

## ORGANIZATIONAL COMMITMENT AND JOB BURNOUT AMONG EMPLOYEES IN MALAYSIA

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**Abstract**— Burnout issue is an increasingly important phenomenon in Asian countries. Burnout is a well-known phenomenon that may express itself differently, and affect employees differently, in different working condition. Studying on burnout in different contexts will contribute to deeper understanding of the phenomenon as a whole and how to minimize its negative effects on employees' productivity, satisfaction, and commitment to stay in their organization. Commitment has become one of the most important factors influencing burnout in modern day occupational settings. Present study is to investigate the influence of organizational commitment (affective, continuous and normative commitment) on burnout among employees. Respondents were approached conveniently, from various departments in Northport (M) Bhd. Using a sample of 50 employees revealed that only affective commitment influence burnout. Implications of the result are discussed.

**Keywords**- *Affective commitment, continuous commitment, normative commitment and job burnout.*

### I. INTRODUCTION

Organizational commitment and job burnout have received considerable attention and several studies have been devoted to explaining these two variables. The relation between the two has received scant attention (Begley and Czajka, 1993). Kobasa, (1982) and Antosnovsky (1979) argue that organizational commitment protects the individual from negative outcomes experienced at work either because those individuals who are committed to the organization have connected more closely to the individuals at work or because they have found meaning of their work. The present study was designed to examine the relationship between organizational commitment and job burnout among employees in workplace.

### II. JOB BURNOUT

Rapid pace of change and the ever increasing demands on our time, job burnout becomes a major factor that most employees have to contend with. Burke and Greenglass, (1989) have found that there are few and consistent personality traits that are correlated with burnout, however, there are several significant and consistent job, work setting, and organizational correlates with burnout.

### III. ORGANIZATIONAL COMMITMENT

Organizational commitment is the employee's psychological attachment to the organization. Organizational commitment refers to the employee's attachment to the employing organization – namely, the commitment to the entire organization as the employee perceived it (Morrow,1993) and the organization support for the employee (Whitener,2001). According to Buchanan (1974) organizational commitment is the emotional connection to a particular organization, which is characterized by three major parameters in the individual's attitudes towards the organization. It is the identification which means internalization of the organization's goals and value. Organizational commitment reflects the individual relationship with the organization, and that this relationship is significant in explaining the individual's behavior in the organization, and that this relationship is significant in explaining the individual's behavior in the organization. Affective Commitment is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968).

Continuance commitment develops out of the perceived cost (benefit against loss), and requires that the employee be aware of these benefits and losses. Therefore different workers who encounter identical situations may experience

different levels of continuance commitment (Meyer and Allen, 1997; Mottaz, 1989). Weisner (2003) found that continuance commitment is not the commitment desirable for an organization, and stresses that while employees who perceived the cost of leaving the organization as heavy prefer to stay, their contribution to the organization is not as positive.

Normative commitment leads employees to stay in the organization due to a sense of loyalty or duty, and because they feel that this is the right thing to do (Meyer and Allen, 1997). Normative commitment develops out of internal pressures that result from norms that encourage extended commitment to the organization. Individuals derive these norms from socialization processes in the family and surrounding culture, which include experiences that stress loyalty towards a particular organization. The individual undergoes a process of internalization of norms and expectations, in which he or she learns and later is aware of the expectations of the family, culture and organization that leads to internalization of loyalty to the place of work and commitment to act in a manner that fits the organization's goals and interests (Dunham, 1994).

Ketchand and Strawser (2001), organisational commitment had been identified to have significant relationships with job satisfaction, job involvement, stress, occupational commitment, and motivation.

However, the results of the studies examining the relations between these variables have been equivocal (Begley and Czajka, 1993). One study by Mathieu and Zajac, (1990) found that individuals who have a high degree of commitment to their organizations experience greater amounts of stress than those who are less committed. Alternately, other researchers (Kobasa, 1982; Antosnovsky, 1979) argue that organizational commitment protects the individual from negative outcomes experienced at work. In this study, the impact of various forms of organization commitment including affective, continuance and normative commitment on burnout will be examined.

#### IV. RESEARCH METHODOLOGY

A sample of fifty employees representing the population in the organization. Forty-eight percent (48%) of the sample was female respondents aged between 25 and 56. A sample of various department were surveyed. Using an intercept survey method, these respondents were approached conveniently, as the prospective respondent were delivered questionnaire by hand and the survey were conducted with the assistant from the researcher if required. The surveys were conducted in Northport (M) Bhd. Usable responses of 50 out of 100 collected which translate to 50% of response rate. Job burnout is measured by using Maslach (1986) with five point likert scale and organizational commitment is using Alan and Meyer (1996).

#### V. RESULT

The principal constructs were developed based on existing measures where possible, or they were adapted from similar scales. Although most items were based on previous empirical studies, the actual scales were developed to capture the context of this study. Measure validation was initially examined for each construct. All measures have high levels of reliability which is above 0.6 levels. Job burnout shows 3.05 on 5-point scale which is slightly high. Commitment also shows 4.15 for affective commitment, 4.5 for continuous commitment and 3.46 for normative commitment on 5-point scale which shows employees are experiencing high level of organizational commitment. Table 1 shows the correlation between job burnout and organizational commitment.

TABLE I. CORELATION OF ORGANIZATIONAL COMMITMENT AND JOB BURNOUT

	<i>Job Burnout</i>
Affective commitment	Pearson: -2.98 Sig: 0.035
Continuance commitment	Pearson: -1.31 Sig: 0.364
Normative commitment	Pearson: -0.13 Sig: 0.929

As a result, the data is summarized stating that only affective commitment has the relationship with job burnout in the organization.

#### VI. DISCUSSION

Finally, the following results achieved. Firstly, the study revealed that present result supported by previous study by Mathieu and Zajac, (1990) where individuals who have a high degree of commitment to their organizations experience greater amounts of stress than those who are less committed. Secondly, it is stated that only affective commitment has the negative relationship with job burnout. Part of this could be related to the small sample size. It is conceivable that there are factors that are unique to Malaysian employees which practicing different culture compare to other country. Malaysian employees focus on affective factors, which leads to them pay more attention to affective exchange than western employees. Thus the relations between commitment and burnout found in other studies may not be generalizable to this group of individuals.

Finally, this research not only reaffirms the validity of previous findings but also contributing further on the study of job commitment and job burnout in Malaysia.

Future research may be conducted to investigate the influence of culture in job burnout in Malaysia will provide some interesting findings

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