

MSU-IIT Faculty Administrators' Potential To Be Job Burnout

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Abstract

This study was designed to determine empirically whether certain working conditions and personality traits are significantly associated with the potential to be job burnout. The results will eventually be used as a basis for policy formulation to address job burnout among the faculty administrators in MSU-Iligan Institute of Technology. It also sought to verify the null hypothesis about the absence of significant relationship between the prescribed demographic personal profile and the potential to get job burnout.

The findings of the study will hopefully give valuable information on the potential to be job burnout among faculty administrators. Hence, it could be prevented through some policies and programs.

The results of the statistical tests show that the potential to be job burnout is significantly associated with the working conditions in terms of extra workload and time pressure and with the personality traits in terms of being pessimistic, delicate, sympathetic, and idealistic. In the demographic personal profile variables, only the family size criterion is significantly correlated with the potential to be job burnout.

Moreover, stepwise regression analysis shows that working conditions such as extra workload, time pressure, and routine work, together with the personality traits in terms of being pessimistic, delicate/sensitive, dedicated, and sympathetic are the predictors of the potential to be job burnout.

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Using the Pearson Correlation Coefficient, the result showed that only family size has a significant relationship with the potential to be job burnout in terms of depersonalization and emotional exhaustion. This implies that they could show a negative behavior with their peers, students and other people at work. This is manifested by their being callous and tired toward people at work and tend to be withdrawn. Family size could contribute to their tendency to be burned out due to the difficulty and stress in managing family problems. Although the average family size of the respondents is only 3 and some of their children may not be living with them, there is greater emotional exhaustion due to their separation. Moreover, with an extended family system, the state of tiredness, frustration, boredom and depression consequently result to emotional exhaustion leading to job burnout.

The potential to be job burnout has a significant relationship with the working conditions in terms of extra workload. The faculty administrators aside from their administrative work are also given extra assignments as chair or members of various committees and are also carrying overload units, research work, extension service and are active in many civic / community organizations. Under these circumstances, stress and over-fatigue result in decreased efficiency, frequent mistakes and sickness. This phenomenon eventually results to job burnout.

The study reveals that time pressure exhibits a significant relationship with the proneness to be job burnout in terms of feeling of low personal accomplishment and depersonalization. This indicates that the faculty administrator faced with meeting deadlines as administrator and faculty will feel that he has not done his best because of the little time he has for all the tasks he has to accomplish and he has no time to communicate with his other colleagues and friends.

The finding shows that there is a significant relationship between the potential to be job burnout with being pessimistic, delicate / sensitive, sympathetic and idealistic. Pessimistic persons are easily discouraged, worry a lot and have skepticism on their ability which consequently create for themselves pressure and stress. They develop negative physiological feeling of over-fatigue and tiredness and tend to be demotivated to socialize. Hence, they easily succumb to job burnout.

Introduction

Many people experience emotional and physical fatigue as a result of stress. It may be caused by factors at work or out of the workplace. Job burnout results from stress. When this happens employees develop various symptoms that can have a negative effect on job performance and health and even threaten their ability to cope with the environment.

A tragic product of job burnout in Japan is known as "karoshi" or sudden death at work. This is believed to be triggered by overwork, culminating in a fatal heart attack or stroke (Davis 1982).

Eliot Aronson, a professor of Social Psychology at the University of California, pointed out that "those who are prone to job burnout are afire with high goals and ideals. Those who suffer job burnout are often a company's best people" (Awake 1995).

Several studies have established that job burnout is affected by several factors that also include an individual's personality traits and working conditions. These two (2) factors have potential to produce some catalysts to an individual to suffer job burnout. However, one thing that is important to find out is the extent to which these two (2) factors bear influence on an individual to be job burnout.

Job burnout problems, long in the making, often do not surface for years when professionals become physically exhausted and emotionally depleted, feel alone with their problems, and turn to substance abuse or other self-defeating behaviors in an attempt to bury the pain. Eventually, the syndrome of burnout more likely happens to individuals whose work requires direct contact with others, for example teachers, doctors, nurses, and other professionals (h2).

