CHAPTER - 3

THE PROBLEM / HYPOTHESIS
3.1 Current IT Environment

There are many causes of burnout that is applicable for employees from all professions but there are some critical factors that are more applicable to the IT professionals. It is very unfortunate to state that the surveys stated the absenteeism of proper know-how about the working and advancing of an IT career (McGee, 2006). Today’s IT sector is all about the changing mechanisms and speedy globalization process. Since 1980s there has been a movement for IT jobs to offshore places. (Ho, Ang & Strion aub, 2003). According to research of Farrel it is predicted that percentage of offshore jobs done on behalf of U.S. IT industry on 2007 will be twice as much done in 2003 (Farrel, 2005). In King’s survey it was asked to the IT employees to identify the major stress factor in their workplace. In the answer to this question, more than half of the employees had said it as cuts in the budget, increase in workload or work pressure where as more then one third has said it as permanent layoffs as well as salary and freezing of hiring. There is yet another side of the coin as layoff can that King has stated as the word position migration and job segregation outside can be stated as global sourcing. This has been reported to have increased the rate of cynicism towards top management and that triggers the burnout phenomena (King, 2004). In their book named The truth about burnout: How organizations cause personal stress and What to do about it written by Dr. Maslach and Dr. Leiter It is stated that there is a constant link or connection between globalization and burnout of employees. They insist that probability or possibility of off shoring the jobs by an organization in to a different country can put stress on the employees and can hamper the work environment of the organization (Maslach & Leiter, 1997). This would be prominently stated that overload of job duties is one of the important reason for triggering stress in employees. We can state many reason for this. Firstly IT employees are nearly every time connected to the network through internet with the help of technically advanced gadgets, so their holidays and free time also comes in the grab of the working time. Computers with advanced communicative devices becomes the instrument of triggering stress among the employees as these techno stressors and have redefined the work place as stress place with minimum rest and maximum work (Brillhart, 2004). In an research survey it has been stated that an average an IT employee work for 50 hours a
week and nearly half of this work or we can say the average of six hours of work is done on weekends (Sethi, King & Quick, 2004). Behesti and Bures pointed out that the success formula for the Information Technology groups are to take advantages from the new technologies that are present in the market (Behesti & Bures, 2000). As per the survey done by Sethi, it is stated that the pressure of meeting the project deadlines or any other specific deadline is said to be the most important factor for stress among IT professionals (Sethi et al., 2004). The fast changing environment of IT industry demands know how of new complex technologies for day to day works and the employees had to get updated themselves with the new technologies in the market. This balancing factor of the job demands and new technological skills is another cause for stress (King, 1995). According to the survey studies it is stated the main or key element of the IT industry is the innovation of new ideas or technologies. Many researchers has pointed out that the main challenges for rapid changing IT industry transform the everyday changing complex research and development work in to revenue generation process for the organization (Gugliemi, Lascar, Mastrocola & Williams, 2006). It is pointed out in the survey that due to downsizing employees faces more anxiety and depression and that hampers the production in the organizational level, not only that but the employees who remains after downsizing suffers burnout due to fear of insecurity (Behesti & Bures, 2000). After downsizing of the employees, the remaining employees may face different problems like working for long hours, overload of work and time pressure. These all contributes to the burnout of employees (Fong & Kleiner, 2004). It is likely to say that higher anxiety level of employees may contribute to burnout, can hamper productivity, may lower the professional morale and ethics of employees. The research states that the downsizing process does not proved to be and more profitable for the organization as the production increased by 10% only and there is a sign for reduced trust and moral among the employees (Camron, Bright & Caza, 2004). The research study stated that for the IT professionals there is not only need for flexibility of timing when there is high time pressure conditions exist but also we can say that it is a potential state of political rules and belief that can be combined with outsourcing and foreign job opportunities. All this create stress and that leads to burnout (Yashwant Advani et al., 2005). It is stated in the survey study that the employees who are working under poor management, may feel or
achieve less personal accomplishment and that triggers burnout impact (Hilgendorf, 2005). There are surveys that states that as domestic or onshore skilled employees became less important due to outsourcing of jobs, the salaries of IT employees has also been decreased in a different positions and this has triggered the burnout phenomena (Vu, 2004). The employees of public or governmental organization has the facilities like healthcare, re-employment and travel expenses or moving expenses facilities but these facilities are not available to IT employees .This imbalance creates stress and burden and finally leads to burnout (Thibodean, 2006).There are several factors that are promoting the dissatisfaction among the employees. As per Sweeney it is expressed that the principle components affecting the IT workers to leave from their employments are work weight and burden, ugly recompense arrangements, poor administration characteristics of senior officials. (Sweeney, 2006). An alternate study expressed that the absence of fitting correspondence between employees and management can results in climbing anxiety level and can build the effect of burnout among the workers where as this can be controlled and oversaw by making trustful and adaptable environment in the work place (Schurr, 2001). It is stated that the psychosocial factor are not only related to burnout but also it can affect the employee so strongly that can it result in future work disability (Albertsen, Lund, Christensen, Kristensen & Villadsen, 2007; Krokstad, Johnson & Westin, 2002; Laine et al. 2009; Vahtera et al., 2010). Foote stated that, there are many factors that cause the job satisfaction among the employees. Some of these factors included are proper pay and perks, justified promotions, flexible timing, personal skills development, paid leaves and work - life balance facilities (Foote, 2006). Any organizational activity which can change or alter the approach and can put positive energy in to the working atmosphere, can keep the burnout away (Anonymous, 2011). can work happily , keeps them a far from stress and this Research work of Lack suggested that the organization which promote positive work atmosphere in which employees low stress impact shows positivism in production and presenteeism with low absenteeism rates. (Lack, 2011)
3.2 Previous Research work of prolonged stress or Burnout on IT and IT enable Sector

