

## A Comparative Study of Job Burnout, Job Involvement, Locus of Control and Job Satisfaction Among Banking Employees of Kingdom of Saudi Arabia

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**Abstract:** The present investigation was undertaken to explore the degree of job burnout, job involvement, locus of control and job satisfaction of male and female bank employees working in different banks in Riyadh, Kingdom of Saudi Arabia. The sample consisted of 274 employees selected randomly from various banks. A set of tools containing Job Burnout (Maslach and Jackson, 1981), Job Involvement Scale (Lodhal and Kejner, 1965), Rotter's Locus of Control (1971), and Job Satisfaction (Singh, 1987) with biographical information blank were distributed to the bank employees to respond as per the instructions. The data were analyzed by means of t- test to see the differences between the comparison groups. The major findings of the present research revealed that: (i) Male bank employees were found more burnout with their job than female employees, (ii) Female bank employees were found significantly more involved in their job than male counterparts, (iii) male and female banking employees were not differ significantly in terms of internal locus of control, (iv) female bank employees were found more externally controlled in their job than male counterparts and (v) Female bank employees were found significantly more satisfied with their job than male employees. Suggestions and implications were also discussed.

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**Key words:** Job Burnout, Job Involvement, Locus of Control, Job Satisfaction, Gender, Bank, Saudi Arabia

### Introduction

Throughout the life individual spend significant amount of time on the activities related to work. Hence job's related behavior is central issues of the employees such as job burnout, job involvement, job satisfaction and locus of control has received less attention by the management and social scientist in the areas of human resource management, industrial psychology and organizational behavior during the last few decades and excellence of the organization can only be achieved when employee will perceive minimal degree of job burnout and higher level of facilities at workplace to enhance the degree of satisfaction and involvement.

### Job burnout

Job burnout is a chronic issue which affects the well-being of large number of professionals working in various organizations but in varied degrees. Freudenberger (1974) who considers as a pioneer of the concept of burnout and defined burnout as "state of mental and physical exhaustion caused by one's professional life" Maslach (1976) opined burnout in terms of "loss of concern for the people with whom one is working". Whereas, Pines & Aronson (1988) defined burnout is "a state of physical, emotional and mental exhaustion caused by a long-term involvement in situations that are emotionally demanding". Maslach & Jackson (1981) has given the most widely accepted definition based on their empirical studies. They stated burnout as "a syndrome of emotional

exhaustion, depersonalization and reduced sense of personal accomplishment that can occur amongst individuals who work with people in some capacity".

Age, gender, education, tenure of job, income, occupation, organizational level and department has been studied to predict the burnout of the employees (Cherniss, 1980; Maslach & Jackson, 1981; Gold, 1984; Maslach & Jackson, 1985; Poulin & Walter, 1993; Lee & Ashforth, 1993; Price & Spence, 1994; Maslach, Jackson & Leiter, 1996; Weisberg & Sagie, 1999; Maslach *et al.*, 2001; Bakker *et al.*, 2002; Lieter & Maslach, 2004; Lieter, 2005; Aloha *et al.*, 2006; Allam, 2007; Soares *et al.*, 2007; Gezer, Yenel & Sahan, 2009; Saba and Rehman, 2012; Haque *et al.*, 2011).

Lessen *et al.* (2005) initiated a study on practicing oncologist to see the significant differences of burnout with some biographical variables and identified that no difference in the facets of job burnout such as emotional exhaustion, depersonalization and reduced sense of personal accomplishment on the basis of marital status, gender and year of training or time spent in patient case selling. Motaghi-Pishe (2008) conducted a study among working women identified no significant differences were observed in fear of success and burnout with demographical variables.

### Job involvement

A well-known sociologists, Durkheim (1893) has credited for introducing the concept of job

involvement in the research literature and stressed the relevance of job involvement in industrial set up, since then management and social scientists became aware of job involvement but concept came into limelight and attracted the attention of various researchers after the work of Lodhal & Kejner (1965) who has given concrete and systematic explanation of the concept of job involvement and they defined job involvement in terms of “the degree to which a person identified psychologically with his/her work or the importance of work in his/her total self-image”. Saleh & Hosek (1976) described job involvement is “the degree to which the person identifies with the job actively participates in it and considers his performance important to his self-worth”. Farrell & Rusbult (1981) conceptualized job involvement as “the extent to which an employee perceives he/she is connected to a job”. According to Paullay *et al.*, (1994) the job involvement can be explained “as the degree to which one is cognitively preoccupied with, engaged in and concerned with one’s present job”. Robbins (2006) stated job involvement is a people attitude that takes sides psychologically to job, and consider the job is the most important in his/her life.

