This study is an attempt towards making Indian organizations more effective and helping managers in actualizing their full potential. As middle managers have to interact with people (subordinate, colleagues, top management, customers) and major portion of their working time is utilized in people work, it can be expected that characteristics of job-burnout-emotional exhaustion, depersonalization or dehumanization and diminished personal accomplishment are found among them.

Hence keeping in view, the above said notion, the present investigation is aimed to measure the influence of organizational role stress, organizational climate and social support on job burnout among middle managers at private and public undertakings.

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, cynicism towards, clients, emotional and physical exhaustion and various psychological symptoms such as irritability, anxiety, sadness and lowered self-esteem (Farber, 1991). Burnout is often been studied in various human service professionals such as business organisation, lawyers, police officers, health workers, doctors, nurses, teachers, social workers, etc. 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. Maslach
and Jackson (1981, 1986) defined burnout as a tripartite syndrome of emotional exhaustion, depersonalization and a reduced sense of personal accomplishment that occurs 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 various professions. Depersonalization - it refers to treating people like objects and development of negative attitude towards one's self, work and life. Personal Accomplishment - it is the demotivational effects of feeling of inefficiency about their ability related to recipients that may result in a self-imposed verdict of failure. Concept of organizational role stress is based on role theory (Pareek, 1983). Role can be defined as position one occupies in a social system. The very nature of the role has an in-built potential for stress. Organizational climate may be defined as summary of perception which people have of an organisation (Schneider & Synder, 1975). 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 subscales 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 Exhaustion, Depersonalization and Personal Accomplishment components of Job-Burnout in the case of public sector middle manager.