CHAPTER 1
INTRODUCTION

1.1 PRELUDE

Employees are one of the important factors determining the success of any business industry. With the increasing competition, the organizations attempt to exploit their potential to their maximum. However, the continuous pressure on job results in the job dissatisfaction, or frustration, job stress and ultimately job burnout. With the work force assuming the primary position in any organization, the job stress and job burnout affects the growth and the performance of any organization. This is more so in the case of service industry like the telecom industry where there is an increasing work pressure on the part of the employees due to increasing competition. Hence, understanding the opinion of the employees on job, the factors of job motivation, the extent of job involvement and the level of job burnout becomes essential and in the present project such attempt is being made in the context of Coimbatore district, Tamilnadu, a district which is experiencing the highest rate of growth in district income among all the districts of Tamilnadu.

1.2 STATEMENT OF THE PROBLEM

Human resources constitute the raison d’etre of the development of an organization. More specifically, employees are one of the most important determinants and leading factors that determine the success of an organization. In today’s rapidly changing corporate environment, an organization wants to
exploit the potential of their human resources to the maximum extent so as to stay ahead of the other organizations in a highly competitive environment. It needs no evidence that great organizations are built on the inherent value of their human resources as motivated and committed employees almost always allow an organization to grow faster than similar competitive organizations. A well motivated and committed workforce feels that the organization values them and they are playing an essential role within their organization which significantly enhance both employees' as well as organizational performance (Shore and Martin 1989; Meyer et al 1989). Hence, employee motivation and commitment is very important for an organization’s success. Motivated and committed employees with high levels of job involvement are considered as an important asset to an organization and keeping the employee motivation, commitment, job involvement and job satisfaction is up always rewarding to a business as motivated and committed employees are more productive and higher productivity usually results in higher profits (Denton 1987).

However, in a competitive environment, the thrust for achieving a higher and targeted growth may result in creating a continual pressure on the part of the employees. This is because, employees are expected to set forth swift, preferable and cost-efficient solutions to business problems. The organizations may achieve their aims in a short term by adapting various manners and ignoring mental-physical aspects of the personnel at work, but the personnel of such organizations are commonly dissatisfied, nervous, quarrelsome, depressed, and pessimistic, or afflicted with job burnout (Saatchi 1995). Hence, the ever increasing pressure on job results in overstress and eventually to job burnout (Telman and Onen 2006). Researchers found that burnout negatively impacts employees’ job attitudes and leads to undesirable behaviors, such as lower job involvement, reduced task performance, and increased turnover intentions (Jackson and Maslach 1982; Leiter and Maslach 1988; Motowidlo and Packard 1986; Shirom 1989;
Wright and Bonett 1997; Wright and Cropanzano 1998). These projects attempt to explore the relationship between the job involvement and personality hardiness on burnout. The burnout does not happen suddenly or in one day. Due to the continuous work pressure, the employees get gradually emotionally depleted and missing the motivation and commitment (Freudenberger 1974; Maslach and Leiter 2005). This results in job dissatisfaction.

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 (Faizan Mohsan et al 2011).

This is because, there is a difference between the manufacturing sector and service sector. In the case of manufacturing sector, it is only the visible goods that are being sold and hence it is the quality of the product that determines the level of satisfaction of the customers and the direct contact with the employees is nil. However, in the case of service sector, the service provided is the product sold and hence there is a direct link between the sellers of the service namely the service provided and the buyers of the service. Hence, it becomes true especially for the service organizations that rely heavily on their good behavioural employees to provide friendly and courteous services to their customers in this competitive environment.
The present project it is attempted to examine the relationship among the level of job satisfaction, job motivation and organizational commitment and burnout of private telecom sector employees in Coimbatore district.

India has always been an attractive destination for international companies across the world. With its rapidly growing economy, India is making developments in all the sectors including the telecom. The telecom sector is gaining momentum with the advent of private players like Airtel, Reliance, Tata etc. in the field. Previously, telecom sector was monopolized by government.

