

# MIDLANDS STATE UNIVERSITY



## FACULTY OF SOCIAL SCIENCES

### DEPARTMENT OF PSYCHOLOGY

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### APPROVAL FORM

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The undersigned certify that they have read and recommend to the Midlands State University for acceptance of a dissertation entitled: *Determinants of Burnout among the Employees of Gweru City Council* submitted by: **Musvovi Gilbert, Reg Number R111065F** in partial fulfilment of the requirements for the Bachelor of Science Honours Degree in Psychology.

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### DEPARTMENT OF PSYCHOLOGY

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#### RELEASE FORM

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**NAME OF AUTHOR:** Musvovi Gilbert

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**DATE**.....October 2014

## **Dedication**

I dedicate this thesis to my late father, Tapson Musvovi, my mother and the members of Musvovi family.

## **Acknowledgements**

Firstly, I would to thank God for giving me life and allowing me to successfully complete this dissertation. Secondly, I acknowledge with gratitude the guidance and support my research supervisor, Mr. L. Maunganidze which made it possible for me to successfully complete this dissertation. Thirdly, I would like to thank Mr.Maphosa for assisting me with statistical analysis of my research data. Fourthly, I would like to thank Tafadzwa, Tatenda, Saratiel, Faith, Hardson and Tonderai for standing with me when the going got tough. Fifthly, I want to thank my family for their unwavering support. Lastly, I would like to thank the participants for their co-operation.

**Abstract**

*The study was about Determinants of Burnout among the Employees of Gweru City Council. Participants were 50 employees (m= 35; f= 15) who were identified and recruited through stratified random sampling. The Maslach Burnout Inventory was adopted for use in the study. Data was analysed using descriptive statistics (i.e., frequencies and percentages). Results revealed that burnout among employees of Gweru City Council emanated from work overload, interpersonal conflict, role conflict and management style. It was recommended that the employees must be given the opportunity to make decisions on the way the work should be organised. Changes are supposed to be implemented in a way that all the employees understand the reason for the change. Conflicts are supposed to be handled in fair manner. Employees must be given time off that will enable them to have time to rest. Job descriptions should be given to all the employees so that they understand their roles.*

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## Abbreviations

|              |   |
|--------------|---|
| EU .....     | European Union                            |
| f.....       | female                                    |
| JD-R.....    | Job Demand Resource                       |
| m.....       | male                                      |
| MBI .....    | Maslach Burnout Inventory                 |
| MBI-GS ..... | Maslach Burnout Inventory -General Survey |
| N.....       | number                                    |
| NSSA.....    | National Security Services Association    |
| SD.....      | Standard Deviation                        |
| U.S.....     | United States                             |



## **CHAPTER ONE**

### **1.0 Introduction**

This chapter introduces the entire study by focussing on the following issues: background to the study, problem statement, that is, what pushed the researcher to carry out this study, the significance of the study, purpose of the study, hypothesis, and delimitation of the study, limitation of the study, assumptions and definition of key terms.

### **1.1 Background of the study**

A person spends most of his or her time at the workplace. For example, on average, Americans who work full-time spend more than one-third of their day, five days per week at the workplace(US Bureau of Labour Statistics, 2014).Quite often employees irrespective of the nature of their work are susceptible to work health hazards like burnout. Regardless of the fact that burnout is a well-studied phenomenon worldwide its definition varies across professions. For example; medical professionals view burnout as a medical diagnosis that requires treatment (Schaufeli, Leiter&Maslach, 2008, 2009). In contrast, human service professionals define burnout as emotional exhaustion and depersonalization which results from work overload and failure to achieve or accomplish set goals.Burnoutpresents itself in different forms depending on local social context. It has psychological, intellectual and physical symptoms and can make a person unable to perform his or her work duties effectively. The European Union (EU) attributes burnout to unhealthy and unsafe work environments which may be characterised by physical violence threats or actual acts of violence.

Violence in the workplace arises from different situations including mobbing and bullying. In addition, Zizek (1990) suggests that insufficient sleep time may cause burnout and other related psychological problems such depression and sleep disorders. The contemporary view is that burnout could be related to the way work is designed, organized and managed as well as the economic and social context of work (Lehtinen&Joronen, 2011).Burnout is also associated with long working hours, travelling long distances and being away from home for many days or even weeks. Loneliness and isolation which characterise these situations may cause burnout among workers and their families thereby adversely affecting in their personal lives. This is confirmed

by NSSA (2012) reports that more than four thousand and three hundred deaths of employees occur yearly due to workplace accidents in Zimbabwe. Thus, places of work are increasingly becoming the most frequent sources of health hazards which need to be thoroughly studied and controlled.

APA (2007) warns that when the working environment is not well managed burnout and other psychological and physical problems like heart diseases, diabetes and cancer occur. The EU promulgated Article 153, a legal framework for widening the scope for its activities, in favour of information, guidance and promotion of a healthy working environment. The standard the EU has in mind makes it mandatory that the workplace becomes an important setting for health protection, health promotion and disease prevention programmes. In trying to end work place injuries and problems the government of Zimbabwe has ratified several international protocols on occupational health and safety.

Worldwide, a number of instruments were designed to assess burnout among employees. One such instrument is the Maslach Burnout Inventory (MBI). This instrument focuses on three dimensions that - emotional exhaustion, depersonalization and personal accomplishment. One criticism of the MBI is that its three factors may not be identified across all occupational groups. For example, Leiter and Durup (1994) note that the depersonalization and emotional exhaustion subscales tended to fall down into one factor when people in other professions other than human service providers completed the MBI. This weakness prompted Schaufeli, Leiter, Maslach and Jackson (1996) to call for another scale which could measure burnout across all occupations. Consequently, the Maslach Burnout Inventory -General Survey (MBI-GS) was introduced. Burnout is taken as problem that is caused by an individual's association with job not the connection with other individuals like customers. It examines one's link with their personal job on a continuum from commitment to burnout. Similar to the MBI, the emotional exhaustion subscale measures the drop of emotional power and refers to exhaustion, but with no straight reference to individuals as the cause of these emotion. Similar to the MBI, the emotional exhaustion subscale measures the drop of emotional power and refers to exhaustion, but with no straight reference to individuals as the cause of these emotion. The subscale Cynicism replaces Depersonalization in the MBI. Cynicism is a word used to demote to a terrible manner to individual's job. The Professional Efficacy subscale of the MBI-GS is comparable in several

ways to Personal Accomplishment (MBI). Professional Efficacy emphasizes more directly expectations at work, as well as a person's hope of continual value at work (Schutte, Toppinen, Kalimo & Schaufeli, 2000). Similar to the original MBI, the MBI-GS has excellent psychometric properties such as factorial validity and construct validity.

## **1.2 Statement problem**

While on Work Related Attachment at Gweru City Council in the Human Resources Department the researcher received several negative reports about employees. For example, some employees were frequently absent from work without a valid reason while others were coming to work late. On numerous occasions employees were reported to be abusing drugs while at work. Some employees were complaining about health problems like headaches while others hardly completed their assigned tasks for unknown reasons. There were numerous conflicts between the supervisors and the subordinates. Given this scenario the researcher concluded that employees at Gweru City Council were suffering from burnout and decided to investigate the determinants of burnout among these employees.

