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## Article

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## Burnout in Customer Service Representatives

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### Abstract

The purpose and aim of this research was to (1) identify the factors that contributes towards job burnout in sales service representative (2) What are the relationships of these factors (3) To empirically test the relationships of the determinants relating to burnout in customer service representatives. Based on literature survey six different variables related to burnout were identified. The variables were (1) Emotional exhaustion.(2) Reduced personal accomplishment.(3) Job induced tension.(4) Job satisfaction.(5) Workload (6) Job satisfaction.

Each of the variables contained 3 sub-variables. Five different hypotheses were developed and tested through techniques such as Z-test, F-test and regression analysis. The questionnaire administered for the study contained 15 questions including personal data. The subject was Moblink company customers sales service representative in Karachi. The valid sample size was 98 drawn through multi-cluster technique. Techniques such as measure of dispersion and measure of central tendencies were used for analyzing the data. Regression, Z-test, and F-test were used for testing the developed hypothesis.

According to the respondents' opinions, the reduced personal accomplishment had a high rating with a mean of 3.75 and job induced tension has the lowest mean of 3.58. The standard deviation of respondents' opinions was highest for dimension depersonalization and least for dimension work load. This indicates that there is a high polarization of the respondents' opinions on the dimension depersonalization moral and least on the dimension work load.

The Skew nesses for all the dimensions were in negative except the determinants emotional exhaustion and workload. This indicates that the majority of respondents' opinions on all the dimensions were below the mean except in the case of emotional exhaustion and workload.

Five hypotheses were developed and tested:

- a) The hypothesis relating to low level of burnout in customers service representative was rejected.
- b) The hypothesis relating to no significant difference in the burnout levels of younger age group and older age group was accepted.
- c) The hypothesis relating to higher level of burnout in the single customers sales representatives as compared to married ones was accepted.
- d) Alternative hypothesis of relationship between independent variable "Job satisfaction" and dependent variable "Burnout" was accepted.
- e) Alternative hypothesis of relationship between independent variable "Work load" and dependent variable "Burnout" was accepted.

### 1. Introduction

The burnout tends to have an adverse impact on both the organization and the employee. Maslach and Leiter (1997) suggest that "burnout can cause such physical problems as headache, gastrointestinal illness, high blood pressure, muscle tension, and chronic fatigue". Cordes and Dougherty (1993) were of the opinions that it leads to psychological symptoms such as lowered self-esteem, depression, irritability, helplessness and anxiety.

Burnout can lead to high turnover, absenteeism, greater intentions to quit and low productivity (Cordes and Dougherty, 1993). Thus the higher is the level of burnout the lower are levels of quality and quantity of production. (Maslach and Leiter, 1997). The determinants that cause job burnout are complex in nature. These independent variables not only influence the dependent variables, but also influence each other.

## 2. Objective of The Study

The objective of this research were to (1) identify the factors that contributes towards job burnout in sales service representative (2) What are the relationships of these factors (3) To empirically test the relationship of the determinants relating to burnout in customer service representatives.

## 3. Literature Survey

Different authors have defined the concept of job burnout differently. However the most commonly used definitions are: Job burn is "a syndrome of emotional exhaustion, depersonalization of others, and a feeling of reduced personal accomplishment" (Lee and Ashforth, 1990). Burnout is associated: "to deplete oneself. To exhaust one's physical and mental resources. To wear oneself out by excessively striving to reach some unrealistic expectation imposed by oneself or by the values of society." (Freudenberger and Richelson, 1980). "Burn out is a process that begins with excessive and prolonged levels of job stress. The stress produces strain in the worker (feelings of tension, irritability and fatigue). The process is completed when the worker defensively copes with the job and becomes apathetic, cynical or rigid." (Chernis, 1980). Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do "people work" of some kind. (Malsh)

The level and gravity of burn out tend to be increasing amongst the workers. Burnout can also be termed as a type of stress response. Peoples who have high degree of contact and interaction with others tend to suffer with the burnout. Most of the researches are on the burnout of nurses and teachers, as these professionals are traditionally prone to this disease. However, burnout is not restricted to the above professions only. Historically, the researches of burnout were focused on emotional arousal perspective; Empirical researches on burnout are not very old, it started in late 70 and early eighties. (Cordes and Dougherty, 1993).

The most commonly and researched components of the burnout are (1) Emotional exhaustion (2) Depersonalization and (3) Reduced Personal Accomplishment.