There are some survey researches in past which made its attempt to note the prolonged stress and its consequences in the IT and IT enable organizations.

In 1990, Polok has surveyed and addressed the various factors of personal factors and different behavioral aspects that influence the prolonged stress in an IT organization. This survey research shows us a distinct negative correlation between burnout and employees work involvement, supervision methods, coworkers supports, job performance, exact knowledge of the work procedure, target and control of the job. His hypothesis of a positive relation of organizational or work place variables and prolonged stress was rejected. In the year 1994, Dr. Sonnentag surveyed on the IT employees to find out the correlation of work stress, job control and prolonged stress. He also studied about the effective results for social relation and interaction on the above relationships. He found out an effective correlation between burnout and job related stress and control. But his surveyed analysis has not supported his hypothesis of pertaining effective results of social relations and interaction.

Later on Sethi et al. in 1999 have verified on burnout effects on information technology employees and was found that there was an effectively strong relation between work uncertainty for employees and dispute or misunderstanding of role in relation with the stress.

In 2002, researchers like Dr. Salanova, Dr. Peiro and Dr. Schaufeli stated about the relationship on personal efficiency of employees with burnout. With the survey of the effects of demand of job and control of job with the burnout effects. (Salanova et al. 2002)
3.3 Objectives of The Study

Try to find out the reasons for employee burn out.

To analyze working conditions of employees in the organization.

To know whether the employees are getting recognition e for their performance.

To understand the work-life balance of the employee in the IT sector.

To find out various organizational factors that increases work pressure.

To find out how an organization can help the employee to overcome burnout depression and stress.

3.4 Hypothesis:

Based on review of literature the below stated hypotheses were developed:

\( H_1 \rightarrow \) There is no significant relationship between high emotional involvements of employee and the customers of the organization with depression or the stress of the employee.

\( H_2 \rightarrow \) There is no significant relationship between rewards and employee burnout.

\( H_3 \rightarrow \) There is no significant relationship between organization"s support to the employees and employee burnout.
3.5 Methods used for Analysis of Data for Hypothesis conclusion

The investigation of information will be carried out by rate technique since it must be discovered whether enthusiastic associations of representative with the association and sorrow or anxiety of the worker are related or free furthermore to recognize whether association's backing to the worker has any huge impact on worker burnout. After legitimately examining, the chart has been shaped to provide for it a flying creature's perspective. This will help us in examining the information legitimately. All speculation examinations were likewise done by utilizing SPSS 20. Aftereffects of theory were drawn in the wake of testing the speculation utilizing Mann – Whitney U Tests. These non – parametric tests were taken for the study results as a result of the repudiation of the typicality of supposition for the free specimen t- test.all information has been deliberately dissected to know the right picture of the alluded circumstances yet for more detail investigating of theory a few inquiries has been sorted and broke down for more unmistakable results. The chose questions for every theory are given beneath for the refer

Hypothesis H1

H1 hypothesis mentions that there is no significant relationship between high emotional involvements of the employee and the customers of the organization and depression or the stress of the employee.

