

## The influence of job burnout, involvement and locus of control on job satisfaction: Some explorations from banking sector in Saudi Arabia

Nasser S. Al-Kahtani and Zafrul Allam

Assistant Professor, Department of HRM, College of Business Administration, Salman bin Abdulaziz University, Kingdom of Saudi Arabia.

nasalka1@hotmail.com & [z.allam@sau.edu.sa](mailto:z.allam@sau.edu.sa)

**Abstract:** The present study is aimed at exploring the influence of job burnout, involvement and locus of control with job satisfaction among banking employees of kingdom of Saudi Arabia. The sample consisted of 274 employees selected randomly from various banks. A set of tools containing Job Burnout (Maslach and Jackson, 1981), Job Involvement Scale (Lodhal and Kejner, 1965), Rotter's Locus of Control (1971), and Job Satisfaction (Singh, 1987) with biographical information blank were distributed to the bank employees to respond as per the instructions. The data were analyzed by means of t- test to see the differences between the comparison groups. The major findings of the present research revealed that: (i) the groups of low & high job burnout and involvement were found to differ significantly in terms of their mean job satisfaction (ii) internally control employees found significantly more job satisfaction than their externally control counterparts. The limitations and suggestions were also incorporated in the study.

[Al-Kahtani, NS, Allam, Z. **The influence of job burnout, involvement and locus of control on job satisfaction: Some explorations from banking sector in Saudi Arabia.** *N Y Sci J* 2014;7(2):93-101]. (ISSN: 1554-0200). <http://www.sciencepub.net/newyork>. 13

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

### 1. Introduction

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

#### 1.1. Job burnout

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

Researches in the field of job burnout have yielded some distinct findings. Vegchel *et al.*, (2004) suggested that workload demands and emotional demands both contribute burnout symptoms. In contrary to it, high disharmony between job holder's nature and job nature leads into burnout (Maslach & Leiter, 2005).

Turnipseed (2000) investigated that job burnout was observed with organizational and social behavior such as helplessness, job involvement, productivity, job satisfaction and job tension. Burnout also found as a most significant negative organizational consequences in terms of reduced job performance (Halbesleben & Buckley, 2004 and Maslach *et al.*, 2001). Existing reviewed of literature based on findings observed negative relationship between motivation and burnout (Hakanen *et al.*, 2006 and Schaufeli & Salanova, 2007).

Allam (2007) studied on two different categories of banking employees working in nationalized banks in India to see the relationship between job burnout facets with job involvement. The study observed that personal accomplishment, one of the facets of job burnouts was found significantly and emotional exhaustion and depersonalization were found no significant relationship with job involvement among the bank managers. Allam & Rezene (2009) conducted a study among Eritrean bank employees to probe the impact of job burnout on job involvement and identified that high job burnout employees felt lower degree of job involvement than low job burnout groups of

employees. In another study, Allam & Harish (2010) observed that low level of job burnout employees determined greater degree of job satisfaction than high job burnout employees. Khattak *et al.* (2011) conducted a study among banking employees and suggested that extreme tiredness, sleep disturbance, headaches and back pain are the major contributors towards the burnout.

Aslam & Safdar (2012) conducted a study among bank employees working in different kinds of bank and revealed that the facets of job burnout emotional exhaustion have directly and lack of accomplishment indirectly affect the employees' intention to stay in the organization through the mediation of affective commitment. Khan & Zafar (2013) studied and observed cultural differences in their study as top managers were susceptible to least burnout as compare to lower of employees.

### 1.2. Job involvement

A well-known sociologists, Durkheim (1893) has credited for introducing the concept of job involvement in the research literature and stressed the relevance of job involvement in industrial set up, since then management and social scientists became aware of job involvement but concept came into limelight and attracted the attention of various researchers after the work of Lodhal & Kejner (1965) who has given concrete and systematic explanation of the concept of job involvement and they defined job involvement in terms of "the degree to which a person identified psychologically with his/her work or the importance of work in his/her total self-image". According to Paullay *et al.*, (1994) the job involvement can be explained "as the degree to which one is cognitively preoccupied with, engaged in and concerned with one's present job". Robbins (2006) stated job involvement is a people attitude that take sides psychologically to job, and consider the job is the most important in his/her life.