The researcher considers "emotional exhaustion" as the most important component of the above three factors. Commonly observed symptoms of emotional exhaustion are lack of energy and realization that all the emotional resources are used up. It has been observed that the feelings of frustration and tension also coexist with emotional exhaustion. (Cordes and Dougherty, 1993). Leiter and Maslach (1988) observed that the over stretched feeling of emotions and getting mentally drained due to frequent contact with other peoples leads to emotional exhaustion. The emotional exhaustions tend to drain individuals physically. Those individual suffering with this burnout may find them self weak when they wake up in the morning, and may lack required energy to take another task, subsequently. (Maslach and Leiter, 1997).

Cordes and Dougherty (1993) found that several sub-determinants of emotion exhaustion. Work overload is one of the sub-determinants of emotional exhaustion. This results when the workers feels that he has to accomplish too much in the available time. In view of this workload perception the employees tends to exert energy and time their capability. Role conflict also leads to emotion exhaustion. Frequently different individuals within an organization will impose conflicting expectations upon employees. Reconciling these differences can be frustrating and emotionally exhausting for employees. Young employees as compared older are overachievers. Thus they set unrealistic expectations for themselves and the organizations where they are employed. (Cordes and Dougherty, 1993). Moreover, individuals who are highly involved with their job or consider it as significant to their life are more vulnerable to emotional exhaustion. Inter personal interaction is an important variable of emotional exhaustion. Individual involved in intense and emotionally charged, interactions are more vulnerable to emotional exhaustion. The studies have demonstrated that the stressors of the jobs contribute significantly towards emotional exhaustion. Persons suffering with emotional exhaustion tend to be detached from work. (Cordes and Dougherty, 1993.)

Depersonalization or dehumanization is the second component of burnout. Once one is suffering with emotional exhaustion, the chances are that at later stage he would also suffer with depersonalization and dehumanization.

Individual suffering from depersonalization treats others (with whom they interact) as objects rather than people. Symptoms of depersonalization are being aloof and insensitive. (Cordes and Dougherty, 1993,). Employees in the depersonalization phase of burnout will “take a cool, distant attitude toward work and the people on the job” (Maslach and Leiter, 1997, ). Depersonalization is viewed as a coping mechanism that is “not only an acceptable response, but a professional one as well” (Cordes and Dougherty, 1993, ).

The final component of burnout is diminished personal accomplishment. It, is “a decline in one’s feelings of competence and successful achievement . . .” (Leiter and Maslach, 1988, p. 298). Individuals in this phase of job tends to have negative ability to perform their job and lacks focus to have positive personal interactions (Cordes and Dougherty, 1993). Maslach and Leiter (1997) observed that individuals experiencing diminished personal accomplishment under estimates their success and feels that their personal interaction and contribution of work would not make any significant difference. Of course the feeling of inadequate would adversely affect their efficiency.

There is a wide consensus on the three sub-determinant of burnout that is depersonalization, emotional exhaustion, and personal detachment. However the researchers have diversified views on the relationships of the three sub-determinants. The first level of burn out is “depersonalization”, followed by “diminished personal accomplishment” and the highest levels is “emotional exhaustion” . ( Cordes and Dougherty, 1993)

Cordes and Dougherty (1993) were of the opinions that the broad categories of burnout are (1) job and role characteristics,(2) organizational characteristics and (3) personal characteristics. All the three determinants contribute towards the burn out, however, the strongest relations were found between organizational factor and burnout. (Leiter and Maslach, 1988).

Cordes and Dougherty’s (1993) pointed out that interpersonal relations, role conflict, role ambiguity role overload are important components of job and role characteristics. Interpersonal relationships with clients and individuals tend to have a stronger relationship with the burnout.

Receiving conflicting demand from individuals is role conflicting while not receiving required information to perform work effectively is role ambiguity. The intensity of conflicts and role ambiguity in an organization, have direct bearing on role conflict, which means higher number of unpleasant employees and more incidence and higher levels of burnout (Leiter and Maslach, 1988).

Delegating too many tasks and in appropriate time to complete the task contributes to role overload. Generally, the focus of the organizations is so much on productivity that they unintentionally create this overload, which of course adversely affects the individual’s time and energy supply (Maslach and Leiter, 1997).

