Chapter - V

Summary and Suggestions
SUMMARY AND SUGGESTION

Research on the causes and consequences of stress and burnout in the organization has gained popularity in the recent past. Researchers investigating organisational stress have cited a number of dysfunctional outcomes resulting from stress both physiological and psychological, which ultimately effect dysfunctioning and effectiveness not only of the organization but also their members.

Burnout is a work related syndrome that stems from an individual's perception of a significant discrepancy between effort (input) and reward (output). It occurs most often in those who work face to face with troubled or needy clients and is typically marked by withdrawal from, and cynicism towards, clients, emotional and physical exhaustion and various psychological symptoms such as irritability, anxiety, sadness and lowered self-esteem (Farber, 1991). Burnout has most of often been conceptualized in the literature as an expression of negative adaptation to stress (Freudenberg, 1974). Burnout is characterised by physical depletion, by feeling of helplessness and hopelessness, by emotional drain and by the development of negative self-concept and negative attitude towards work, life and people. It is a sense of distress, discontent and failure in the quest of ideal. Maslach and Jackson (1981, 1986) defined burnout as a tripartite syndrome of emotional exhaustion, depersonalization and reduced sense of personal accomplishment that occur frequently among people whose work involve intense interaction with other people.
Emotional Exhaustion - it is caused by excessive psychological and emotional demands made on people in helping profession it is directly related to high levels of work demand.

Depersonalization - It refers to treating people like objects and development of negative attitude towards one's self, work and life. It is generally conceptualized as a response to the broader aspects of the job or work environment which is perceived as being bureaucratic, impersonal, rigid, or controlling.

Personal Accomplishment - It is the demotivational effects of feeling of inefficiency about their ability related to recipients that may results in a self imposed verdict of failure. Feelings of diminished personal accomplishment result from factors suggesting one is unappreciated or that one's efforts are ineffective.

The concept of organizational role stress is based as role theory developed by Pareek (1983). Role can be defined as position one occupies in a social system and by the functions he/she performs in response to the expectations of the significant member of the social system and also his/her own expectation from that position or office. The very nature of role has an in built potential for stress.

Organizational climate is defined as summary of perception which people have of an organizations. (Schneider and Synder 1975). It is basically impression of what the organization is due to the prevailing patterns of values, myths, assumptions, their embodiment in languages, norms, symbols and artifacts, including technology in management goals, practices, participants attitudes, activities and interactions, etc.
Social Support as a construct, refers to helpful social transactions that make people feel better. It speaks of an individual experience of being cared for, loved, esteemed and a member of network of mutual obligations (Cobb, 1976). Social support has been conceptualized as structural integration into a social network of relationships as well as functional resources provided as part of ongoing interpersonal relationships (Cohen & Syme, 1985).

**HYPOTHESES**

H(a) Public and private sector middle managers will differ with each other on Organizational Role Stress dimension.

H(b) Public and private sector middle managers will differ with each other on Organizational Climate dimension.

H(c) Public and private sector middle managers will differ with each other on Social Support dimension.

H(d) Public and private sector middle managers will differ with each other on Job-Burnout dimension.

H(e) Organizational Role Stress dimension and its ten components will act as predictors of Emotional Exhaustion, feeling Depersonalization and Personal Accomplishment of private sector middle managers.

H(f) Organizational Role Stress dimension and its ten components will act as predictors of Emotional Exhaustion, feeling of Depersonalization and Personal Accomplishment of private sector middle managers.
H(g) Organizational Climate dimension and its nine components will act as predictors of Emotional Exhaustion, feeling of Depersonalization and Personal Accomplishment of private sector middle managers.

H(h) Organizational Climate dimension and its nine components will act as predictor of Emotional Exhaustion feeling of Depersonalization and Personal Accomplishment of private sector middle managers.

H(i) Social Support dimension and its three components will act as predictors of Emotional Exhaustion feeling of Depersonalization and Personal Accomplishment of private sector middle managers.

H(j) Social Support dimension and its three components will act as predictors of Emotional Exhaustion feeling of Depersonalization and Personal Accomplishment of public sector middle managers.

MEASURES

The following psychometric devices have been employed in the present investigation.

1. MASLACH BURNOUT INVENTORY:

Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1981) has been used to measure Job-Burnout among middle managers. MBI consists of 22 items that are divided into 3 -subsccales i.e. Emotional Exhaustion, Depersonalization and Personal Accomplishment.
2. ORGANISATIONAL ROLE STRESS SCALE:

Pareek's (1983) Organizational Role Stress scale has been used to assess the extent of role stress of middle manager on the ten role dimensions, namely Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self-Role Distance, Role Ambiguity and Resource Inadequacy.

3. ORGANIZATIONAL CLIMATE QUESTIONNAIRE:

The Organizational Climate Questionnaire (OCQ) developed by Litwin and Stringer (1968) has been employed in order to measure employees perception towards Organizational Climate of their respective organization. This questionnaire is comprise nine dimension namely Structure, Responsibility, Reward, Risk, Warmth, Support, Standard, Conflict and Identity.

4. SOCIAL SUPPORT SCALE:

Social Support scale has been developed by Kapoor (1995) and Vashistha (1998), which is comprises of 18 items and 3 sub-scales namely-Appraisal Support, Belonging Support and Tangible Support.