## **1.3 Significance of the study**

Burnout is an international health hazard and efforts to understand it better in order to minimize or prevent it are underway worldwide. The study findings will be beneficial to many stakeholders. First, the academic community will benefit because the evidence from Gweru City Council will increase knowledge about determinants of burnout. Second, policy makers in the Gweru City Council will use the findings of this study to guide the formulation of employee policies. Furthermore, the Council could try to find ways of addressing burnout among its employees. For example, the Human Resources Department could hold workshops to equip employees with the information on how to deal with burnout. Professionals such as psychologists, social workers and others who provide support services to Gweru City Council workers could use the findings to design appropriate intervention programmes for these employees. If burnout among Gweru City Council is resolved the residents of the City are likely to receive better service delivery.

#### **1.4 Purpose of the study**

The purpose of the study was to investigate the determinants of burnout among the employees of Gweru City Council with the view to recommend appropriate interventions.

#### **1.5 Objectives**

1.5.1 To investigate the determinants of burnout among the employees of Gweru City Council.

1.5.2 To describe the determinants of burnout among the employees of Gweru City Council.

1.5.3 To make recommendations on how burnout can be addressed in the organisation.

#### **1.6 Research hypotheses**

Burnout among the employees of Gweru City Council is influenced by work overload

Burnout among the employees of Gweru City Council is influenced by role conflict and role ambiguity

Burnout among the employees of Gweru City Council is influenced by interpersonal conflict

Burnout among the employees of Gweru City Council is influenced by management style

#### **1.7 Delimitations of the study**

The research will be carried out within the City of Gweru and to be more specific the research will focus on the employees of the City Council. The researcher will only select some of them since it is not possible to find all of them. Gweru is the third largest City of Zimbabwe and it employees quite a number of people who work in the City. The researcher was working at the Gweru City Council during the period when he was on work related learning so it is easy for the researcher to access information from the organization he has created a good interpersonal relationship with the staff there.

The researcher will assess those departments that are directly involved with people like the finance department where people go to pay their rates. The Chamber Secretary's department

involves the Human Resources Department, the council police and the Health department which controls all the clinics in the city.

### **1.8 Limitations of the study**

Given the issue that researcher will base the study on the information given by people, the information might not be true as people might lie to the researcher and this will impact a negative outcome on the results of the study.

The participants may also choose not to give all the information since some of the information is very confidential hence the accuracy of the results will be affected.

Some of the employees of Gweru City Council work in shifts so the researcher might not be able to meet all the employees for a good and fair sampling method thereby the results may not be accurate.

Sample size- the sample size cannot represent the whole group since many people so it might be difficult to generalise the findings of the research.

Instrument-this research will make use of questionnaire where a person will fill in responses to the questions. This will be a closed ended questionnaire and it will not leave room for the participant to express his or her own ideas.

Data analysis-in analysing data after collection there may be some errors in calculating hence bringing false results

### **1.9 Assumptions**

1.9.1 There is burnout among the employees of Gweru City Council

1.9.2 The employees of Gweru City Council are willing to give information

1.9.3 The study will meet the required time frame as stated by the Midlands State University

## **1.10 Definition of key terms**

1.9.1 City of Gweru- it is the third largest city in Zimbabwe.

1.9.2 Gweru City Council- it is the municipality which runs everyday business in the city.

1.9.3 Employees- people who provide labour for the city council to be paid.

1.9.4 Determinants –factors that influence the occurrence of burnout.

1.9.5 Burnout- a state of feeling emotional exhausted, depersonalized, and reduced personal accomplishment

## **1.11 Chapter Summary**

This chapter has introduced the research giving a background of the research and the research problem which needs to be addressed by this piece of work. Issues that might affect the accuracy of the results have been discussed. Key terms have been defined for clearly understanding. Hypotheses have been laid down and they need to be answered. These are some of the things that have been addressed in this chapter.

## **CHAPTER TWO LITERATURE REVIEW**

### **2.0 Introduction**

Liberty University Online Writing Center defines a literature review as a piece of work which examines the current publications that exist in a field of study or subject within a stipulated period. Literature review for this study analyses thoroughly the relevant existing body of knowledge on burnout drawn from studies conducted elsewhere in the world in order to determine how far the dialogue on this phenomenon has gone and reveal the knowledge gap which needs to be filled (Pross, 2006). The chapter begins with a discussion on the concept burnout and theories of burnout. The discussion is followed by a review of related studies and the theoretical framework which informs the study.

### **2.1 What is burnout?**

Burnout has attracted the attention of occupational health psychologists because of its negative effects on the employee, his/her family members and the organization (Bakker & Costa, 2014). Freudenberg (1974) introduced the term burnout to describe an individual's inability to perform effectively at work due to prolonged and extensive work related stress. The contemporary view of burnout is that it is a psychological syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur among individuals who work with other people in some capacity (Maslach, 1993). Emotional exhaustion refers to feelings of being emotionally overextended and depleted of one's emotional resources (Burisch, 2006). Depersonalization refers to a negative, callous, or excessively detached response to other people, who are usually the recipients of one's services or area (Maslach, 1993). For example, Burnout is believed to take occur and manifest itself over a long period. According Burisch (2006) the development of burnout usually begins at an early stage of emotional exhaustion. High levels of emotional exhaustion consequently lead to a withdrawal from the people, clients, and patients, customers the employees work with and also from their job in general (Taris, Le

Blanc, Schaufel&Schreurs, 2005). In other words, emotional exhaustion may lead to the depersonalization stage of burnout (Maslach et al., 2001).

Maslach, Schaufeli and Leiter (2001) numerous personality traits have been studied in an effort to ascertain which types of individuals might be at greater danger for facing burnout. Individuals who show low levels of endurance (participation in everyday events, a sense of control over occasions, and sincerity to adjustment) have greater burnout marks, mainly on the exhaustion measurement. Burnout is greater between individuals who have an outside locus of control (accruing occasions and accomplishments to influential others or to coincidental) rather than an interior locus of control (credits to individual's capability and strength). Related results have been told on coping styles and burnout. Individuals with burned-out manage with demanding events in a fairly inactive, cautious way, while active and confrontive coping is related with less burnout. In particular, confrontive coping is related with the measurement of efficacy. In other study, all three burnout magnitudes have been linked to lower self-confidence. Semmer (1996) recommended that it has been disputed that low levels of endurance, reduced self-confidence, an outside locus of control, and an avoidant managing style normally constitute the profile of a stress-prone person. Apparently, the results from the burnout study approve this personality profile.

This view of burnout is contested by other researchers who claim that exhaustion and depersonalization develop rather parallel and have different background (Demerouti et al., 2001). It is, however, agreed that burnout has physical, social and psychological consequences which may harm an individual within five, ten or fifteen years.

## **2.2 Signs and Symptoms of Burnout**

The physical signs and symptoms of burnout are boredom or feeling depressed, headaches, high blood pressure, digestive problems, heart attacks, strokes, fatigue and teeth grinding (Pross, 2006). People with burnout present with the following behavioural symptoms: isolating self from others, taking long to do things and procrastinating, using food, alcohol or drugs to help one to cope, withdrawing from work responsibilities, becoming angry at little things and taking it out on others, viewing others negatively and skipping work(Owens, 2014).