Numerous review of literature on job involvement with different variables among employees working in different set up to see the effects of job involvement irrespective of the position held in the organization. In an investigation, Mishra & Gupta (1995) suggested that motivation and alienation emerged as significant predictors of work performance but motivation was observed strongest predictors of performance. Jaswant & Naveen (1997) instigated a study to determine the interactive effects of age, gender and Type-A behavior pattern of job stress and job involvement of bank employees. The result highlighted that age and Type-A behavior significantly affects job involvement of bank employees. Bhatt (1997) studied the job stress, job involvement, job satisfaction of male and female primary school teachers. The result suggested that job involvement and job satisfaction were significantly positively correlated. McShane & Von Glinow (2000) identified that individual characteristics such as sex, age, tenure, education, level of control, and need strength were found related to job involvement.

In another investigation Allam and Nasir (2007) conducted a study among bank employees to explore the degree of job involvement among managers and subordinate staff. Their findings suggested that bank manager were found significantly higher degree of job involvement than subordinate staff. Researchers, Allam & Rezene (2009) identified that married and younger employees found significantly more job involved than their single and older counterparts. However, Ekmekci (2011)

suggested that male and married employees were found significantly more involved in their job than female and single counterparts. Al-Kahatani (2012) initiated a study to probe the significant influence on organizational commitment in Saudi public sector organizations with certain demographic variables and job and work related variables. His study result emphasized that job involvement and job satisfaction were found significantly related with organizational commitment.

#### **Locus of control**

In general the concept of locus of control denotes to understand the personality of an individual, a tendency of their predictability and control over his environment and became a most widely discussed topic of Social Psychology. The meaning of the concept introduced and developed in the research literature by Rotter (1966) who developed the most widely used I-E scale to measure the locus of control of an individual working in various set up and pointed that internal locus of control refers to people who believe that outcomes and their success and failures are the result of their own actions and efforts. According to Spector (2008) and Hellrigel *et al.* (2010) locus of control refers “to the extent to which individuals believe that they can control events which affect them”. Smith & Mihans (2009) refers to internal locus of control as “perceptions of positive and negative events as being consequences of one’s own actions and under one’s own personal control”. Numerous review of literature pertaining to locus of control with varieties of variables on different public and private sectors on the globe has been studied and observed different findings. Krausea & Strykerb (1984) reported that men with moderately internal locus of control orientations cope more effectively with stress than those whose locus of control and beliefs classified as extreme internal, extreme external or external. Lefcourt (1991) reported that personal causation, helplessness, personal competence perception of control, personal competence, causal attributions, and efficacy are seen as cognates of locus of control.

Schultz & Schultz (2005) observed significant gender differences on locus of control among U.S. population which was adults. They identified that male scored high on internal locus of control than female counterparts. In another investigation, Takaki & Yano (2006) initiated a study among patients to examine the gender differences with relationship to self efficacy and internal locus of control and their compliance. They reported that females that had high internal locus of control were less compliant in relation to their health and medical advices compared to the men.

Chen & Silverthorne (2008) pointed out that locus of control is related to various occupational

behaviors which can be seen in the form of job performance, motivation, job satisfaction, leadership and job performance. People's with internal locus of control perform excellent or are more motivated, hence they found more committed and determined to their goals and will therefore put all efforts to reach their goals. In an investigation by Lakshman & Mali (2011) observed positive correlation between internal locus of control and job satisfaction as well as between external locus of control and job satisfaction.

Baba *et al.*, (2009) conducted a study and findings revealed that locus of control was found related to work family conflict and job satisfaction and work family conflict was related to job satisfaction. However, work-family conflict partially mediated the relationship between locus of control and job satisfaction. Munir & Sajid (2010) conducted a study to identify the locus of control as determinants of organizational commitment and revealed that participants with more internal locus of control are more likely to have high affective and normative commitment whereas participants with more external locus of control are more likely to have high continuance commitment.

Khan, *et al.*, (2012) conducted a study and their findings reported that the teachers identified with internal locus of control reveal low level of stress as contrast to the teachers with external locus of control. Further they identified that high internal locus of control determines high coping and mediating ability of stress among the teachers and explored that teachers with external locus of control were more incline or prone to stress.

Ganji, *et al.*, (2013) conducted a study to examine the relationship between locus of control and job satisfaction. The results reported that the male with low job satisfaction and female with high job satisfaction in locus of control.

