INTRODUCTION
Introduction

1.1 PREAMBLE

In today's modern era, most notified health problem is work stress and its effect. The word burnout is stated for prolonged stress and its side effects like feeling of emotional exhaustion. Burnout employees feel tired about their workplace, lose interest in the work and also feel physically exhausted. Burnout can be described as the consequences of lower indent in motivational level especially when one is trying to build up a relationship that fails without a desired results and not only that but it ends up in a stress state. When a person is working continuously for certain longer duration a given project which he does not find interesting, he slowly starts losing interest on the job and a situation arises when he is totally exhausted from work and feels depressed and physically tired. When this state, continues for a long time it results in employee burnout. Information technology is an industry characterized with high demand, high mental work, high risk and high stress. IT burnout mainly affects multi-tasking professional's. As most of the IT organizations are multinational and work for 24/7 so it is obvious that there is a need for backend support on weekends. There also other aspects like pressure of project deadlines and importantly the stretched working hours on weekdays. All this together adds up to many health related problems like headache, lower backbone trouble, diabetics, blood pressure etc. Burnout takes place not only when an employee is in workplace and stressed up with job, but also in leisure time in his house where he is stressed for his job related tensions, and all this things makes him exhausted. So it is important for IT organization to take care of their employees and work for their improvement.

The burnout specialist Barry Farber says that the burnout is the result of the gap between the expectation and reward. There are three types of unsatisfied employees i.e. disengaged employees, stressed employees and burnout employees. According to the research studies it is stated that the stress and burnout are two different conditions. Burnout affects motivated employees who has high ideal and expectations. It is our
human nature to find worthiness of our work done so this nature of ours tries to find the
significance and purpose of work done. So we can say that prolonged stress can be
described as a condition of mental or psychological and mental hardship with negative
anxiety due to stress and its cofactors. On one side employers are trying to squeeze less
people to do more work and on the other side employees are less committed with their
work. So this two way push pull effect in this era of changing technologies people are
going through more depression and stress which leads to burnout. Studies have shown
that woman who is taking care of their children and other family members on one side
and balancing job on the other side are more likely to be going through burnout, but
emotional support from the family members can reduce the stress level and burnout can
be reduced to a greater extent.

When challenges of work, demands of work and pressure of work becomes more then it
becomes difficult for the worker to deliver and it gives rise to frustration, stress, feeling
of being trapped, bored and a deteriorating feeling of challenge. In this position the goals
become unrealistic and unexpected of the desired result, so here the work becomes a
burden and the ethical conflict begins. According to Christina Maslach prolonged stresses
not only affect the employees but also affect the organization as a whole. She says that
there are wide varieties of possible symptoms as well as causes for this. The burnout
symptoms according to her include powerlessness, hopelessness, irritation, and feeling of
frustration, cynism, trapped, isolation, detached and emotional exhaustion. Research
shows that trust is the single powerful factor for good corporate and employee
relationship.

Herbert J. Freudenberger, a New York psychologist, came up with his views about
burnout when he observed some physical as well as psychological problems in workers.
According to him burnout does not only associates with physical problems like
headaches, inability to resist cold etc but also has psychological symptoms like sudden
evolve of anger and increasing suspicious attitudes.

Christina Maslach, says “burnout refers to the continuation of emotional exhaustion and
cynicism that frequently occurs among the employees who spend considerable time in
Employee burnout can be notified as a series of psychological processes which include behavioral and psychological factors that employees face everyday in their work and personal life. In maximum cases, the first sign of burnout is detected in the work field as a work-related emotional exhaustion. When it was asked to the employees to describe their feelings, they mentioned feelings of tiredness, drained up, hopelessness, and they also mentioned that it is difficult for them to put full effort on their work.