### **2.3 Treatment and Prevention of Burnout**

To be able to prevent or treat burn out, firstly one should be aware of the signs and symptoms of the condition (Pross, 2006). If one is aware of the signs and symptoms he or she will be able to treat it or prevent it. Burn out can be prevented the same way as stress is treated .If you notice some signs one should visit a doctor for check-up and to discuss your concerns and any symptoms you have noticed. Exercising can be another way of dealing with burn out. Relaxation can also employed when dealing with burn out. Some the ways are setting realistic goals for self, eat right amounts food, self-talk and sleeping can help an individual to copy with burn out.

### **2.4 Related Studies on Burnout**

Several studies have, over the years, tried to find out how burnout affected employees in different occupations. Early studies on burnout focussed on Human Services Departments and included social workers, nurses, teachers, lawyers, medical doctors and police officers (Jackson, Schwab & Schuler, 1986). These people's work was considered to be highly emotional as these employees interact with people most of their time. As for teachers, the potential for emotional stress is very high because teachers usually work with a quite number of students maybe a class of forty students and this makes them prone to high levels of stress. Students have different personalities and characters and this makes it difficult the teacher to deal with all of them at one time. Such experiences can lead to dysfunctional teacher behaviour with obvious implications for the teacher's well-being and student learning (Maslach&Leiter, 1999).Another study conducted by Burisch (2006) indicated that burnout typically arises at an initial stage of emotional exhaustion. The high levels of emotional exhaustion consequently lead to a withdrawal from the people, clients, and patients, customers the employees work with and also from their job in general (Taris, Le Blanc, Schaufeli& Schreurs, 2005). Studies of Brouwers and WelkoTomic (YEAR) and Green-glass and Burke (1988) on burnout among teachers observed that teachers with lower self-efficacy reported a higher degree of burnout than their counterparts with higher self-efficacy. Related outcomes were found in a study conducted by Friedman and Farber (1992) who found a connection among teachers' seeming self-efficacy in classroom management and burnout. In other disputes, these teachers who considered themselves less capable in classroom

managing and self-control had greater levels of burnout than their colleagues who had assurance in their capability in this regard.

Maslach (1982) argued that work load caused burnout if it is prolonged and have excessive demands on emotional resources and energy. Sanders, Fulks and Knoblett (1995) believe that workload is the matter of having too much work to complete in a given space of time. These authors categorised as quantitative and qualitative and associated it with the skills an individual needed to have. There is evidence that time pressure and work overload have strong influence on burnout(Maslach, Schaufeli, &Leiter, 2001). This finding has been confirmed by Miller and Ellis (1990) study which found a strong relationship between quantitative and qualitative work overload and a variety of behavioural, psychological and physiological symptoms such as exhaustion and cynicism. Thus, Fong and Kleiner (2004) concluded that work overload needed to be managed well otherwise it could lead to accidents at work, depression, exhaustion, stress, fatigue and burnout. One effective coping strategy is distancing oneself from one's work and developing a cynical attitude.

Role conflict and role ambiguity are other factors that cause burnout in work settings (Rizzo, House & Lirtzman, 1970). Role conflict takes place when an individual thinks that some of the roles he or she is supposed to be responsible for have been taken from him or her by the other employee, while role ambiguity takes place when an individual is not certain about expectations. Several studies have confirmed the relationship among conflict, ambiguity and burnout while working with school counsellors (Low et al., 2001), social workers (Butler & Constantine, 2005), social workers (Um & Harrison, 1998), information systems employees and other different groups of people. These findings disconfirm Kirk-Brown and Wallace (2004)'s findings which suggested that role ambiguity but not role conflict was predictor of workplace burnout among counsellors.

Another predictor of burnout that has been identified is interpersonal conflicts. That is, the issue of interaction with other workmates was found to be the other source of burnout .Interactions with the other co-workers maybe positive in the sense of sharing ideas but it can be negative due to conflicts that can happen due to organizational policies, conflicting personal values, or disagreements about how the work is supposed to be done (Leiter & Maslach, 1988). These

researchers argue that these negative contacts are associated with depersonalization, increased exhaustion and decreased professional efficacy. Other researchers have suggested that when conflicts are not managed well, they can result in negative effects for individual health and well-being.

Kalbers and Fogerty (2005) proposed the locus of control which is a construct developed by Rotter (1966) and this construct differentiates between people who perceive that their destiny is controlled by things and conditions outside their control. They feel that they are not in charge of their lives and this is known as the external locus of control. People who perceive that they are responsible for their own lives and they are in control of their own lives are said to have what is known as the internal locus of control. Individuals who have external locus of control feel hopeless and not being able to overcome adversity. External locus of control has been found to be strongly related to stress and burnout.

Maslach Demographic Survey and Burnout Inventory are frequently used as data collection tools in burnout studies. For example, Lackritz (2004) found female faculty members show significantly very high mean scores as compared to the male faculty members on the emotional exhaustion scale of the MBI-ES and this shows that burnout is also linked to gender. Talbot (2000) also carried a study on burnout among sixty-three college nursing faculty members. The study confirmed all the three dimensions of burnout. For example, faculty members reported experiencing high to moderate levels of emotional exhaustion (39.7%), low feelings of personal accomplishment (73%) and minimal effects on the depersonalization dimension. Singh, Mishra, and Kim (1998) also investigated the relationship between intrinsic motivation and burnout among higher education faculty using the same instrument. In the African context, Maslach Demographic Survey and Burnout Inventory Akungba-Akoko(2012) used the instrument to investigate burnout among health workers, police personnel and teachers and data reflected emotional exhaustion, depersonalization, reduced personal accomplishment as sub-scales of burnout. Demerouti, Mostert, and Bakker (2010) conducted a different research with 528 South African workers employed in the building industry observed the dimensionality of burnout and work commitment and Maslach Burnout Inventory- General Survey, the Oldenburg Burnout Inventory, and the Utrecht Work Engagement Scale to gather their facts. These scales measure

similar measurements using objects with corresponding content. They also, reviewed the connections between resultant dimensions to work stress, self-sufficiency, managerial commitment, and mental health. Major findings from the study enlightened a lot of effects rather than just responding the problem whether burnout and work engagement are bipolar constructs. Maslach Burnout Inventory, were engaged as measuring tools in a South African research concentrating on the link between managing anxiety and burnout in the South African Police Service. Structural equation analysis exhibited that occupation demands are linked to fatigue. Flaccid coping methods contributed to exhaustion and cynicism, on the other hand looking for emotional care led to less fatigue. Stress, because of absence of resources, active coping approaches and not coping inactively appear to influence on professional efficiency.

In another study by Pines, Aronson, & Kafry, (1981) when the employees does not have self-rule over their work and if they does not have the opportunity to contribute in important decision making this will eventually lead to burnout. If the employees have no autonomy over their work feels that the environment they work in cannot be controlled and this will lead to depersonalization which simply shows burnout ( Maslach et al., 2001).After conducting a study on determinants of burnout Cordes and Dougherty (1993) suggested that people who usually work in organizations that are bureaucratic in nature, inflexible or in organizations where there are not given the opportunity to make decisions have higher levels of work related burnout.

Maslach et al., (2001) suggested that another determinant of burnout can be the way the supervisor interacts with the employees; if the supervisor is not supportive to the employee this can lead to employee burnout. If the management again ignore the issue of feedback employees can suffer from burnout as they will be expecting to be given feedback of the current status of the organization or of the tasks completed. Toppinen-Tanner, Kalimo, and Mutanen (2002) after carrying out their study found out that burnout can affect an employee if he or she perceives that there is no recognition of what he has done from the supervisor or the management. The employee must not perceive that there is no fairness on the way he or she is treated and the way others are treated by the management as this can lead to burnout.

