

CHAPTER:5

SUMMARY, IMPLICATION & LIMITATION

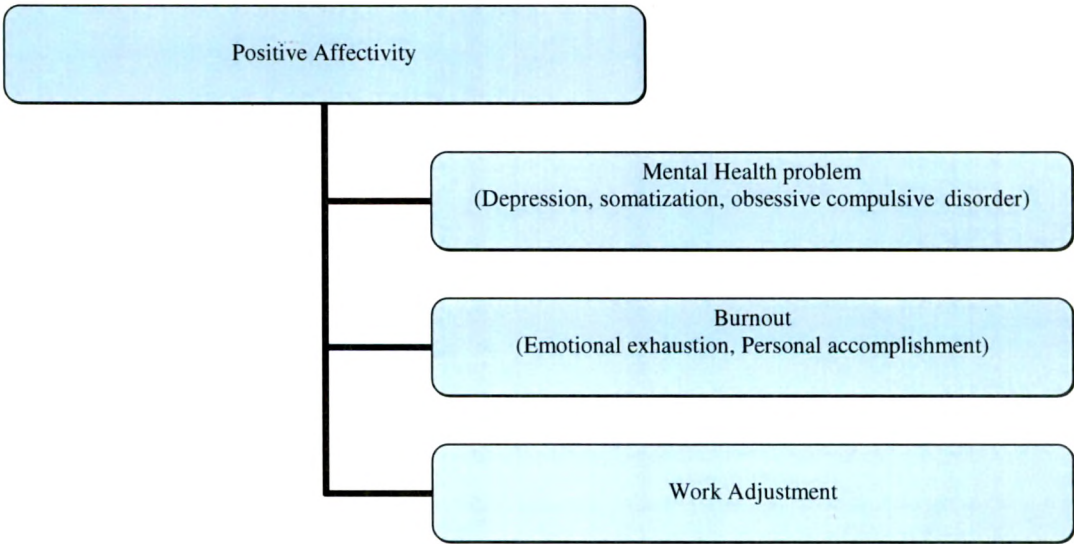
Chapter-5

Summary, Implication and Limitation

5.1 Conclusion

The present study aimed to identify the effect of certain personality dimensions on the outcome variable, i.e. mental health problems, burnout and work adjustment.

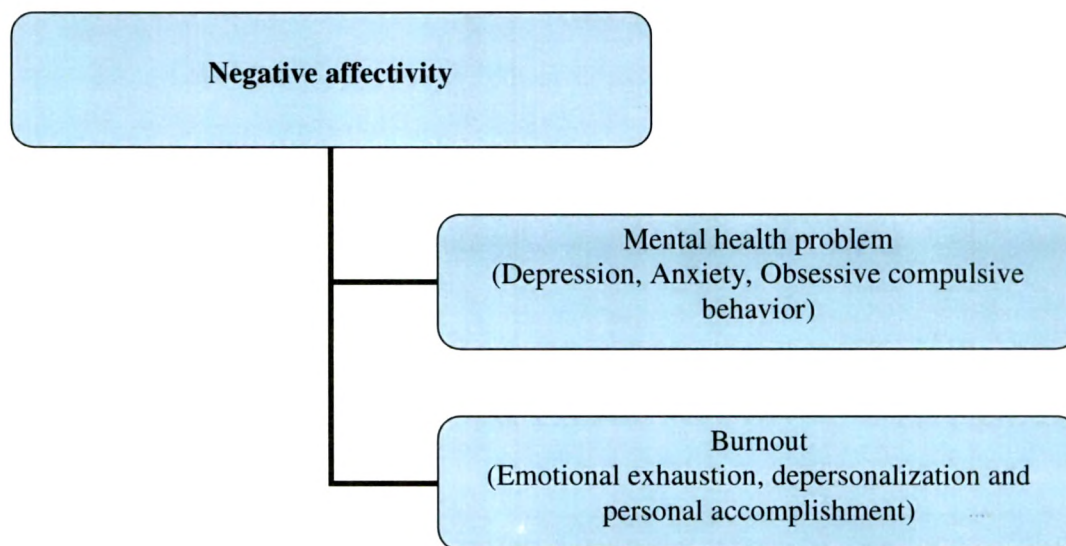
Most of the relationships hypothesized were new and therefore this research was exploratory in nature. The four personality dimension (Internal locus of control, External locus of control, positive affectivity and negative affectivity) were treated as independent variables they were considered as potential stressors predicting the outcome variable. Each of these was measured using separate scales. Positive affectivity was found to be significant predictor of emotional exhaustion, positive affectivity, somatization, obsessive compulsive behavior, depression and work adjustment. Positive affectivity shows negative beta value which is found not to be significant predictor of anxiety and depersonalization in this model. This indicates that with employee positive affectivity didn't affect on the anxiety and depersonalization.