These conditions may affect the employees who were once enthusiastic about their work but emotional exhaustion has come across to him unexpectedly and unnoticed. So the people around him may see his emotional exhaustion as a process of hard working and may suggest him to take some rest. In this situation, employees try to cope up with emotional exhaustion without any proper results and try to cope up by depersonalizing the relationships with his coworkers. Managers who become burnout victims become very harmful for organizations as they spread the burnout effects to their subordinates. It is very unfortunate to say that a burnout employee’s negative attitude is extended from his workplace (i.e., coworkers, boss, and subordinates) to his personal and social life. A person who tries to work on a perfect extent, who lives according to their ideal of achievements, are mostly to come in grab of burnout. According to Dr. Mark Gorkin, a well-known American psychologist who has worked on workplace stress says that many burnout victims try to come out of their burnout effects by remaking their family relationship and workplace strategies in their subconscious mind and they are quite successful in their effort for this.

The effect of burnout may differ from person to person and society to society as the cultures of individuals that prevail in a particular society may either trigger or resolve the burnout effect. For example, North American individualism cultures may have more burnout effect than Mediterranean collectivism culture. There are other stimuli of burnout like people who are single may be affected by burnout more than the happily married couples. Person with active hobbies like keeping pets, gardening, dancing are less likely to get stressed than the person without active hobbies. Ironically, it is seen that Younger generation employees are more likely to get stressed than older generations as their past experiences make them learn and see the other cycles of life.
In recent studies it is seen that there are some responsible nations who maintained statistical records of prolonged stress level of employees for example in Germany it shows that 5% in 25-45 years of age group are treated as burnout victims and are covered under insurance policies. For Netherlands roughly 10% of the employees are the victims of burnout in a particular time, with teaching staff and care health employees to be mostly in the clutch of prolonged stress. The data of burnout phenomena for USA is incomplete for different data privacy rules of government. The excessive prolonged stress was mostly noticed in medical employees, human relation employees, government servants and little by little burnout grabbed IT and IT enable services, sales and other customer oriented jobs and at last management. It is the situation when management tries to go with right-sizing and centralization of work, it results in employee stress not only for having the responsibilities for team leadership, mentoring, team agendas and attending meetings, but also goes on with other responsibilities such as delegation of work, responsibilities on operational basis and project pressure. The IT growth in 2004–2005 made many people happy though the work was harder to come out of the doom days. But situation of the improved market changed in 2006 when the growth was in continuing but the organization’s staff power was not sufficient to control the increased load of work. So from this we can understand and that the recruitment rate of staff was not matching with increased work pressure, so from these started employees facing the work load, mostly unreachable project target and project pressure.

This stress was faced and distributed in the organization from lower level to higher level. Slowly by slowly ethical issues stated evolving up and now the situation is that people tries to goes on with their lifestyle as it is, this can be stated as one of the reason for arising conflict and grievances among the employees. According to recent studies it is seen that in an organization when employees are taking vacations (i.e. employees are using their leaves given by the organization), the productivity is increased by 82%. So it is proved that vacations help employees to be distressed so, by this they can work more efficiently even after a vacation. According to different surveys it is seen that employees stress and its related side effects cost more than $300 billion to the Indian companies. It is clear from this that the organizations who are planning to improve their productivity as well as profit should focus on the burnout and ways to reduce it. It is very true to say that
a happy employee is more productive. So the leisure time and vacations should be taken as investment rather than loss of time.

Disengaged workers are those employees who were formally an excellent employees and tried to do their best to perform a job properly but now those same people work for their job with minimum effort. The reason behind this decreased level of accomplishment is the dislikes for the job; this may be due to stereotype of job, boredom in work due to repetition of same work many times or finding no interest in job. With less productivity and high attrition rates of their best employees the organizations are trying to address burnout prevention.

In addition of these it can code two more causes of prolonged stress i.e. mental dissatisfaction and depersonalization, the third cause can be quoted as an emotional state of less self achievements i.e. inferiority complex. In beginning of their career many employees aims to serve their best to the organization and to the society as large. After sometime they suddenly realize that their contribution and expected growth are not matching those expectations. There are different reasons for these gaps and these are mentioned below

i. High expectations without having the real idea of job during training sessions

ii. Problems faced by the employee due to organizational policies and procedures

iii. Due to uncooperative co-workers

iv. Lack of feedback process on ones success.