Numerous review of literature on job involvement by various researchers has given distinct findings in the area of organizational behavior. Jaswant & Naveen (1997) initiated a study to identify the interactive effects of gender, age and Type-A behavior pattern of job involvement and job stress among bank employees. The result revealed that that Type-A personality and age were found significantly impacts on job involvement among bank employees. Bhatt (1997) investigated the job satisfaction, job stress and job involvement among female and male primary school teachers. The result suggested that job involvement and job satisfaction were significantly positively correlated.

Venakatachalam *et al.* (1998) put forward a study on schools, government offices and bank employees. The results determined that supervisors

were more satisfied and involved in their job comparatively to their subordinates. In addition, findings also suggested that bank employees' were more job involved than those working in schools and government offices.

Joshi (1999) conducted a study and suggested that the employees' job experience, monthly income and age were significantly related to job and work involvement. Further he pointed out that employees' job involvement and satisfaction was found significantly associated. Ashok (2002) postulated that when involvement low is not considered as a strong relationship with the employees and company but when involvement is high, the relationship is considered strong in spite of lower level of job satisfaction. Further, in another study while establishing the association between involvement and commitment and he revealed that uncommitted employees were scored low on the involvement factors.

Allam (2007) initiated a survey among bank employees and revealed that out of three facets only, personal accomplishment facets of job burnout was observed significantly related to job involvement among the bank managers. In another investigation Allam and Nasir (2007) conducted a study among bank employees to explore the degree of job involvement among managers and subordinate staff. Their findings suggested that bank manager were found significantly higher degree of job involvement than subordinate staff. Other researchers, Allam & Rezene (2009) initiated a study on banking employees to examine the impact of age, burnout and marital status on job involvement. The collected data analyzed by using t-test to draw the inferences of the study. They identified that married and younger employees found significantly more job involved than their single and older counterparts.

Khan & Nemati (2011) initiated a study to probe the relationship between job involvement and employee satisfaction. Their result suggested that job involvement has a significant effect on employee satisfaction among medical doctors working in teaching hospitals.

Al-Kahtani (2012) initiated a study to probe the significant influence on organizational commitment in Saudi public sector organizations with certain demographic variables and job and work related variables. His study result emphasized that job involvement and job satisfaction were found significantly related with organizational commitment.

### 1.3. Locus of control

In general the concept of locus of control denotes to understand the personality of an individual, a tendency of their predictability and control over his environment and became a most

widely discussed topic of Social Psychology. The meaning of the concept introduced and developed in the research literature by Rotter (1966) who developed the most widely used I-E scale to measure the locus of control of an individual working in various set up and pointed that internal locus of control refers to people who believe that outcomes and their success and failures are the result of their own actions and efforts. Similarly James & Wright (1993) described that individuals with internal locus of control believe that they are able to control and manage their own lives by making decisions about the events. According to Spector (2008) and Hellrigel *et al.* (2010) locus of control refers “to the extent to which individuals believe that they can control events which affect them”. Smith & Mihans (2009) refers to internal locus of control as “perceptions of positive and negative events as being consequences of one’s own actions and under one’s own personal control”.

Numerous review of literature pertaining to locus of control with various variables on different public and private sectors on the globe has been studied and observed different findings. Rothmann (2000) conducted a study in South Africa among 7 different organizations and reported that job satisfaction was related to an internal locus of control orientation and a sense of coherence, which in turn was found to be related to internal control.

Robbins (2001) suggested that individuals with external locus of control experience less job satisfaction, higher absenteeism, and are less involved in their occupational duties. Another investigators observed that a high perception of control was related to job satisfaction (Spector, 1986; Petersen, 1985 and Garson & Stanwyck, 1997). However, Jones & George (2003) said that individuals with an internal locus of control attempt to intervene in order to change a situation or solve a problem, and are thus directly involved in problem-solving. In addition, Judge & Bono (2011) determined that there is a positive correlation between internal locus of control and job satisfaction. Another researcher Carrim *et al.*, (2006) stressed that internals seem to be more cognitively able, mentally aware, independent, motivated and inclined towards learning.

Chen & Silverthorne (2008) pointed out that locus of control is related to various occupational behaviors which can be seen in the form of job performance, motivation, job satisfaction, leadership and job performance. People’s with internal locus of control perform excellent or are more motivated, hence they found more committed and determined to their goals and will therefore put all efforts to reach their goals. In an investigation by Lakshman & Mali

(2011) observed positive correlation between internal locus of control and job satisfaction as well as between external locus of control and job satisfaction.