It is in this context that the research study was made to find out the correlation of MSU-IIT's faculty administrators' potential to be job burnout with their personal profile, personality traits and working conditions.

Conceptual Framework

Job burnout is a syndrome that results from prolonged exposure to stress. It consists of physical and emotional exhaustion, plus feeling of lack of personal accomplishment (Greenberg and Baron, 1995).

Job burnout is frequently attributed to an individual's experience, educational background, gender, and some other inherent personality characteristics. However, there exists a big potential that certain working conditions have a significant role to influence them to suffer work-related stress that may result in job burnout.

Many stress consequences are disruptive, counter productive, and even potentially dangerous. Specifically, it can strongly affect the psychological and physiological well-being and performance on many tasks (Ivancevich

and Matteson, 1990).

Problems predictably arise when high intensity stress continues for an extended duration. According to the theory developed by Hans Selye, the human body cannot instantly rebuild its ability to cope with stress once it is depleted. As a result, people become physically and psychologically weakened from trying to combat it. This situation is called burnout – a situation in which employees are emotionally exhausted, become detached from their clients and their work, and feel unable to accomplish their goals (Kreitner and Kinicki, 1950).

A teacher may suddenly withdraw his/her enthusiasm to attend a class. The spirit and motivation that are usually highly overwhelming seem no longer able to ignite the power to go into action. The senses of fatigue, hopelessness and boredom become superior in his/her life. Hence, the potential to be burnout.

Burnout includes emotional exhaustion (lack of energy), depersonalization (detachment from others, treating people as objects, and cynical attitudes), and a sense of decreased personal accomplishment (evaluating oneself negatively, decline in sense of personal competence, and self-perception of no progress or losing ground). Burnout and severe stress do not just happen. They involve a complex interplay of personal, job, group/team, and organization cultural differences or characteristics (Hellriegel et. Al, 1996).

Finally, victims of burnout often report feelings of low personal accomplishment; they frequently have some negative perceptions that they are not efficient and have not accomplished much in the past and will not succeed in the future, either (Greenberg and Baron 1997).

Individuals who succumb to burnout seem to progress through the following stages:

1. Puzzlement, confusion, and the appearance of frustration.
2. Intense frustration and anger.
3. Apathy, withdrawal, and despair.

The effect of stress and job burnout have received widespread attention in recent years from the general public, business, and health organizations, researchers, and the news media (Hellriegel, et. Al 1996).

There is a significant relationship between the potential to be job burnout and having a personality trait of being sensitive. The finding of the study disclosed that faculty administrators who are easily hurt emotionally and readily affected by negative or undesirable outcomes of their work or a slight

decrease in accomplishment is highly susceptible to be job burnout.

Another personality trait, being sympathetic has a significant relationship with the potential to be job burnout. There are persons who are overly concerned with other people that may result to experience depression such that it could lead to emotional instability. This is manifested by their capacity to be stressed and become job burnout.

The finding shows that the potential to be burnout is significantly associated with being an idealistic faculty administrator. This relationship may be explained by the fact that idealistic people are perfectionist, are not easily satisfied and demand a great deal from themselves. When they fail to attain their goal, they tend to display some negative emotional changes such as frustration, fatigue, depression and tiredness. This condition could then result to be job burnout.

Statement of the Problem

This study was designed in its attempt to evaluate the relationship that may exist between the potential to be job burnout with certain demographic personal profile, working conditions and personality traits of MSU-Iligan Institute of Technology faculty administrators. Furthermore, this study also attempted to know whether the working conditions and personality traits are the factors that affect the potential of faculty administrators to be job burnout. And finally, whether the results of this study can give some inputs for policy formulation to address job burnout.

