

# **The Effects of Organizational Burnout on Workforce Deviance: A Hindrance in Organizational Learning**

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## **Author(s) Biography**

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**ABSTRACT:** *We are living in the 21<sup>st</sup> century that is the age of globalization; everybody is in the urge to get ahead of their competitors. In this hard struggle the organizations have become over demanding that is one major reason for the employees to experience burnout, a hindrance towards organizational learning and development. This is an empirical study conducted in two leading multinational beverages companies in Pakistan. The results were analyzed by using statistical techniques to support the research hypothesis that burnout results in workforce deviance that hinders learning in the organizations.*

**Keywords:** Burnout, Deviance, Learning, Organizational Development, Organizational Learning, Empirical Study

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There are many factors that contribute to the deviance of workforce, we are living in a global era and everybody is in the urge to maximize their gains in this highly competitive scenario. Burnout is gaining importance with every passing day for the researchers. Burnout means exhaustion, depersonalization and inefficacy. Exhaustion or tiredness is the most general symptom that develops first. The latter ones we may say that are reactions to the first one. Depersonalization refers to individual behaviors that reflect an indifferent or we can say an impersonal view towards organization as well as clients. Work force deviance means voluntary behaviors of individuals that violates organizational norms, and in conduct of them threatens the well being of organization as well as its members. The behaviors of employees range from aggression, theft, damage and usage of drugs to interpersonal discourtesy, withholding of struggle and leaving before time and late arrival at workplace. All the factors listed above are very problematic and bothersome for the organization. They all contribute to substantial financial losses for the organization. Moreover organizational employees who are exposed to deviant behaviors of their fellow colleagues lead to low morale, stress, reduced self esteem, heightened fear of work and in turn leads to burnout that is hindrance in the way of organizational development as well as organizational learning.

In the view of David Garvin the first step required for building a learning organization is the formation of conducive environment. It will prevent the deviance of workforce a big hurdle in the way of creating a learning organization. There are a number of factors that lead towards workforce deviance, they include job stressors, social pressures, organizational injustice, peers behaviors, working environment etc. according to research conducted by NSF (National Sleep Foundation) in 2009 the number of working hours have increased across the world. This is what is happening in the developing countries like Pakistan due to increasing inflation people stretch their work hours that are linked to deviant behaviors of individuals in the organization all these contribute to hindrance in organizational learning.

### Literature Review

Christian and Ellis (2011) conducted a study on the causes of deviance in workplace. They proposed that exhaustion and deprivation of sleep results in decreased self control and also increased hostility in people that results in deviance at workplace. The hypothesis was tested by using two samples. The first samples constituted nurses from a huge medical center and the second sample constituted undergraduate students that

participated in lab study. The results of both of the samples supported hypothesis that deprivation of sleep due to excessive workload and job stress results in reduced self controls and increased levels of burnout.

Schaufeli, Christina and Tadeusz (1993) studied the relationship between job stress, social support, strain and burnout in the organizational framework and culture. They claimed that blue collar stressors mostly prevailed in the bureaucratic organizational structures where as white collar stressors' were mostly prevalent in professional structures. The social support offered to employees depends upon the organizational culture and climate which in turn depends upon the organizational structure. The study revealed that symptoms of burnout are similar in both the blue collar and white collar employees however the type of burnout differs according to the structure of organizations.

According to Bakker ,le Blanc and Schaufeli (2005) burnout is not only harmful but contagious as well, they state that excessive workload and extreme patient care in the ICU's not only demand excessive amount of time and exertion but also results in burnout and in return this burnout is communicated from one person to another serving there. The data was collected by them through questionnaires distributed among 1849 nurses working in the 80 ICU's in Europe. All the respondents indicated the presence of burnout among their fellow colleagues. Variance Analysis revealed that there is considerable agreement in all intensive care units regarding the prevalence of burnout. This in turn results in depersonalization, reduced levels of personal accomplishment and emotional exhaustion. The results of the study revealed that burnout is not only harmful but contagious as well and spreads from one person to another.