These negative characteristics makes the employees frustrated and their motivational power becomes less to strive for their pre decided goals. In fact they may feel themselves as a failure as they may not realize the organizational contributions behind their failure. This is quite a problematic phase as if not taken care of can lead to further destruction
1.2 Conditions that Causes Employee Burnout

It is said that in order to be happy in the workplace, three conditions are needed that is they should be fit to do that work, they should not overdo it again and again and they should have an essence of success in their job. Here the word digital depression comes in to our knowledge. Digital depression means feeling and thoughts of work always tries to haunt the employees and that add up to a overwork. The employees feel like they are trapped in it. It is estimated by a research that nearly 5 million people feel stressed at their job where as nearly half a million suffers from stress related medical problems. It is seen that 80% of people give their 40 hours a week to their work but 95% of them do not feel any accomplishment at the end of the day.

Research suggest that seven main symptoms of digital depression, they are as mentioned below

i. Career success is gained with higher technical knowledge

ii. Unable to come out of work

iii. Constant disturbance of work through other mediums like co workers, bosses, emails, and mobiles

iv. The long stretchable working life with nearer deadlines and changing technical environment.

v. The competition and pressure of getting new gadgets,

vi. The feeling of frustration and stress goes up when employees unable to make technologies work, in this state of stress different types of conflicts among the employees takes place and management tries to solve these conflicts and employee grievances through proper conflict and grievance mechanism processes.

vii. The long and continuous communication gives a feeling of never ending work. Many employees are trying to keep themselves engage in rational endurance. The word
rational endurance describes about the Indian workers i.e. their effort to keep themselves working in spite of different climatic and economic conditions, job layoffs etc. So employees working in rational endurance face more stress and those results in more burnout. Notwithstanding, numerous associations don't work to hold their IT laborers and the business mastery is not developed. The center for IT is regularly to decrease expenses and increment authoritative productivity, yet practically zero stress is carried out on creating or executing IT maintenance systems

viii..dr. Sara L. Schwarz Cook alluded these focuses in her overview which was initially expressed by David Foote (2006) a long-lasting IT industry examiner and advisor, that "there's a becoming apprehension among IT laborers at all levels that on the off chance that they stay with their current Business they can't, or won't, get where they need to be professionally. Furthermore its advocated. The sudden cutbacks of the last subsidence are still crisp in their personalities and the possibility of additional outsourcing and off-shoring just strengthens the message that they can be supplanted immediately".

Further to this Dr. Sara L. Schwarz Cook expressed in her overview examine that According to Foote's (2006) recommendation a mixture of components that can prompt occupation fulfillment of IT laborers. Among these components are aggressive pay, advantages, advancements, proficient advancement, paid time-off, adaptable timetables, and reasonable work/life equalization, which are normally paramount to laborers of different kinds. On the other hand, these components don't fundamentally address the center maintenance issues of authoritative trust and dependability. Particular to IT laborers, an empowering and testing workplace can be pretty much as imperative as pay and profits, and independence is regularly of most extreme criticalness (Foote, 2006). While work disappointment and burnout are particular builds, it is likely that variables prompting employment disappointment cover with elements prompting burnout. (Sara L. Schwarz Cook, 2006)
Causes and Consequences of Employee Burnout

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<th>Causes</th>
<th>Psychological Reactions</th>
<th>Consequences</th>
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<td>Organizational condition</td>
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<td>Lack of Rewards</td>
<td>Emotional Exhaustion</td>
<td>Withdrawal</td>
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<td>Lack of control</td>
<td>Depersonalization</td>
<td>Interpersonal Friction</td>
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<td>Lack of clarity</td>
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<td>Lack of support</td>
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<td>Personal condition</td>
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<td>Idealistic expectations</td>
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<td>Health suffers</td>
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<td>Personal responsibility</td>
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Table: 1  
(Dr. Susan E. Jackson & Dr. Randall S. Schuler, 1983)

1.3 The Yerkes-Dodson Law

The Yerkes-Dodson Law was initially seen by analysts Robert M. Yerkes and John D. Dodson in 1908 when they spearheaded the "upset "U" model" of weight measured
against benefit. The model shows us that when our stress level exceeds a certain threshold and reaches the level of overload, and when this high level is sustained over a period of time, our performance diminishes, we lose efficiency and our health is dramatically undermined.

