

## Factors Influencing Job Satisfaction of employees in the select IT companies in Coimbatore

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### ABSTRACT

Increased competition, growing customer demands, prompt customer services, time pressure, target and role conflicts are the main factors of role stress and job burnout of IT employees. To be more specific, the employees placed at IT companies are more prone to mental illness due to stress and burnout prevailing in the working environment. Though, this profession and employees of IT sector are enjoying huge monetary benefits compared to employees in other industrial sectors, this attracts many people (particularly young generation) to opt for IT profession which ultimately increases the employment opportunities conversely augments the number of people affected due to stress and burnout in India. The aim is to analyze the Role Stress and Job Burnout having impact on Job Satisfaction of employees in the select IT companies. The study is descriptive in nature and depends upon primary data. This study examines the level of perception towards Role stress and Job Burnout having impact on job satisfaction among employees engaged in select information technology companies in Coimbatore. Simple random sampling method has been adopted to collect the primary data. Six IT companies were chosen for the study. 281 sample respondents were finalized for data analysis. Tools used are Percentage Analysis, Descriptive Statistics, Correlation and Regression Analysis. It is concluded that, A negative and statistically significant relationship was observed between Role Stress and Job Satisfaction as well as Job Burnout and Job Satisfaction therefore, rejecting the null hypothesis. Employees shall reevaluate their priorities, means the employee shall take some time to think about their hopes, dreams, goals that are significant factors that they are missing or ignoring or forcefully compromising due to work pressure that needs to be reinvented to diminish their stress and the burnout as well.

**Keywords:** IT Employees, Role Stress, Job Burnout, Job Satisfaction, etc.

### 1. INTRODUCTION

Increased competition, growing customer demands, prompt customer services, time pressure, target and role conflicts are the main factors of role stress and job burnout of IT employees. Role stress and burnout are found to be major contributing factors especially in the midst of IT employees who are consistently burdened by work load, project deadlines, work shifts (day / night), additional working hours, work at office and in home thus, work interference in family causing severe level of impediment significantly disturbing employees satisfaction in their work life and family life. Considering the facts, it becomes necessary to find out whether the extent and magnitude of role stress heading towards burnout thus transforming into dissatisfaction at work and how far the coping strategies support the IT employees to elude role stress and burnout. Therefore, this study investigates the relationship between Role Stress and Job Burnout Influencing Job Satisfaction in which coping strategy play an intermediary role to find the mediation effects. The chapter explains the conceptual framework of the study in brief, problem statement, followed by the research questions, research objectives and methodology adopted along with limitation and chapter scheme.

### 2. STATEMENT OF THE PROBLEM

In the fast moving world, people are affected with role stress in the job and job burnout in the workplace. To be more specific, the employees placed at IT companies are more prone to mental illness due to stress and burnout prevailing in the working environment. Though, this profession and employees of IT sector are enjoying huge monetary benefits compared to employees in other industrial sectors, this attracts many people (particularly young generation) to opt for IT profession which ultimately increases the employment opportunities conversely augments the number of people affected due to stress and burnout in India.

### 3. LITERATURE REVIEW

According to **Ali Reza Omidvar and Malikeh Beheshtifar (2013)**, the burnout is not a pleasant experience and the dysfunctional condition that makes both of the individuals and the companies like to modify. The job burnout is the sequence of expected disparity between the job demands and their resources (both emotional and the material) which an employee has the availability. The determinants that influence the burnout are shown in several studies for many years. The burnout has several wrong effects on the firms as well and also on the individuals. Job dissatisfaction, low organizational commitment, quitting the job and cynicism shall become the most significant impact on firm. Many ways are there to prevent the burnout. Moreover one has to identify the burnout initially for engaging the methods into practice. The initial signs that indicate the start of burnout are significant and important. The colleagues, subordinates or chiefs shall support the individual to identify these clues. The ideal form is to attempt the firm for keeping burnout under the control continuously by engaging advanced programs and to indulge certain preventive measures when needed. Lastly, various methods are advised for reducing the employee burnout levels.

According to **Fernanda et.al., (2016)** the study is about the “**Occupational stress and the professional exhaustion syndrome (burnout) among the workers at the petroleum industry**” showed that employees in the petroleum firms engage in roles across areas and also will have to work in few of the worst adverse conditions, that shall result in worst effects, like the occupational stress and the burnouts. Result of the study showed that theme across many of the surveyed studies was about, understanding the source of stress which are connected with the psychosocial parameters. This study says that the employees working in the petroleum firms are facing severe stress parameters that shall have an effect on the physical, the social and the psychological health aspects. The study about this theme shall instigate the strategy development which shall enable a better life quality with an enhanced working situation for the professionals engaged in this sector.