Demographics and other determinants such as social support, expectations, and career progress have a relationship with burnout. The younger employees are more vulnerable to burnout as compared their older counterparts. It was also found that married people tends to have low level of burnout than the singles. (Cordes and Dougherty, 1993).

Individuals builds a certain level of expectation from the organizations. The conflict in built-in expectation and ground realities also contributes to burnout. Similarly a mismatch between one’s capabilities and achievement contribute towards the burnout. (Cordes and Dougherty, 1993).

Individuals on fast tract career development tend to have lesser degree of burnout. As these individuals tends to have lesser interactions with the clients.( Cordes and Dougherty 1993). Moreover these individuals have a stronger relationship with increased perceived personal accomplishment which is negative burnout.

#### **4. Hypothesis**

Based on literature survey the following hypotheses were developed:

- H1<sub>o</sub>*: The level of burnout in customers sales service representative is low (3.5 on a scale of 5-1).
- H2<sub>o</sub>*: There is no significant difference between burnout levels of younger customer sales representative and older customer sales representatives.
- H3<sub>o</sub>*: The level of burnout is higher in the single customers' sales representatives as compared to married customers' sales representatives
- H4<sub>o</sub>*: Significantly stronger relationship exists between job satisfaction level and burnout in customer sales service representatives.
- H5<sub>o</sub>*: Significantly stronger relationship exists between work and level of burnout in sale representatives.

## 5. Methodology

Based on literature survey six different variables were identified. The variables were:

- Burnout.
- Emotional exhaustion.
- Reduced personal accomplishment.
- Job induced tension.
- Job satisfaction.
- Workload.

Each of the above variables contained 3 sub-variables. The dependent variable "burnout" was measured on the basis of (1) emotional exhaustion (2) Depersonalization (3) Reduced personal accomplishment. Five different hypotheses were developed and tested through techniques such as Z-test, F-test and regression analysis. The questionnaire administered for the study contained 24 questions including personal data. (Refer appendix-1 for questionnaire)

The subject was Moblink company customer sales representative in Karachi. It has hundred fifty franchises in Karachi. All are located at different geo-graphical locations. Multi cluster technique was used for drawing samples. First twenty franchises had been selected randomly from the listed franchises; subsequently five samples each were drawn non-randomly from the twenty franchises. The sample size was hundred. Two questionnaires were incomplete and inconclusive and were rejected. Thus the final tally of the sample was 98. Techniques such as measure of dispersion and measure of central tendencies were used for analyzing the data. Regression, and Z-test, and F-test were used for testing the developed hypothesis.

## 6. Survey Findings

**6.1 Measure of Central Tendencies:** The measure of central tendencies and measure of dispersion for the dimensions related to burnout of customer services representative is presented below:

**Table 1: Measure of Central Tendencies**

	<i>Depersonalization</i>	<i>Reduced personal accomplishment</i>	<i>Emotional Exhaustion</i>	<i>Job induced tension</i>	<i>Job satisfaction</i>	<i>Workload</i>
Mean	3.77	3.75	3.72	3.58	3.67	3.74

S. Error	0.07	0.07	0.05	0.05	0.06	0.05
Median	3.67	3.67	3.67	3.67	3.67	3.67
Mode	3.67	4.00	3.67	3.67	4.00	3.67
St. Dev	0.69	0.66	0.52	0.53	0.55	0.47
S. Var.	0.48	0.43	0.27	0.28	0.30	0.22
Kurtosis	0.21	(0.64)	(0.14)	(0.33)	0.38	(0.13)
Skewness	(0.41)	(0.16)	0.02	(0.40)	(0.29)	0.19
Range	3.33	2.67	2.33	2.33	2.67	2.33
Minimum	1.67	2.33	2.33	2.33	2.00	2.67
Maximum	5.00	5.00	4.67	4.67	4.67	5.00
Sum	369.00	367.33	364.33	350.67	359.29	366.67
Count	98.00	98.00	98.00	98.00	98.00	98.00

According to the respondents' opinions, the reduced personal accomplishment had a high rating with a mean of 3.75 and job induced tension has the lowest rating with a mean of 3.58.

The standard deviation of respondents' opinions was highest for dimension depersonalization and least for dimension work load. This indicates that there is comparatively a high level of polarization on the respondents' opinions on the dimension depersonalization and least on the dimension workload.

The Skewnesses for all the dimensions were in negative except the determinants emotional exhaustion and workload. This indicates that the majority of respondents' opinions on all the dimensions were below the means except in the case of emotional exhaustion and workload.

