

Relieving Burnout through Job Design: A SEM Approach

*Aliviar el burnout a través del diseño de puestos de trabajo:
un enfoque de SEM*

*Aliviando o esgotamento por meio do design do trabalho:
uma abordagem SEM*

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Received: April 15th, 2022

Accepted: July 29th, 2022

Available: September 12th, 2022

How to cite this article:

Jindal, S. Agarwal, "Relieving Burnout through Job Design: A SEM Approach,"
Revista Ingeniería Solidaria, vol. 18, no. 3, 2022.
doi: <https://doi.org/10.16925/2357-6014.2022.03.01>

Research article. <https://doi.org/10.16925/2357-6014.2022.03.01>

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Abstract

Introduction: The research paper "Alleviating Burnout through Job Design: A SEM Approach", was developed at KIET School of Management, KIET Group of Institutions in the year 2021. The challenges of the 21st century are to create a new paradigm that will lead to the success of an organization; one which must be decided by the organization itself. It is assumed that pay at the workplace is the most important factor for motivation.

Problem: This paper posits that a well-defined job design, can reduce burnout and further enhance the employees' performance. It will in turn help the organization effectively compete in the ever-challenging global market.

Objective: Investigating the relation between job design and burnout in employees (managers) in FMCG companies. It's done by assessment of changes in core dimensions of burnout with respect to job design.

Design/Methodology/Approach: The assessment was done among 350 managers working in FMCG companies in Delhi/NCR. They had been given questionnaires to make an assessment of the dimensions of different variables related to burnout. The hypothesis was made that job design and burnout have a negative correlation. The path analysis method was used to generate the model and was tested for job design and burnout. For the analysis of the obtained model, SEM software AMOS 20.0 version was used.

Conclusion: Sub hypotheses were formed by transforming the hypothesis. The hypotheses were validated with the results obtained from the analysis. It also substantiated that there is a significant negative correlation between job design and burnout.

Originality: The main aspect of this research was to examine the connection amongst these two variables i.e. job design and burnout. The resolve of this research is to examine the significant effect of job design in the alleviation of burnout. The major outcomes of the present research divulge that there is a negative and noteworthy association between job design and burnout.

Limitations: The correlation has only been validated amongst a limited setup of FMCG managers which gives a conceptual base. It can further be extended to other sectors of public and private companies and to other job roles and services. Various measures of management of employees can further be identified on the basis of this research.

Keywords: Job design, Burnout, Cynicism, Exhaustion, Managers, Fast Moving Consumer Goods companies (FMCGs).

Resumen

Introducción: el artículo fue desarrollado en la Escuela de Administración KIET, grupo de instituciones KIET en 2021. Los desafíos del siglo XXI suponen crear un nuevo paradigma que conduzca al éxito de una organización, que debe ser elegido por la propia organización. Se supone que el salario en el lugar de trabajo es el factor más importante para la motivación.

Problema: la investigación postula que un diseño de puestos de trabajo (*Job Design*) bien definido puede reducir el *burnout* o agotamiento y mejorar aún más el desempeño de los empleados. A su vez, ayudará a la organización a competir de manera efectiva en el siempre cambiante mercado global.

Objetivo: investigar la relación entre diseño de puestos de trabajo y *burnout* en empleados (gerentes) en empresas de consumo masivo. Se realiza mediante la evaluación de los cambios en las dimensiones centrales del agotamiento con respecto al diseño de puestos de trabajo.

Diseño/Metodología/Enfoque: la evaluación se realizó entre 350 gerentes que trabajan en empresas *Fast Moving Consumer Goods* (FMCG) en Delhi. Se les suministró varios cuestionarios para hacer una valoración de las dimensiones de diferentes variables relacionadas con el *burnout*. Se planteó la hipótesis de que el diseño de puestos de trabajo y el burnout tienen una correlación negativa. El método de análisis de ruta se utilizó para generar el modelo y se probó para el diseño del trabajo y el agotamiento. Para el análisis del modelo obtenido se utilizó el software SEM versión AMOS 20.0.

Conclusión: Las subhipótesis se formaron transformando la hipótesis. Las hipótesis fueron validadas con los resultados obtenidos del análisis. También comprobó que existe una correlación negativa significativa entre el diseño del trabajo y el agotamiento.