The model also reveals that both high and (perhaps surprisingly) low levels of pressure (or stress) results in low performance. However, at an intermediate level, there is optimum stimulation and positive effort – and our productivity is at its peak. (Clare Harris, 2010)

The work place is considered as the birthplace of stress (but not forgetting the positive atmosphere of it by stating it as a place of challenge, interest, fulfillment, scalability, excitement and income).

There are studies that show that different aspects of life that are likely to create every day pressure on the employees. They are as mentioned below:

i. Regular and continuous interruption in work

ii. Mentally burdened due to time pressure and deadlines

iii. Poor internal communication system

iv. Lack of support from co-employees

v. Poor senior management cooperation

vi. Too many procedure and internal meetings

vii. Problems arising from too much office politics and grapevine

viii. Hard to handle changes

ix. Less flow of right information

tax. Keeping up with connectivity like emails, sms, cell phones etc.

There are several studies which shows us the other phases of burnout, like to cope with emotional misbalance, employees starts withdrawing from others, those effects in the working relationship with other coworkers and these results in the decreased feeling of
competence and less personal achievements. Stress can be considered as the byproduct of today's everyday life. People or an employee goes through stress in different ways but it becomes harmful when it reaches its topmost level and starts hampering everyday routine. There are several factors that causes overwork, that are working more than 50 hours a week, project deadlines pressures, backend support of working on weekends, continuous use of technological gadgets like laptops and cell phones etc which makes an expectation to be available and accessible during the off hours or off days in the office. All these together makes the employees feel exhausted and without power to strive for the job goals and given work. Technology acts as a double role component as it helps in speedy and better convenience at the same time adds fuels to stressful life. Today’s quick information system makes multitasking an important addition to workplace. As a multitasked the work timings and job stress and work load of an employee increases, all together with passing of time give rise to burnout. So far we had gone through different conditions that trigger burnout but it is necessary to arrange those in a more notified manner.

We can divide those into two categories i.e. is organizational conditions and personal conditions.

1. The organizational conditions include
   
   i. A less reward policies.

   ii. Dogmatic and bureaucratic policies and procedures, more supervision on employees that makes them feel always under pressure and control.

   iii. Lack of clear job expectations and job responsibilities.

   iv. Less adjustment from colleague & management.

2. Employee’s Personal conditions include:

   i. **Realistic assumptions:** In today's organizational system many employees had wrong assumptions about working and the reward system of an organization. For example the expectation of good reward and helpful coworkers may create a shock
in later period and may cause stress. So it is important for employees to have proper assumptions about the job

ii. **Realistic job and proper career goals:** The natural targets of burnout are those employees who think they can do everything, and this attitude of them forces them for multitasking to attain their career goals. The middle period of career in many employees shows the stretches of burnout in their everyday life like feeling of loss, low achievements in career goals even though for others he may be a great achiever.

iii. **Researchers had found out that IT employees are in greater degree of burnout**

According to King in his survey three fourths out of 650 IT companies employees are reported to be going through emotional and moral problems (King, 2004) where as Kumashiro et al. in his report noted that IT employees are in more stress than other professionals and this stress is mainly due to speed of technology used for the work and the stretched working timings as well as overtimes. (Kumashiro et al. 1989)

1.4 **Consequences of Employee Burnout on the Organization and Employees or problem on hand**

In today”s advanced technological era it is very true that organizations are never perfect and we cannot expect it to be perfect also. So the main question arises at this point is that what are the consequences that an organization as well as an employee faces as a result of burnout.

Some of the results are given below:

i. **Development of withdrawal behavior:** It is human nature to stay away or to avoid the discomforts; this logic is applied here also as employees tries to stay away from those organizational conditions that cause discomforts due to burnout conditions. These may include different withdrawal behaviors like more absenteeism, late arriving for work and leaving early etc.
ii. **The arising of interpersonal behavioral conflicts:** The interpersonal behavior between employees’ deteriorates speedily as a result of that given work assignments are taken as challenges and the coworker’s looks like foes and competitors. As a result of these types of behavior small problems between employees takes turns into big arguments with interpersonal differences. This interpersonal difference emerges as conflicts and grievances.

