CHAPTER - IIIrd

PLAN OF THE STUDY
Derivation and Statement of the Problem

The present investigation was planned to study the effects of job burnout tendency on job involvement, organizational commitment and employees motivation. The investigator has aimed to focus on burnout tendency, as the competitive atmosphere, world over is gradually becoming a lethal agent in killing the regenerative processes among human beings. This is happening through a vicious cycle of anxiety-tension-stress-depression. Stress and its psychosomatic repercussions percolates to the human structure. For those aspiring to be competitive winner, the killer instinct soon becomes a self-killing process.

Increased job complexity and economic pressure has led to stress. Researchers investigating organizational stress have noted a number of dysfunctional outcomes resulting from stress. Review of literature reveals that burnout is a consequence of stress, and related to various stress producing variables.

The preceding discussions of the relevant studies of burnout tendency reveal that no systematic effort has been given to this vital topic, which is now having employed by the number of psychologists working in the field of organizational behaviour. The research mostly encompasses assessing the effectiveness of various psychological factors on job burnout. Thus, we can conclude that investigators have successfully
isolated a number of variables that affect the magnitude of burnout tendency. Previous findings raised into a few problems concerning the relative study of burnout tendency and other relevant variables. It is very important to identify factors on which job burnout is dependent. Although a great deal has been written about job burnout, still there is no clear understanding on how the factors purported to be associated with it, contribute to its development or how these organizational factors can be managed to promoted the development of job burnout. That is why, the present study was designed to study the effect of job burnout on job involvement, employees motivation, job and organizational commitment. In this section, an attempt is made to call out a few problems that have been subjected to empirical investigation for the present research.

(1) Job involvement and Burnout Tendency

Job involvement has been defined as an individual's psychological identification or commitment to his/her job (Kanungo 1982a). It is the degree to which one is cognitively preoccupied with, engaged in and concerned with one's present job (Paullay et.al. 1994 p. 224). Job involvement is the internalization of values about the goodness of work or the importance of work in the worth of the individual (Lodahl & Kejner 1965). As such individual who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform
on their jobs. In other words, for highly involved individuals performing well on the job is important for their self-esteem (Lodahl & Kejner 1965). Because of this, people who are high in job involvement genuinely care for and are concerned about their work (Kanungo 1982b). Thus, job involvement is considered to be a key factor influencing important individual and organizational outcomes (Lawler 1986). Job involvement is considered by many researchers to be a primary determinant of organizational effectiveness (Pleffer 1994) and individual motivation (Hackman & Lawler 1971).

Although several researches (Lodahl & Kejner 1965; Bass 1965; March & Simon 1958; Katz & Kahn 1966; Vroom 1962; Dubin 1962; Hearn 1962; French & Kahn 1962; Saleh & Hosek 1976; Ruh et.al. 1975; Mehta 1977) have tried to study the phenomenon of job involvement in workers working in different organizational settings. Most of the studies conducted related to job involvement include definition and measurement of job involvement, components of job involvement, factors that might affect the degree of job involvement, and the conditions under which job involvement can be enhanced. Besides the physical and psychological conditions of work, there are certain inherent characteristics of the job such as nature of the job, organizational structure and organizational commitment, which might exercise considerable influence in form of increment or decrement (job involvement or burnout) on the degree of job involvement.
Keeping in view this fact, it may be concluded that job involvement and burnout tendency may be the product of different organizational variables. The functional relationship between job involvement and burnout has not been directly investigated. Consequently, the present study is designed to investigate the functional relationship between job involvement and burnout tendency of the teachers.

(2) Job burnout and Organizational Commitment

The concept of organizational commitment has attracted considerable attention over recent years and has become a central objective of human resource management. Organizational commitment is highly valuable. Organizational commitment is designed as the relative strength of an individual’s identification with the involvement in particular, organization (Mowdy, Steers & Porter 1979). Organizational commitment is characterized by strong belief and acceptance of organizational goals, a willingness to exert considerable effort on behalf of the company, and a strong desire to maintain a membership in the firm (Mowday et al. 1979).