According to **Dr. Shweta Mittal, Mr. Vivek Mittal & Ms. Bindiya Gupta (2018)**, the job Burnout is seen as the state of emotional, physical and the mental exhaustion of the employees who work emotionally in many tough situations. The main objective in this paper is for studying the effect of the Job Burnout towards the Job satisfaction among the bank employees at India. The banks are the spine of our country and need to function at the optimum levels. Even though lot of research is done in the area of Burnout globally, there is little data that is available in the Indian context, for knowing and analysing the direct effect in the Job Burnout on the Job satisfaction in the bank employees. This study was made to analyse the reasons that shall move towards the Burnout concept among the bank employees in India. The outcome in this study showed that among the three Burnout factors such as the Personal Accomplishment, exhaustion and the cynicism that were analysed the Emotional form of Exhaustion contained higher effect on the Job Satisfaction among the bank employees in India.

### 4. THEORETICAL PERSPECTIVE

#### 4.1. Role Stress

Stress is a significant and expensive workplace challenge for employees and employers. Work stress is linked to health issues more strongly than any other life stressor, including family issues and financial problems. As these statistics suggest, stress is a significant workplace problem for employees and their employers. Stress takes a toll on the employee by contributing to increased job burnout also takes a toll on the organization through decreased productivity, decreased retention and decreased. Also, it is imperative that empirical research be done exploring the role that work-related stress has influence on employee burnout, engagement and satisfaction.

#### 4.2. Job Burnout

**Freudenberger (1974)** and **Maslach (1976)** first introduced the concept of burnout in the literature of psychology. The focus was major on the industrial sector employees and less on the service sector employees. This focus shifted to include service sector employees as well in the recent past. The focus shifted, given the increase in the burnout of the professionals in the service sector, especially those in client-facing roles. The burnout in the client facing roles is due to the number of problems shared by the clients including psychological, social and sometimes physical. (**Maslach and Jackson, 1981**). Burnout also causes psychological issues (**Hegarty, 1987**) and is not limited to any specific area of work or dependent on certain timeframes of the year. A study conducted on different groups of staff including, professional, direct care, educational development and support staff, revealed a moderate to high stress levels in them (**Caton et al, 1988**).

#### 4.3. Job Satisfaction

Job satisfaction may refer to either a person or a group. Job satisfaction may be more clearly understood in the context of the employee's extent of satisfaction in the general in his total life situation. Job satisfaction can be viewed in the relation in the employee's satisfaction with their job as an average. Consequently their job satisfaction can be lower than their satisfaction in comparison to the other areas of their lives. Some other employees may feel dissatisfied with home and the employee's job satisfaction will be relatively high. But generally job satisfaction and life satisfaction are closely related.

## 5. OBJECTIVES OF THE STUDY

- To analyze the Role Stress and Job Burnout having impact on Job Satisfaction of employees in the select IT companies.

## 6. METHODOLOGY

The study is descriptive in nature and depends upon primary data. This study examines the level of perception towards Role stress and Job Burnout having impact on job satisfaction among employees engaged in select information technology companies in Coimbatore. The survey questionnaire was circulated among the sample employees of the select IT (Information Technology) companies. Both Primary and Secondary data are used for the study. Simple random sampling method has been adopted to collect the primary data. Six IT companies were chosen for the study. 281 sample respondents were finalized for data analysis. Tools used are Percentage Analysis, Descriptive Statistics, Correlation and Regression Analysis.

## 7. LIMITATIONS OF THE STUDY

- The present study was limited up to 8 select IT companies in Coimbatore, hence it lacks universal applicability. One cannot judge an individual to be always consistent. It may be changed over a passage of time.