Mahajan & Kaur (2012) determined the relationship between locus of control and job satisfaction among teachers. Their results reported significant relationship between locus of control and job satisfaction of college teachers.

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

#### **1.4. Job satisfaction**

In the present scenario job satisfaction is considered as observable facts in the area of organizational behavior. The term job satisfaction was brought into limelight by Hoppock (1935) and explained that job satisfaction refers to “any combination of psychological, physiological and environmental circumstances that cause an employee to say I am satisfied with my job.” Evan (2001) described job satisfaction as “a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be being met”. According to Buitendach & de Witte (2005) “job satisfaction relates to an individual’s perceptions and evaluations of a job and this perception is in turn influenced expectations”. Pool *et al.* (2006) and Rastgar *et al.* (2012) viewed job satisfaction as “an emotional response to various dimensions of job”.

Various investigators have given numerous findings related to job satisfaction. Al-Ahmadi (2002) conducted a study to identify the determinants and magnitude of job satisfaction in nurses working in Ministry of Health hospitals Riyadh, Kingdom of Saudi Arabia. Work conditions, recognition, pay, technical aspects of supervision, utilization of skills, and job advancement were found the most important determinants of job satisfaction. Further results determined no differences were observed between, age, marital status, gender, income, and nationality.

Cetin (2006) initiated a study to explore the relationship between job satisfaction, occupational, and organizational commitment of academics in education faculties at four state universities in Istanbul. The result observed that strong positive relationship between job satisfaction of academic and their affective and normative commitment to both their organization and occupation.

Fenech (2006) identified low salaries, poor work conditions, heavy workloads, low professional status, unrealistic expectations from managers, reduced autonomy and low professional status and organizational conflict to be the factors for job dissatisfaction. Janus *et al.* (2008) suggested that that participation in decision making positively affected the level of job satisfaction.

Suliman & Al-Sabri (2009) suggested that some demographic variables play significant role in explaining the variance in performance, satisfaction and motivation. They emphasized that motivation and satisfaction were observed to play important role in predicting work performance, whereas job satisfaction found to be significantly positively related to work motivation. Allam & Harish (2010) conducted a study to determine the impact of job burnout, age, gender and marital status among medical professionals. They postulated that married employees, low burnout employees, younger group of employees and female were showed significantly higher level of job satisfaction than their counterparts. Recently analogous findings have been revealed by Al-Kahtani and Allam (2013).

Ayub & Rafif (2011) conducted a study to explore the relationship between work motivation and job satisfaction. The sample of the study consisted of 80 middle managers from different banks of Karachi, Pakistan and Pearson product moment correlation was used in the study to analyze the data. Their findings suggested that there is a relationship between the work motivation and job satisfaction.

Aldhuwaihi *et al.*, (2012) conducted a study to identify the effect of organizational culture types on the relationship between job satisfaction and turnover intention. Sample consisted of 258 frontline employees from 12 banks in Saudi Arabia have been included in the study. Results revealed that level of job satisfaction and turnover intention varied across organizational culture typology.

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

Chahal *et al.*, (2013) instigated a study to identify the level of job satisfaction among banking personnel in India. They identified various factors such as training and development program, working hours, salary of employees, promotional strategies, performance appraisal system, employee's

relationship with management and other co-employees and work burden are observed important for improving job satisfaction of bank employees.

### 1.5. Objectives of the Research

A multitude of studies have been conducted on police, teachers, doctors, nurses, industrial workers, etc. Therefore, present study was planned to conduct on employees working in banking sectors. The major objectives of the current research were to see the influence of job burnout, involvement and locus of control on job satisfaction among banking employees.

### 1.6. Hypotheses

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

HO1: There would not be significant difference between high and low burnout group of employees in terms of job satisfaction.

HO2: High and low involved group of banking personnel would not be differing significantly on job satisfaction.

HO3: Internally and externally control group of banking personnel would not be differing significantly on job satisfaction.