Result suggested that employee with high positive affectivity personality traits influence on the mental health problems and burnout. It is corresponding predisposition of negative affectivity, conducive to the positive emotional experience, reflecting generalizing sense of well being and work adjustment. Available literature indicates that individual with high positive affectivity reflect a more thoughtful and careful appraisal of the situation, thus reducing the stress related problem. But opposite to literature review result showed that employee with high positive affectivity shows poor work adjustment. This indicates that other organizational or personality factors may responsible for the work adjustment.

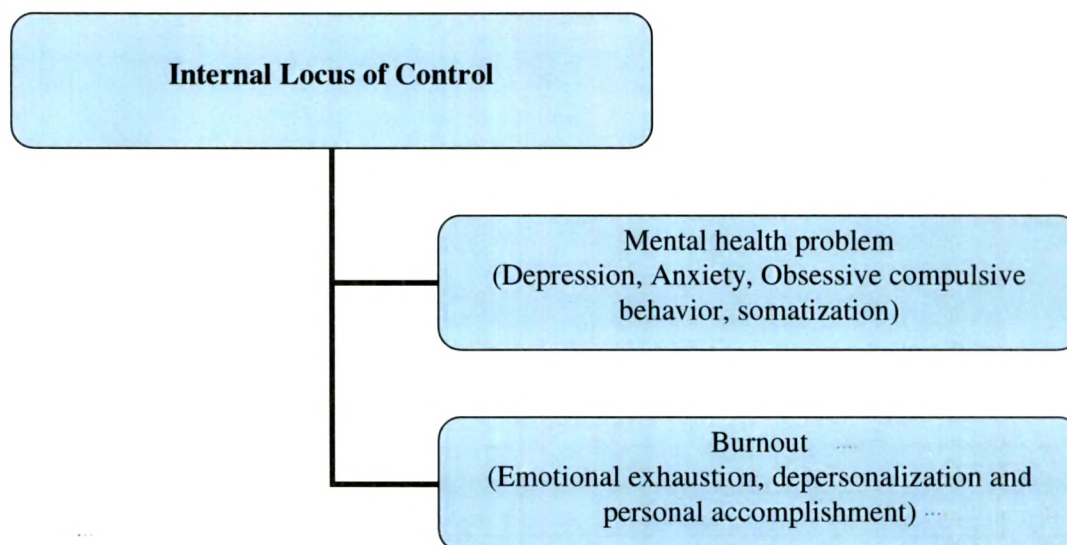
Among the personality variables negative affectivity was found to be significant predictor of emotional exhaustion, depersonalization and mental health Anxiety, Obsessive compulsive behavior and depression. The negative beta value for negative affectivity has significant predictor of personal accomplishment. The very definition of negative affectivity reflects a negative mental state of the individual high on it. Negative affectivity involves a subjective feeling of nervousness, tension, worry, and reacting more strongly to stressful situation. Negative affectivity shows positive beta value which is found not to be significant predictor of somatization and work adjustment. This indicates that employee with negative affectivity didn't affect on the employees work adjustment and somatization.

Figure shows the effect of negative affectivity on the outcome variables mental health problems, (depression, obsessive compulsive disorder and anxiety) burnout (emotional exhaustion, depersonalization and personal accomplishment)