Selected Question for this hypothesis H1

H1a. Did you face any problems from the part of customers due to their dissatisfaction towards the services that you provided to them?

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann- Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann- Whitney U Tests. This is a non-
parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

The questions are asked in a specific way in which the answer can be either yes or no i.e. positive and negative that means the employee must have experienced the situation or he has not gone through it. The responses schedule 1–4 are categorized as positive and 5 categorized as negative. The reasons behind these categorization are the positive and negative responses values they represent that is 1 stated as „always”, 2 stated as „often”, 3 stated as „sometimes”, 4 stated as „seldom” and 5 stated as „never”.

H1b. Have you ever experienced stress or depression, due to emotional involvement with customer?

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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Hypothesis H2

H2 hypothesis mentions that there is no significant relation between rewards and the employee burnout.

Selected Question for this hypothesis H2

H2a. Have you ever felt that rewards (monetary & non monetary) can reduce your job stress?

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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H2b .These 4 questions are matrix questions and employees are asked to rate the statements as 1)Strongly agree, 2)Agree, 3)Neither agree NOR disagree, 4)Disagree,5)Strongly disagree .

i. It is important for me to be recognized for my work.
All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

The questions are asked in a specific way in which the answer can be either yes or no i.e positive and negative that means the employee must have experienced the situation or he has not gone through it. This hypothesis was assessed using 5-point scale. Responses are assigned value as 1- „strongly agrees”, 2- „agree”, 3- „neither agree nor disagree”, 4- „disagree” and 5- „strongly disagree”. On basis of this 1 and 2 has been taken as „positive” value whereas 3, 4 and 5 has been taken as „negative” value.

H2b.ii My paycheck and benefits are the only acknowledgement I seek.

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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„disagree” and 5- „strongly disagree”. On basis of this 1 and 2 has been taken as „positive” value whereas 3, 4 and 5 has been taken as „negative” value.

H2b.iii My paycheck and benefits are important, but I would also appreciate non monetary rewards.

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann- Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann- Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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H2b.iv I am satisfied with my organization”s current recognition program.

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann- Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann- Whitney U Tests. This is a non-
parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

The questions are asked in a specific way in which the answer can be either yes or no i.e. positive and negative that means the employee must have experienced the situation or he has not gone through it. This hypothesis was assessed using 5-point scale. Responses are assigned value as 1- "strongly agrees", 2- "agree", 3- "neither agree nor disagree", 4- "disagree" and 5- "strongly disagree". On basis of this 1 and 2 has been taken as "positive" value whereas 3, 4 and 5 has been taken as "negative" value.

H2b.v The nature of my job allows me adequate opportunity to be recognized.

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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H2b.vi I believe that all employees should be equally rewarded.

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS verson 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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H2b.vii I think employees should be rewarded for meeting specific criteria “above and beyond” normal duties.

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS verson 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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Hypothesis H3

H3 hypothesis mentions that there is no significant relation between organization’s support to the employees and employee burnout.

Selected Question for this hypothesis H3

H3a. Have you ever experienced stress due to fear of losing job?

All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS version 20. All the solutions were drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

The questions are asked in a specific way in which the answer can be either yes or no i.e. positive and negative that means the employee must have experienced the situation or he has not gone through it. The responses schedule 1 – 4 are categorized as positive and 5 categorized as negative. The reasons behind these categorization are the positive and negative responses values they represents that is 1 stated as “always”, 2 stated as “often”, 3 stated as “sometimes”, 4 stated as “seldom” and 5 stated as “never”.

H3b. Have you felt that organizational support can reduce stress level?
All hypothesis analyzing is done by dual method i.e. one by percentage method and one more by Mann-Whitney U Tests with the tool called SPSS version 20. All the solution was drawn by using statistical method named Mann-Whitney U Tests. This is a non-parametric test and the reason for choosing this method is due to contravention of the regularity supposition for the independent sample t-test.

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