Briefly, this study sought to: (1) describe the personal profile of the faculty administrators in terms of age, gender, civil status, family size, educational background, administrative position, length of service and salary; (2) determine the relationship of each personal profile toward the respondents' potential to burnout; (3) gather the respondents' perceptions about their working conditions in terms of extra workload, time pressure and routine work; (4) determine the respondents' potential to get job burnout, based on their perceptions in terms of emotional exhaustion, depersonalization and feeling of low personal accomplishment; (5) ascertain the relationship of the aforementioned working conditions, as perceived by the respondents and their potential to get job burnout; (6) evaluate the respondents' perceptions about their personality traits in terms of being pessimistic, dedicated, delicate/sensitive, sympathetic and idealistic; (7) determine the relationship of each per-

sonality trait, as perceived by the respondents with their potential to cause job burnout; and (8) produce a formulated policy to address job burnout.

Specifically, the study is designed to ascertain whether there is empirical support for the following null hypotheses: (1) there is no significant relationship between the faculty administrators' demographic personal profile and their potential to be job burnout; (2) there is no significant relationship between each of the working conditions and the potential to be job burnout; (3) there is no significant relationship between each of the personality traits and the potential to be job burnout.

Research Method

The respondents of this study were faculty administrators or those faculty members who also occupied administrative positions such as Department Chairperson, Program Coordinator, Dean, Principal and Director in MSU-Iligan Institute of Technology.

This study made use of descriptive and correlational methods of research to gather any pertinent facts to describe and interpret adequately the respondents' demographic personal profile and their perception on the quality of their personality traits, working conditions, and potential to be job burnout.

This study made use of researcher-made questionnaire for the respondents' demographic personal profile and for the evaluation on their working conditions and personality traits and a standardized questionnaire for the potential to be job burnout assessment.

All of the data of the respondents that were derived from the questionnaire were treated with several statistical tools such as frequency distribution, the mean, percentage, standard deviation, stepwise regression analysis, Pearson product-moment correlation, t-test, chi-square, and coefficient of variation.

Findings

Generally, the respondents who occupy administrative positions like College Dean, Department Chairperson, Program Coordinator and Director in MSU-Iligan Institute of Technology are middle-aged with a mean of 47 years. It is believed that at that age, they already gained familiarity and experience necessary to deal effectively with any problems that may arise in their

profession.

The finding shows that the respondents generally tend to have small family size with about three (3) children such that they could better pay attention to the growth and development of their children and their career as well.

All of the respondents have either master's or doctoral degrees. This implies that the respondents are highly trained individuals academically. They have significant contribution to the development of the Institute's graduates who excel in professional board examinations and are winners in various competitions.

On the average, the respondents' work experience is 22.68 years, implying that the respondents are already senior faculty in this Institute with a great deal of experience in academics, research and extension work.

The frequency distribution between the male and female respondents is relatively equal, i.e., there are 25 male and 24 female respondents. Majority of them are already married; five are single.

Majority of the respondents, or 81.63 percent, believed that they are receiving adequate salary, implying that the Institute treats its faculty fairly in terms of monetary reward.

Correlation analysis shows that there exists a significant relationship between family size and potential to get job burnout in terms of depersonalization [a tendency not to socialize], and emotional exhaustion [a state of being tired, depressed and frustrated]. It proves that family size will significantly affect one's physical and psychological condition. As working parents, administrators tend to have more pressure to balance their attention between work and family. This situation has potential to cause stress. If unrelieved, it may result to job burnout, where the motivation to return to work disappears.

Correlation analysis further shows that the potential to get job burnout is not significantly associated with the respondents' other demographic profile [age, educational background, length of service, gender, civil status, administrative position, and salary].

The respondents admitted that they have extra workload. This may have been a result of the respondents' involvement in additional activities in their respective departments and also in research and extension programs. Moreover, additional work – and stress — can also be brought about by delays in the submission of student research papers and other requirements, and to

help students beat the deadline, the administrators have to double their efforts in checking these papers. Reports also comprise additional workload.