Trust between the employee and the management was found to be an important factor that can lead to burnout when it lacks. In exchange of his or her commitment the employee expects to be

given a guarantee of security from the management. If the employee feels that there is no guarantee of security they may suffer from burnout. Kalbers and Fogerty (2005) confirmed that trust is vital to keep the employee well if it lacks the employee is more likely to suffer from burnout.

## **2.5 Theoretical Framework**

### **2.5.1 Balance models of job stress**

Several models that are used in the literature of job stress and burnout explain stress and burnout as a result of disturbance in the equilibrium between the demands of the work and that of the employees. It emphasises that if the demands that the employees are exposed to does not match with the resources that they have then there will be no equilibrium between the two hence burnout. A well-known demand control model explained job stress and burnout as caused by high job demands and low job control. The demands control model put its emphasis on one type of job demand which is the psychological workload and one type of job resource which is job control. The demand control model has been said to have its strength in it being simple however this can be taken as a weakness since the complex reality of the working environment cannot be explained by only a few variables. There some factors that can explain the working environment which have been left out by the demand control model.

### **2.5.2 The Job Demands–Resources Model**

Demerouti, Bakker, Nachreiner and Schaufeli (2001) developed the Job Demand-Resources model. Hakanen et al (2006) recommended that agreeing to the Job Demands–Resources of the occupation there are two comprehensive classifications which have been stated also above, of work features which can be notable these are job demands and job resources. Job demands refer to those physical, psychological, social, or organizational features of the job that call for constant psychological for instance cognitive or emotional effort and are consequently linked with certain physiological and/or psychological expenses (Demerouti et al., 2001). Even though it has been recommended that job demands may possibly measure the encounters in work rather than the demanding features, job demands may become stressors in circumstances which entail great

effort to withstand an estimated performance level, therefore causing adverse reactions, together with burnout.

Job resources as forwarded by Hakanen et al (2006) mentions those physical, psychological, social, or organizational features of the job that might decrease job demands and the related physiological and psychological expenses, are useful in accomplishing work aims, and encourage individual development and learning. Therefore, job resources are not simply required to deal with job demands and to get things finished, but they are also vital in their particular right. Conversely, lack job resources may have negative effects on employee's well-being, that is, increase levels of burnout

Taken together, the JD–R model suggested that when there is high level of job demands and few resources then there will be a high opportunity of burnout to affect the employees and when burnout occurred there will be reduced commitment then less performance from the employees.

The JD–R model according to Hakanen et al (2006) assumes that job demands and job resources may cause two different processes which are an active method of draining out in which high job demands reduce workers' mental and physical resources and might consequently lead to burnout, and ultimately to unfriendly health; and a motivational method in which job resources foster commitment and associated organizational commitment.

The Job Demand Resource model will be used in this study to try and find out if there is equilibrium between the demands of work and the resources the employees have. This will help to explain why employees suffer from burnout.

## **2.6 Knowledge Gap**

Research has been done extensively on the issue of burnout in different parts of the World particularly in European countries. Some of the researches have been also conducted in Africa for example the areas like Nigeria and South Africa. These researches were conducted in different locations targeting also a particular working group. Mainly these studies focus on those people in the human services division. These individuals are the likes of nurses, teachers and the police. The area of the organisations with people of other professions has not been thoroughly explored therefore the research is going to carry out the study in an organisation of people of different types of jobs. Since many of these studies were done in different places like

in Europe and in Nigeria the researcher will want to carry out a study in Zimbabwe, Gweru in the organisation which is owned by the government and those with the powers are councillors .What might be affecting those who work in the private sector might be different from those who work in government parastatals .What maybe work overload in a certain organisation might be work overload in another so there is need to find what causes work overload in Gweru City Council. This will be the main focus of the researcher in trying to explore what can be determinants of burnout in these settings.

## **2.7 Chapter Summary**

The chapter has offered a brief background of what is burnout and when did the term burnout come into existence. The chapter has also looked in the issue of how burnout can be seen thorough the signs and symptoms and how again can it be prevented or treated. In these chapter different studies has been looked into to see how far the studies have gone in studying the issue of burnout. The researcher also looked in the theoretical frame work where the research will be grounded.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

In this chapter the researcher describes the research methodology which was used in this study. Cohen, Manion and Morrison (2000) define research methodology as a systematic way of gathering data from a given population so as to understand a phenomenon and to generalise facts obtained from a larger population. It encompasses research approach, research design, and population of the study, sample and sampling method, research instrument/s, data collection, data analysis, as well as the ethical considerations. This chapter is therefore very important because it unveils the process and helps the reader to evaluate its scientific value.

#### **3.1 The Research Approach**

The researcher used the quantitative approach during the conduct of this study. Therefore, the researcher's research philosophy was positivism which values and measures reality in numerical form. Therefore, in this type of study, the objective is to categorise and sum features and to create what is detected, in an objective way and using numbers. In addition, the approach requires that all aspects of the study are carefully designed in advance. The quantitative approach is suitable for this study because the target population was known, burnout is a construct that can be measured and the researcher wanted to evaluate hypotheses which were formulated for the study. However, the approach's weakness is that it sometimes misses contextual detail.

#### **3.2 Research Design**

Brink and Wood (1998) state that the purpose of a research design is to provide a plan for answering the research question and "is a blueprint for action". For the purpose of this study the researcher used a descriptive quantitative research design. Anastas (1999) notes that this kind of design is able to provide answers to the "who, what, when, where, and how" questions associated with a particular research problem. The descriptive aspect of this study is reflected by its use of descriptive statistics such frequencies and percentages.

### **3.3 Population**

The term population refers to the entire aggregation of respondents that meet the designated set of criteria (Burns, 1997). The study population constituted all the employees of Gweru City Council (n= 600: f= 200; m= 400).

### **3.4 Sample and Sampling Method**

Sampling is the process of selecting a sub-section of a population that represents the entire population in order to obtain information on the phenomenon of interest (Anastas, 1999). Therefore, sample is a sub-section of the population, which is selected to participate in a study (Sanders, 2010). Participants for the study were 60 employees (m= 40; f= 20) who were identified and recruited using stratified random sampling method. Stratified Sampling works best when the population needs to be in groups based on a factor that may influence the variable that is being measured. These groups are then called strata. An individual group is called a stratum. When using stratified sampling method one should partition the population into groups known as the strata, obtain a simple random sample from each group known as the stratum, collect data on each sampling unit that was randomly sampled from each group (Burns, 1997). Stratified random sampling ensured that subgroups within the population, based on job category and section, were adequately represented in the sample (Nestor & Schutt, 2012).

### **3.6 Instrument**

Maslach Burnout Inventory- General Survey (MBI-GS) was used to collect data for the study. It comprises 16 items equally distributed among the four sub-scales of workload, role conflict and ambiguity, interpersonal conflict and management style. The questionnaire was pre-tested at Midlands State University and corrected properly prior being administered to the study sample. The tool is a written self-report form, intended to stimulate evidence that is acquired through printed replies of the questions (Sanders, 2010). Its response categories ranged from strongly agree to strongly disagree. The instrument was suitable because it was able to gather objective data in standardised way (Fowler, 1984).