Originalidad: el propósito principal de esta investigación fue examinar la conexión entre estas dos variables, es decir, el diseño de puestos de trabajo y el agotamiento. Su objetivo fue examinar el efecto del primero sobre el segundo. Los resultados de la presente investigación revelan que existe una correlación negativa y significativa entre el diseño de puestos de trabajo y el agotamiento.

Limitaciones: la correlación solo se ha validado entre una configuración limitada de administradores de FMCG, lo que brinda una base conceptual. Además, puede extenderse a otros sectores de empresas públicas y privadas, y a otros puestos de trabajo y servicios. Sobre la base de esta investigación, se pueden identificar, además, varias medidas de la gestión de los empleados.

Palabras clave: diseño de puestos de trabajo, *Burnout*, cinismo, agotamiento, gerentes, empresas de bienes de consumo de rápido (FMCG).

Resumo

Introdução: o artigo foi desenvolvido na KIET School of Management, um grupo de instituições KIET em 2021. Os desafios do século XXI passam pela criação de um novo paradigma que conduza ao sucesso de uma organização, que deve ser escolhido pela própria organização. O salário no local de trabalho deve ser o fator mais importante para a motivação.

Problema: A pesquisa postula que um design de trabalho bem definido pode reduzir o esgotamento e melhorar ainda mais o desempenho dos funcionários. Por sua vez, ajudará a organização a competir de forma eficaz no mercado global em constante mudança.

Objetivo: investigar a relação entre job design e burnout em funcionários (gestores) em empresas de consumo de massa. Isso é feito avaliando as mudanças nas dimensões centrais do burnout em relação ao design do trabalho.

Design/Metodologia/Abordagem: A avaliação foi realizada entre 350 gerentes que trabalham em empresas de Fast Moving Consumer Goods (FMCG) em Delhi. Eles receberam vários questionários para avaliar as dimensões de diferentes variáveis relacionadas ao burnout. Foi levantada a hipótese de que o design do trabalho e o burnout estão negativamente correlacionados. O método de análise de caminho foi usado para gerar o modelo e foi testado para design de trabalho e burnout. Para a análise do modelo obtido, foi utilizado o software SEM versão AMOS 20.0.

Conclusão: As sub-hipóteses foram formadas transformando a hipótese. As hipóteses foram validadas com os resultados obtidos na análise. Também descobriu que existe uma correlação negativa significativa entre o design do trabalho e o burnout.

Originalidade: O principal objetivo desta pesquisa foi examinar a conexão entre essas duas variáveis, ou seja, design de trabalho e burnout. Seu objetivo era examinar o efeito do primeiro sobre o segundo. Os resultados desta pesquisa revelam que existe uma correlação negativa e significativa entre o design do trabalho e o burnout.

Limitações: O mapeamento foi validado apenas entre uma configuração limitada de administradores de FMCG, fornecendo uma base conceitual. Além disso, pode ser estendido a outros setores de empresas públicas e privadas, e a outros empregos e serviços. Com base nesta pesquisa, várias medidas de gestão de funcionários podem ainda ser identificadas.

Palavras-chave: projeto de trabalho, esgotamento, cinismo, exaustão, gerentes, empresas de bens de consumo rápido (FMCG).

1. Introduction

The challenges of the 21st century are to create a new paradigm that will lead to the success of an organization; one which must be decided by the organization itself. It is assumed that pay at the workplace is the most important factor for motivation; while studies suggest that motivation and job satisfaction depend on some other factors that are different from pay. These factors contribute to the designing of jobs in the organization, which is named 'Job Design'. Job design must be taken very seriously in every organization, as a poor job design can lead to mental exhaustion and even burnout. On the other hand, well designed jobs give mental satisfaction to the employees and reduce exhaustion. It further leads to increased productivity and sustainability of the organization as satisfied and less burnt-out employees are more attached to the organization and they are more likely to contribute better for it. On the contrary, stressed and depressed employees will be prone to exhaustion and will not be able to add to the productivity and sustainability. Hence, it is in the best interest of the organization to focus on increasing satisfaction, reducing stress and eliminating mental hurdles that the employees face, which can be made possible with the help of properly and well-designed jobs.