The telecom sector has registered tremendous growth over the years. As a result, India has become the third largest telecommunication network in the world. The subscriber base is increasing manifold and the country has emerged as the fastest growing telecom market in the world.

After the Indian economy was liberalized, privatized and globalized, many private companies flooded the Indian market. In the private services, Airtel, Reliance, Aircel, Vodafone, Docomo, Uninor, Idea, MTS and TATA are the major players.

As a result of many number of private companies, the telecom companies are facing stiff competition among them. This has resulted in the ever changing polices among the rival firms which in turn results in the continuous work pressure on the part of the employees in these organizations. This is expected to be more in the case of the district of Coimbatore. According to 2006-07 to the report of the government of Tamilnadu, (Department of Economics and Statistics, 2010-11) the District of Coimbatore has been registering the highest rate of growth in the district income which has even surpassed the growth in the income of Chennai. This higher rate of
growth in income has resulted in the higher rate of growth in per capita income and eventually results in a continuous increase in the demand for cell phone services. Hence, providing satisfactory customer services and keeping the customer happy and attempting to achieve a higher level of target fixed may all expected to result in continual work pressure depletion of job commitment, job motivation and satisfaction and ultimately to job burnout. Hence, considering Coimbatore study area is felt apt.

From the above discussion, the research questions identified are: 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 Coimbatore. The present study attempts to study these issues in the context of the employees of private telecom industry in Coimbatore.

1.3 ORGANIZATIONAL BURNOUT

Burnout has been defined as a specific kind of occupational stress in human service professionals, which results from the demanding and emotionally charged relationships between caregivers and recipients (Maslach and Jackson 1986).

In recent years, increasing attention has been paid to the phenomenon of burnout, particularly in human services professions. Burnout appears to be a response to interpersonal stressors on the job, in which an overload of contact with people results in changes in attitudes and behaviors toward them. More specifically, burnout has been defined as a syndrome of
emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment that can occur among individuals who work with people in some capacity (Maslach and Jackson 1986, 1984).

As described above, burnout is studied in three different types. “Emotional exhaustion” refers to feelings of being emotionally overextended and drained by one's contact with other people. “Depersonalization” refers to an unfeeling and callous response toward these people, who are usually the recipients of one's service or care. Thirdly, “reduced personal accomplishment” refers to a decline in one's feelings of competence and successful achievement in one's work with people. These three aspects of the burnout syndrome have been the focus of numerous research studies investigating the causes and outcomes of burnout (Maslach and Jackson 1986).

Health sector staffs generally are considered at high risk of work-related stress, and burnout has been a major concern in the field of occupational health (Shimizu et al 2003). Health personnel experience considerable stress in their job because they have long working hours, a wide range of tasks, and complicated relationships with patients, their families, doctors, and other coworkers (Maslach et al 2001).

1.4 ORGANIZATIONAL COMMITMENT

Organizational commitment of the staff has been a commonly studied issue recently. The most commonly used definition of organization commitment belongs to Allen and Meyer (1990), “a psychological state that binds the individual to the organization.”

Allen and Meyer, define organizational commitment as a multidimensional construct. Accordingly, there are three different types of organizational commitment: affective, normative, and continuance commitment.
Affective commitment is “the employee’s emotional attachment to, identification with, and involvement in the organization,” whereas normative commitment is defined as a “feeling of obligation to continue employment.” Finally, continuance commitment occurs as a result of “an awareness of the costs associated with leaving the organization.” Each dimension is thought to contribute to an employee’s relationship with the organization, has implications for his/her continuing membership, and may be affected by different antecedents or may have different consequences (Meyer and Allen 1991).