In this research the questionnaire will have mainly closed questions where individuals will have to answer using strongly agree, agree, disagree and strongly disagree. The scale will carry marks ranging from 1 to 4.

### **3.7 Data collection procedure**

Data collection is a systemic way of gathering information, which is relevant to the research purpose or questions (Burns, 1997). Prior to conducting the study the researcher was granted ethical approval by the Department of Psychology at Midlands State University. Thereafter, authorisation to carry out the research was acquired from the Administrators of Gweru City Council. Participants consented to be involved in the study by signing a consent which was circulated before the start of the study. The researcher personally distributed the instrument to participants and gave them three days to complete it. All completed inventories were collected on the fourth day in the morning.

### **3.8 Data Analysis**

Data analysis is the orderly organisation and fusion of the investigation information and the testing of research hypothesis, using those facts (Polit&Hungler, 1995). It also involves classifying, ordering, handling and summarising the facts and unfolding them in eloquent expressions (Brink, 1996). Data cleaning which involved checking how the inventories were completed preceded the data analysis. Inventories which were incomplete were excluded from analysis. Data was analysed using frequencies and percentages.

### **3.9 Ethical consideration**

Pera and Van Tonder (1996) define ethics as “a code of conduct considered acceptable”. The researchers must be aware of their research ethic as these are the rules that govern the way they operate. Ethics help two parties that is the one who is conducting research who must be aware of them so that he or she will not end up doing the wrong thing such as harming innocent people and the other part which is of the participant who must be protected. In this research these ethics were observed.

**3.9.1 Confidentiality.** The information given by the participants when the research is conducted is going to be kept safe that no one can access it without the participant's permission. However, if there is any need to let the information known for some valid reasons, the researcher will seek permission from the participants to divulge the information.

**3.9.2 Informed consent.** Participants were given full information about the research and were asked to fill forms which show that they have agreed to participate and were not forced.

**3.9.3 Right to withdrawal.** The participants are free to withdraw from participating in the research and their information will be destroyed in their presence

**3.9.4 Debriefing.** Participant will be well aware of the research and be kept on the loop at all time

**3.9.5 Protection from harm.** Since this research is going to be conducted in a working environment the research will make sure all the employees are protected from harm. Since some of the information which the employees will give to the research will be very confidential the research must make sure the participants are not known .Some of the information if known that this employee has released such information may led to him being sent away from the organization, so the researcher will make sure that the employees does not provide their names when research is being carried out. Since some of the employees are survivors of the problems already the researcher will then make sure that he will organize a psychologist to whom he will refer those who are already affected.

### **3.10 Chapter Summary**

This chapter defined the research methodology, population definition as well as giving the population of the study. In this chapter the method which was used to collect data was mentioned. The way data was presented and analysed was also mentioned in this chapter. The sampling method was also mentioned being the stratified sampling method.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

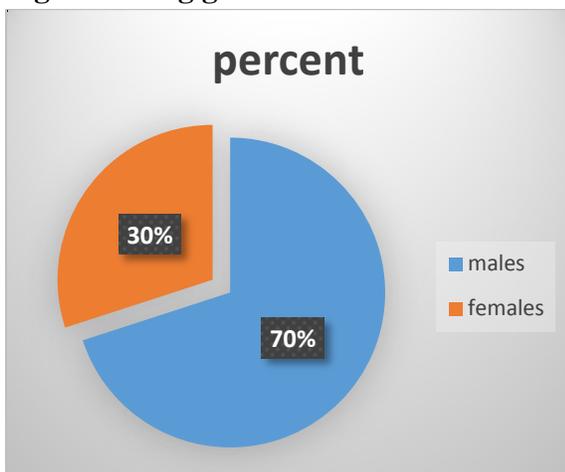
This chapter presents and interprets the results of the study in accordance with research questions and hypotheses which guided the study. Tables and figures were used to present the data. About 60 questionnaires were given to the participants and only 53 were completed and returned. The other 3 questionnaires were spoilt.

#### 4.1 Participant characteristics

Participant characteristics which are presented in this section are gender, age, educational level and length of work experience. As indicated in the previous chapter, tables and figures are used to illustrate the findings.

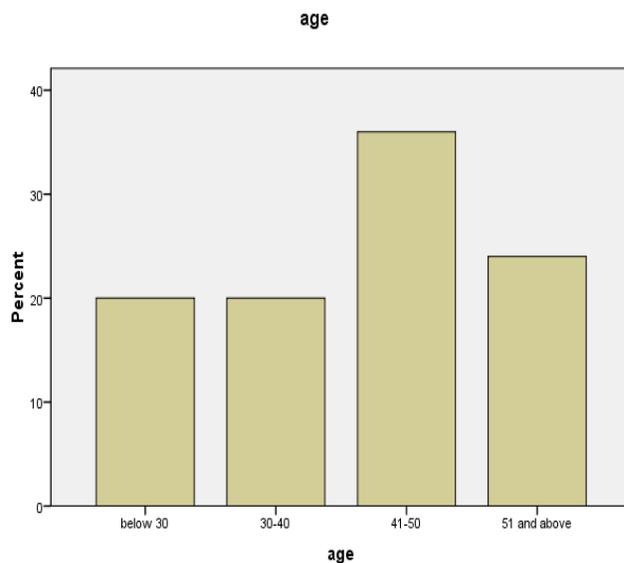
**4.1.1 Gender.** The Fig 1 below shows that 70 percent (n= 35) of the participants were male while 30 percent (n= 15) were female. Therefore, the study had more male participants than female participants.

**Fig 1 showing gender**



**4.1.2 Age.** The second variable on demographic data was age which represents the ages of people who were involved in the study. Fig 2 indicates that 20% (n= 10) of the participants were in the age ranges 0 to 30 years and 30 to 40 years, 36% (n= 18) were within the 41 to 50 age range and 24% were 51 years an above. Most participants were within the 41 to 50 years age range.

**Fig 2 Showing age of participants**  
*Frequencies and Percentages of Age of Participants*



**4.1.3 Level of education of participants.** The other variable on demographic data was the level of education of the participants. As shown in table 1 below 6% (n= 3) of the participants had primary level education, 68% (n= 34) secondary level education, 16% (n= 8) university level education and 10% (n= 5) no specific educational qualifications. The majority of the participants had secondary level education.

**Table 1***Frequencies and Percentages of Participants by Educational level*

|               | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Valid Primary | 3         | 6.0     | 6.0           | 6.0                |
| Secondary     | 34        | 68.0    | 68.0          | 74.0               |
| first degree  | 8         | 16.0    | 16.0          | 90.0               |
| Other         | 5         | 10.0    | 10.0          | 100.0              |
| Total         | 50        | 100.0   | 100.0         |                    |

**4.1.4 Work experience.** Table 2 below shows information about working experience. Twenty-four percent (n= 12) of the participants had 5 years working experience, 26% (n= 13) had 6 to 10 years working experience, 30% (n= 15) had 11 to 15 years working experience and 20% (n= 10) had 16 years and above working experience. The majority of participants had 11 to 15 years working experience.