There are two major influencers to the motivation of employees: the nature and the characteristics of the job. If the jobs are properly designed, they will have a positive impact on the performance and motivation of employees, leading to improvements in performance outcomes of the individual and groups, such as: their association with the organization (retention/attrition in an organization), consistent role behavior (accuracy and consistency in work), and pioneering/impulsive action (innovating and going beyond what has been assigned in the job) [1]. This will also impact the levels of burnout among the employees of that organization. Also, very demanding work environments within organizations create stressors that are related to the job that affects their work and performance. Certain job characteristics could be those job stressors that are believed to be contributing to a specific set of psychological conditions of the employees [2].

During early research in the last few decades, it has been observed that the job characteristics that do not favor the employees may have a larger impact on job stress, which may further lead to burnout in the employees. Research have also revealed that feelings of exhaustion and negative, callous attitudes toward work can be attributed to various job demand stressors like lack of freedom of work, being overburdened, emotional stress, lack of peer support, and role ambiguity [3], [4], [5], [6].

Burnout in the workplace has long been considered a topic of interest at both the national and international level. Historically, we have considered burnout as a personal

problem instead of attributing it to the organization [7], [8]. Generally, burnout is confused with terms such as stress and depression, but in the context of the organization, burnout is considered to be an impediment in its performance levels. Efficiency and long-term competitiveness are likely to be threatened for the industry if its managers and professionals are suffering from burnout. Much research also focuses on the consequences that, due to burnout, organizations today are not able to retain talented employees. This leads to losses on rehiring costs and drains considerable funds for talent acquisition [9].

A study [8] proposed that if there is mismatch amongst workers and their job contexts in several fields of working life, it will lead to burnout in employees or professionals. There could be various reasons for this mismatch. Specifically, mismatch occurs when: any critical issue of an employee remains unresolved, if the process of the psychological 'contract' with one's job is not properly established, or when any change in the working relationship is unacceptable to the worker. Mismatch could be on the reward side when an employee is not rewarded properly for good performance.

There are many studies in this context which have suggested that the processes which are responsible for burnout cannot only be limited to work overload, regulations and support, as different levels of work characteristics are due to the different organizational settings [10], [11]; and emotional requirements and absence of feedback are a few of the important factors which have been known to be prognosticators of burnout [11], [4].

This paper posits that a well-defined job design, can reduce burnout and further enhance the employees' performance. It will in turn help the organization effectively compete in the ever-challenging global market.

Need of the Study: This study was envisioned to investigate the relationship among the constructs of job design and burnout. Burnout is a subjective phenomenon; it has a strong association with the organizational settings in which it happens. Some researchers have clearly mentioned that burnout is becoming a foremost threat to the executives of the world, as well as for a country like India where there is a burden to produce maximum with minimum outputs. This leads to the demand for the identification of the major situation and demands a need to identify the determinants of burnout and its precautionary measures [12]. Therefore, in this dearth, the present study is designed and extends this research trail.

2. Review of literature

2.1 Job Design

An original research published by *Louis E. Davis* (1918-1998) in the 1940s, at Berkeley, summarizes the impacts of automation on workers and gave the term 'Job Design'. At that point in time, industries were changing and work management was also seeing a paradigm shift. The Job Design term was to encircle the idea of competent and more socially effective substitutes to the predominant industrial models of methodical management.

Research [13] has summarized job design as, "the changing content and processes of a job to increase the satisfaction of employee, motivation and productivity in the organization".

A study [4] said that "an involvement of an employee in the work-related activities which clearly forecasts employee output, departmental productivity and organizational success can be developed with the introduction of an effective job design".

Five fundamental job dimensions had been developed by Hackman and Oldham (1975) who further provided their proposed influence on critical emotional states and individual and work performances. A Job Diagnostic Survey (JDS) has been created on the same model. The following characteristics depict the five core job dimensions:

- I. **Skill Variety** – The degree to which the work activity challenges the skills and abilities of the employee.
- II. **Task Identity** – The degree of "wholeness" of the job, which means the worker performs a task having a visible outcome from the beginning up to the conclusion.
- III. **Task Significance** – The degree of substantial and visible impacts that the job has on the lives of others within the organization and outside world.
- IV. **Autonomy** – The degree of autonomy and independence of work given to the worker in the job and also choice in setting up work and defining how the work has to be done.
- V. **Feedback** – The degree of feedback given to the employee for the effectiveness of the work done by him.

These five core dimensions are further joined together to gauge a "motivating potential score" (MPS) which delivers a single summary index which is important to determine the degree of internal motivation for the employee.