## 2. Methodology

### 2.1. Sample

The present investigation was conducted on 274 employees working in different banks located in Riyadh, the capital of Kingdom of Saudi Arabia. Out of total sample less than 20 years, 21 to 30 years, 31 years to 40 years, 41 years to 50 years and more than 50 years were 2.9% (N=8), 62.8% (N=172), 27% (N=74), 5.1% (N=14) and 2.20% (N=6) respectively in the total sample. The total employees were categorized into male 70.80% (N=194) and 29.20% (N=80) were female in the present investigation. As far as income is concerned 8.8% (N=24) of the respondents reported their monthly income is less than Saudi riyals 5000, 68.60% (N=188) pointed an income between Saudi riyals 5001 to 10000, 19.7% (N=54) indicated income between Saudi riyals 10001 to 15000 and rest of the 2.9% (N=8) participants revealed that their income is greater than Saudi riyals 15000. The present sample were classified on the basis of married 47.4% (N=130) and single 52.6% (N=144) in the study. Thirty five percent (N=96) reported their experience is 2 years or less with the bank, 21.9% (N=60) indicated their experiences between 2 to 4 years, 19% (N=52) revealed the experiences between 5 to 7 years, 15.3% (N=42) pointed the experiences



between 8 to 11 years and 8.7% (N=24) have been associated with the bank 12 years. In addition, 25.5 % (N=70) reported their qualification is high school or less, 73% (N=200) indicated the qualification is bachelor degree and only 1.5% (N=4) were having master degree in the present employment.

## 2.2. Study Tools

The following tools and techniques were used to gather the information from the respondents:

**Job Burnout Inventory** developed by Maslach and Jackson (1981) was used to assess the degree of burnout. The scale contains 22 items and each item to be rated on 7 point rating scale, ranging from very mild to very strong with a weighted score of 1-7. The reliability of the inventory was found 0.56.

**Job Involvement Scale** developed by Lodhal and Kejner (1965) was used to assess the job involvement of bank employees. The scale consists of 20 items and each item rated on 5- point rating scale ranging from strongly agree to strongly disagree with a weighted score of 5-1. The reliability of the scale established .72 and .89 by test-retest method.

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

**The Job Satisfaction Questionnaire** developed and standardized by Singh (1987) was used to measure the level of job satisfaction among banking personnel. It is 20-item 5-point rating scale ranging from highly satisfied to highly dissatisfied with a score of 5 to 1. The reliability of test was established to be 0.96 by split-half method.

## 2.3. Procedure and Ethics

The investigators distributed job satisfaction questionnaires and biographical information blank to 400 banking employees working in Riyadh, Kingdom of Saudi Arabia and finally received 274 filled questionnaires from the respondents. Initially, the questionnaires was in English language and it was felt that it has to translate by the expert into Arabic for better understanding of the respondents to get

exact response from the banking employees. Further, the respondents were allowed to take their own time to furnish the questionnaires and requested them to feel free to contact with the researcher on their mobile or e-mail for any confusion or problem. Filled questionnaires were tabulated and scored for statistical analysis to draw the conclusions of the present investigation. However, like other management and social sciences, the participants were assured about the confidentiality of the responses and it will be used for academic purpose only.

## 2.4. Data Analysis

The present investigators decided to use t-test in order to make the comparison between the means of various groups to see the influence of job burnout, involvement and locus of control with job satisfaction of Saudi Arabia bank employees.

## 3. Results

**Table-1 Influence of job burnout on job satisfaction among banking personnel**

| Groups Compared  | N   | MJS   | SD    | t     |
|------------------|-----|-------|-------|-------|
| Low job burnout  | 138 | 57.96 | 13.14 | 3.96* |
| High job burnout | 136 | 54.22 | 16.15 |       |

\* Significant at .01 level

It is evident from Table -1 that mean job satisfaction scores of low and high job burnout groups of banking personnel of Kingdom of Saudi Arabia were found 57.96 and 54.22 and SD were found 13.14 and 16.15. Result also indicates that low job burnout groups of banking employees were having more job satisfaction than the counterparts. The t-value was found 3.96 which is significant at .01 levels and hence, a null hypothesis (HO1) was rejected.

**Table-2 Influence of job involvement on job satisfaction among banking personnel**

| Groups Compared   | N   | MJS   | SD    | t     |
|-------------------|-----|-------|-------|-------|
| Low job involved  | 138 | 52.39 | 13.23 | 4.13* |
| High job involved | 136 | 59.87 | 15.39 |       |

\* Significant at .01 level

It can be seen from Table-2 that the mean job satisfactions scores of low and high job involved groups of employees were found 52.39 and 59.87 with SD 13.23 and 15.39 respectively. The two

groups of employees differ significantly ( $t=4.13$ ,  $p<.01$ ). Therefore the proposed null hypotheses (HO2) was rejected.