Organizational commitment refers to employee identification with, and involvement in, a particular organization (Mowday et al 1979). Higher levels of commitment are reflected in lower rates of turnover (Steers 1977), and also are believed to be related to enhanced productivity and better delivery of services. It seems reasonable to postulate that the experience of burnout would lead employees to be less committed to the organization, and thus more likely to quit their jobs. If employees are feeling emotionally exhausted by their work, are developing depersonalized views of the people they serve, and are feeling that they are not accomplishing much, then they would probably become less enthusiastic and accepting of the organization’s goals, less dedicated to achieving them, and more prone to withdrawing from work (both psychologically and physically).

Thus, organizational commitment may be the mediating variable in the link that has been found between burnout and both turnover and job withdrawal (Jackson et al 1986). Similarly, burnout may be an important mediating variable between interpersonal aspects of the work environment and organizational commitment. It could be argued that burnout is the key factor here, in that it is a likely response to interpersonal stressors and conflict, which then instigates withdrawal from the organization.
1.5 RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND BURNOUT

In a previous study, it was found that undergraduate personnel have shown a greater organizational commitment than university graduate personnel (Ceylan 2002: 97).

Burnout, also called “work stress,” including three sub-dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment, is caused mainly by the face-to-face nature of the work (Sunter et al 1996, Succioglu and Kuloglu 1996).

A previous study that considered occupational differences found that there is no difference between nurses and midwives in scope of the sub-dimensions of organizational burnout. The same study also pointed out the result that younger workers experience emotional exhaustion and depersonalization at a higher level than others (Aras 2006: 82).

In literature, it is found that personnel with high educational backgrounds experience higher burnout than others. This result reveals that highly educated personnel are having more responsibilities and higher expectations when compared to others (Maslach and Jackson 1981). One of the findings assume that the higher work experience duration, the less organizational burnout, depersonalization and personal accomplishment by means of the experiences gained (Sarikaya 2007: 118).

The above paragraph clearly vindicates the close relationship among job satisfaction.
1.6 OBJECTIVES OF THE STUDY

Based on the logic extended above, following objectives are framed for the present study:

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.

6) To provide suggestions.

1.7 METHODOLOGY OF THE STUDY

1.7.1 Sample Design

The prime objective of the present piece of research is to examine the job motivation, job involvement and job burnout of private telecom service in Coimbatore district. This requires the collection of primary data 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.

Table 1.1 provides the information on the name of the telecom units operating in the district of Coimbatore, the number of service centres operating under each of the telecom 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.

Table 1.1 Distribution of Private Telcom Employees in the District of Coimbatore

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Telecom Unit</th>
<th>No. of Centres</th>
<th>No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Airtel</td>
<td>9</td>
<td>760</td>
</tr>
<tr>
<td>2.</td>
<td>Reliance</td>
<td>11</td>
<td>760</td>
</tr>
<tr>
<td>3.</td>
<td>Aircel</td>
<td>7</td>
<td>450</td>
</tr>
<tr>
<td>4.</td>
<td>Vodafone</td>
<td>9</td>
<td>520</td>
</tr>
<tr>
<td>5.</td>
<td>Docomo</td>
<td>4</td>
<td>125</td>
</tr>
<tr>
<td>6.</td>
<td>Uninor</td>
<td>6</td>
<td>110</td>
</tr>
<tr>
<td>7.</td>
<td>Idea</td>
<td>6</td>
<td>220</td>
</tr>
<tr>
<td>8.</td>
<td>MTS</td>
<td>1</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>53</strong></td>
<td><strong>2985</strong></td>
</tr>
</tbody>
</table>

Source: Obtained from the Respective offices of Telecom Units.
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 number of telecom units selected and the number employees selected from each of the branches of the units are given in Table 2. 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.

A modified questionnaire tagged job motivation, job involvement and job burnout Work Motivation, and Job Satisfaction Scale was used for the collection of data on the study. The questionnaire was specifically designed to accomplish the objectives of the study. The first section collected information such as age, sex, qualification and, professional status. The second section contained the items, and was divided into two parts. The earlier studies carried out in the respective areas formed the basis of the identification of the questions in each of the area. However, keeping in mind the organization to be analyzed the questionnaire were reframed to suit to the organization considered for the present study.