2.2 Burnout

Job stress generally originates because there are demanding roles in work culture [14], [15]. Most of the researchers advocate, 'burnout' is a result which is produced due to the major reactions of job stressors [16], [4].

Freudenberger [17] gave the word 'burnout' to define a state of continuing emotional tiredness; this phenomenon has ever since been in the focus for research interest. The most commonly recognized explanation of burnout theorizes it as 'a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment' [18].

The paramount issue in today's society is that there is a two-sided relationship which is carried by Burnout. To have reduced levels of burnout in the work environment, it is imperative that the individual be free from the stress that occurs due to job activities and also have a derived sense of satisfaction from the job [19]. Burnout has been considered an important area of research in the field of occupational stress. It is described as an enduring affective retort to taxing work environments [16], [20]. The situation leads to the occurrence of burnout which occurs due to the dislocation between what people have done, compared to what they are expected to do and represents a deterioration of values, spirit, and will.

To address this issue, Schaufeli et al. [21] established the MBI-General Survey (MBI-GS), which comprises of three components of burnout (exhaustion, cynicism, and reduced professional efficacy) which matches with the three factors given in the MBI (emotional exhaustion, depersonalization, and diminished personal accomplishment). The core dimensions are depicted by the following characteristics:

- I. **Exhaustion (Ex):** It includes references to fatigue and consequences of the feeling of fatigue which is not referred to people as responsible factor for such feelings. It is the diminution of individual's emotional and physical capitals.
- II. **Cynicism (Cy):** It is a process in which an employee gets detached from his work and starts to behave in a ruthless and uncaring manner towards the, even towards their efficiency of work, and those related with the job (e.g. customers, colleagues, etc.).
- III. **Professional Efficacy (PE):** All the social and non-social parts of job-related achievement are included under this.

Objectives of the Study: The major objective of this study is to explore the association between job design and burnout. Can burnout within an organization

really be alleviated with a properly structured job design? This question leads to the development of the objectives of this study which are:

- a) To understand the relationship between job design and burnout.
- b) To study the impact of job design and its dimensions on burnout.

3. Proposed Work

This paper determines the effect of job design in reducing burnout among employees. The specific research questions addressed in this study were:

1. What is the connection between job design and burnout and their dimensions?
2. How is burnout affected by job design?

In sum, the causal relationships between job design and burnout were scrutinized, and the structural outline and hypotheses for this research are offered in Figure 1 and 2.

H1. Job design is significantly related to burnout. Also, job design will significantly predict burnout.

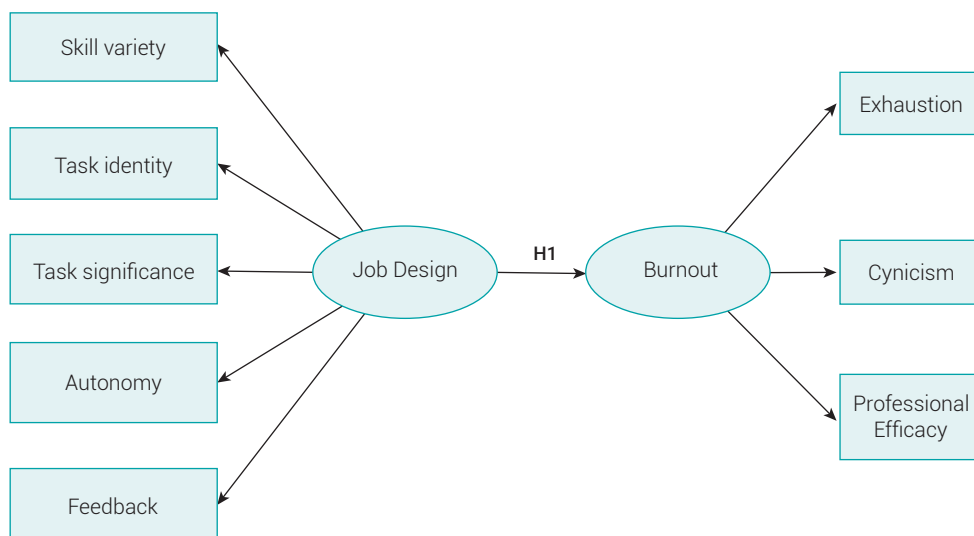


Figure 1. The hypothesized model (M1).

Source: own work

H1a. Job design is significantly related to exhaustion. Also, job design will significantly predict exhaustion.

