

Assessment 3

Essay : “What is burnout and what factors contribute to an employee’s perception of burnout in the workplace (e.g., personal characteristics, characteristics of their job, and the work environment)? What are the consequences of burnout for employee well-being? *Conduct academic research to decide and explain your answer.* “

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Introduction

The study of Organizational Behavior is very challenging yet it is interesting, and it encompasses a diversified range of topics that is used in managing of organizations (Jung, 2012). It becomes more challenging when situational factors interact with each other. Employees when working in a group, and individuals working together, face several issues. This study relates to expected behavior of an individual working in an organization. In a workplace no two individuals will behave likely or in the same manner in a particular work situation. Human factor is important in an organization as it is contributory to the productivity and study of human behavior becomes essential. The organizational culture, work behavior, emotional intelligence, job design, value system and the work environment are the agents which determine the human behavior (Yagil, 2006). Employees while working in a role faces a series of diversified challenges like stress and other work related issues. An important aspect of employee working in an organization is employee burnout which is caused by a number of factors. This essay analyses the real meaning of employee burnout and the various factors that contribute to an employee's perception regarding burnout in a workplace. The several factors can be related to personal characteristics, nature of the job, work environments and so on. At the end of the report the several consequences and characteristics of employee burnout has been analyzed that can help in determining employee well-being (Jawahar, 2007). At the end of the essay the factors that are affected by employee burnout has been analyzed with its potential impacts that it can have on the organizations.

Research Methodology

Several researches have been undertaken in the field of employee burnout in order to realize and understand the factors affecting it. Employee burnout can be referred to as the several factors that make an employee tired or wary from performing a particular job role (Dunford, 2012). For understanding and analyzing the several factors that affect employee burnout, a qualitative research has been undertaken. The qualitative research reflects and analyses the data from several books, journals and academic research papers in order to determine and understand the factors that affect employee burnout. Though burnout has been found to be a dynamic factor that leads to fatigue and exhaustion, which further leads to demoralization of job performances

(Shirom, 2010). The academic literature that has been utilized for the purpose of studying employee burnout are given below;

Gill (2006) in his academic research analyzed the several causes that leads employee burnout (Gill, 2006). He found that personal characteristics and nature of the job to be most influencing factor that determines the job condition and burnout characteristics. Due to increasing complexity of modern life and technological impacts, immense amount of pressure and stress builds up on individuals. Individuals often have to spent hours in front of computer solving complex issues and challenges that requires serious commitment (Ellett, 2007). Employee needs to maintain stringent deadlines and time schedules that puts pressure on their professional as well as personal lives. This impacts the productivity level of employees.

Further Scott(2008) in his research analyzed the role of organization that affects employee burnout (Scott, 2008). Organizations have immense role to play in employee burnout and cause tremendous impact. Often organizations are reluctant to provide an appropriate job design to employees that can motivate them. Organizations barely employ motivational models to get employees to perform a particular role and they employ ineffective leaders who do not provide any guidance to employees for their well-being and job performances (Riolli, 2006).

Crawford(2010) further recognized the role of job design and employee burnout, and suggested a predominant role in linking bot the parameters (Crawford, 2010). He analyzed and categorized the several factors of job demand and their possible impacts on employee burnout. If a job is highly in demand and the employee has had a tough time securing the job, then the potential impact is going to be stress on the employee. This might affect employee burnout severely and lower productivity to all extent (Fedor, 2006). A job which is lucrative and is easy to perform will potentially offer less threat and employees are more likely to be motivated for the job role leading to job satisfaction. Thus, aspects of jobs are extremely important in determining burnout factors for employees. Leaders have predominant roles in organizations to play regarding employee job satisfaction and reducing the impact of employee burnout. A leader is effectively utilized for defining roles and in dealing with any type of employee grievances (Ângelo, 2015). A more effective leader is able to be deal with employee stress and pressure with utmost compassion reducing organizational impact due to burnout factors.

Analysis

In an organization, the environment impacts employee engagement, morale and productivity in positivity or negativity. The workplace is the major domain of a person or employee from which they get satisfaction but at the same time it becomes life -threatening stressors, due to rapid changes in the economic aspects of time (Boyas, 2010). Economy globalizations, the occupational environment of workplaces are delivering increasing stress. For example, Job insecurity, burden of lifelong learning and with increasing workload. Now-a-day larger sections of people are involved with service and knowledge based organization or industries with requirements of technological knowledge or preparedness and lots of mental stress. This creates negative stress in employee's life which would bring dissatisfaction in commitments both in personal and organization, reduced job performance and so on (Yu, 2009). Not only it will affect the organization it will have impact on the workers family life and the community too. Therefore, more attentions are required to look after the psychological impact on both physical and psychological work environment (Xanthopoulou, 2007).

Burnout in an Organization

Physical, mental and emotional exhaustion caused due to prolonged and excessive stress then it is burnout. Burnout destroys the zeal and enthusiasm to work and perform which creates a threat to our job, our relationships and health as well (Avtgis, 2007). Burnout occurs when someone feels overwhelmed, lack of efficiency in meeting the constant demands and emotionally drained and with the continuation of stress the motivation and zeal declines with which a certain role was accepted first. The productivity and performance of an employee reduces due to burnout, the performing of day to day tasks becomes a burden for him.