### **Job satisfaction**

In the present scenario job satisfaction is considered as observable facts in the area of organizational behavior. The term job satisfaction was brought into limelight by Hoppock (1935) and explained that job satisfaction refers to "any combination of psychological, physiological and environmental circumstances that cause an employee to say I am satisfied with my job." Glimmer (1966) cited that "job satisfaction or dissatisfaction is the result of various attitudes the person holds towards his job, towards related factors and life in general". Evan (2001) described job satisfaction as "a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be being met". According to Buitendach & de Witte (2005) "job satisfaction relates to an individual's perceptions and evaluations of a job

and this perception is in turn influenced expectations". Pool *et al.* (2006) and Rastgar *et al.* (2012) viewed job satisfaction as "an emotional response to various dimensions of job".

Al-Ahmadi (2002) suggested that no differences were observed between, age, marital status, gender, income, and nationality. Bhuyan & Choudhury (2003) studied to identify the degree of job satisfaction of the college teachers with respect to sex, marital status, and location as well as experience. The result identified that there is significant difference in the job satisfaction of male and female teachers but there is no significant difference in job satisfaction between married and unmarried between rural and urban, and among experience of the college teachers.

Raj & Mary (2005) pointed out that no significant difference was found in job satisfaction between gender, medium of instruction, location, educational qualification, salary and religion.

Suliman & Al-Sabri (2009) suggested that some demographic variables play significant role in explaining the variance in performance, satisfaction and motivation. They emphasized that motivation and satisfaction were observed to play important role in predicting work performance, whereas job satisfaction found to be significantly positively related to work motivation. Allam & Harish (2010) conducted a study to determine the impact of job burnout, age, gender and marital status among medical professionals. They postulated that married employees, low burnout employees, younger group of employees and female were showed significantly higher level of job satisfaction than their counterparts. The sex differences were observed and it was found that females were more satisfied than males (Padmavathi, 1995; Nasir *et al.* 2004; Lambert, *et al.*, 2001; Culpin & Wright, 2002 and Allam & Reddy, 2007). Ukeh & Kwahar (2012) conducted a study and identified significant gender differences on the job satisfaction and two orientations of motivation.

Allam (2013) initiated a study to determine the relationship between job anxiety, organizational commitment, work experience and age with job satisfaction. The results suggested that self -esteem and recognition facets of job anxiety were found to be significantly related to job satisfaction.

### **Aims of the Research**

A multitude of studies have been initiated and conducted on various professions such as doctors, medical staff, police personnel, social workers, university and school teachers, industrial workers nurses but very few studies have been initiated by the researchers on bank employees globally and negligible numbers in Kingdom of Saudi Arabia. The variables chosen for the current investigation is still unexplored with samples chosen by the researchers. Keeping all

the facts in mind after careful review of literature it was felt that the present researchers should necessitate the study among the banking employees of Kingdom of Saudi Arabia to see the impact of gender to make comparisons based on job burnout, job involvement, locus of control and job satisfaction.

**Hypotheses**

Retrospection of the objective of the present study in mind and in the light of reviewed literature of research, certain null hypotheses were formulated and each hypothesis was verified to draw inferences on the basis of the results obtained. These hypotheses formulated were as follows:

HO1: The male and female banking personnel would not be differing significantly in terms of job burnout.

HO2: There would not be significant difference between male and female banking employees in terms of job involvement.

HO3: The male and female would not be differing significantly on internal locus of control groups of banking personnel.

HO4: There would not be significant difference between male and female on external locus of control groups of banking personnel.

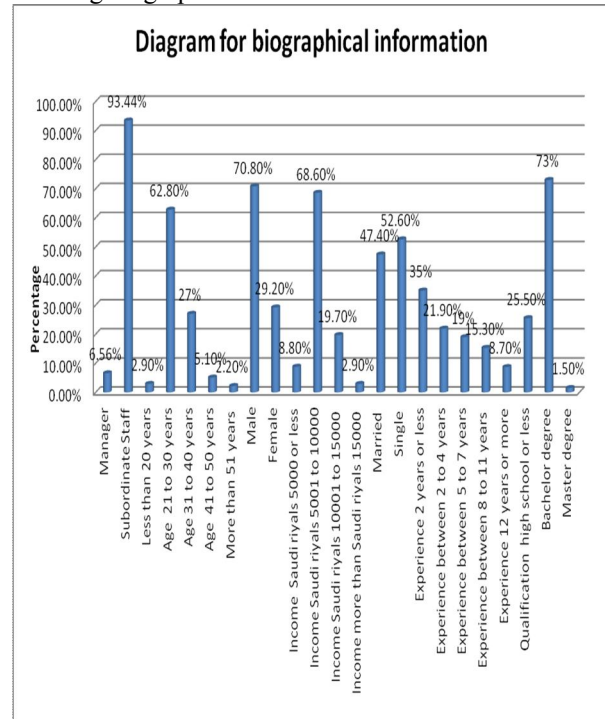
HO5: The male and female banking personnel would not be differing significantly in terms of job satisfaction.