H1b. Job design is significantly related to cynicism. Also, job design will significantly predict cynicism.

H1c. Job design is significantly related to professional efficacy. Also, job design will significantly predict professional efficacy.

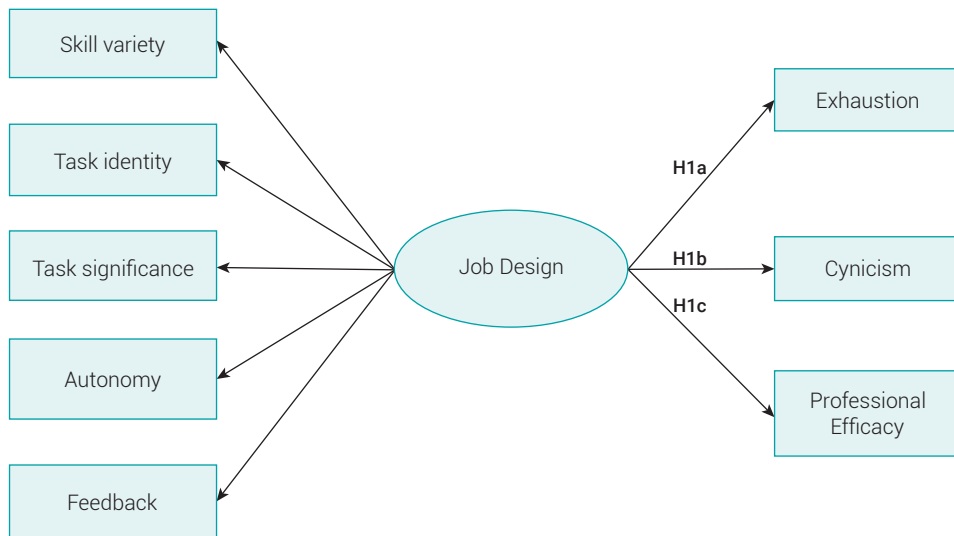


Figure 2. The hypothesized model (M2).

Source: own work

4. Research Methodology

4.1 Participants

The participants were 350 managers from the middle level hierarchy from FMCGs. The questionnaire was accompanied with an instruction note which stated the anonymity of the research. The confidentiality of the responses was also assured to the participants of the study. The researcher has received the completed questionnaires via mail or in-person. Out of 350 respondents, 70% were males and 30% were females. The average age considered of the participants was 40.16 (SD=6.02). While, the profile related to participants' job experience ranged from 10 to 25 years and the average calculated on the basis of total responses was 17.29. Of the total participants of the study, (44%) had an experience of 10 to 17 years, while 56 % of participants fell under the category of having 18 to 25 years of work experience. As far as marital

status is concerned, 72% were married and 28 % were unmarried. The sample was divided on the basis of education; 27% of participants were intermediates, 40% were engineering graduates, and 32% were above graduate level. 52% of the respondents were living in joint families and 48% belongs to nuclear families.

4.2 Procedure

The relationship between the job design and burnout variables was explored in this study. The scales which were used in the present study were the self-administered questionnaire. The scales used in this study are discussed in detail. The collection of data was done on the basis of the purposive sampling. Scoring for scale had been done as per the manual's given instructions.

4.3 Measures

4.3.1 Job Design

A Job Diagnostic Survey [22] was employed to measure job design in this study. The Job Characteristics Model and Job Diagnostic Survey developed by Hackman and Oldham [23] have described those job characteristics which received the most attention of the researchers to the date. According to Hackman and Oldham (1980), the need of the redesigning of the jobs can be diagnosed with the help of the Job Diagnostic Survey

The scale consists of 23 items, covering the five dimensions of job design for which the respondents used a five-point scale from 1= very non-descriptive to 5= very descriptive. *Skill Variety* is calculated with seven items, *Task Identity* is assessed with five items, and *Task Significance* and *Autonomy* are assessed with four items each. Finally, there are three items in the fifth dimension, *Feedback*. The reliability of the scale was 0.56 (minimum) to 0.88 (maximum).

4.3.2 Burnout

Burnout was measured by using the Maslach Burnout Inventory (MBI) developed by Maslach C., Jackson S., & Leiter M.P. [8]. Maslach and her colleagues established a technique for evaluating burnout, which was used as a multidimensional construct which measured other symptoms of burnout beyond emotional exhaustion [24], [3].