iii. **Overall performance declines:** As we can see the burnout affects the employees physically as well as mentally, the efficiency of the employee decreases day by day leaving the employee exhausted, irritated, drained up and with other physical side effects like head ache, spinal problems and indigestion etc. This burnout related problems not only decreases unsatisfied employees performance but also the organizations overall performance declines.

iv. **Negative consequences in family life:** As we know that burnout leads to the wrong behavior which cause negative consequences in employees working life, same way it also cause a negativity in the quality of family life. If we see in detail, we can conclude about burnout employee’s behavior with their families. We can very well notice that when employees go home they are stressed, exhausted, upset about their work, get angry on petty things, always complaining about the coworkers and work environment and they always like to be alone rather than to spend some time with their families. All these contribute to the negativity in family life.

v. **Burnout may be the cause for health related problems.**

In a study it is shown that burnout employees mostly suffer from insomnia and other stress related problems like spinal problem, head ache, indigestion, diabetics, blood pressure, cardiac problems and neuro problems. It is mostly seen that employees’ starts taking alcohol to cope up with burnout and this is applied to both male and female employees.

In short we can point out some of the common changes in attitudes and behaviors that employees go through when they are under the pressure of work. They are listed below:
i. The employees’ behaviors are characterized with irritability and roughness towards their colleagues.

ii. To cope up with work in the office duties within family members becomes difficult.

iii. A sudden triggering of temper takes place to usually a calm fellow.

iv. Always targeting to become “perfectionist” and striving hard for it.

v. Avoiding the tasks that are challenging and hard to perform, and doing small and unimportant jobs that are easy to perform.

vi. Having wished to have single focus job and avoiding multi-tasking.

vii. Avoiding contact and talking less with coworkers.

viii. Trying to do everything himself and avoiding taking any help.

ix. Feeling of nervousness for silly work.

x. Feeling of tearfulness in petty situations.

xi. Relying on alcohol to get rid of stress.

xii. More intakes of junk food, coffee, tea, chocolates etc.

xiii. The enjoyable and interesting works become burden for the stressed employee.

xiv. Waking up in the late nights due to work tension.

xv. Thinking restlessly about work again and again in the non working hours.

xvi. Stressful employees are found to be hypersensitive towards criticism.

When the employees are mentally stressed then there is always a reaction of that stressed feeling in their bodies. These body mirrors can reflect many serious health problems in the long as well as in short run. Some of them are listed below:
i. **Immune System:** There is noted reduced resistance to different kinds of infections, allergies etc.

ii. **Respiratory System:** Due to prolonged stress or burnout employees may suffer from asthma, sore throats, sinus problems, and bronchitis or chest infections.

iii. **Nervous System:** Employees in burnout may suffer from fatigue, trembling of hands or legs, excessive sweating in tension, dizziness, restlessness, migraines, insomnia etc.

iv. **Digestive System:** The disorder in digestive system may cause mouth ulcers, stomach ulcers, heartburn, indigestion, nausea effect, constipation, diarrhea, hemorrhoids, irritable bowel syndrome etc.

v. **Cardiovascular System:** This may include the problems like over-rapid heartbeat

<table>
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<tr>
<th>The Way Employee feel</th>
<th>What Employee Need</th>
<th>Ways to beat stress</th>
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<tbody>
<tr>
<td>Anxious, tensed, worried.</td>
<td>Unwinding, deeper breathing, flexibility, self-focus, social sport.</td>
<td>Yoga, meditation, brisk walking, teamsports, swimming.</td>
</tr>
<tr>
<td>Anxious, demotivated, tired and given up situation.</td>
<td>Unwinding, deeper-breathing, energizing, competition.</td>
<td>Running, spinning / cycling, aerobics.</td>
</tr>
<tr>
<td>Aggressive behavior always inclined to blame others.</td>
<td>Unwinding, deeper breathing, releasing aggression.</td>
<td>Kickboxing, boxing exercise, squash, tennis.</td>
</tr>
<tr>
<td>Frustrated, driven, workaholic deemed to be perfectionist.</td>
<td>Unwinding, deeper breathing, releasing frustration, fun.</td>
<td>Team sports for example hockey, basketball, soccer etc.</td>
</tr>
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</table>
Cardiovascular Fitness (Essential basis for well-being)  
Table: 2 Cardiovascular Fitness (Essential basis for well-being)

vi. Which is called as tachycardia palpitations, high blood pressure, chest pain, heart attacks, fainting etc?