SAMPLE

In the present study the sample was randomly selected from various organisations parts of Delhi. It consists of (N=300) middle managers, 150 each from private and public undertakings (Lausreb International, Ottoagn, K.K. Kohli and brothers, Orient Craft, Shaff Eye Centre, Sukdan Home, etc. Indian Oil Corporation, Maruti Udyog, Indian Aluminium, Bilai Steel
Plant, etc.) Delhi. The methodology of the study was planned systematically keeping in view its lofty objectives.

ANALYSIS AND RESULT

Keeping in view the aims of the study, appropriate statistical techniques namely - descriptive analysis and stepwise multiple regression analysis were being used.

1. Public and private sector middle managers differ significantly with each other on Organizational Role Stress dimension since means and SDs in the case of public sector middle managers has been found 107.08, 8.97 and 82.57, 27.05 respectively in the case of private sector middle managers.

2. Public and private sector middle managers differ significantly with each other on Organizational Climate dimension since means and SDs in the case of public and private sector middle manager were found to be 107, 9.72 and 129.04, 15.48 respectively.

3. Public and private sector middle managers differ significantly with each other on Social Support dimension since means and SDs in the case of public and private sector middle managers were found to be 8.56, 1.83 and 11.24, 1.45 respectively.

4. Public and private sector middle managers differ significantly with each other on Job-Burnout dimension since means and SDs in the case of public and private sector middle managers were found to be 77.57, 10.55 and 55.76, 21.17 respectively.
5. Organisational Role Stress and its various components are significantly related with Job-Burnout and its various components in the case of private sector middle manager.

6. Organizational Role Stress dimension has been found significantly related with Job-Burnout dimension but not to its various components known as Emotional Exhaustion, feeling of Depersonalization and Personal Accomplishment in public sector middle managers.

7. Organizational Climate and its various components are significantly related with Job-Burnout and its various components except responsibility component of Organizational Climate dimension viz-a-viz Personal Accomplishment component of Burnout in the case of private sector middle managers.

8. Organizational Climate and its various components have been found only significantly related with Emotional Exhaustion component of Burnout and insignificantly related with Depersonalization and 50% of the Personal Accomplishment component of Burnout in the case of public sector middle managers.

9. Social Support and its various components have been found significantly related with Emotional Exhaustion and Depersonalization of component of Job-Burnout except Personal Accomplishment in case of private sector middle managers.

10. Social Support and its various components have been found insignificantly related with Emotional Exh.
Depersonalization and Personal Accomplishment components of Job-Burnout in the case of public sector middle manager.

**IMPLICATIONS**

Burnout represents a significant perspective on how people respond to their work in the organizations. It is used to convey number of social and personal problems of various categories of human professionals in their respective organizations. Burnout is initially a personal related problem. It is a problem for the person whose life it effects. Burnout has impairing effect as the part of physiological and psychological well-being of employees in the organizations. It also effects adversely job-performance, job-commitment, job-involvement, motivation, turnover, absenteeism and level of commitment of the employees in the organisations. It may also have horrifying implications and sever aftermath on the part of functioning of the organization on one hand and physical health of the employees on the second. Many of these symptoms associated to burnout suggest a loss of personal validity. It is also a problem of organization when productivity and profitability is gravely in danger or threatened or when conflict or apathy escalates. A number of professional with such jobs likewise - nurses, social workers, teachers, doctors, police officers, counsellors, lawyers, ministers, and other marginal staffs, etc. are those, whose work involve extensive contact with people in situations that can be emotionally charged.

**LIMITATIONS AND SUGGESTIONS**

It is true to highlight that every research has its own limitation, may be in the area of social sciences. It might be because researcher could not
possibly comprise the whole perspective of particular area in one fine study. As research is perceived to be a learning process, by which researcher tries to prove many conceptual and methodological issues but sometimes one issue becomes clear while other remains ambiguous or vague. In the context of the present study the following limitations have been identified by the researcher.

* There has been conspicuously little research on burnout among managers in particular and middle managers in general.

* Though individual demographic characteristics such as age, gender, race and education have long been studied in connection with workplace phenomena but not in case of private and public sector middle managers.

* A cross cultural study is need of time in this direction.

* An extensive class validation of earlier investigation is also need of the time, where full attention of organizational psychologist of our country has not been paid so far.

* A cross validation of existing job-burnout inventories is also need of time.

* A close comparison of upper, middle and lower class managerial staff of private and public sectors viz-a-viz job-burnout dimension is also need of the time in this regard.

* Other psychological determinants likewise - personality hardiness, ego-strength external/internal locus of control and personality A-type is also a need of the time in this regard, where a little attention has been paid by Indian organizational psychologist.
Lastly speaking, right time has come to divert the attention of various heads of the organizations and organizational psychologists towards developing professional skills and identifying various sources of stress of employees (role-based stress, stress intrinsic to the behaviour setting, stress arising from the physical environment, stress arising from the social environment, and stress within the person system) in the organization particularly, of middle managers where job-burnout has been found more prevalent on one hand and developing effective job-burnout coping strategies on the second hand. Regardless level of job-burnout of various professionals can also be minimized with help of social support given by top managerial staff particularly in the case of middle managers. We can also minimize or overcome rate of job-burnout of various professionals particularly of middle managers by providing them more conducive organizational climate in accordance with their needs and expectations. In the case of any kind of organization rate of job-burnout of employees can be easily managed by minimizing organizational role stress of their respective management. It is further suggested that the rate of burnout of various professionals in different disciplines can be managed easily with help of burnout management techniques known as flight and fight, relaxation, feedback, physical exercise, job redesign, time management technique, etc.