## 6.2 Hypotheses Testing

**Hypothesis One:** Respondents' opinions on burnout in customers' services representatives were based on determinants such as depersonalization reduced personal accomplishments, and emotional exhaustion. The hypothesis developed in this context is presented below:

$H_{10}$ : The level of burnout in customers sales service representative is low (3.5 on a scale of 5-1).

$H_{1A}$ : The level of burnout in customers sales service representative is not low (3.5 on a scale of 5-1).

The statistical representation of the above hypothesis is presented below:

$H_{10}$ :  $\mu_1 = 3.5$

$H_{1A}$ :  $\mu_1 \neq 3.5$

Above test was carried out through Z-test and the summarized result is presented below:

**Table 2: Z- One Sample Test**

Mean	3.74
Standard Deviation	0.50
Hypothesized mean	3.50
Confidence level	0.95
Critical value one tail	1.65
Critical value two tail	1.96
Z-Calculated value	4.82

The hypothesis relating to low level of burnout in customers service representative was rejected. At 95% confidence level the Z critical value is  $\pm 1.96$ , and Z calculated value is 4.82 which fall in the critical region. The literature survey also suggests that those employees that have a higher level of interaction with the customers have a higher level of burnout.

#### **Hypothesis Two:**

Literature survey suggests that the level of burnout is higher in the younger sales representative. Based on this the following hypothesis was developed.

$H_{20}$ : There is no significant difference between burnout levels of younger customer sales representative and older customer sales representatives.

$H_{2A}$ : The level of burn out is higher in the younger sale representative.

The statistical representation of the above hypothesis is presented below:

$H_{20}$ :  $\mu_1 = \mu_2$

$H_{2A}$ :  $\mu_1 > \mu_2$

Above test was carried out through by Z-two samples variables analysis, and the summarized result is presented below:

**Table 3: Z- two Samples Test**

	<i>Age group (21- 30)</i>	<i>Others(age group)</i>
Mean	3.76	3.78
Known Variance	0.31	0.13
Observations	48.00	19.00
Hypothesized Mean Difference	-	

Z	(0.19)	
P(Z<=z) one-tail	0.43	
z Critical one-tail	1.64	
P(Z<=z) two-tail	0.85	
z Critical two-tail	1.96	

The hypothesis relating to no significant difference in the burnout levels of younger age group and older age group was accepted. At 95% confidence level the Z-critical value is  $\pm 1.96$  and Z-calculated value is -0.19 that falls in the non-critical region. Literature survey suggests a high level of variation between the burnout and age group which was not noticed in this research.

**Hypothesis Three:** The literature survey suggests that the level of burnout is significantly higher in the single sales representatives. Therefore the null and alternate hypothesis developed in this context is presented below:

$H_{3O}$ : The level of burnout is higher in the single customers' sales representatives as compared to married customers' sales representatives

$H_{3A}$ : The level of burnout is not higher in the single customers' sales representatives as compared to married customers' sales representatives

The statistical representation of the above hypothesis is presented below

$H_{3O}$ :  $\mu_1 > \mu_2$

$H_{3A}$ :  $\mu_1 \leq \mu_2$

**Table 4: F- test.**

	<i>Single</i>	<i>Married</i>
Mean	4.01	3.31
Variance	0.11	0.17
Observations	61.00	37.00
Df	60.00	36.00
F	0.66	
P(F<=f) one-tail	0.07	
F Critical one-tail	0.62	

The hypothesis relating to higher level of burnout in the single customers sales representatives as compared to married ones was accepted. At 95% confidence level the F-critical value .62 less than the F-calculated of .66.

**Hypothesis Four:** A strong relationship was suggested by the literature survey as far as the determinants job satisfaction level, and level of burnout. The hypothesis developed in this context is presented below:



$H_{40}$ : Significantly stronger relationship exists between job satisfaction level and burnout in customer sales service representatives.

$H_{4A}$ : Significantly stronger relationship does not exists between job satisfaction level and burn out in customer sale representatives.