Organizational commitment is a feeling of dedication to one’s employing organization, willingness to work hard for that employer and the intent to remain with the organization (Meyer & Allen 1988). A respected theory proposes that there are three components to organizational commitment: affective, continuance and normative commitment (Meyer &
Affective commitment is an emotional attachment to the organization. Continuance attachment is characterized by a more rational analysis of the costs of staying versus leaving the organization. Normative commitment is a sex of moral obligation to stay with the organization. Commitment has a number of antecedents, and antecedents to affective commitment include employee comfort and job satisfaction (Meyer & Allen 1998).

There is a need to understand a link between individuals' comfort and organization's terms of conceptual framework of organizational commitment is widely described in the management and behavioural sciences literature as a key factor in the relationship between individuals and organization. Raju & Srivastava (1994) described organizational commitment as the factor that promotes the attachment of the individual to the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goal. In this way we can safely argue that the high levels of the effort exerted by the employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness at both the individual and the organizational level.

There is no doubt that organizational commitment leads to job involvement and job satisfaction. More specifically, organizational
commitment can be understood as a predictor of job involvement, job satisfaction and job burnout. Many studies use different facets of satisfaction to predict employees attributes such as performance, organizational commitment and service quality (Dienhart & Gregoire 1993).

Based on literature, it may be concluded that there are some factors e.g. employment status, tenure, employee performance, training, job satisfaction, leadership style, etc. on which organizational commitment of employees is dependent. The review of researches in the area of organizational commitment indicate that the components of the burnout are related to organizational commitment because individual caught in a burnout syndrome generally view the organization in adversial terms and tend to withdraw psychologically from it (Maslach 1982). Studies have highlighted that commitment has a great impact on the successful performance of an organization. This is because a highly committed employee will identify with the goals and values of the organization, display greater organizational citizenship behaviour i.e. a willingness to go over and beyond their required job duties.

But relationship between job burnout and organizational commitment was not directly investigated. That is why, the present study was designed to explore the functional relationship between job burnout and organizational commitment.
(3) Employees motivation and Job Burnout

Research on employees motivation is comparatively recent and are strong indications that the concept may assist in unraveling some issues in the area of employee's motivation (Gechman & Weiner 1975; Lowler & Hall 1970; Lodahl & Kejner 1965).

Motivation means, inspiring people to intensify their desire and willingness to execute their duties effectively and efficiently, to cooperate for the accomplishment of common objectives. It is a powerful tool of manager for getting things properly. Effective motivation succeeds, not only in having on order accepted, but gaining a determination to see, that is fulfilled sufficiently.

Human society develops economically and becomes more complex, the learned secondary drives are significant in motivating behaviour some of the important ones are achievement, affiliation, power, aggression and security. Motives are identified in varying degrees amongst different individuals serving in any organization.

At a micro-level we know of the motivational differences among individuals/employees but viewing people/employee in entirely reveals that differences in motivation exist among different nations and cultures. Not only do human being/employee differ from one another but also each individual employee varies in his capacities and characteristics from time
The individual/employee is affected in his need pattern by a large number of factors including family background, environment in which he lives and works, peer group etc. Once the basic needs (i.e. food, water, air, sleep and sex) are fulfilled, the secondary needs are seen in varying amounts in the person of employee. Thus, it may be concluded that motivation is one of the essential forces behind all goal accomplishments and unless a person/employee is motivated, his actions and performances are inhibited.

Employees motivation is a multifaceted construct. The individual employee performs his job in the global context of an organization and various facts tend to interact affecting his motivation at work, which in turn affects his performance, commitment and job satisfaction. In this sense, employees motivation, to a large extent, determines productivity, organizational environment, personal need satisfaction and psychological well being of the employees. Herzberg (1966) found significant association between self actualization, performance and work motivation. Shukla & Shukla (1994) and Misra & Gupta (1994) showed that increased performance was found in the high motivation and high job involved groups. Type-A persons are characterized by impatience, a chronic sense of time urgency, enhanced competitiveness, aggressive drive and often some hostility (Resenman 1978).
Motivation includes wishes, desires, drives etc. which stimulate or activate a man to do things. A man is said to be motivated when his latent energy is directed towards a certain goal. From an organizational point of view, motivation is the driving force which carries out the plans of management through the enthusiasm of the group.