The respondents also admit they do some routine work. This is due to the fact that in their teaching profession, they are most likely assigned to handle the same subjects that can be taught by using the same or identical methods every semester.

In terms of depersonalization, the respondents have a low potential to get job burnout from this factor. Depersonalization is a state where an individual tends to withdraw him/herself from a group. This finding reveals that the respondents can still manage their relationship with other people in this Institute despite their heavy workload.

Feeling of low personal accomplishment moderately causes the respondents to suffer job burnout. This finding gives a sign that the respondents experience a slight decline in accomplishment at work. This may be due to the fact that they are in an oppressive situation [overload and lack of time] resulting in decreased effectiveness and efficiency in handling their jobs.

Moreover, opportunity for promotion may also play a role since work accomplishment does not affect too much their opportunity to be promoted compared to other criteria such as educational attainment and work experience. There is thus a reduction in their motivation to accomplish more in their work.

The respondents have low potential to suffer burnout in terms of emotional exhaustion. This finding proves that the respondents are highly trained individuals academically and professionally so that they can effectively cope with some emotional problems such as tiredness, depression, and fatigue that may occur in their work.

Extra workload has been found to be significantly related with the potential to get job burnout in terms of feeling of low personal accomplishment and emotional exhaustion. This finding indicate that extra workload to be done in a limited time will just cause a decrease in one's efficiency and effectiveness at work. This may further result to an increase in mistakes, accidents, lagging enthusiasm and less motivation to go on working. Hence, it will leave one feeling drained/tired with little desire to return to that job the next day. Meanwhile, extra workload is not significantly associated with depersonalization as manifested by the respondents' close and good relationship with the people around.

Time pressure exhibits significant relationship toward the proneness to

get job burnout in terms of feeling of low personal accomplishment and depersonalization. This finding implies that in an oppressive situation, where an individual is pressured to rush to meet deadlines, the person will tend to intensively focus on the work most of the time. Consequently, he/she is inclined to think less and less about other people. On the other hand, time pressure is significantly related also with emotional exhaustion.

Routine work is not significantly related with the possibility to suffer job burnout. This finding proves that the respondents, equipped with their educational attainment and experience, can maintain their enthusiasm and motivation to work. They can escape from feeling bored and tired that are expected from doing routine work.

The respondents are highly dedicated people. This finding implies that the respondents put strong and high internal commitment on their jobs. They are aware that their profession involves a noble responsibility that is critical to the lives and prosperity of other people and the nation as a whole. In addition, the respondents' work experience and educational attainment may also have reflected this personality trait.

The respondents also tend to be delicate/sensitive. This implies that the respondents can easily be turned off once they fail to achieve success in their profession. It may be due to their high expectations, given their work experience and educational attainment. The respondents also are highly idealistic people. It appears that the respondents are perfectionists or self-motivating achievers who adhere to high goals and excellent performance. It may be reflected in the respondents' educational attainment and age [still middle-aged] that allow them to still go for some higher achievement.

There is a significant relationship between being pessimistic and the potential to get job burnout in terms of depersonalization, a tendency to work out of the group, emotional exhaustion, and feeling of decreased personal accomplishment. It is probably due to worries and skepticism on their ability that create pressure and stress. Consequently, they tend to be discouraged to socialize and communicate with peers and other people around them. Furthermore, they may develop some negative changes such as over-fatigue and tiredness. These phenomena may consume enthusiasm and motivation to work so that there is a tendency to commit more mistakes/errors and accidents that will decrease work accomplishment.

The findings also show that being dedicated is not significantly associated with the potential to get job burnout. This may be due to the respon-

dents' educational attainment and adequate salary given by the Institute.