Statistical representation of the above hypothesis is presented below:

$H_{40}$ :  $\beta_1=0$

$H_{4A}$ :  $\beta_1 \neq 0$

The above hypothesis was tested through simple regressions and the summarized result is presented below:

The hypothesis was tested through regression and the summarized result is presented below:

**Table 5-A: SIMPLE REGRESSION**

<i>Regression Statistics</i>	
Multiple R	0.42
R Square	0.18
Adjusted R Square	0.17
Standard Error	0.41
Observations	98.00

**TABLE 5-B: ANOVA**

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1.00	3.51	3.51	20.78	0.00
Residual	96.00	16.21	0.17		
Total	97.00	19.72			

**TABLE 5-C**

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	2.43	0.28	8.60	0.00	1.87	2.99
Job satisfaction	0.35	0.08	4.56	0.00	0.20	0.50

The p-value is 0.00 which is lower than 0.025 so it falls in the critical region. Therefore, alternative hypothesis of relationship between independent variable “Job satisfaction” and dependent variable “Burnout” was accepted. The  $r^2$  is 0.18, which indicates that about 14% of the variation of dependent variable “Job satisfaction” is explained by the independent variable “Job satisfaction”, which is significantly low.

**Hypothesis Five:** The literature survey also suggests relationship between work load and level of burn out in the customers’ service representatives. The hypothesis developed in this context is presented below:

$H5_0$ : Significantly stronger relationship exists between work and level of burnout in sale representatives.

$H5_A$ : Significantly stronger relationship does not exists between work and level of burnout in sale representatives

The statistical representation of the above hypothesis is presented below:

$H5_0$ :  $\beta_1=0$

$H5_A$ :  $\beta_1 \neq 0$

The hypothesis was tested through simple and the summarized result is presented below:

**Table 6-A: Simple Regression.**

<i>Regression Statistics</i>	
Multiple R	0.51
R Square	0.26
Adjusted R Square	0.25
Standard Error	0.39
Observations	98.00

**TABLE : 6-B**

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1.00	5.04	5.04	32.99	0.00
Residual	96.00	14.68	0.15		
Total	97.00	19.72			

**TABLE: 6-C**

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	1.87	0.32	5.81	0.00	1.23
Workload	0.49	0.09	5.74	0.00	0.32

The p-value is 0.00 which is lower than 0.025 so it falls in the critical region. Therefore, alternative hypothesis of relationship between independent variable “Work load” and dependent variable “Burnout” was accepted. The  $r^2$  is 0.25, which indicates that about 25% of the variation of dependent variable “burn out” is explained by the independent variable “workload”, which is moderately high.

## 7. Conclusions

The purpose and aim of this research was (1) identify the factors that contributes towards job burnout in sales service representative (2) What are the relationships of these factors (3) To empirically test the relationship of the determinants relating to burnout in customer service representatives.

Based on literature survey six different variables related to burnout were identified. The variables were (1) Emotional exhaustion. (2) Reduced personal accomplishment. (3) Job induced tension. (4) Job satisfaction. (5) Workload (6) Job satisfaction.. Each of the variables contained 3 sub-variables. Five different hypotheses were developed and tested through techniques such as Z-test, F-test and regression analysis. The questionnaire administered for the study contained 15 questions including personal data.

The subject was Moblink company sales representative in Karachi. It has hundred fifty franchises in Karachi. The valid sample size was 98. Techniques such as measure of dispersion and measure of central tendencies were used for analyzing the data. Regression, and Z-test, and F-test were used for testing the developed hypotheses. According to the respondents' opinions, the reduced personal accomplishment had a high rating with a mean of 3.75 job induced tension has the lowest mean of 3.58.

The standard deviation of respondents' opinions was highest for dimension depersonalization and least for dimension work load.. This indicates that there is a high polarization of the respondents' opinions on the dimension depersonalization moral and least on the dimension work load. The Skew nesses for all the dimensions were in negative except the determinants emotional exhaustion and workload. This indicates that the majority of respondents' opinions on all the dimensions were below the mean except in the case of emotional exhaustion and workload.