Thus, motivation is something that incites human action. It is the degree of willingness or readiness determined by individual needs and perceptions. To sum up, motivation is the process of understaing, predicting and directing the highly situational and emotional human behaviour.

The review of researches in the area of employees' motivation indicates that investigators have attempted to investigate this variable in relation to several industrial and organizational variables. But the relationship between job burnout and employees' motivation was omitted by the investigations.

In order to fill the literature gap by investigating the impact of level of Burnout tendency on motivation level of teacher respondents in India and to provide insights about job burnout among higher secondary teachers, the current study is proposed at exploring the effect of job burnout across different demographical differences of teachers in higher secondary schools in India. The study is expected to provide significant
implications about the level of job burnout among higher secondary teachers.

Some Research Gaps

From review of existing researches, it appears that in spite of various studies on job burnout and its correlates, some gaps still exist. Job burnout in relation to job involvement, organizational commitment and employees motivation was not explored. These factors when studied jointly may throw some light on the dynamics of job burnout. Earlier researchers have hardly investigated these independent variables in relation to job burnout. That is why no study seems to explore the impact of these variables on job burnout. It is observed that previous studies have not studied job burnout in relation to job involvement, organizational commitment and employees motivation.

Broad Objectives of the Study

The main purpose of the present study is to investigate the effects of job burnout on job involvement, organizational commitment and employees motivation. This study was made by administering several psychological instruments to understand the relationship between job burnout and dependent variables e.g. organizational commitment, job involvement and employees motivation. The main emphasis of present investigation is the identification of the effects of burnout on job
involvement, organizational commitment and employees motivation.

Specific objectives of the study

On the basis of the findings of the previous researches and existing theories, it may be hypothesized that variables namely job involvement, organizational commitment and employees motivation are jointly related to job burnout. In order to test such a broad hypothesis, the present study is designed to attain the following objectives:

(i) To examine the impact of job burnout on job involvement of higher secondary teachers.

(ii) To investigate the influence of job burnout on organizational commitments of teachers teaching at higher secondary level.

(iii) To explore the influence of job burnout on employees motivation of higher secondary teachers.

(iv) To compare the burnout tendency of teachers belonging to different cultures- rural and urban.

(v) To make a comparative account of Burnout tendency of male and female teachers.
Research Questions

Kerlinger (1969) has indicated that the best way to represent the research problem is to express them in question form. "A problem then, is an interrogative sentence or statement that asks: what relation exist between two or more variables" (Kerlinger 1969).

Needless to say that a number of areas have suffered serious neglect at the hand of the research workers and some of the questions are yet to be answered satisfactorily. The following research questions guided this study. The current study is thus conducted to address the following research questions.

01- Is there any difference in the job involvement of teachers belonging to High, Average and Low Job Burnout groups?

02- Whether there exists any difference in the organizational commitment of teachers belonging to High, Average and Low burnout groups?

03- Do the teachers of higher secondary levels differ in their employees motivation due to different amount of Burnout Tendency?

04- Is there any difference in the burnout tendency of male and female teachers?
Do the teachers belonging to rural and urban areas differ in their burnout tendency?

Hypotheses

A scientific research needs a planned line of action based on the hypothesis of the investigator. According to Kerlinger (1969) a hypothesis is a conjectural statement of the relations between two or more variables. It is a shrewed guess or inference that is formulated and provisionally adopted to explain observed facts or conditions and to guide in further investigation (Good & Scates 1954).

The following hypotheses were developed from the objectives.

01- The phenomenon of burnout tendency is a function of multiple factors.

02- There will be significant difference in the job involvement of teachers belonging to different levels of burnout.

