreed with viewed that their relationship with the immediate supervisor or official is cordial.

20) A majority of the sample respondents strongly agree with the view that the training provided is relevant to their job.

21) A majority of the sample respondents strongly agree with the view that the members of the management are friendly and approachable by the employees.

22) A majority of the sample respondents strongly agree with the view that the organization stimulates cooperation within the business unit.

23) A majority of the sample respondents strongly agree with the view that “the organization’s incentive system encourages the employees to vigorously pursue organization’s objectives”

24) A majority of the sample respondents strongly agree with the view that “the employees of the organization have a low skill level compared with our industry”.
25) A majority of the sample respondents disagree with the view that “in the organization the nature of my job is non repetitive”.

26) A majority of the sample respondents strongly agree with the view that there is favoritism in performance evaluation of the organization.

27) A majority of the sample respondents disagree with the view that “the top management members try to make employees’ job more pleasant”.

28) A majority of the sample respondents agree with the view that “the organization shares manuals, models and methodologies with employees”.

29) A majority of the sample respondents strongly agree with the view that “the organization appreciates cooperation within the business units”.

30) A majority of the sample respondents agree with the view that “the organization’s incentives system is fair at rewarding people who accomplish organization objectives”.

31) A majority of the sample respondents agree with the view that “in the organization some employees lack important skill”.

32) A majority of the sample respondents agree with the view that “the organization allows me little freedom to make work related decision”.
33) A majority of the sample respondents strongly agree with the view that “the management follows a “pick-and choose” policy for promotion”

34) A majority of the sample respondents strongly disagree with the view that “the management treats all employees equals”

35) A majority of the sample respondents disagree with the view that “the organization shares manuals, models and methodologies with employees the origination shares know-how from work experience with each other”

36) A majority of the sample respondents strongly agree with the view that “the organization actively promotes exchange of knowledge within the business units”.

37) A majority of the sample respondents agree with the view that “the organization’s reward system really recognizes the employees who contribute the most”

38) A majority of the sample respondents strongly agree with the view that “the employees of the organization receive training and development in work-place skills on a regular basis”.

39) A majority of the sample respondents disagree with the view that “the organization often allows me to decide which tasks to perform”

40) A majority of the sample respondents strongly agree with the view that “only certain individuals are entertained for promotional opportunities”
41) A majority of the sample respondents strongly agree with the view that “management looks out for the welfare of the employees”

42) A majority of the sample respondents strongly agree with the view that “the organization shares expertise obtained from education and training with each other”

43) A majority of the sample respondents strongly agree with the view that “the organization appreciates exchange of knowledge within the business units”

44) A majority of the sample respondents agree with the view that “the organization’s incentive system encourages the employees to reach organization goals”

45) A majority of the sample respondents strongly agree with the view that “the management at this organization believes that continual training and upgrading of employees’ skills is important”

46) A majority of the sample respondents disagree with the view that “the organization allows the employees to have enough freedom to do what I want on my job”.

47) A majority of the sample respondents strongly agree with the view that “the yearly assessment depends upon the kind of relationship that the employees have with their supervisors and not on the work they perform”

48) A majority of the sample respondents disagree with the view that “the members of the management team are always available when their help and support is needed by the employees”
49) A majority of the sample respondents strongly agree with the view that “there is effective communication between management and employees”

50) A majority of the sample respondents agree with the view that “the management stimulates development of required skills among the employees”

51) A majority of the sample respondents strongly disagree with the view that “there is sufficient cooperation between various business units and the organization”

52) A majority of the sample respondents strongly disagree agree with the view that “the organization’s incentive system is at the odds with the goals of the organization”

53) A majority of the sample respondents disagree with the view that “persons who achieve organization goals are rewarded in the same as those who do not achieve the organizational goals”

54) A majority of the sample respondents strongly disagree with the view that “the employees at this organization have skills that are above average in this industry”

55) A majority of the sample respondents agree with the view that “the organization often allows the employees freedom of choice on how to do the work”

56) A majority of the sample respondents disagree with the view that “the promotion in the organization largely depends upon what kind of relationship one has with the top management”
57) A majority of the sample respondents strongly agree with the view that they are willing to put in great deal of effort beyond that is expected in order to help this organization to be successful

58) A majority of the sample respondents strongly agree with the view that “they will always talk up my organization to their friends as a great organization to work for”

59) A majority of the sample respondents strongly agree with the view that “they would accept almost any type of job assignment in order to keep working for this organization”

60) A majority of the sample respondents strongly agree with the view that “My values and the organization’s values are very similar”.

61) A majority of the sample respondents strongly agree with the view that “I am proud to tell others that I am part of this organization”.

62) A majority of the sample respondents strongly agree with the view that “I fell this organization really inspires the very best in me in the way of job performance”

63) A majority of the sample respondents strongly disagree to the view that “I am extremely glad that I chose this organization to work for over others I was considering at the time I joined”

64) A majority of the sample respondents strongly agree with the view that “I really care about the fate of this organization”
65) A majority of the sample respondents strongly agree with the view that “I feel, for me, this is the best of all possible organizations for which to work.”