Five hypotheses were developed and tested, the summarized results are presented below:

- a) The hypothesis relating to low level of burnout in customers service representative was rejected. At 95% confidence level the Z critical value is  $\pm 1.96$ , and Z calculated value is 4.82 which fall in the critical region. The literature survey also suggests that those employees that have a higher level of interaction with the customers have a higher level of burnout.
- b) The hypothesis relating to no significant difference in the burnout levels of younger age group and older age group was accepted. At 95% confidence level the Z-critical value is  $\pm 1.96$  and Z-calculated value is -0.19 that falls in the non-critical region. Literature survey suggests a high level of variation between the burnout and age group which was not notices in this research.
- c) The hypothesis relating to higher level of burnout in the single customers sales representatives as compared to married ones was accepted. At 95% confidence level the F-critical value .62 less than the F-calculated of .66.
- d) The p-value is 0.00 which is lower than 0.025 so it falls in the critical region. Therefore, alternative hypothesis of relationship between independent variable "Job satisfaction" and dependent variable "Burnout" was accepted. The  $r^2$  is 0.18, which indicates that about 14% of the variation of dependent variable "Job satisfaction" is explained by the independent variable "Job satisfaction", which is significantly low.
- e) The p-value is 0.00 which is lower than 0.025 so it falls in the critical region. Therefore, alternative hypothesis of relationship between independent variable "Work load" and dependent variable "Burnout" was accepted. The  $r^2$  is 0.25, which indicates that about 25% of the variation of dependent variable "burn out" is explained by the independent variable "workload", which is moderately high.

## 7.1 Recommendations

According to the Human resource management experts, organization must pay more attention towards human resource development for having low level of burnout. The experts asserted that human capital was the key to business success. However, the ratio of Burn-out is very high in customer service representatives.

Therefore, to reduce it some measures are important like employees should always be treated with respect and dignity. The identified organizational characteristics associated with burnout and low- stress work are following:

- Ensure that the workload is in line with workers' capabilities and resources.
- Design jobs to provide meaning, stimulation, and opportunities for workers to use their skills.

- Clearly define workers' roles and responsibilities.
- Give workers opportunities to participate in decisions and actions affecting their jobs.
- Improve communications—reduce uncertainty about career development and future employment prospects.
- Provide opportunities for social interaction among workers.
- Establish work schedules that are compatible with demands and responsibilities outside the job.
- Recognition of employees for good work performance
- Opportunities for career development
- An organizational culture that values the individual worker
- Management actions that are consistent with organizational values

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### Annexure-I

**PERSONAL DATA****Q1. Age**

- ☐ Under 20      ☐ 20 -30      ☐ 30-40      ☐ 40 – 50  
☐ 50 plus

**Q2. Qualification**

- ☐ Under Matric      ☐ Intermediate      ☐ Bachelors      ☐ Masters  
☐ Others

**Q3. Gender**

- ☐ Male      ☐ Female

**Q4. Income**

- ☐ Under 20,000      ☐ 20,000 – 40,000      ☐ 40,000 – 60,000      ☐ 60,000-80,000  
☐ 80,000 plus

**Q5. Location**

- ☐ DHA      ☐ Clifton      ☐ P.E.C.H.S      ☐ Gulshan-e-Iqbal  
☐ Nazimabad      ☐ Others

**6. Marital Status**

- ☐ Single      ☐ Married

Rate following statements (5 being highly agreement and 1 being highly disagreement.		
Depersonalization		
1.	I feel threat some from customers as if they were impersonal "object."	5 4 3 2 1
2.	I fee a lack of personal concern for my boss.	5 4 3 2 1

3.	I feel insensitive toward my coworkers.	5 4 3 2 1
<b>Reduced Personal Accomplishment</b>		
1.	I feel effective in solving the problems of my customers.	5 4 3 2 1
2.	I feel my coworkers truly value my assistance.	5 4 3 2 1
3.	I feel I make a positive contribution toward top management goals.	5 4 3 2 1
<b>Emotional Exhaustion</b>		
1.	I feel I am working too hard for my customers.	5 4 3 2 1
2.	I feel emotionally drained by the pressure my boss puts on me.	5 4 3 2 1
3.	I feel burned out from trying to meet top management expectations.	5 4 3 2 1
<b>Tension: Job-Induced Tension</b>		
1.	Problems associated with work have kept me awake at night.	5 4 3 2 1
2.	My job tends to directly affect my health.	5 4 3 2 1
3.	I feel nervous before attending meetings in the organization.	5 4 3 2 1
<b>Job-Satisfaction</b>		
1.	I am highly satisfied by my job.	5 4 3 2 1
2.	My compensation is highly rewarding.	5 4 3 2 1
3.	I have high level of career development.	5 4 3 2 1
<b>Work load</b>		
1.	I am able to finish my job in time.	5 4 3 2 1
2.	I always stay late at my work place	5 4 3 2 1
3.	In my absence the work load gets pileup.	5 4 3 2 1