03- There will be significant difference in the organizational commitment of teachers belonging to different levels of burnout.

04- There will be significant difference in the motivational level of teachers belonging to different levels of burnout.

05- There will be significant difference in the Job Involvement, Organizational Commitment and Employees Motivation scores of
rural and urban teacher respondents.

06- There will be significant difference in the Job Involvement, Organizational Commitment and Employees Motivation scores of male and female teacher respondents.

**Variables treatment**

The present study taps scores on Job Involvement Scale, Organizational Commitment Scale and Employees Motivational Scale as dependent variable and different levels of Job Burnout, Culture and Sex as independent variable.

**Scope and area of the study**

Job burnout relating to job involvement, organizational commitment and employees motivation are of major interest to the field of organizational behaviour and the practice of human resource management.
Job involvement, Organizational Commitment and Employees Motivation are considered as significant determinant of job burnout. So, the current study concentrates on identifying the link between job burnout and different variables of psychological importance.

The study shall serve the following purpose.

* will help in identifying the relationship between job burnout and job involvement,

* improves knowledge about the functional relationship between job burnout and organizational commitment, and

* helps to bring out new ideas in understanding the relationship between job burnout and employees motivation.

* will help to understand the relationship between demographic variables (e.g. culture and sex) and job burnout.

**Delimitation of the Study**

The present study due to its nature had certain limitations. One potential limitation concerns the nature of the sample used in the present study. The present study is limited to a statistical sample of 640 male and female, rural and urban higher secondary teachers belonging to Azamgarh district. The study is confined to higher secondary teachers only. The study is limited to male and female teachers ranging between 30 to 45 year
of age belonging to different residential background (rural and urban). The study is confined to variables under consideration. Other additional variables may be included, but due to limited time, resource and potentialities of the investigator, only Burnout, Job Involvement, Organizational Commitment and Employees Motivation have been included in the present study.

Another limitation of the present study was the lack of attention to specific organizational (e.g. public vs. private sector), task (e.g. task scope, task interdependence) and work context features (e.g. leadership, time pressure) and how they might influence the job involvement, organizational commitment, and motivation level of respondents.

**Definition of the terms used**

A pre-requisite to a scientific study of any phenomenon is a definition which will permit researcher to distinguish its from other phenomenon. Voltaire (1968) reminds, "If we are going to have a discussion, let us first define what we mean: Whitehead (1968) also warns, "A definition a day, keeps the charlfon away". Thus, in the interest of clarity, a few terms, which have been used in the present study of different stages, are defined to facilitate the understanding of the concepts underlying the investigations.
(1) Burnout

Burnout is a psychological term for the experience of long-term exhaustion and diminished interests. Job burnout is a condition that involves three clusters of symptoms: emotional exhaustion, depersonalization and reduced personal accomplishment (Maslach 1982). Burnout is a consequence of stress and various stress producing variables such as heavy load, bureaucratic pressures, lack of feedback, autonomy and appreciation which have been found to be significantly related to burnout.

(2) Job Involvement

Job involvement is the degree to which a person identifies psychologically with his work on the performance of work in his total image. Job involvement is the internalization of values about the goodness of work or the importance of work in the worth of person and perhaps it thus measures the case with which the person can be further socialized by an organization. Job involvements is a joint function of individual (demographic and psychological) and situational variables.

(3) Organizational Commitment

Organizational commitment is an outcome of physical working conditions and organizational climate other than individual employee's work related attitude and behaviour. Organizational commitment is the feeling and attitude about the entire work organization. Commitment refers to
individuals attraction and attachment to the work and the organization. Commitment is an attitude or an orientation towards the organization, which links or attaches the identity of the person to the organization.

(4) Employees Motivation

Employees motivation is a multifaceted construct. The individual employee performs his job in the global context of an organization and various factors tend to interact affecting his motivation at work, which in turn affects his performance, commitment and job satisfaction. In this sense, employees motivation, to a large extent, determines productivity, organizational environment, personal need satisfaction and psychological well being of the employees.

=::0:::=

::