vii. **Musculoskeletal system:** This problem includes stiffness of joints specially neck and Shoulder joints, shoulder and neck pain, backache, headaches etc.

viii. **Hormonal System:** This may include variety of problems like PMT, irregular menstruation, constant “adrenal change”, low libido etc.

ix. **Skin and Hair:** Due to prolonged stress the skin and hair problems like eczema, urticaria, psoriasis, dermatitis, alopecia (non hereditary hair loss) etc.

(Clarke Harris, 2010)

1.5 Conflict management

Conflict is said to be one of the inseparable part of the employees and employer life. It cannot be stated as a problem for the organization unless and until it is handled ineffectively. Conflict can be healthy when it causes the employers or employees to explore their work and responsibilities, tries to increase their imagination and belief to provide new roads to their work goals. If conflicts are handled properly then it motivates the people to act in greater creativity that will result better results.

Each and every employees has some or other expectation from the organization ,which they feels that those expectations should be fulfill by the organization for which they work for , that may be proper working condition ,proper and timely remuneration etc. **When an organization fails to meet the employee’ s expectation ,there comes up a feeling of dissatisfaction among the employees and when an employee’ s feels that organization is**
doing something unfair it is said that he /she has a grievance. As per Jucius, the saying grievance can be characterized as any discontent or disappointment, whether communicated or not, whether substantial or not, emerging out of anything associated with the organization which a representative considers, accepts or even feels to be unreasonable, low or impartial. Grievances can be expressed as an evidence of representative's disappointment towards association in general. Grievances can be followed from the passageway interviews, grapevines, conclusion reviews and open entryway arrangements.

Features of Grievances

When we judge this definition there develops some vital gimmicks of grievances. They are as per the following:

• This advises to the representative's disappointment towards any organizations issue.

• These grievances ought to originate from the occupation related reason however not for representative's family or wellbeing related issues.

• the grievances may emerge for any reason that is when a specialist expresses that any wrong has been conferred and it is not generally required that it is genuine and sensible all over.

• the grievance can be said orally or just kept in memory however it will discover some or other route for the statement. So when the workers grumble comes verbally or in composed structure, the moves must be made instantly by the association else it grows up to be a grievance.

• As an entire we can say that grievance can be followed and it serves to know the parts of disappointment of representatives for the as

(Prof. AVV Raju & Dr.AR Aryasri, 2010)

Causes of Grievances
Grievances may be the result of the following organizational situations:

- Grievances may result from the stress resulting from the improper Working environment and conditions like improper match of employee with given work, non-availability of proper work equipments, poor superior – subordinate communication, unrealistic goals given by managers etc.

- Grievances may result from stress arising from poor wage policies followed by the management, nature and condition of work.

- Grievances may be the result of stress arising from the violation of Central or State or Company Rules.

**Sources of Grievances**

There may be various numbers of reasons for occurring of grievances. The reasons are stated below:

- **Economic**: the workers may have a feeling of being underpaid then their abilities and hard work. That may happen if they find that their salary, overtime Remuneration, bonus etc are less as compared to the other organizations in the market.

- **Work environment**: Employee stress may arise due to poor working Condition of workplace, poor scheduling of work, defective working tools, unfair rules etc. This stress reasons give rise to grievances.

- **Supervision**: This relates to the attribute of the supervision like favoritism, caste affiliation, regional feeling towards the employees. This creates a feeling of neglect for the employees who face these situations and gives rises to stress and grievances comes in to force.

- **Working groups**: Worker's alteration with different associates is a paramount standard for shaping a decent living up to expectations bunch. Those representatives'
neglects to attain that endures distinctive issues like feeling of carelessness, segregate and expressed as the center for shame and insolence and so forth.

- **Others**: and so forth This criteria takes in diverse angles related certain pessimism of principles identifying with worker advancements, representative security standards, exchanges methods, restorative and leave offices.