The scale measures the degree of burnout, which an employee experiences on the basis of three dimensions that define burnout. These dimensions are Exhaustion (0.65), Cynicism (0.60) and Personal Efficacy (0.67). The instrument comprises 16 items that cover the three important dimensions of burnout for which respondents used a seven-point scale from 0=Never to 6= Everyday. *Exhaustion* and *cynicism* are measured with five items. Finally, the third dimension, *professional efficacy* is measured by six items. Each dimension is measured on the basis of a 16-item scale and the score ranges from 0=Never to 6= Everyday. The Cronbach Alpha reliability of each subscale has been described within the brackets.

4.4. Data analysis

To examine the hypothesized models, structural equation modeling (SEM) was used with the Analysis of Moments Structure (AMOS) [29], version 20.0. Path analysis is an analytical technique based on regression which is used in estimating and testing the causal models of a phenomenon. The chi-square goodness-of-fit statistic, Goodness of Fit Index (GFI), Normed Fit Index (NFI), Comparative Fit Index (CFI) and Root Mean Squared Error of Approximation (RMSEA) were used to examine the overall fitness of the model. Values less than 0.06 for RMSEA are considered satisfactory, whereas values less than or equal to 0.05 show good model fit [25], [26], values greater than 0.90 for GFI, NFI and CFI indicate an adequate fit model and for good model fit, values close to 0.95 are considered appropriate [27], [25], [26].

5. Results and Discussion

The means, standard deviations and correlations of the study variables are offered in **Table 1**. In the present study, it is shown by the correlation matrix that the relationship amongst the variables is in the anticipated direction. A moderate, though negatively significant relationship, was experienced between job design and burnout on a complete basis with the calculated $r = -0.65$ (significant at the 0.01 level). This result evidently highlights that better job designs in an organization will be associated with alleviated levels of burnout among employees. Moreover, there are negative and significant correlations between all the three dimensions of burnout i.e. exhaustion, cynicism and professional efficacy and all the dimensions of job design i.e. skill variety, task identity, task significance, autonomy and feedback. Remarkably, an insignificant correlation has been established among one dimension of job design i.e. skill variety and exhaustion, cynicism as components of burnout.

Table 1. Descriptive statistics and correlations of key variables (N-350)

	SV	TI	TS	AU	FB	MPS	EX	CY	PE	BO
SV	1									
TI	0.06	1								
TS	0.15**	0.33**	1							
AU	0.11*	0.41**	0.61**	1						
FB	0.25**	0.13*	0.47**	0.40**	1					
MPS	0.30**	0.47**	0.75**	0.86**	0.73**	1				
EX	0.04	-0.17**	-0.32**	-0.37**	-0.11*	-0.33**	1			
CY	-0.02	-0.35**	-0.55**	-0.62**	-0.27**	-0.60**	0.59**	1		
PE	-0.22**	-0.35**	-0.47**	-0.50**	-0.41**	-0.60**	0.17**	0.47**	1	
BO	-0.08	-0.37**	-0.58**	-0.64**	-0.34**	-0.65**	0.75**	0.89**	0.69**	1

Notes: * $p \leq 0.05$; ** $p \leq 0.01$

Source: own work

5.1 Structural Model (M3)

The SEM results specify that hypothesized model (M1) fit the data well with χ^2 (13), $n = 350 = 22.93$, $p = 0.052$ and $Cmin/df$ 1.76 had a value less than 2. An examination of the other fit indices also met the suggested measures: GFI 0.985, TLI 0.976, RMSEA 0.047, $p < 0.06$, CFI 0.989. In addition, fit indices obtained in the study suggest a satisfactory fit to the data. Examination of the path factors for the model (Fig 4) expounds that the projected paths are substantial, with standardized values ranging from 0.32 to 0.77. Hypothesis H1 was supported by the outcomes of the structural examination. As can be observed in the Fig 4 below, the path from job design to burnout was 0.73, which indicates a relationship and substantial role of job design to burnout. This finding supports H1.