**Table-3 Influence of locus of control on job satisfaction among banking personnel**

| Groups Compared    | N   | MJS   | SD    | t     |
|--------------------|-----|-------|-------|-------|
| Internally control | 154 | 59.06 | 15.27 | 4.38* |
| Externally control | 74  | 50.68 | 12.59 |       |

\* Significant at .01 level

It is observed from Table -3 that mean scores of job satisfaction of internally and externally control groups of banking personnel of Kingdom of Saudi Arabia were found 59.06 and 50.68 with SD 15.27 and 12.59. The t-value was found 4.38 which is significant at .01 levels and hence, a null hypothesis (HO3) was rejected.

#### 4. Discussions

The results cited in Table -1 indicated that low and high job burnout groups of banking personnel of Kingdom of Saudi Arabia differ significantly on mean job satisfaction scores. Result also indicates that low job burnout groups of banking employees were having more job satisfaction than the high job burnout counterparts. The proposed null hypothesis (HO1) was rejected. In Kingdom of Saudi Arabia, all facilities are available to discharge the responsibilities of the organizations might lead to satisfied with the job. In addition, low burnout group may be not having intention to get higher salary, promotion, growth than the high burnout group of employees. Dolan (1987) and Allam & Harish (2010) supported the present findings.

Results of Table-2 revealed that low and high job involved groups of employees differ significantly on job satisfaction mean scores. High job involved employees showed greater degree of job satisfaction may be due to the attachment of physical, psychological and emotional characteristics with the job. As Robbins (2006) suggested that job involvement is people attitude that take sides psychologically to job, and consider the job is the most important components in his/her life. Other investigators Robbins & Coulter (2005) identified that employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Both of the study mentioned above indicated that job involvement might lead to satisfaction. Bhatt (1997), Joshi (1999) and Khan & Nemati (2011) observed the relationship between job involvement and job satisfaction.

Table -3 results observed that mean scores of job satisfaction of internally and externally control groups of banking personnel of Kingdom of Saudi Arabia were differ significantly and proposed null hypothesis (HO3) was rejected. Results showed that internally control group of employees felt higher degree of job satisfaction. The results might be attributed pertaining to internally control employees who believes in own ability and competencies, controlling and managing own environment, putting all efforts to complete the task, achievement oriented and enjoying while dealing with customers forced them to satisfied with their job. On the other side externally control group were not putting all efforts and having more believes on fate, luck and chance. The results of the present findings have similar opinion by various researchers (Spector,1982; Valentine,1999;Robbins,2001; Judge & Bono ,2011; Allam & Reddy, 2007; Lakshman & Mali,2011;Mahajan & Kaur ,2012 and Ganji *et al.*, 2013).

#### 5. Conclusions

The following conclusions were drawn from the study of the results:

Low job burnout employees showed significantly greater degree of job satisfaction than high job burnout employees.

High involved banking employees showed significantly greater degree of job satisfaction than low involved group of bank employees.

Internally control group found significantly more job satisfied than externally control counterparts.

#### 6. Limitations and Suggestions

This present piece of study has certain limitations due to its nature or features of the study and thereby suggested some conclusive points which will give value to other investigators. The present research has been widely used in Riyadh region only, so it is recommended to investigate in other more populated cities of Saudi Arabia to generalize the study. Further different instruments and statistical techniques can be used to make the study more viable and objective. To increase the level of job satisfaction and job involvement of bank employees the organization should take initiative to provide congenial work culture, supportive management practices, autonomy, recognition, appraisal and advancement. On the other hand proper guidance and counseling is required to minimize the job burnout and proper training must be provided to cope with burnout syndrome at workplace and increase the level of satisfaction and involvement. As far as locus of control is concerned, it is suggested that individuals

must put all efforts to discharge the duties and not wait that luck or chance will change the results. Finally, this present investigation has avenues for the future researchers to make comparisons between groups with different variables.

#### Acknowledgements:

This research is a part of project and researchers are grateful to the Deanship of Scientific Research at Salman bin Abdulaziz University, Kingdom of Saudi Arabia for financial support to carry out this piece of work.

#### Corresponding Author:

Dr. Nasser Saad Al -Kahtani  
Assistant Professor, Department of HRM College of Business Administration, Salman bin Abdul Aziz University,  
Al Kharj, Post Box: 165,  
Kingdom of Saudi Arabia  
E-mail: [nasalka1@hotmail.com](mailto:nasalka1@hotmail.com)

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