**Table 2***Frequencies and Percentages of Participants by Work Experience*

|                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------|-----------|---------|---------------|--------------------|
| Valid below five | 12        | 24.0    | 24.0          | 24.0               |
| 6-10             | 13        | 26.0    | 26.0          | 50.0               |
| 11-15            | 15        | 30.0    | 30.0          | 80.0               |
| 16 and above     | 10        | 20.0    | 20.0          | 100.0              |
| Total            | 50        | 100.0   | 100.0         |                    |

## 4.2 Results

**4.2.1 Hypothesis one: Burnout among the employees of Gweru City Council is influenced by work overload.** This hypothesis was evaluated using four questions on employee's personal time, nature of employee's work, paper work involved in the employee's work and employee's feelings about his/her job. Findings on each of these issues are addressed separately.

**4.2.1.1 Sufficient personal time.** Table 3 below shows that 18% (n= 9) of the participants strongly agreed that they had sufficient personal time at work, 20% (n= 10) agreed, 34% (n= 17) disagreed and 28% (n= 14) strongly disagreed. Overall, largest portion of participants did not think that they had sufficient personal time at Gweru City Council.

**Table 3** *Frequencies and Percentages of participant Responses on Adequacy of Personal Time at Gweru City Council*

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 9         | 18.0    | 18.0          | 18.0               |
| Agree                | 10        | 20.0    | 20.0          | 38.0               |
| Disagree             | 17        | 34.0    | 34.0          | 72.0               |
| strongly disagree    | 14        | 28.0    | 28.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.1.2 Task difficulty.** Table 4 below shows that 8% (n= 4) of the participants strongly agreed that the tasks they were given was not difficulty, 18% (n= 9) agreed, 34% (n= 17) disagreed and 40% (n= 20) strongly disagreed. Overall, largest portion of participants showed that the tasks they were given was difficulty to complete.

**Table 4** *Frequencies and Percentages of participant Responses on work difficulty*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 4         | 8.0     | 8.0           | 8.0                |
| Agree                | 9         | 18.0    | 18.0          | 26.0               |
| Disagree             | 17        | 34.0    | 34.0          | 60.0               |
| strongly disagree    | 20        | 40.0    | 40.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.1.3 Too much paperwork.** Table 5 below shows that 22 % ( n= 11) of the participants strongly agreed that their work does not involve too much paper work, 10% (n= 5) agreed, 20% (n= 10) disagreed and 48% (n= 24) strongly disagreed. Overall, largest portion of participants showed that they think their work involve too much paper work.

**Table 5** *Frequencies and Percentages of participant Responses on whether their task do not involve too much paper work*

| responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 11        | 22.0    | 22.0          | 22.0               |
| Agree                | 5         | 10.0    | 10.0          | 32.0               |
| Disagree             | 10        | 20.0    | 20.0          | 52.0               |
| strongly disagree    | 24        | 48.0    | 48.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.1.4 Extended in their job.** Table 6 below shows that 16% (n= 8) of the participants strongly agreed that they do not feel extended in their job, 18% (n= 9) agreed, 38% (n= 19) disagreed and 28% (n= 14) strongly disagreed. Overall, largest portion of participants feel extended in their jobs.

**Table 6** *Frequencies and Percentages of participant Responses on whether the employees feel extended in their job*

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 8         | 16.0    | 16.0          | 16.0               |
| Agree                | 9         | 18.0    | 18.0          | 34.0               |
| Disagree             | 19        | 38.0    | 38.0          | 72.0               |
| strongly disagree    | 14        | 28.0    | 28.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.2 Hypothesis two: Burnout among the employees of Gweru City Council is influenced by role conflict**

**4.2.2.1 Certain of roles.** Table 7 below shows that 34% (n= 17) of the participants strongly agreed that they were certain of their roles, 28% (n= 14) agreed, 18% (n= 9) disagreed and 20% (n= 10) strongly disagreed. Overall, largest portion of participants showed that employees were certain of their roles.

**Table 7** *Frequencies and Percentages of participant Responses if they were not certain of their roles*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 17        | 34.0    | 34.0          | 34.0               |
| Agree                | 14        | 28.0    | 28.0          | 62.0               |
| Disagree             | 9         | 18.0    | 18.0          | 80.0               |
| strongly disagree    | 10        | 20.0    | 20.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.2.2 Someone taking roles.** Table 8 below shows that 16% (n= 8) of the participants strongly agreed that no was taking their roles, 18% (n= 9) agreed, 22% (n= 11) disagreed and 44% (n= 22) strongly disagreed. Overall, largest portion of participants showed that some people were taking their roles at Gweru City Council.

**Table 8** *Frequencies and Percentages of participant Responses on whether there is someone taking their roles*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 8         | 16.0    | 16.0          | 16.0               |
| Agree                | 9         | 18.0    | 18.0          | 34.0               |
| Disagree             | 11        | 22.0    | 22.0          | 56.0               |
| strongly disagree    | 22        | 44.0    | 44.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.2.3 Job descriptions.** Table 9 below shows that 18% (n= 9) of the participants strongly agreed that they perform tasks on job description, 22% (n= 11) agreed, 22% (n= 11) disagreed and 38% (n= 19) strongly disagreed. Overall, largest portion of participants did not think that they perform tasks on job description.

**Table 9***Frequencies and Percentages of participant Responses on job description*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 9         | 18.0    | 18.0          | 18.0               |
| Agree                | 11        | 22.0    | 22.0          | 40.0               |
| Disagree             | 11        | 22.0    | 22.0          | 62.0               |
| strongly disagree    | 19        | 38.0    | 38.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.2.4 happy with their job.** Table 10 below shows that 12% (n= 6) of the participants strongly agreed that they were happy with their jobs, 22% (n= 11) agreed, 30% (n= 15) disagreed and 36% (n= 18) strongly disagreed. Overall, largest portion of participants showed that they were happy with their jobs.

**Table 10***Frequencies and Percentages of participant Responses on whether employees were happy with their job*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 6         | 12.0    | 12.0          | 12.0               |
| Agree                | 11        | 22.0    | 22.0          | 34.0               |
| Disagree             | 15        | 30.0    | 30.0          | 64.0               |
| strongly disagree    | 18        | 36.0    | 36.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.3 Hypothesis three: Burnout among the employees of Gweru City Council is influenced by interpersonal conflicts.**

**4.2.3.1 Information flow in the organisation.** Table 11 below shows that 10% (n= 5) of the participants strongly agreed that they were happy with the way flows in the organisation, 16% (n= 8) agreed, 36% (n= 18) disagreed and 38% (n= 19) strongly disagreed. Overall, largest portion of participants showed that they were not happy with the way information flows at Gweru City Council.

**Table 11** *Frequencies and Percentages of participant Responses on whether the employees were satisfied with the way information flows in the organisation*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 5         | 10.0    | 10.0          | 10.0               |
| Agree                | 8         | 16.0    | 16.0          | 26.0               |
| Disagree             | 18        | 36.0    | 36.0          | 62.0               |
| strongly disagree    | 19        | 38.0    | 38.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.3.2 Being with others at work.** Table 12 below shows that 8% (n= 4) of the participants strongly agreed that they were happy being with others at work, 18% (n= 9) agreed, 32% (n= 16) disagreed and 42% (n= 21) strongly disagreed. Overall, largest portion of participants showed that they were not happy being with others at work place.