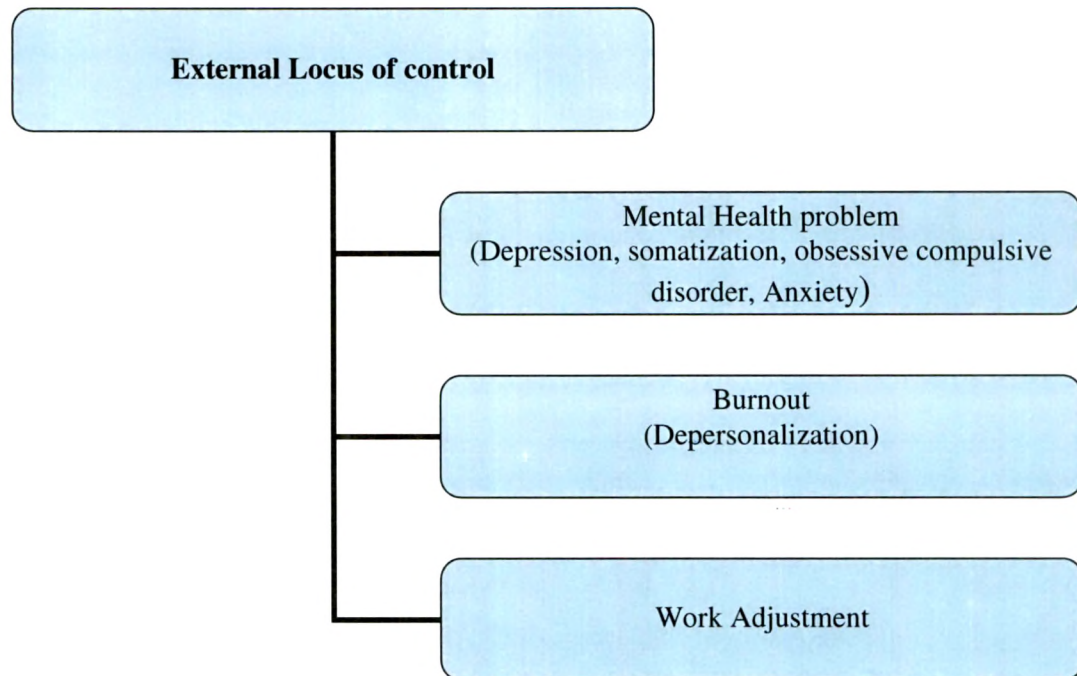
Internal Locus of control has positive beta value which was found to be significant predictor of emotional exhaustion, Depersonalization, mental health like somatization Anxiety, Obsessive compulsive behavior and depression. The negative beta value for internal locus of control and negative affectivity has been significant predictor of personal accomplishment. Individual with internal locus of control believes that his/her behavior is guided by his/her personal decisions and efforts. Opposite to the literature review and research prediction that Internal locus of control has shown significant positive correlation with burnout and mental health problems this result reject the assumption. The positive beta value for internal locus of control was not a significant predictor of work adjustment in this model. This indicates that individual with internal locus of control personality dimension didn't affect on the work adjustment.

Figure shows the effect of Internal locus of control on the outcome variables mental health problems, (depression, obsessive compulsive disorder, somatization and anxiety) burnout (emotional exhaustion, depersonalization and personal accomplishment)



As predicted external locus of control shows significant positive correlation with burnout and mental health problems and individual with internal locus of control shows high work adjustment. External locus of control also shows significant positive correlation with work adjustment. This result rejects the hypothesis External locus of control has significant predictor of emotional exhaustion, depression, obsessive compulsive behavior, anxiety, somatization and work adjustment; Individual with external locus of control believes that his/her behavior is guided by fate, luck, or other external circumstances. The positive beta value of external locus of control was not significant predictor in this model of personal accomplishment and depersonalization in this model this indicates that individual with external locus of control personality dimensions didn't effect on the two component of burnout that is personal accomplishment and depersonalization.

Figure shows the effect of External locus of control on the outcome variables mental heath problems, (depression, obsessive compulsive disorder, somatization and anxiety) burnout (depersonalization) and Work adjustment.



On the basis of these results it can conclude that for chosen sample, the affective response to the individual. Personality dimensions has a moderate correlation with mental health, burnout and work adjustment. We can further sum up, from the results and review of literature, the mental health, burnout and work adjustment is function of personality dimensions and other environmental factors which has not studied.

5.2 Implication of research

Personality dimensions (Positive affectivity, Negative Affectivity, Internal Locus Of control and External Locus of control) as moderate predictors most of the outcome variable, organization should consider appropriate selection tools to select the right candidates so that there is better person job fit Or organization need to organized training and self awareness program to their employee after identify personality dimensions of the employees. Individual

with high negative affectivity, external, internal locus of control personality dimensions who are not be place with strenuous job as per result they are not equipped to handle burnout and mental health problems.

Effective control on ones stress can control the likelihood of both the mental health problems and the job burnout. therefore, to avoid mental health problems and burnout, organization have to manage to the employees stress levels psychological counseling and self awareness training, support group meetings can be effective for employees to control and cope with these problems.

Psychological intervention

Results reported in this study have implications for psychological counseling practice and assessment. The findings suggest that dimensions of burnout, mental health, and work adjustment have different predictors when personality dimensions are considered simultaneously. The preponderance of environmental factors in the prediction of burnout dimension of emotional exhaustion is heart-warming because it is easier to control or change job-related conditions causing stress than personal characteristics. Therefore, employers should provide more conducive working environments.