Kroon, Vroode and Veldhoeven(2009) conducted research to explore the effect of management practices on burnout among employees. They state that high performance workplaces require more from employees that add to burnout is the harmful dimension of the picture where as the other side of the picture reveals that it enhances fairness among the employees that reduces burnout so both the variables have counterbalancing effect on each other. This was a primary research and the data was collected through questionnaires floated among 393 employees working in 86 organizations. Multilevel regression analysis was applied for testing of assumptions. Most studies reveal that high performance work places concentrate on procedures that facilitate well being of employees but at the same time their intense demands on the part of employees increase pressure on employees that results in burnout.

The studies conducted by Mohammad Jamal and Badwani (2006) examined the relationship between job stress and psychometric problems of health, job satisfaction, motivation and happiness of life in a sample of Muslims living in Canada and America. The results of the study revealed that there exists positive relationship between stress in job and employee turnover and job stress negatively relates to satisfaction, motivation and organizational commitment. Data was gathered through questionnaires floated among 325 Muslims. The degree of bonding to religion served as a moderator to stress in job. So those Muslims who were region oriented had a more tolerance for stress and in return experienced less burnout.

### Methodology

A detailed comparative study has been carried out on Coca Cola Beverages Pakistan limited and Pepsi Cola Pakistan Limited to study the existence of burnout in the leading MNC,s and its relationship with organizational learning. These MNCs are trying hard to practice best management practices and to have learning culture in their organizations. In the quest of improvement of quality they are creating stress among employees. Employees working here are striving hard to come up to their job requirements and as a result experience burnout in their hectic work life. The burnout issues are increasing day by day due to pressing job demands. The research methodology included the gathering of secondary data through already published work on burnout and development of Questionnaires to get first hand information on the burnout issues and their relationship with the organizational learning.

The data gathered was analyzed to test the hypothesis of research by using statistical techniques by the help of SPSS soft ware. In the study the employees working at different levels were asked to fill the questionnaires. Due to scarcity of resources and shortage of time the questionnaires were distributed among 50 employees working at two leading beverages companies of Pakistan.

### Research Hypothesis

Ho: There is no association between workforce deviance and burnout a hindrance in way of organizational learning.

H1: There is significant association between workforce deviance and burnout a hindrance in way of organizational learning

### Result and Discussion

The results of data analysis reveal that there is significant relationship between burnout and workforce deviance which hinders learning in the organizations.

Reliability Statistics	
Cronbach's Alpha	N of Items
.564	48

### ANOVA with Cochran's Test

		Sum of Squares	df	Mean Square	Cochran's Q	Sig
Between People		101.958	49	2.081		
Within People	Between Items	673.225	47	14.324	572.249	.000
	Residual	2091.442	230	.908		
	Total	2764.667	235	1.176		
Total		2866.625	239	1.195		
Grand Mean = 3.34						

The ANOVA test reveals a significant value which means that our research hypothesis will be accepted.

" There is significant association between organizational burnout and work force deviance a hindrance in the way of organizational learning.

## Conclusion

So we conclude that organizational burnout which is a result of excessive demand of job and job stress ultimately results in work force deviance is a hindrance in the way of organizational learning. For learning to take place in the organization there must be a supportive and friendly culture in the organization and job stress should also be reduced as this result is verified in the beverages industry of Pakistan. In the view of David Garvin the creation of a conducive environment is the first step towards the creation of learning environment when the employees in the organization are in a hurry to do the desired overloaded requirements of job than they would not be in the mode of learning. This has been proved empirically in this research as the results reveal that there is significant association between workforce deviance and burnout which is a hindrance in the way of organizational learning. So stress related factors should be controlled in the organization to prevent burnout in employees. This will be the first step towards the creation of learning environment.

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