- **Effects of grievances**

  Grievances, in the event that they are not taken care of or oversaw appropriately can truly influence the arrangement of generation, representatives identified with it and the manager, to be said that association in general. The impacts are given in classified structure underneath.

- **Effects on production system include:**

  - Low grade nature of generation.
  - Put negative consequences for creation and profit.
  - Wastage of worker's vitality and cerebrum in undesirable clash and grievances.
  - Increase in wastage of material and time underway procedure.
  - Rise underway.

- **Effects of workers include:**

  - A rapid increase in absenteeism and turnover.
  - There is a rapid decrease of work morals like commitment, sincerity and punctuality among the employees.
  - Increased rate of work place accidents.
  - Reduced level of communication and integrity among the employees.
- Rapid increase in grapevine and this creates the platform for doubt and misunderstanding among the employees.

- **Effects on managers.**
  - Put negative effect on superior–subordinate relationship.
  - Rapid increase in indiscipline cases.
  - Increasing in supervision process.
  - More time and energy is invested in grievance procedure and conflict management.

**Need for a grievance procedure**

The unfavorable impact of grievances not has just influences the specialists too administrators yet it additionally influences the aggregate hierarchical framework. On the off chance that individual representative's grievances are not heared and took care of appropriately then it may prompt squabbles, misjudging and question. There is a high hazard that these question and fights may prompt huge accumulation of debate and that may be harder to handle. So in the light of these negative viewpoints it is normal that organization's managerial board ought to recognize these grievances when it is in its beginning condition and ought to go with fitting instruments to handle it so that hierarchical issues can be avoided at all costs.

**Merits of having a Grievance Handling Mechanisms**

These are some conspicuous benefits for sorting out a legitimate grievance taking care of systems in association:

- Through this administration thinks about the inclination of the laborers in connection to the authoritative tenets, regulations and methodology. Thusly
administration can appraise the positive and the negative angles about the authoritative behavioral methodology

- For the employees, the grievance handling procedure has become an official channel for ventilate the feeling about the organizational policies and procedure. There are certain problems that cannot be solved by the supervisors but that has to be handled by the top management only, by doing this the top management get a direct chance to involve with all level of employees as well as they comes to know about the reactions of different organizational rules and policies.

- This procedure becomes a checkpoint for the supervisor’s attitude and behavior towards their subordinate employees. This process compelled the supervisors to attain the grievances of their subordinates patiently and sympathetically.

- The employee moral gets boost up due to the existence of grievance procedure and that is beneficial for the whole organization.

1.6 Need and Importance of Research Problem

Burning out of employee is creating serious problems for employees as well as organization as a whole. The efficiency and the productivity of the employees are decreasing because of depression. The fundamental effect of worker burnout is low profit, poor representative good, high worker turnover cost and so forth. So this will contrarily influence the representatives, association and industry as well as the general public as every last worker is a piece of the general public. Workers with anxiety and delayed anxiety reactions, ended up being to some degree inefficient for their association as they deliver wave of their anxiety phenomena to others. It is exceptionally appalling to say that the worker's conduct in this burnout stage shows antagonism for their family, companions, associates, and so forth. This cynicism may influence his family life and also meeting expectations life. Rather than expanded chief's stresses over the treatment of anxiety related circumstances in the business, the studies don't demonstrate the best possible connection of anxiety in the IT individuals. So it is reasonable to express that
supervisors were not able to anticipate stress and its impact so this study presents them with inconveniences to the expressed present anxiety related learning. Despite the fact that Dr. Sethi in 1999 scrutinized about the connection of anxiety with in engineering workers yet less information are taken into thought. It respects say that push related studies has additionally effectively occurred in numerous other diverse working fields furthermore investigated the stunning results with legitimate approaches to treat the disservices. (Dr. Fogarty, Dr. Singh, Dr. Rhoads & Dr. Moore, 2000; Dr. Y. Advani, Dr. Jagdale, Dr. Kumar Garg, & Dr. Kumar, 2005), the study is to analyze and survey the fundamental explanations behind anxiety sorrow and burnout of representatives in IT area was not produced into results.. This investigation of mine will attempt to fill these holes.