66) A majority of the sample employees strongly disagree with the view that they feel emotionally drained from their work.

67) A majority of the sample employees strongly disagree with the view that they feel emotionally drained from their work.

68) A majority of the sample respondents strongly disagree with the view that they feel tired when they get up in the morning and have to face another day at work.

69) A majority of sample respondents strongly agree with the view that they sample respondents by opinion that they can easily understand how clients feel about things.

70) A majority of sample respondents strongly disagree with the view that they feel that they treat some clients as if they were impersonal objects.

71) A majority of sample respondents strongly disagree with the view that working with people all day is a real strain for them.

72) A majority of sample respondents strongly disagree with the view that they deal effectively with the problems of clients.

73) A majority of sample respondents strongly disagree with the view that they feel burned out from my work.

74) A majority of sample respondents strongly disagree with the view that they feel they are positively influencing other peoples' lives through their work.
75) A majority of sample respondents strongly disagree with the view that they have become more callous toward people since they took this job.

76) A majority of sample respondents strongly agree with the opinion that they worry that this job is hardening them emotionally.

77) A majority of sample respondents strongly disagree with the view that they feel very energetic.

78) A majority of sample respondents strongly disagree with the view that they feel frustrated by their job.

79) A majority of sample respondents agree with the view that they feel they are working too hard on their job.

80) A majority of sample respondents strongly disagree with the view that they do not really care what happens to some clients.

81) A majority of sample respondents strongly disagree with the view that working with people directly puts too much stress on them.

82) A majority of sample respondents strongly agree with the view that they can easily create a relaxed atmosphere with clients.

83) A majority of sample respondents strongly disagree with the view that they feel exhilarated after working closely with clients.
A majority of sample respondents strongly disagree with the view that they have accomplished many worthwhile things in this job.

A majority of sample respondents strongly agree with the view they feel like they are at the end of their tether.

A majority of sample respondents strongly disagree with the opinion that they deal with emotional problems very calmly in their work.

A majority of sample respondents strongly disagree with the view that they feel clients blame them for some of their problems.

The employees’ environments provide the greatest degree of motivation through social relationships (Mean=3.581) followed by intrinsic satisfaction (Mean=3.433) and, lastly, through economic rewards (Mean=3.162).

In terms of the sub-dimensions of job involvement, employees displayed only a moderate sense of duty towards work.

The Economic rewards significantly correlate with expressions of being job-involved, and feelings of guilt regarding unfinished work and absenteeism respectively, at the 1 percent level of significance.

Intrinsic satisfaction correlates significantly but inversely with response to work at the 5 percent level of significance.

Social relationships significantly but inversely correlate with response to work at the 1 percent level of significance.
93) No significant differences were reflected in the other sub-dimensions of job involvement (response to work, sense of duty towards work, feelings of guilt about unfinished work and absenteeism) among employees varying in age.

94) There was no significant difference in the sub-dimensions of job involvement between male and female employees.

95) Correlation coefficient ranges widely from a maximum coefficient of 0.94 to a minimum of 0.12.

96) The mean score for the factors of motivation ranged from a minimum of 4.58 to a minimum of 1.22. The mean value for all the variables is above the average score of 3 and the variance also ranged from a minimum of 30.63 percent to a maximum of 280.47.

97) The reliability analysis measured using the Cronbach’s alpha Coefficient indicates that the coefficients of the motivation factors are well above the value of 0.60 indicating the reliability of the data.

98) The identified variables could explain a majority of the variance in the context of the sample firms also indicating the reliability of the MBI in the case of the study area.

99) The reliability analysis results of each sub-dimension are as follows: emotional exhaustion 0.87; reduced personnel accomplishment 0.76; and depersonalization 0.75. With these results, the burnout measure can be considered as reliable within its sub-factors as well.
6.3 EMERGING SUGGESTIONS

1) Although, employees are currently most motivated by social relationships in their workplaces, there is evident room for improvement. The greatest area for improvement is that of economic rewards, followed by intrinsic satisfaction and then social relationships.

2) The results of research of Badri (1995), Shariat (1995), and Payami (2002) are almost consistent with the present research. Similarly, Ahmadi and Khalife (2002) showed in their research that educational managers have a job burnout lower than average. Considering the research results, it is essential to pay more attention to organizational, personal, and social confrontation sources and solutions mentioned above, in order to reduce the level of the burnout. Unlike some methods of confrontation which are of financial nature, demanding its special solutions, some of them have managerial, behavioral, attitudinal, or social nature. In such cases, it would be useful to have workshops and short training courses, discussion groups, and the like, for the reduction of ambiguity in the roles of managers, social support process, or preparing them sufficiently for acceptance of responsibility which have meaningful relationship with reduction of job burnout. Also, necessary authority should be given as much as possible to the assistants when assigning them the responsibility.

