

Burnout, Life Satisfaction and Quality of Life among Executives of Multi National Companies

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Working in the same company for very long time may cause Burnout and Monotony to the executives. But in the present scenario, executives are found to be burnout and exhausted very soon. The reason for being exhausted is clear that they are over burdened and highly competitive. The manifestation of Burnout among young executives is presently seen very evidently and the question before us is whether executives with exhaustion are leading a good quality life and at the same time they are satisfied or not. To assess the Burnout, Life Satisfaction and Quality of Life, the scales were administered on young executives of MNC's. Multiple correlations were calculated. The emotional exhaustion and depersonalization has found to be related with psychological quality of life only but the satisfaction level is found to be good. All the findings have been interpreted and suggestions for further research have been put forth.

Keywords: Burnout, Life Satisfaction and Quality of Life

In modern age, workers in the companies are under constant pressure to achieve higher targets. Solutions are expected to be quicker, smarter and cheaper regardless of the cost (Gilta & Brunt, 2006). Employees of multinational companies find inability to manage stress which has its most dangerous consequences in the line of their work. They need to work effectively for the progress of their career. For efficiency of their work, they have to be strong both physically as well as psychologically. At psychological level, the stress of work may result in chronic negative emotions such as anger, anxiety or depression, which can eventually lead to psychological burnout (Gaines, & Jermier, 1983; Vena, Violanli, Marshal, & Fiedler, 1986; Burke, Shearer, & Desza, 1984).

The term 'Burnout' was coined in reference to professionals in human services where individuals entered their work with a high degree of idealism and high expectation of helping people and doing meaningful work.

Maslach and Lieter (1998) stated that Burnout occurs when energy, involvement and effectivity erode into fatigue, cynicism and an inability to function productively. Burnout is a situation in which employees are emotionally exhausted, become detached from their clients and their work and also feel unable to accomplish their goals. It is a slow, insidious process that creeps on people when workers are more likely to complain, to attribute their errors to others and magnify their dominant traits and to be highly irritable. The alienation they feel derives many of them to think about leaving their jobs, to seek out opportunities, to become trained for new careers and actually to quit. Burnout leads to increased absenteeism and decreased quality and quantity of job performance.

Schenfeli and Brunk (1992) stated that burnout is mainly identified in highly educated individuals younger than 30-40 years. Satisfaction with one's life implies contentment with or acceptance of one's life

circumstances or the fulfillment of one's wants and needs for one's life as a whole (Jan & Masood, 2007). Life satisfaction is a subjective assessment of the quality of one's life and has conceptualized as a key indicator of well being. Corrigan and his coworkers (2001) describe life satisfaction as a cognitively oriented, subjective judgement of one's current life situation in relation to one's own expectations.

Quality of Life and Life Satisfaction are considered to be related to attaining a healthy and productive life style (Corrigan, Bofner, Mysiw, Clinchot, & Figate, 2001). Kaliterna Lipovcan, Prizmic Larsen & Zganec (2006) have studied the quality of life, life satisfaction and happiness in shift and nonshift workers. The results revealed that nonshift workers were less satisfied with their quality of life and were unhappy too. Dyrbye et al. (2006) studied the burnout, quality of life and depression in minority and non minority US medical students. Minority students were more likely to have a low sense of personal accomplishment and quality of life in number of domains. Conrad and Guentgher (2006) examined the relationship of compassion fatigue, burnout and satisfaction among Colorado child protection workers. Bryant and Modanna (2006) explored the relationship among multiple role balance, job satisfaction and life satisfaction in women school counselors.

The objective of the present study is to know the relationship between Burnout, Life Satisfaction and Quality of Life of the young Executives of Multinational Companies. Earlier Burnout was assumed to occur with long years of continuous job in the same company but the present competitiveness and short routes followed by executives make them feel burnout at very young age. Hence in view of the above assumption, need was felt to see the relationship between burnout, life satisfaction and quality of life of executives in the age group of 25 to 35 years

of multinational companies. The executives at the prime age get burnout because of prolonged hours work and emotional exhaustion and the net result is lack of energy, which in turn puts an impression on his quality of life as well as in satisfaction in life.

Hypotheses:

There will be negative correlation between Job Burnout (emotional exhaustion, depersonalization and personal accomplishment) and life satisfaction.

There will be negative correlation between Job Burnout (emotional exhaustion, depersonalization and personal accomplishment) and quality of life.