Research has shown that personality characteristics influence the employees, mental health problem, burnout and work adjustment level. However, as it seems to be impossible to really change someone's personality, it is out of the question to try to prevent mental health, burnout and work adjustment in this way. It may be useful to alert the employees to the effect their personality may have on the onset and level of burnout. Especially introverted individuals appear to suffer from burnout, and they should be helped in the process of becoming aware of the relation between their personality and burnout. It might be a good idea to introduce courses on

personality and burnout in the employees' training (Van Gael, 1998). When it comes to prevention of mental health problem and burnout it may be even more effective to concentrate on stressors at work that may influence the beginning and development of mental health problems and burnout.

Appropriate intervention strategies psychological interventions that will emphasize improvement of IT industry employee' skill at work, management should be developed by Psychologist/ HR professional and adopted for the professional development of the employee. This can be a sure way of combating mental health, burnout and work adjustment. Since stress could also emanate from work overload. Training should conduct to handle group behavior and time management. This will assist the employee in having a more balanced distribution of time for their work.

Also employees need to know their personality characteristics so that they will be aware of their own personal dispositions that may reduce or aggravate stress. In this regard, personality assessment should be conducted by psychologist for all employees and appropriate coping responses they use in dealing with work-related stress noted. Psychologist should work with managements to conduct stress audits that assess the levels of stress in different parts of the organization, the particular stressor of concern and ways to enhance employee and organizational wellness within the organization. In this aspect, psychologist needs to do psychotherapeutic intervention appropriate coping strategies in order to reduce the use of maladaptive coping strategies. Self efficacy training, cognitive behavioral and rational emotive behavioral therapies and problem –solving techniques are intervention strategies that could be used to reduce burnout among trainings. Also the training should improve their social networks so that they will have access to appropriate social support when they have job-related problems.

When attempts to change burnout producing condition fail, psychological counseling needs to provide to the executives. The counselor's task is to help executives see themselves more clearly in the light of their individual needs, ambitions, goals and work expectations, so that their future job position may be more satisfying. Further counseling may help executives to place work in its proper emotional and economic context.

In the process of treating a variety of work related burnout victims, Glicken and Janka (1983) developed an approach for such its treatment, called career Enhancement therapy (CET).

It was design to help burnout executives achieve the following objectives:

- Evaluate and understand the cause of burnout at the obvious and hidden level of awareness.
- Determined changes both personal and organizational, necessary to return to normal work related functioning.
- Develop sensitivity to the signs of burnout in order to cope more successfully with similar future episodes.
- Develop skills for discussing feelings and emotions with others, so that burnout less likely to reoccur in future.

CET is found to be very effective for a group of approximately 12 to 15 employees at a time. This can be used very effectively for Indian executives (IT industry employee) with the help of trained psychologist, which will help them cope with job burnout.

The following strategies may be used by the organization to reduce employee burnout:

- Seeking a fit between characteristic of the individual, complexity of the job, and type of organizational structure.

- Developing programs to help individuals cope with the causes of stress that lead to burnout.
- Teaching and supporting self diagnosing and individual adaptation strategies for addressing burnout symptoms.

5.3 Limitations

Being behavioral science research the present research also had some limitation. The main limitation of this study refers to its size and survey design, which limits its external validity. The participants were chosen by snowball method according to their availability and readiness to participate in the study, so we cannot make any conclusions about characteristics of non-responders. The second limitation concerns of participants were from IT industry only. The third limitation is the subjectivity of estimation. Personality dimensions, mental health problem, burnout and work adjustment were determined by employees' self-estimation. The data would be more valid if, along with the subjective criteria, the objective ones, such as absence from work, working productivity, estimation by others (for example, colleagues, supervisors, family members), and psychological health measures were included.

This study is a descriptive study research and it used self-report measures. These are obvious limitations, which prevented us from observing the changes in time. Future researchers could embark on longitudinal studies in order to establish causal relationship. In addition to self-report measures, interview techniques and focus group discussions could be used to complement the data collection instruments. On the other hand, would enable a deeper and better understanding of the nature of the relationship between the burnout syndrome and the mental health problems. A longitudinal study would also enable the inquiry into the long-term effects of personality on other outcomes, such as the subsequent stress levels, change of workplace, and the

degree of motivation and productivity at workplace, as well as their effect on psychological and physical health of employees. Our results may be of use in creating intervention strategies, which should improve and preserve the health of IT industry employee. Improvements in the field could also be achieved by conducting qualitative studies, in order to identify those characteristics of the mental health workplace which contribute to the emotional development of the burnout syndrome.

This research didn't make use of any demographic variables. Demographic variables are important to understand the outcome of any investigation and therefore, for future research they may included, especially the gender difference at the work place. As the Indian culture is quite different from the western culture, the stress experience by female employees could be more as compared to her male counterparts.

The future research can compare various industries on these research variables i.e. to understand whether the mental health problems, burnout level and work adjustment are higher in service in any other organizational set up.