3) To increase the job satisfaction level of the employees the company should concentrate mainly on the incentive and reward structure rather than the motivational session.
4) It is suggested that Task Orientation was significant in influencing knowledge worker’s affective organizational commitment as this allows knowledge workers to have the freedom of deciding the best method for accomplishing the task at hand.

5) Opportunities for training and development also are found to influence affective organizational commitment. Hence, training can be provided to the workers at constant intervals.

6) Organizations wanting to retain employees and expect them to develop higher levels of affective organizational commitment should promote organizational support, policies that create an enabling environment for team work amongst employees and forge close relationship between members of the management team and the employees.

7) They may be provided freedom and the empowerment in completing their assigned tasks in-line with the organization’s policies.

8) The variety of tasks assigned to employees need to be highly challenging and involves innovation as well as worthwhile to the organization. These can be achieved by including these specifications in the employees’ job description. This would give the employee the reassurance that he or she has the task autonomy as well as the task variety aspect to his or her benefit.

9) Organizations should also need to ensure that employees are constantly allowed and given the opportunity to improve
themselves through training and development. This may boost the morale of the knowledge workers as well as increase the level of their affective organizational commitment.

10) Organizations also need to ensure that the compensation system offered is such that their achievement toward organizational goals and objectives are fairly compensated as well as their efforts are recognised.

6.4 CONCLUSION

One of the most important factors in today’s business world is the human resources of organizations. It is not easy to make employees committed to their organizations, especially in the telecom sector, where much of the workforce has contact with the public for their redressell. In that respect, organizational commitment is no doubt one of the most important factors to increase the added value of the personnel to the organization. This study is performed to find out the relationship between the burnout and organizational commitment.

When the structure of the study sample is considered, the majority of the sample includes mostly men, married, and graduate personnel. The sample has an average age of less than 25 years of age with a work experience of two. This result reveals the difficulty of having committed personnel in the telecom sector, which includes such qualified personnel. The average work experience of this study is two years, which is assumed to create one of the greatest reasons of having a high level of organizational commitment although having fewer score on organizational burnout. In other words, it is believed that more work experience means more organizational commitment.
for the personnel. This result of the study is similar to another studies or researches.

Main factors that form burnout are listed as workload, insufficient personnel, and time pressures which are not easy to deal with in organizations. The necessities of face-to-face working with customers affect telecom sector personnel negatively.

High expectations in the early times of work are believed to cause organizational burnout. Considering the average age of this study, it is an early period of work experience for the telecom sector employees.

It was also found that although the scores of personal accomplishment and burnout are high, their depersonalization scores seemed to be low. Thus, it is believed that although the employees experience intensive organizational burnout, they were not senseless to their occupational necessities. When the reduced personal accomplishment level increases (reduced personal accomplishment), affective commitment also increases. Especially in the times of crisis, emotional exhaustion seems to be affected negatively. But crisis environments force the unhappy personnel with a low level of organizational burnout to continue the status quo not to face a possible unemployment. The results of this study indicate a relationship between burnout and the organizational commitment. There is a relationship between emotional exhaustion and commitment. In that respect, while an increase or decrease in commitment level is described by emotional exhaustion.

In addition, it is found that a decrease in personal accomplishment causes an increase in continuance commitment. The people working for long periods in the same organizations may lose their self-trust, which
subsequently bring the feeling to increase the continuance commitment level and stay in same organization to maintain the status quo.

Another finding of this study is that when depersonalization increases affective commitment, normative commitment increases too. Then, there is not a negative effect of depersonalization to the organizational commitment. In conclusion, although the employees have depersonalization feelings, they keep their organizational commitments at high levels mainly because of their specific occupational characteristics. In sum, this study revealed the relationship between burnout and organizational commitment. It is considered that quality issues, right service, efficiency, and effectiveness in the telecom sector make the issues of burnout and organizational commitment more important in today’s organizational environment.

The results are consistent with the expectation that burnout leads to reduced organizational commitment. Although each of the three aspects of burnout were significantly correlated with organizational commitment, they did not all display a unique relationship with organizational commitment. The relationship between commitment and depersonalization appears to be redundant with that of the other two aspects of burnout. It may be, as suggested earlier, that the role of depersonalization is in mediating the development of reduced personal accomplishment, and thus it does not have an independent contribution to make to the level of commitment.

6.5 SCOPE FOR FURTHER RESEARCH

Having obtained greater insight into the relationship between employee motivation and job involvement, greater clarity on the relationship between job involvement and organizational commitment and job burnout is necessary owing to the contradictory results obtained in this area. The probable reason for this is that a majority of the studies were conducted in the
context of developed countries and there are only few studies carried out in the Indian context. Due to the differences in the development nature of country, the objectives of the organization may also get varied. This difference is expected to lead to differences in the significance of the factors on job commitment, motivation, involvement and eventually burnout. Hence, studies may be carried out in various organizations of India including the manufacturing industries and the services industries not only to understand the relative importance of the variables already used in the theory but also to formulate new set of variables which are relevant to the Indian manufacturing and service industries. A continuous longitudinal research is essential in this regard.