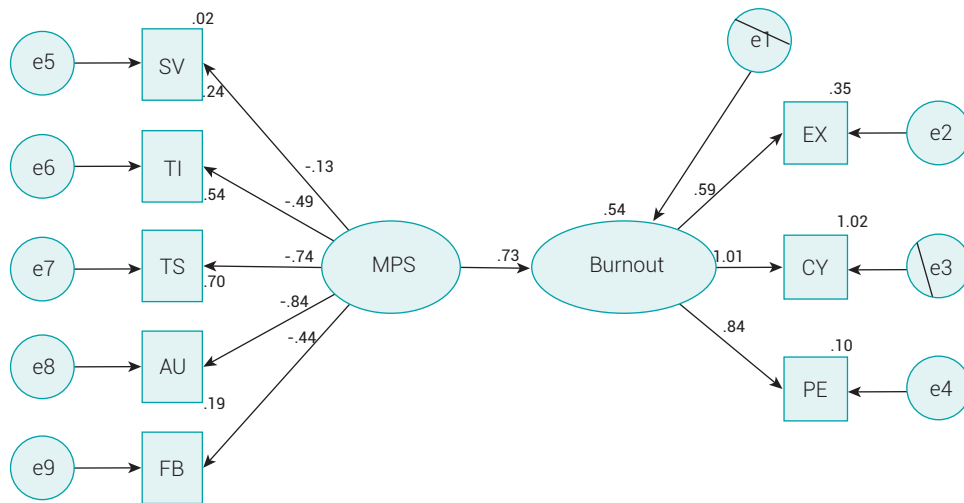


Figure 3. The structural model (M3).

Fig3: Standardized path coefficients among study variables are significant at $p < 0.001$

The names of the variables are abbreviated in order to fit in the boxes. MPS refers to Motivating Potential Score (Job Design); SV refers to Skill Variety; TI refers to Task Identity; TS refers to Task Significance; AU refers to autonomy; FB refers to Feedback; EX refers to Exhaustion; CY refers to Cynicism; PE refers to Professional Efficacy

Source: own work

5.2 Structural Model (M4)

Further, the results show that our structural model (M2) also delivers a realistic fit to the data based on only small alterations. Further, the hypothesized model (M2) fits the data well with $\chi^2 (14, n = 350) = 23.63, p = 0.051$ and C_{min}/df 1.68 had a value less than 2. As other recommended criteria were also met by the inspection of other fit indices as: GFI 0.984, TLI 0.978, RMSEA 0.044, $p < 0.06$, CFI 0.989.

Table 2. Table 2 shows the fit measures of both proposed models.

Model	χ^2	Df	p	GFI	RMSEA	NFI	CFI	TLI
M1	22.93	13	0.052	0.985	0.047	0.975	0.989	0.976
M2	23.63	14	0.051	0.984	0.044	0.974	0.989	0.978

Source: own work

It was assumed that job design in totality would be negatively associated to and substantially envisage all the three elements of burnout. As it may be understood in Fig 4, it is revealed by the structural analysis that job design is negatively associated to every constituent of burnout. Also, job design contributes substantially to exhaustion

($\beta = 0.44, p < 0.001$), to cynicism with $\beta = 0.56, p < 0.001$, and contributes to professional efficacy with a lowest significant $\beta = 0.40, p < 0.001$. In totality, outcomes of the investigation show that all the three components of burnout can be significantly predicted by the job design. So, the proof was found to support H1a, H1b, and H1c.

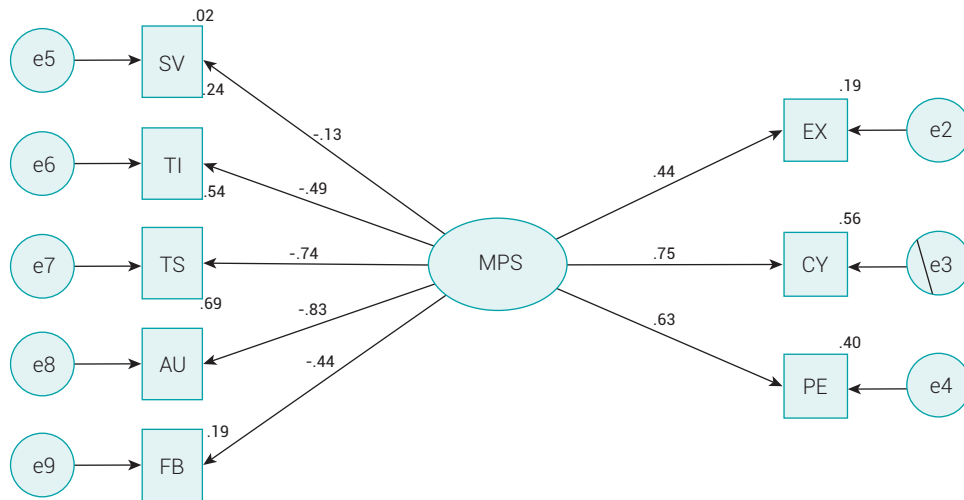


Figure 4. The structural model (M4).