There will be positive correlation between life satisfaction and quality of life.

Method

Sample:

The sample comprised of 60 young executives of Multinational Companies aged between 25-35 years. All the participants belong to middle class (income Rs. 1,20,000 to 2,25,000 p.a.). In the present research executives are the one holding Bachelor's or Master's degree in engineering or they have done Master of Business Administration with five years minimum working experience and who have permanent/ temporary employment in the company and they are married as well as some unmarried.

Tools:

Maslach Burnout Inventory (MBI) : Maslach Burnout Inventory was designed to be a self administered test aimed at measuring the level of burnout among respondents. MBI contains three subscales i.e. emotional exhaustion (EE), depersonalization (DP) and personal accomplishment (PA). The emotional exhaustion scale assesses the feeling of being emotionally over extended and

exhausted by one's work. The depersonalization sub scale measures an unfeeling and impersonal response towards recipients of one's service, care, treatment or instructions. The personal accomplishment subscale assesses the feeling of competence and successful achievement in one's work with people. Alpha coefficients ranging from .71 to .90 for these subscales has been observed (Maslach, & Jackson, 1981).

Life Satisfaction Scale: It was developed by Q.G. Alam and Dr. Ramji Srivastava. There are 60 items related to 6 areas i.e. health, personal, economic, marital, social and job. The responses are to be given in Yes/No. Its test retest reliability is .84.

World Health Organization Quality of Life Scale (WHOQOL-BREF): It was developed by WHOQOL-group (1996). It contains a total of 26 questions. The first two items are related to overall quality of life and General Health and rest of 24 statements are related to four domains i.e. physical, psychological, social and environmental.

Procedure:

The respondents of the group were randomly selected from different multinational companies i.e. ANIK Technology, VSK Technology and Hawells India Limited of different cities such as Delhi, Gurgaon and Ludhiana. The Burnout, Life Satisfaction and Quality of Life Scales were administered on Executives of those multinational companies. After the completion of all the scales, they were taken back from them and were analysed.

Results and Discussion

Among young Executives of Multinational Companies, the Job Burnout has found to be moderate, the Life Satisfaction is observed as high but the Quality of Life has been found good. Further correlations among different variables were calculated.

Table 1 : Mean Scores and SD of Burnout with its domains

Variables	Mean ± SD
Burnout (Total)	24.02 ± 11.24
Emotional Exhaustion (EE)	23.78 ± 8.22
Depersonalization (DP)	13.1 ± 5.19
Personal Accomplishment (PA)	35.2 ± 6.37

Table 2 : Mean Score and SD of Life Satisfaction

Variables	Mean ± SD
Life Satisfaction	35.33 ± 4.17

Table 3 : Mean Score and SD of Quality of Life and its domains

Variables	Mean ± SD
Quality of Life (Total)	60.44 ± 15.62
Physical	63.50 ± 11.45
Psychological	64.37 ± 12.08
Social	56.94 ± 20.30
Environmental	56.97 ± 15.78

Table1 indicates the mean score obtained on Burnout (24.02) is towards the upper side of average indicating chances of getting high burnout amongst most of young executives. Mean (23.78) of emotional exhaustion suggests moderate level of stress, anxiety and anger etc. The high score on depersonalization (13.1) shows that executives have too much of impersonal response towards recipients of one's service, care or treatment. It usually develops because of overload or emotional exhaustion and can turn into dehumanization. The depersonalization component represents the interpersonal dimension of burnout (Maslach and Lieter, 1997) which can attempt to put distance between oneself and service recipients. The mean of personal accomplishment (35.2) lying in moderate category indicates their average level of

competence and successful achievement in work.

The mean score of Life Satisfaction (Table 2) in the present study (35.33) is suggesting low satisfaction level among executives including their personal as well as professional life. However, young executives with moderate burnout are found to have low satisfaction in life.

The Quality of Life has found to be good (Table 3, $M=60.44$). Further the physical and

psychological quality of life has seen to be good but the Social and Environmental Quality of Life (QOL) is average according to the results obtained. This indicates that executives are focusing on their physical and psychological aspects of life in such a manner that even with moderate burnout they could still manage the occupational stress as well as feeling of anxiety, depression and anger etc.