To measure the burnout, The Maslach Burnout Inventory formed the basis of the present study. Maslach Burnout Inventory is designed to measure three components of burnout syndrome: Emotional exhaustion, Depersonalisation, Personal accomplishment. For both emotional accomplishment and depersonalisation, higher mean scores correspond to higher degrees of burnout. In contrast, lower mean scores for personal accomplishment correspond to higher degrees of burnout. The items of on the burnout were developed to suit the organization considered. Under the three dimensions on burnout, there are totally 22 questions considered with five questions under Depersonalisation, nine questions under emotional exhaustion and eight questions under personal accomplishment.
A Five Point Likert scale has been used for all the dimensions on job motivation, job involvement and job burnout. Work Motivation, and Job Satisfaction Scale to measure the opinion of the employees on various factors included in the questionnaire. The scaling carries the scores of equal weight as follows: Strongly disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly Agree=5.

Table 1.2 Distribution of Sample Units and Employees Selected Private Telcom Employees in the District of Coimbatore

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Telecom Unit</th>
<th>No. of Sample Centres Selected Randomly</th>
<th>No. of Employees in the Sample Centres</th>
<th>No. of Sample Employees Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Airtel</td>
<td>5</td>
<td>314</td>
<td>157</td>
</tr>
<tr>
<td>2.</td>
<td>Reliance</td>
<td>6</td>
<td>227</td>
<td>113</td>
</tr>
<tr>
<td>3.</td>
<td>Aircel</td>
<td>4</td>
<td>118</td>
<td>59</td>
</tr>
<tr>
<td>4.</td>
<td>Vodafone</td>
<td>5</td>
<td>187</td>
<td>94</td>
</tr>
<tr>
<td>5.</td>
<td>Docomo</td>
<td>2</td>
<td>35</td>
<td>18</td>
</tr>
<tr>
<td>6.</td>
<td>Uninor</td>
<td>3</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>7.</td>
<td>Idea</td>
<td>3</td>
<td>87</td>
<td>44</td>
</tr>
<tr>
<td>8.</td>
<td>MTS</td>
<td>1</td>
<td>16</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>27</td>
<td>1003</td>
<td>503</td>
</tr>
</tbody>
</table>

Source: Obtained from the Respective offices of Telecom Units.

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.

1.7.2 Tools and Techniques Used

The objectives framed for the present study formed the basis of the identification of the relevant statistical tools and econometric techniques. More specifically, to understand the socio economic status, and opinion of the employees on the level of job satisfaction on job, on working conditions, the organizational involvement and the commitment and the level of job burnout.
of employees of private telecom industry the simple percentage method has been used. The Cronbach's alpha, a commonly used measure of internal consistency or reliability of a psychometric test is a coefficient of reliability.

To estimate the relationship among the variables of interest the correlation matrix using the method of Carl Pearson's coefficient of correlation has been prepared. Apart from these, the Factor analysis has also been used.

To calculate the F ratio, two estimates of the variance are made.

1) **Variance between samples**: An estimate of $\sigma^2$ that is the variance of the sample means. If the samples are different sizes, the variance between samples is weighted to account for the different sample sizes. The variance is also called variation due to treatment or explained variation.

2) **Variance within samples**: An estimate of $\sigma^2$ that is the average of the sample variances (also known as a pooled variance). When the sample sizes are different, the variance within samples is weighted. The variance is also called the variation due to error or unexplained variation.

3) $SS_{between} =$ the sum of squares that represents the variation among the different samples.

4) $SS_{within} =$ the sum of squares that represents the variation within samples that is due to chance.

To find a "sum of squares" means to add together squared quantities which, in some cases, may be weighted. We used sum of squares to
calculate the sample variance and the sample standard deviation in Descriptive Statistics.

MS means "mean square." MS\text{between} is the variance between groups and MS\text{within} is the variance within groups.