**Material and Methods**

**Sample**

The present investigation was conducted on 274 employees working in different banks located in Riyadh, the capital of Kingdom of Saudi Arabia. Out of total sample 6.56% (N=18) and 93.44% (N=256) were manager and subordinate staff respectively. Less than 20 years, 21 to 30 years, 31 years to 40 years, 41 years to 50 years and more than 50 years were 2.9% (N=8), 62.8% (N=172), 27% (N=74), 5.1% (N=14) and 2.20% (N=6) respectively in the total sample. Further 30 years and less were considered as younger employees whereas rest of the age people was considered as older employees. The total employees were categorized into male 70.80% (N=194) and 29.20% (N=80) were female in the present investigation. As far as income is concerned 8.8% (N=24) of the respondents reported their monthly income is less than Saudi riyals 5000, 68.60% (N=188) pointed an income between Saudi riyals 5001 to 10000, 19.7 % (N=54) indicated income between Saudi riyals 10001 to 15000 and rest of the 2.9% (N=8) participants revealed that their income is greater than Saudi riyals 15000. The present sample were classified on the basis of married 47.4% (N=130) and single 52.6 % (N=144) in the study. Thirty five percent (N=96) reported their experience is 2 years or less with the bank, 21.9% (N=60) indicated their

experiences between 2 to 4 years, 19% (N=52) revealed the experiences between 5 to 7 years, 15.3 % (N=42) pointed the experiences between 8 to 11 years and 8.7% (N=24) have been associated with the bank 12 years or more. However, 7 years or less has been considered as low experienced people and rest of the employees were considered as high experience people in the present investigation. In addition, 25.5 % (N=70) reported their qualification is high school or less, 73% (N=200) indicated the qualification is bachelor degree and only 1.5% (N=4) were having master degree in the present employment. Diagram-1 showing biographical information:



**Instrument Used**

The following instruments were used to gather the information from the respondents:

**Job Burnout Inventory:**

The Job Burnout Inventory developed and standardized by Maslach & Jackson (1981) was applied to assess the level of job burnout of the respondents. The inventory consists 22 items and each item to be rated on 7 point rating scale i.e., very mild 1, mild 2 point, somewhat moderate 3 point, moderate 4 point, somewhat strong 5 point, strong 6 point and very strong 7 point. Total scores on these items give total job burnout of the respondents and scores ranged between 22-154. The reliability of the job burnout inventory was found 0.56.

**Job Involvement Scale:** Lodhal & Kejner (1965) job involvement scale was used in the present investigation to identify the degree of job involvement. The scale contains 20 items and each



item to be rated on a continuum of 5 point rating scale i.e., strongly agree to strongly disagree. The scores of the respondents will be varying between 20 to 100. The test and re-test reliability of the test is ranging between 0.72 and 0.89.

**Locus of Control :**Rotter's Locus of Control Scale adopted by American Psychological Association 1971 was used to assess the personality of the banking employees working in Kingdom of Saudi Arabia and know about their feelings related to their own fate. The scale consists of 10-pairs of statements categorized as group "A" and group "B" to identify the internally and externally controlled group. The respondents were asked to match their feeling with either "A" or "B". The scores will range from 0-10 and 1-4 score will be considered externally controlled group whereas, 6-10 scores will be considered as internally controlled group and score 5 will be not included in the analysis of data because of neutrality in characteristics of the scale. The reliability and validity were established.

**Job Satisfaction Questionnaire.** In the present investigation, Singh (1987) job satisfaction questionnaire was used to determine the level of job satisfaction among banking employees. The scale consists of 20 items and each item has to be rated on 5 point rating scale ranging from highly satisfied to highly dissatisfied with a score of 5 to 1. The total scores of the participants will be vary between 5 to 100. The reliability of test was found to be 0.96 through split-half method.