Table 4. Correlation between Job Burnout, Life Satisfaction and Quality of Life

Variables	B	EE	DP	PA	LS	QOL	Phy	Psy	Soc	Envt
Burnout	1.00									
EE	0.73**	1.00								
DP	0.73**	0.44**	1.00							
PA	0.36**	-0.23	0.01	1.00						
LS	0.38**	-0.45**	0.23	0.03	1.00					
QOL	-0.17	-0.32**	-0.19	0.23	0.40**	1.00				
Phy.	-0.25*	0.37**	-0.17	0.13	0.25*	0.79**	1.00			
Psy.	-0.27*	0.41**	-0.24	0.20	0.41**	0.79**	0.80**	1.00		
Social	-0.03	-0.15	-0.14	0.23	0.40**	0.79**	0.34**	0.55**	1.00	
Envt.	-0.11	-0.22	-0.10	0.16	0.26*	0.87**	0.71**	0.69**	0.55**	1.00

* $p < .05$, ** $p < .01$

The scores from the Correlation Matrix (Table 4) show significant negative correlation between Burnout and Life Satisfaction (-0.38 $p < 0.01$), suggesting, as the job burnout increases, the satisfaction in life lowers down. Further, the substantial negative correlation observed between emotional exhaustion (EE) and Life Satisfaction (LS) ($r = -.45$, $p < .01$) is true in the sense that burnout in the form of EE interferes the life satisfaction of the young executives while working for longer hours in the company and the anger/stress leading towards low life satisfaction. The Depersonalization (DP) when correlated with life satisfaction (-0.23) presenting lesser effect of depersonalization on life satisfaction. Thus, first hypothesis stating negative correlation between burnout (emotional exhaustion and depersonalization) and life satisfaction has been verified.

The obtained negative correlation between burnout and physical as well as psychological quality of life (-0.25 and 0.27 , $p < .05$) respectively state that Burnout influences the physical and psychological quality of life slightly. The social and environmental aspects of the quality of life are independent of the burnout as seen by negligible correlation obtained.

The significant but negative correlation between EE and physical as well as psychological quality of life ($r = -0.37$, -0.41 , $p < .01$) suggest the very distinct view that EE gradually causes mental disturbance and helps in formation of negative attitude towards the environment and the net result is deterioration of psychological quality of life which has been observed in young executives of multinational companies. The EE is affecting negatively the social life as well as

environmental aspects of the executives. The low negative correlation ($r=-0.24$) observed between psychological quality of life and Depersonalization refers that professional environment of young employees encourages emotional detachment from others as well as from their own feelings. The overall correlation of PA with quality of life is 0.23 suggesting that there is a little positive effect of PA on quality of life. Personal accomplishment has a positive correlation ($r=0.13$) with physical quality of life, showing the feeling of personal competence. No correlation has been found between Depersonalization and Physical or social quality of life. In the present study, it was expected that with increase in depersonalization, there will be decrease in personal accomplishment, but the results are not according to the expectation. The overall correlation of EE with quality of life ($r=-.32$, $p<.01$) suggests that emotional exhaustion affects quality of life definitely. As suggested by Bagnara et al. (1999) emotional exhaustion is the most important factor in burnout, which we have also obtained in our results. Similarly Pines, Aronson, and Kafry (2001) have also suggested that physical fatigue is the most important cause of job burnout. Thus, it has been observed that quality of life has found to be affected with exhaustion in young executives.

However, the overall correlation obtained between burnout and quality of life ($r=-0.17$, $p>.05$) which is not significant indicate that burnout has very little negative impact on the quality of life of young executives. Our second hypothesis that there will be significant negative correlation between Burnout and Quality of Life is not fully accepted because only psychological life has found to be significantly correlated.

Further, life satisfaction and quality of life (Table 4) are moderately positively correlated ($r=0.40$, $p<.01$) with each other and the relationship is highly significant. This positive

correlation throws light on suggesting that high life satisfaction will lead to a better quality of life and vice-versa. Thus, third hypothesis of significant positive correlation between quality of life and life satisfaction is verified.

The present research was started with a view that executives working in companies feel high exhaustion and burnout only after few year of job and the quality of life will be affected as well as the life satisfaction will also be low. But the results of the present study reveal that young executives of MNC's experience low life satisfaction with good quality of life which means the burnout negatively affects the life satisfaction but not the quality of life. There may be certain other factors responsible such as the random selection of the companies and the small sample chosen. The follow-up can also help for assessing the job burnout, life satisfaction and quality of life further.

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Received: September 07, 2008

Revision received: October 11, 2008

Accepted: December 13, 2008

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