There exists a significant relationship between being delicate or sensitive and the potential to get job burnout in terms of feeling of low personal accomplishment. This relationship may be due to the fact that delicate or sensitive people are known to be easily discouraged by any negative or undesirable outcomes. And once they encounter a failure [even just a minor thing] or a slight decrease in accomplishment, they may be inclined to drop the total internal commitment to accomplish the job. On the other hand, there is no significant relationship between delicate or sensitive depersonalization and emotion exhaustion. This is because, in their work, the respondents still have opportunity to have some fun and conversations with peers and students to make their work enjoyable.

There exist a significant relationship between being sympathetic and the potential to get job burnout in terms of depersonalization, a tendency to work out of the group. Although, the result shows there is significant relationship between the two variables, it is difficult to believe that sympathetic persons will tend to withdraw his/her friendship with colleagues. Normally, this person is expected to try his/her best to help other people. Meanwhile, being sympathetic is also significantly associated with emotional exhaustion. It is probably because sympathetic people are likely to experience trauma and confusion that can lead to insecurity on self-competence. On the other hand, being sympathetic is not significantly associated with the feeling of decrease in personal accomplishment. It may be due to the fact that sympathetic people can easily seek the help of others to accomplish their job.

There is also a significant relationship between being idealistic and the potential to get job burnout in terms of emotional exhaustion. This relationship may be explained by the fact that idealistic people are also perfectionists. They will demand a great deal from themselves. Once, they fail to reach their sometimes unattainable goals, they tend to display some negative emotions such as frustration, fatigue, depression, and tiredness. Being idealistic, however, is not significantly correlated with depersonalization. This finding may bring an implication that the respondents realize that working as a team most of the time can produce better and greater outputs. Moreover, being idealistic is also not significantly associated with a feeling of decrease in personal accomplishment. This is probably because in being idealistic, an individual can find or create more challenges and opportunities to have more accomplishment in his/her work. He/She can apply all of his

her skills and knowledge to attain the objectives.

Conclusion

Job burnout as a result of prolonged and unrelieved stress is not a very serious problem among faculty members who also sit as Dean, Asst. Dean, Chairperson, Program Coordinator and Director at MSU-Iligan Institute of Technology. But it is worth noting that their potential to be job burnout is associated / related to working condition in terms of extra workload, and time pressure. The potential to be job burnout has also significant relationship with their personality traits in terms of being pessimistic, delicate / sensitive, sympathetic and idealistic. In demographic personal profile, only family size is significantly correlated with the proneness to be job burnout.

Recommendations

In the light of the foregoing findings of the study the following are recommended to eliminate and prevent getting job burnout in the workplace.

In the selection of faculty administrators, family size should be considered since it could interfere with work efficiency and effectiveness. This could help decrease the pressure resulting from difficulty in managing the time between work and family.

The faculty administrator should learn to delegate work among the faculty to reduce their workload and they should avoid accepting too many committee assignments, too many research and extension work so they can focus on what is more important to accomplish. Having too many schedule of work is spreading oneself too thinly that the quality of output could be mediocre.

Carrying of overload units among faculty administrators should be avoided. The management should avail of the services of other qualified instructor to handle overload subjects. Due to lack of sufficient pool of lecturers, it has pressured faculty administrators to have teaching overload and get stress that consequently increased their tendency to be job burnout.

Since the potential to be job burnout has a bearing with the personality trait in terms of being pessimistic, delicate / sensitive, sympathetic and idealistic, the Guidance Counselor in coordination with the Human Resource Management Division should conduct a symposium on this topic. In addi-

tion reading materials could also provide information on time management that will help to avoid experiencing job burnout.

With an idealistic personality, the level of work accomplishment of the faculty administrators should be recognized and rewarded to boost their morale and lift up their work motivation and enthusiasm. This would prevent the tendency to be job burnout.

The research study looks forward to another related study which will determine the threshold for extra workload of the faculty administrators in relation to job burnout.

Another important concern for further study is to explore other factors or conditions influencing stress, health condition, leadership style, type of behavior pattern (type A and B) and employee promotion system that could possibly have an influence to be job burnout among the employees of MSU-IIT.

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