**Biographical Information Blank (BIB).**The researchers prepared biographical information blank to gather in background information of the participants such as position, gender, income, qualification, age, total work experience etc.

#### **Procedure and Ethics**

The researchers distributed a set of tools containing job burnout, job involvement, locus of control, job satisfaction and biographical information blank to 400 banking employees working in Riyadh, Kingdom of Saudi Arabia and finally received 274 filled questionnaires from the respondents. Initially, the questionnaires was in English language and it was felt that it has to translate by the expert into Arabic for better understanding of the respondents to get exact response from the banking employees. Further, the respondents were allowed to take their own time to furnish the questionnaires and requested them to feel free to contact with the researchers on their mobile or e-mail for any confusion or problem. Filled questionnaires were tabulated and scored for statistical analysis to draw the conclusions of the present investigation. Finally, the participants were assured about the confidentiality of the responses and it will be used for academic purpose only.

#### **Data Analysis**

The present investigators decided to use t-test in order to make the comparison between the means of various groups. The findings and interpretation will be presented in different tables.

#### **Results**

**Table-1. Impact of gender on job burnout among banking personnel**

Groups Compared	N	MJB	SD	t
Male	194	88.79	19.30	1.69
Female	80	85.00	15.81	

Not Significant

It is evident from Table -1 that mean job burnout of male and female group of banking personnel of Kingdom of Saudi Arabia were found 88.79 and 85.00 and SD were found 19.30 and 15.81. The t-value was found 1.69 which indicates no significant difference between the two groups of banking employees and hence, the null hypothesis (HO1) was accepted.

**Table-2. Impact of gender on job involvement among banking personnel**

Groups Compared	N	MJI	SD	t
Male	194	57.74	8.60	2.86*
Female	80	60.43	6.45	

\* Significant at.01 level

Table -2 showed that mean job involvement of male and female banking personnel of Kingdom of Saudi Arabia were found 57.74 and 60.43 with SD 8.60 and 6.45. The two groups of employees differ significantly ( $t= 2.86, p<.01$ ). Hence, the null hypothesis (HO2) was rejected.

**Table-3. Impact of gender on internal locus of control among banking personnel**

Groups Compared	N	MILOC	SD	t
Male	100	7.14	1.02	1.08
Female	54	7.52	1.20	

Not Significant

It can be seen from Table -3 that mean of internal locus of control of male and female group of banking personnel were found 7.14 and 7.52 with SD 1.02 and 1.20. Further result showed that 60.97% male believed on internal locus of control as compared to female (84.39%) which indicates that female are more belief to satisfy their duties based on competencies or skills or abilities. The two groups of employees did not differ significantly. Hence, the null hypothesis (HO3) was not rejected.

**Table-4. Impact of gender on external locus of control among banking personnel**

Groups Compared	N	MELOC	SD	t
Male	64	3.38	.93	.1
Female	10	3.40	.51	

Not Significant

It is observed from Table -4 that mean of external locus of control of male and female group of banking personnel were found 3.38 and 3.40 and SD were found .93 and .51. However, it is clearly evident from the result that 39.03% male believed on external locus of control as compared to female (15.61%). The two groups of employees did not differ significantly. Hence, the null hypothesis (HO4) was accepted.

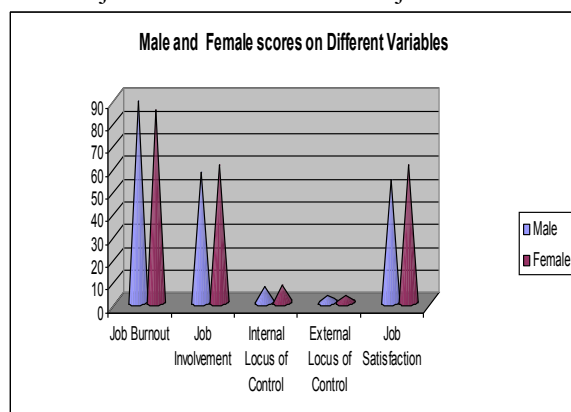
**Table-5. Impact of gender on job satisfaction among banking personnel**

Groups Compared	N	MJS	SD	t
Male	194	54.24	14.84	3.43*
Female	80	60.62	13.76	

\* Significant at .01 level

It appears from Table -5 that mean job satisfaction of male and female group of banking personnel of Kingdom of Saudi Arabia were found 54.24 and 60.62 and SD were found 14.84 and 13.76. The t-value was found 3.43 which is significant at .01 level and therefore, the null hypothesis (HO5) was rejected.