Notes: In Fig 4, Standardized path coefficients of job design on exhaustion, cynicism and professional efficacy (significant at $p < 0.001$). The names of the variables are abbreviated in order to fit in the boxes. MPS refers to Motivating Potential Score (Job Design); SV refers to Skill variety; TI refers to Task Identity; TS refers to Task Significance; AU refers to autonomy; FB refers to Feedback; EX refers to exhaustion; CY refers to cynicism; PE refers to professional efficacy

Source: own work

6. Conclusion & Future Work

The main purpose of this research was to examine the connection between these two variables i.e. job design and burnout. The resolve of this research is to examine the significant effect of job design in the alleviation of burnout. The major outcomes of the present research divulge that there is a negative and noteworthy association among job design and burnout.

The outcomes of this research support the idea that burnout happens as a consequence of work-related issues. The main symptoms of burnout, which are emotional exhaustion and cynicism, are mainly predicted by the characteristics of the job. These are the significant predictors of burnout among the employees in the organization. It is promising that an intervention from the organization, in terms of job design, may successfully prevent burnout. Moreover, safe working conditions can be created

when jobs are designed ergonomically in the organization. In other words, when the basic factors such as physiology and psychology are involved in the job design, then the jobs will be designed more ergonomically; this will lead to increased performance and reduced burnout levels in employees [2].

Also, some researchers explored whether burnout is contagious. It has not only affected the home life of the burnt-out person, but it has also affected the co-workers of the employees who experience it [16], [28]. Thus, to prevent or manage these problems, it is necessary to first understand the main causes behind them.

Furthermore, with the help and support from the respective managers, proper division of work and group decision making, the burnout level of employees can be reduced. Different features of burnout, which are emotional exhaustion and cynicism, can be mitigated by adopting stress management mechanisms by the managers. This can be done by reducing conflicts in job roles while creating a working atmosphere which is agreeable to the employees in the organization. Also, proper value should be given to frequent feedback on the performance of the employee, so that the personal accomplishment of the employee can be stimulated.

7. Research Limitations and Future Research

The Hypothesis linking job design with burnout has been considerably supported by the data which is obtained from the sample that includes professional and managerial employees. The empirical and theoretical literature suggests that the consequences of burnout can be severe and emotionally exhausting. Major consequences of burnout in employees are a diminishing sense of wellbeing and impaired emotional and physical health [13]. Other problems that are associated with burnout are: anxiety, impaired memory, depression, sleep problems, and alcohol consumption. Despite of the fact that burnout is prevalent everywhere and is associated with a number of negative consequences, little attention has been focused on reducing or preventing burnout among professionals.

Whilst others have noted this problem of burnout in working professionals [40], [20], [10], [14], they have focused on the various burnout prevention programs that include the change in the individual by improving the person's coping skills or social support to achieve the goal of reducing work stress, which further help in the prevention of burnout.

Several researchers have suggested that interventions at the individual-level, such as skills- coping programs are often effective for the reduction and even prevention of burnout, especially emotional exhaustion, and some of these programs also have resulted in positive physiological results (e.g., lower blood pressure) for employees [40], [20].

As far as the handling or the remedial measures of burnout are concerned, there is no one-size-fits all answer to this problem. Organizations have to observe and trigger the different proven strategies that will help their employees in avoiding, alleviating and recovering from burnout symptoms [36]. Different job design practices can be applied for the same on the basis of real time usage in the organization; this way, goal progress can be tracked. These simple changes reduce the unnecessary stress and pressures in organizations.

As the sample size is not very large and has been taken from a very small geographic area, that is Delhi NCR, the limitations of the findings must be considered while interpreting them. Increasing sample size and widening of geographic area can be considered to make the findings more appropriate. The study gives an avenue for further research. Collection of data at different points in time is the only important factor for the Causality exploration. As the causal relationship is reported, longitudinal investigations should be considered. The findings must be retested in future research.

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