The Calculation of Sum of Squares and Mean Square is:

- \( k = \) the number of different groups
- \( n_j = \) the size of the \( j \)th group
- \( s_j = \) the sum of the values in the \( j \)th group
- \( N = \) total number of all the values combined. (total sample size: \( \sum n_j \))
- \( x = \) one value: \( \sum x = \sum s_j \)

Sum of squares of all values from every group combined is \( \sum x^2 \)

Between group variability: \( SS_{\text{total}} = \sum x^2 - \frac{(\sum x)^2}{N} \)

Total sum of squares = \( \sum x^2 - \frac{(\sum x)^2}{N} \)

Explained variation- sum of squares representing variation among the different samples

\[
SS_{\text{between}} = \sum \frac{\left( \frac{\sum s_j}{n_j} \right)^2}{n_j} \quad \left( \frac{\sum s_j}{N} \right)^2
\]

Unexplained variation- sum of squares representing variation within samples due to chance: \( SS_{\text{within}} = SS_{\text{total}} - SS_{\text{between}} \)
df's for different groups (df's for the numerator): \( df_{between} = k - 1 \)

Equation for errors within samples (df's for the denominator):
\( df_{within} = N - k \)

Mean square (variance estimate) explained by the different groups:
\[
MS_{between} = \frac{SS_{between}}{df_{between}}
\]

Mean square (variance estimate) that is due to chance (unexplained):
\[
MS_{within} = \frac{SS_{within}}{df_{within}}
\]

\( MS_{between} \) and \( MS_{within} \) can be written as follows:
\[
MS_{between} = \frac{SS_{between}}{df_{between}} = \frac{SS_{between}}{k - 1}
\]
\[
MS_{within} = \frac{SS_{within}}{df_{within}} = \frac{SS_{within}}{k - 1}
\]

The ANOVA test depends on the fact that \( MS_{between} \) can be influenced by population differences among means of the several groups. Since \( MS_{within} \) compares values of each group to its own group mean, the fact that group means might be different does not affect \( MS_{within} \).

The null hypothesis says that all groups are samples from populations having the same normal distribution. The alternate hypothesis says that at least two of the sample groups come from populations with different normal distributions. If the null hypothesis is true, \( MS_{between} \) and \( MS_{within} \) should both estimate the same value.
F-Ratio or F Statistic can be given as:

\[ F = \frac{MS_{\text{between}}}{MS_{\text{within}}} \]

If \( MS_{\text{between}} \) and \( MS_{\text{within}} \) estimate the same value (following the belief that \( H_0 \) is true), then the F-ratio should be approximately equal to 1. Only sampling errors would contribute to variations away from 1. As it turns out, \( MS_{\text{between}} \) consists of the population variance plus a variance produced from the differences between the samples. \( MS_{\text{within}} \) is an estimate of the population variance. Since variances are always positive, if the null hypothesis is false, \( MS_{\text{between}} \) will be larger than \( MS_{\text{within}} \). The F-ratio will be larger than 1. The ‘F ratio has been worked to test the significance of the relationship between the socio economic and job related variables.

**Multiple Regression**

Multiple regression is an extension of simple linear regression in which more than one independent variable (\( X \)) is used to predict a single dependent variable (\( Y \)). The predicted value of \( Y \) is a linear transformation of the \( X \) variables such that the sum of squared deviations of the observed and predicted \( Y \) is a minimum. The computations are more complex, however, because the interrelationships among all the variables must be taken into account in the weights assigned to the variables. The interpretation of the results of a multiple regression analysis is also more complex for the same reason.

With two independent variables the prediction of \( Y \) is expressed by the following equation:

\[ Y'_i = b_0 + b_1 X_{1i} + b_2 X_{2i} \]
Note that this transformation is similar to the linear transformation of two variables discussed in the previous chapter except that the w's have been replaced with b's and the $X'_i$ has been replaced with a $Y'_i$.