Physical burnout and aspect is an important part of employee burnout factors as it creates immense amount of stress for the employee. An organization needs to adhere by the principles and norms of physical safety and workplace management while dividing job roles, to avoid

critical accidents. All construction workers have stipulated time period for which they can work in order to conform to workplace safety and security norms (Kubicek, 2013). Lack of any such norms may create tiredness for employees and impact their performance levels and cause potential threat to the organizations in terms of accidents.

Causes of burnout

It is a psychological response of stress due to work that is effected by or characterized by depersonalization, reduced feelings due to personal accomplishment and emotional exhaustion. Occupational burnout is typically found in human within service professions. It prevails within the human service due to high stress work environment. A growing research has evidence that burnout is clinically similar to depression (Jung, 2012).

Occupational burnout develops slowly and can be recognized when it is severe. When expectation between reality and job differs than the stress begins. Unable to handle the pressure the stress level starts increasing. Due to the modern workplace changes burnout is becoming a more common phenomenon (Haar, 2006). The demanding environment of a workplace is studied as the psychologically exhausting factor of burnout. The mismatch is likely to happen when the nature of the job and the person doing the job involves. This mismatch becomes overloaded and the economic values are put ahead of the human values.

The professions with high level burnouts are engineers, nurses, teachers, social workers, physicians, lawyers, police officers and customer service representatives. Within human services the burnout is so prevalent due to emotional demands of job and high stress work environment. The latent mood disorders aggravate symptoms and destabilize courses of mood disorders among workers is manifested by the workplace (Kwak, 2006). Negative feedback from the organization, reduced salary and decreased self-esteem, may add on the stress level of depressed workers in an organization. If this impact get worse or persist serious health issues of mental health such as suicide attempts and chronic disability may follow.

An organization needs to adopt appropriate employee grievance cells, employee feedback system and allow ample time to employees before they are charged for getting results. It is extremely important for organizations to provide employee grievances cell, as due to lack of it productivity might be hampered and employees may feel less empowered within the organization (Chiu,

2006). Employee empowerment is an important aspect of employee job satisfaction and to reduce employee turnover. An organization that needs to create a positive impact on the employees needs to have a employee redressed unit that caters to employee complaints and handles it in a dynamic manner.

The *job-demands model* of burnout shows that burnout is influenced by job resources and job demand. Psychological and physical costs of work are job demands. They are work pressure and emotional demands. Organizational aspects of the job that helps the employee to manage job demands are job resources. It has been found by Demerouti et al. that burnout is explained by two factors-job demand and job resources (Schaufeli, 2008). Exhaustion is correlated to job demands and disengagement is correlated to job resources. Demerouti has shown that not only in human services but in all types of jobs the burnout is there. Burnout is a work specific syndrome, as has been highlighted by famous work of many researchers.

The employees gender also influence the perception of job burnout as within an organization male and female employees have different set of duties and jobs to perform. A senior post dominated by male counterparts determines how female employees perceive the job burnout against male counterparts (Maslach, 2008). The female employees have also the tendency to arrogate male counterparts by demanding certain leaves like maternity leave, crèche facility as well as break intervals for attending their new born babies, and organizations that are not able to provide such facilities can suffer from women employee burnout.

Personality traits also determines the employee perceptions towards job burnout as this traits are characterized by dynamic and organized set of factors which one possess and get influenced from, which determines the behavior and motivation level at various situations (González-Romá, 2006). The pessimistic nature and attitude is one of the personality traits which determines job burnout as each and everything we are surrounded with are giving negative outcome as per the pessimistic thought.

Perception regarding job roles and their impacts can have a huge impact on the employee burnout. Colleagues and senior employees play a potential role in determining employee burnout levels and influences the minds of employees through informal communications (Borritz, 2006). The grapevine network has been responsible for generating a lot of impact on employees and

their job roles. This informal mode of communication creates perception regarding job roles and helps in diagnosing reasons behind employee burnout and other factors. The most worst effect of employee burnout is effect of employee commitment levels that is severely hampered from such causes. Organizations needs to work and improvise on its employee motivation and commitment features in order to reduce impacts on employee buronout.

Conclusion

Organization in order to get maximum productivity from its employees and increase employee commitment to job roles needs to analyze the several factors that causes burnout. Employee burnout can severely hamper work place productivity and lower job satisfaction of employees. This in turn can affect the organization in terms of increased cost due to employee turnover, organization may face increasing burden of recruitment and selection costs, training costs and orientation costs. For greater positive impacts on the organization and to create value organization needs to stress on job designs that benefit the employees and boost their morale. Employee job motivation is an important aspect of their job roles and organizations needs determine the factors that can have possible impacts on job satisfaction and increase employee morale. In order to handle the dynamic role of employee burnout organizations also needs to adapt suitable employees who are able to motivate them and get maximum benefits from the work roles.

Some researchers argue that the aspect of employee burnout is a result of the personal characteristics of employees, whereas others argue that it is an aspect of the work factor itself. There are several literary journals that support the role of work that affect employee burnout and create high level stress for employees. A compassionate leader is able to reduce the impacts of employee burnout by counseling and providing lucrative job designs. He is also able to re-orient employees individualistic goals to that of organizations in order to get maximum benefits from employee productivity. Employee burnout has been found out to be a major factor that provide employee commitment, hence an organization that wants to improve its existing levels of employee commitment and enhance the morale of its employees need to improvise on the several factors that leads to employee burnout. Though employee burnout creates a negative impact on the organization as well as on employees, organizations have to overcome this challenge by use

of dynamic systems in order to increase productivity, employee empowerment and reduce employee turnover for the organization.

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