**Table 12** *Frequencies and Percentages of participant Responses on whether the employees were happy being with other people at work*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 4         | 8.0     | 8.0           | 8.0                |
| Agree                | 9         | 18.0    | 18.0          | 26.0               |
| Disagree             | 16        | 32.0    | 32.0          | 58.0               |
| strongly disagree    | 21        | 42.0    | 42.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.3.3 Conflicts resolved.** Table 13 below shows that 14% (n= 7) of the participants strongly agreed that they were happy with the way conflicts were resolved at the work place, 24% (n= 12) agreed, 24% (n= 12) disagreed and 38% (n= 19) strongly disagreed. Overall, largest portion of participants showed that they were not happy with the way conflicts were resolved at Gweru City Council.

**Table 13** *Frequencies and Percentages of participant Responses on whether the employees with the way conflicts are resolved in the organisation*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 7         | 14.0    | 14.0          | 14.0               |
| Agree                | 12        | 24.0    | 24.0          | 38.0               |
| Disagree             | 12        | 24.0    | 24.0          | 62.0               |
| strongly disagree    | 19        | 38.0    | 38.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.3.4 Being with others.** Table 14 below shows that 6% (n= 3) of the participants strongly agreed that they like being in a team, 26% (n= 13) agreed, 30% (n= 15) disagreed and 38% (n= 19) strongly disagreed. Overall, largest portion of participants showed that they did not like being in a team.

**Table 14** *Frequencies and Percentages of participant Responses on whether they like being in a team*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 3         | 6.0     | 6.0           | 6.0                |
| Agree                | 13        | 26.0    | 26.0          | 32.0               |
| Disagree             | 15        | 30.0    | 30.0          | 62.0               |
| strongly disagree    | 19        | 38.0    | 38.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.4 Hypothesis four: Burnout among the employees of Gweru city Council is influenced by management style.**

**4.2.4.1 Style of supervision.** Table 15 below shows that 8% (n= 4) of the participants strongly agreed that they were happy with the style of supervision used by supervisors, 28% (n= 14) agreed, 38% (n= 19) disagreed and 26% (n= 13) strongly disagreed. Overall, largest portion of participants showed that they were not happy with the style of supervision that the supervisors use.

**Table 15***Frequencies and Percentages of participant Responses on whether they are happy with the style of supervision the supervisors use*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 4         | 8.0     | 8.0           | 8.0                |
| Agree                | 14        | 28.0    | 28.0          | 36.0               |
| Disagree             | 19        | 38.0    | 38.0          | 74.0               |
| strongly disagree    | 13        | 26.0    | 26.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.4.2 Value of efforts.** Table 16 below shows that 4% (n= 2) of the participants strongly agreed that they were happy with the way they and their efforts were valued, 18% (n= 9) agreed, 34% (n= 17) disagreed and 44% (n= 22) strongly disagreed. Overall, largest portion of participants showed that they were not happy with the way they and their efforts were valued at Gweru City Council.

**Table 16***Frequencies and Percentages of participant Responses on whether they are happy with the way they and their efforts are valued*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 2         | 4.0     | 4.0           | 4.0                |
| Agree                | 9         | 18.0    | 18.0          | 22.0               |
| Disagree             | 17        | 34.0    | 34.0          | 56.0               |
| strongly disagree    | 22        | 44.0    | 44.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.4.3 Changes and innovations.** Table 17 below shows that 8% (n= 4) of the participants strongly agreed that they were happy with the way changes and innovations were done, 22% (n= 11) agreed, 28% (n= 14) disagreed and 42% (n= 21) strongly disagreed. Overall, largest portion of participants showed that they were not happy with the way changes and innovations were done at Gweru City Council.

**Table 17***Frequencies and Percentages of participant Responses on whether the way changes and innovations are done*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 4         | 8.0     | 8.0           | 8.0                |
| Agree                | 11        | 22.0    | 22.0          | 30.0               |
| Disagree             | 14        | 28.0    | 28.0          | 58.0               |
| strongly disagree    | 21        | 42.0    | 42.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

**4.2.4.4 Important decision making.** Table 18 below shows that 14% (n= 7) of the participants strongly agreed that they were involved in important decision making, 16% (n= 8) agreed, 14% (n= 7) disagreed and 56% (n= 28) strongly disagreed. Overall, largest portion of participants showed that they were not involved in important decision making at Gweru City Council.

**Table 18***Frequencies and Percentages of participant Responses on whether they were involved in important decision making*

| Responses            | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid strongly agree | 7         | 14.0    | 14.0          | 14.0               |
| Agree                | 8         | 16.0    | 16.0          | 30.0               |
| Disagree             | 7         | 14.0    | 14.0          | 44.0               |
| strongly disagree    | 28        | 56.0    | 56.0          | 100.0              |
| Total                | 50        | 100.0   | 100.0         |                    |

### 4.3Chapter Summary

The chapter was just presenting data from the questionnaire in tables. After presenting the data; interpretation of the findings was also done in this chapter highlighting the differences in the findings. Interpretations were done based on numbers and percentages of participants who answered a particular question differently.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Discussion of findings**

The study was conducted in order to find the determinants of burnout among the employees of Gweru City Council. The researcher undertook the study because he witnessed some problems which were encountered by the employees of Gweru City Council. The study was based on four hypotheses being:

1. Burnout among the employees of Gweru City Council is influenced by work overload.
2. Burnout among the employees of Gweru City Council is influenced by role conflict.
3. Burnout among the employees of Gweru City Council is influenced by interpersonal conflicts.
4. Burnout among the employees of Gweru City Council is influenced by the management style.

International literature which suggests that role conflict and ambiguity, interpersonal conflict and management style are the factors which fuel employee burnout guided the formulation of the above stated hypotheses.

#### **5.1 Discussion**

##### **5.1.1 Work overload**

As indicated in the previous chapter, participants attributed their burnout to lack of sufficient personal time, their jobs having too much paper work and being too much extended in their jobs. These issues constitute overload which is a matter of having too much work to complete in a given space of time (quantitative overload) and qualitative overload which occurs when the job which is performed by an individual requires more skill than the individual have (Sanders, Fulks, & Knoblett, 1995). The present study findings can be explained in the light of the Job Demand

Resource Model (Demerouti, Bakker, Nachreiner&Schaufeli, 2001) which proposes that burnout results from a mismatch between the demands of the work and the resources the individual has to cope. Although burnout was not directly measured it is reasonable to believe that work overload is one of the factors responsible for employee burnout and this view is popular in literature on burnout (Ellis, 1990; Maslach, 1982; Maslach, Schaufeli, &Leiter, 2001; Miller, Fong& Kleiner, 2004; Sanders, Fulks&Knoblett, 1995).

### **5.1.2 Role conflict**

As indicated in the previous chapter participants attributed their burnout to individuals who take their roles, performing tasks that are not on the job description and not even happy with their jobs. These issues constituted role conflict which is the matter of some taking another's roles and role ambiguity which is the case of not being aware of your roles. The present research findings may be discussed in light of the job resource demand model which proposes that burnout may result from qualitative overload which occurs when the job which is performed by an individual requires more skill than the individual have (Sanders, Fulks, &Knoblett, 1995) when employees does not know their roles and are required to perform the roles that require the skills they do not have they will suffer from burnout. Although burnout was not directly measured it is reasonable to believe that role conflict and ambiguity are some of the factors responsible for employee burnout and this view is found in literature on burnout (settings (Rizzo, House&Lirtzman, 1970);Butler & Constantine, 2005;Kirk-Brown and Wallace 2004;Um & Harrison, 1998).