The "b" values are called regression weights and are computed in a way that minimizes the sum of squared deviations

$$
\sum_{i=1}^{N} (Y_i - Y'_i)
$$

in the same manner as in simple linear regression. The difference is that in simple linear regression only two weights, the intercept ($b_0$) and slope ($b_1$), were estimated, while in this case, three weights ($b_0$, $b_1$, and $b_2$) are estimated.

1.8 PERIOD OF STUDY

As indicated already the present piece of research relied exclusively on the primary data collected from 500 respondents spread over the various private telecom firms located in the district of Coimbatore. The required data were collected from the respondents by adopting a field survey. The researcher collected the primary data from the selected respondents for the period of one years from June 2010 to May 2011.

1.9 SIGNIFICANCE OF STUDY

There are many studies on measuring the level of employees' job satisfaction, job motivation, job involvement and job burnout either in isolation or in relating job satisfaction and job motivation or job involvement and job burnout. However, there no studies that have attempted to examine the relationship among the job satisfaction, job motivation, job involvement and job burnout. In this way the present project is unique in its respect.
With the ever increasing competition in the sphere of telecom industry, the managers have the responsibility to create policies and establish organizational practices which will influence the working environment for these knowledge workers. As such, it becomes very pertinent for the management to understand the employees’ psychological and sociological needs, job satisfaction, the level of job burnout etc. so as to gain maximum benefits from maintaining them in their employment. Typically a large number of organizations still continue to rely on outdated behavioural theories and practices without realizing the needs, aspirations and expectations of the different breed of employees altogether. As such, it become pertinent for these organizations to understand how some of the polices and organizational practices affect these employees’ organizational commitment or involvement (– a measurement which determines if the employee will still continue to work with the current organization), and how to motivate them to contribute to the maximum.

Hence, the significance of this research is aimed to produce some kind of guidance and benefits to policy makers and managers in the private organizations to help them to better plan and move towards retaining their workers through specific organizational practices. This study is hoped to provide some valuable insights to these organizations which seeks to create the appropriate enabling working environment or establish the significant organizational practices to encourage workers to be committed to their current organization and continue their service with them.
LIMITATIONS OF THE STUDY

However, the study is also hedged with some limitations:

1) This study is based on the cross-sectional primary data. Naturally, the study would have the weaknesses of this type of data. In the cross-section data, the respondents had to recollect and furnish some of the information from their memory. Hence ‘recall bias' is inevitable.

2) The primary data were collected by adopting a stratified random sampling technique. The normal sampling errors found in such techniques are also associated with this study.

3) Further, the conclusions drawn from the study are applicable only to the area studied or any other similar situation and wide generalization to other dissimilar areas is not desirable.

4) The methodological assumption that sample have the quality of representativeness of the population may not be true in practice. The sample may not be representative of more general population. This is a factor that limits the generalisability of results. Large samples of household populations should be taken in replicating and extending the research study.

5) A longitudinal study design measuring job burn out in at least three time periods is a common phenomenon in burnout research and this would be more appropriate for a study like this in order to get more accurate and precise results. Further, a quasi-experimental research design with more sophisticated
statistical analyses should be used to learn exactly the direction and strength of the relationships among the variables.

6) It is assumed that the data obtained on interval level fulfill the requirement for carrying out the statistical tests.

7) It is assumed in the context of reliability and validity of tools that face validity by experts is enough for measures, which use battery of statements or single question.

1.11 CHAPTERISATION SCHEME

Chapter I provides a discussion on the statement of the problem, objectives, methodology, significance and limitations of the study.

In Chapter II, the available literature in the areas of job satisfaction, organizational practices, organizational commitment and job burnout are reviewed.

Chapter III gives a bird’s eye view on the theories of job satisfaction and motivation and burnout and a brief discussion on the profile of the study units.

In Chapter IV, the opinion of the sample employees on job satisfaction, motivation and job commitment are discussed.

The relationship among motivation, commitment and burnout are discussed and their impact are discussed in Chapter V.

Summary, major findings, suggestions and conclusions are provided in Chapter VI.