It is clear from Diagram-2 that the gender effect appeared most dominant factor i.e. female was found more involved and satisfied in their job. Further it is evident that female scored high in both the dimensions of locus of control but male were scored more on job burnout in their current job.

**Diagram-2: Showing male and female mean scores on job burnout, job involvement, locus of control and job satisfaction**

#### 4. Discussions

As far as job burnout is concerned among male and female banking employees where male perceived higher degree of job burnout. The reason might be accounted for job burnout includes lack of time for family members, competition, hopelessness and emotional labor (Khattak *et al.*, 2011 and Visser & Rothmann, 2008). The present findings has been supported by (Price & Spence, 1994 and Haque & Aslam (2011). Whereas, female were perceived low job burnout because of their work environment is more supportive and different. In contrary to present investigation that female showed more job burnout than male (Bakker *et al.*, 2002 and Poulin & Walter, 1993).

Table -2 showed that mean job involvement of male and female banking personnel of Kingdom of Saudi Arabia were differ significantly ( $t = 2.86$ ,  $p < .01$ ). Hence, the null hypothesis (HO2) was rejected. The result might be highlighted in the eyes of socialization process. Willing to achieve the goal, commitment, showing concerned towards the organization and values might be the reasons to involve more in the job than male counterparts. The obtained results are supported by (Ekmekci, 2011; Uygur & Kilic, 2009 and McShane & Von Glinow, 2000). On the other side Stafford *et al.*, (1980) and Cortis & Cassar (2005) emphasized that gender is not related to job involvement.

The cited results in Table-3 and Table-4 were found no significant difference among male and female banking employees working in Kingdom of Saudi Arabia on locus of control. Surprisingly, it has been observed that female scored high on both the dimensions of locus of control. The results can be linked with the study of Wilson *et al.* (2007) that self efficacy found less among women than men. Hence to overcome this problem Saudi women make more efforts to get success and achieve the goal and their working atmospheres are also different than male in dealt with same gender. Therefore they put all efforts in the banking sector to discharge their better performance and thereby scored high on internal locus of control. On the other hand the discrepancies emerged due to small sample size in the present investigation.

Results of Table -5 showed that male and female group of banking personnel of Kingdom of Saudi Arabia were found to have significant difference with job satisfaction and null hypothesis (HO5) was rejected. The findings showed greater degree of job satisfaction emerged in the female employees. As a remainder, female work set up is separate than male and thereby opportunities is to work with same genders. The results may be explained that no pressure

and competition with other genders, job security, religiosity values, higher level of socialization and supportive communication climate might lead to higher job satisfaction. The findings obtained in the present investigation have been supported by many researchers (Nasir *et al.* 2004; Padmavathi, 1995; Allam & Reddy, 2007; Nasir & Akhtar, 2009; Shah & Jalees, 2004; Bender *et al.*, 2005; Allam & Harish, 2010; Ayub & Rafif, 2011; Saba *et al.*, 2012; Ukeh and Kwahar, 2012).

### Conclusions

The results obtained in the present study suggested the differences existed between male and female Saudi banking employees on job burnout, job involvement, locus of control and job satisfaction. On the basis of analysis of different inventory, the researchers draw the following conclusions:

- I. Male banking employees were observed more job burnout than female group of banking employees.
- II. Female group of Saudi Arab banking employees showed significantly higher level of job involvement than male employees.
- III. Female group of Saudi banking employees scored more on both the dimensions of locus of control than male banking employees.
- IV. Female employees found significantly more job satisfied than male bank employees.

### Limitation and suggestions

The present piece of research has certain limitations due to its nature or features of the study and thereby suggested some imperative points which will contribute some extra knowledge in the area of management and social sciences. This investigation has been widely used in Riyadh region only, so it is recommended to investigate in other more populated cities of Saudi Arabia to generalize the study. Further different instruments and statistical techniques can be used to make the study more viable and objective. To increase the level of job satisfaction and job involvement of bank employees the organization should take initiative to provide congenial work culture, supportive management practices, autonomy, recognition, appraisal and advancement. On the other hand proper guidance and counseling is required to minimize the job burnout and proper training must be provided to cope with burnout syndrome at workplace and increase the level of satisfaction and involvement. As far as locus of control is concerned, it is suggested that male participants must put all efforts to discharge the duties and not wait that luck or chance will change the results. Finally, the study has avenues for the future researchers to make comparisons between contemporary groups with other variables.

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