### **5.1.3 Interpersonal conflict**

As indicated in the previous chapter participants attributed their burnout to the way information flows in the organisation, not being happy to work with others, the way conflicts are resolved and team work. Interpersonal conflicts are a matter of misunderstanding between individual. The present research findings may be discussed in light of the job demand resource model whereby other members will not like being in a team because they will be forced to work with the pace of others which they cannot cope with maybe because they do not have the skill to perform that task. The employees will then think that the person does not want to work and this might lead to

quarrels between members of the group. Although burnout was directly measured it is quite reasonable to say believe that interpersonal conflict is one of the factors responsible for employee burnout and this view was also supported by some authorities in literature on burnout(Leiter&Maslach, 1988;)

#### **5.1.4 Management style**

As indicated in the previous chapter participants attributed their burnout to the style of supervision the supervisors used, the way they and their efforts were valued, the way changes and innovations were done and being excluded in important decision making. The present research findings will be discussed in light of the job demand resource model. A well-known job demand control model explained job stress and burnout as caused by high job demands and low job control. The model states that .Job demands refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological for example cognitive or emotional effort and are therefore associated with certain physiological and/or psychological costs ( Demerouti et al., 2001). If the supervisors sets unrealistic goals and impose them on employees this may lead to burnout since employees may not have the capacity to complete that task in a short period of time but the supervisors believe it can work. If the employees does not have control over their work may suffer from burnout as stated that they also need control as well as the opportunity to make decisions on the way the work will be organised. Given this scenario one can the find it reasonable to consider management style as one of the factors which is responsible for burnout and this view was supported by some literature on burnout(Pines, Aronson, &Kafry, 1981;Maslach et al., 2001;Kalbers &Fogerty 2005;Cordes & Dougherty, 1993)

#### **5.1Conclusion**

The findings of this study show that there is strong association between work overload and burnout.

Interpersonal conflicts prove to be a determinant of burnout among the employees of Gweru City Council

Role conflict prove to be a factor that influence burnout among the employees of Gweru City Council

Management style proved to be a factor that influences burnout among the employees of Gweru City Council

All the hypotheses proved to be true basing the argument on the findings of the study and what other authorities found about the determinants of burnout among employees in the working environment.

### **5.3 Recommendations**

#### **5.3.1 Participation in decision making, changes and innovations**

Participation plays a significant role in building strong ties between the organisation and its employees.

It has a strong impact on behavioural changes within the organisation as the employee feel that he/she belongs to the organisation and is bound to the goals they would have set.

Employees turn out to be contented to demonstrate anticipated behaviour in performing their roles because the aims they chase are theirs and not only administration aims.

In a nutshell participation releases the creative potential of individuals such that they endeavour to go beyond the stipulations of their jobs.

#### **5.3.2 Communication**

Communication is the life force of any organization.

Employees will feel part of the organisation when there are clear channels of communication characterised by feedback on their performance and that of the organisation as a whole.

Employees should be made aware of how the organisation is progressing as lack of this understanding can be intolerably frustrating.

The vision, mission and goals of the organisation should be made clear so that expected behaviour is precise.

### **5.3.3 Empowerment**

Employees must be given self-government and decision over the way their work should be done.

The scope of responsibilities should be broadened in order to make work more meaningful and satisfying, hence creating determination and the drive to accomplish goals, which is the basis of the whole concept of commitment.

### **5.3.4 Teamwork**

Organisational psychologists should induce teamwork and by so doing inculcating a sense of having support amongst employees as they are assured that their skills, experiences and insights on the job are complimented by other team members.

Employees need to be assured that their deficiencies can be rectified by other team players.

Employees need to be given enough time to rest, for example time off

There is need to orient all employees before they assume their duties for them to know what they are expected to do

All the employees must be treated fairly and equal when it comes to the issue of resolving conflicts

Management must go to training about how to work with subordinates before assuming duties because many of those who will be involved in changing how the organization operates like counsellors may not have the knowledge of how to inform others before changing policies

## **5.4 Chapter Summary**

In this chapter all the hypotheses have been discussed and the other findings that proved the same findings as of this study. Conclusions have been made in this chapter and recommendations have been given

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## Appendix A: Questionnaire for City of Gweru Employees

My name is Musvovi Gilbert, a student at the Midlands state University doing an Honours Degree in Psychology. I am currently carrying out a research on Determinants of Burnout among the employees of Gweru City Council. You are kindly required to assist in this research by providing honestly responding to questionnaire below. The information you provide will strictly be used for academic purposes only.

### Section A: Demographic information

**NB. Tick where applicable**

1. Sex:                      Male     Female
2. Age group:  
Below 30     30 – 40     41 – 50     51+
3. Level of education:  
Non             Primary     secondary     First degree     other
4. How many years have you been working?  
Five years and below     6 – 10     11 – 15     16+

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

**If you tick in the first box it means you 1.Strongly agree, 2. Agree 3.Disagree 4.Strongly disagree.**

### Work overload

1. I have sufficient personal time (e.g., coffee breaks, lunch)

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. I found the tasks that I am are required to perform very difficult

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. My job does not involves excessive paperwork

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. I feel extended in your job

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

### **Role conflict and ambiguity**

1. I am certain with my roles

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. I think no one is taking my roles

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. All the tasks I perform are in job description

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. I am happy with the actual job itself

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

### **Interpersonal conflict**

1. I am satisfied with Communication and the way information flows around the team

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. I am happy being had with other people at work.

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. I am happy with the way in which conflicts are resolved within the team

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. I like being in a team

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

### **Management style**

1. I am happy with style of supervision that my supervisors use

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. I am happy with the way I and my efforts are valued.

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. I am happy with changes and innovations are implemented in the team

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. I participate in important decision making

|   |   |   |   |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

### Scoring

1-strongly agree

2-agree

3-disagree

4-strongly disagree

### Interpretation

Strongly agree means it is not a cause at all. Agree mean it is not a cause. Disagree means it is a cause of burnout. Strongly disagree means it is highly a cause of burnout.

## SUPERVISOR-STUDENT AUDIT SHEET

| <b>Date</b> | <b>Activity</b>    | <b>Supervisor's Comments</b> | <b>Supervisor's Signature</b> | <b>Student's Signature</b> |
|-------------|--------------------|------------------------------|-------------------------------|----------------------------|
|             | <b>Proposal</b>    | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Proposal</b>    | Proceed                      | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 1</b>   | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 1</b>   | Proceed                      | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 2</b>   | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 2</b>   | Proceed                      | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 3</b>   | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 3</b>   | Proceed                      | <i>ℒMaunganidze</i>           |                            |
|             | <b>Instrument</b>  | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Instrument</b>  | Proceed                      | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 4</b>   | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 4</b>   | Proceed                      | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 5</b>   | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Chapter 5</b>   | Proceed                      | <i>ℒMaunganidze</i>           |                            |
|             | <b>First Draft</b> | Rework                       | <i>ℒMaunganidze</i>           |                            |
|             | <b>Final Draft</b> | Submit                       | <i>ℒMaunganidze</i>           |                            |

SUPERVISOR:*L Maunganidze*DATE:17 October 2014.