## 8. ANALYSIS AND RESULTS

**Table 1: Demographic and Job Factors**

Sl.	Demography and Job Factors	Frequency	Percent
<b>1.</b>	<b>Age</b>		
	Upto 30 years	113	40.2
	31 to 50 years	128	45.6
	More than 50 Years	40	14.2
<b>2.</b>	<b>Marital Status</b>		
	Unmarried	81	28.8
	Married	200	71.2
<b>3.</b>	<b>Education</b>		
	UG	138	49.1
	PG	93	33.1
	Others	50	17.8
<b>4.</b>	<b>Experience</b>		
	Upto 3 yeras	89	31.7
	3 to 5 years	126	44.8
	More than 5 years	66	23.5
<b>5.</b>	<b>Designation</b>		
	Programmer	104	37.0
	Team Leader / Associates & Quality Control	105	37.4
	Manager	72	25.6
<b>6.</b>	<b>Annual Income</b>		
	Upto 3 Lakhs	21	7.5

	3 Lakh to 5 Lakhs	42	14.9
	More than 5 Lakhs	218	77.6

Considering the age of the IT employees, 128(45.6%) respondents fall in the middle age category (31-50), while, 113(40.2%) of the respondents are in the age upto 30 years and the remaining 40(14.2%) of the respondents belong to the age more than 50 years. It is observed that 200(71.2%) respondents married and 81(28.8%) of them are unmarried. It is found that 138(49.1%) of the respondents are under graduates, 93(33.1%) are post graduates and the rest 50(17.8%) possess other qualifications (Technical Education, Semi-professionals, M.Phils, Ph.D., etc.). It is evident that 126(44.8%) of the respondents have experience from 3 to 5 years, , 89(31.7%) of the respondents have experience less than 3 years and the rest 66(23.5%) of the respondents have more than 5 years experience. It is understood that 105(37.4%) of the respondents are designated as Team leaders / Associates & QC, 104(37%) of the respondents are working as programmers, and the rest 72(25.6%) of the respondents are managers of the select IT companies. It is found that 218(77.6%) of the respondents indicated their income more than Rs.5 lakhs per year, while, 42(14.9%) of the respondents stated their family income between Rs.3 to 5 Lakhs and the rest 21(7.5%) of the respondents opined upto Rs.3 lakhs.

### 8.1. Descriptive Statistics

Descriptive Statistics analyzing two independent constructs (Role Stress and Job Burnout) predicting Job Satisfaction (Outcome). The five point Likert scale of the items were described by way of Mean, Standard Deviation and Reliability using Cronbach's Alpha.

**Table 2: Descriptive and Reliability statistics measuring Role Stress**

Items	Mean	SD	Cronbach's Alpha
Difference between the organisational and personal roles	3.81	.981	.826
A feeling of lack of growth in the job	3.58	1.118	
Different demands on one by others in the organization	4.06	1.132	
Multiple responsibilities to do everything well	3.90	.977	
Feeling isolated from channels of communication	3.53	1.156	
Uncertainty and confusion about one's responsibilities and performance	3.79	1.238	
Non availability of facilities and resources needed for effective performance	3.89	1.135	
A conflict between one's personal values or interests and one's job requirements	3.74	1.263	

Considering the employees working in select IT companies, the highest level of perception Role Stress strongly observed among employees of select organization feels that different demands on one by others recorded M=4.06, SD=1.132, followed by the opinion on multiple responsibilities to do everything well recorded M=3.90, SD=0.977, employees stated that non availability of facilities and resources needed for effective performance M=3.89, SD=1.135, respondents stated difference between the organisational and personal roles M=3.81, SD=0.981, employees indicated uncertainty and confusion about one's responsibilities and performance M=3.79, SD=1.238, A conflict between one's personal values or interests and one's job requirements M=3.74, SD=1.263, A feeling of lack of growth in the job M=3.69, SD=1.118, finally, Feeling isolated from channels of communication M=3.53, SD=1.156. Reliability of the eight item Role Stress construct recorded  $\alpha=0.826$  observed more than specified threshold (0.7) level.

**Table 3: Descriptive and Reliability statistics measuring Job Burnout**

Items	Mean	SD	Cronbach's Alpha
Procrastinating, taking longer to get things done	3.85	1.025	.844

Feeling tired and drained most of the time	3.84	.935	
Increasingly cynical and negative outlook	3.87	.952	
Loss of motivation	3.63	1.053	
Frequent headaches or muscle pain.	3.91	.965	

Employees of the select banks stated that their highest perception on Job Burnout was strongly observed towards feeling frequent headache or muscle pain recorded  $M=3.91$ ,  $SD=0.965$ , followed by their perception towards feeling increasingly cynical and negative outlook  $M=3.87$ ,  $SD=0.952$ , while, employees stated Procrastinating or taking longer to get things done  $M=3.85$ ,  $SD=1.025$ , respondents indicated Feeling tired and drained most of the time  $M=3.84$ ,  $SD=0.935$ , finally, they felt Loss of motivation  $M=3.63$ ,  $SD=1.053$ . Reliability of the five item construct representing Job Burnout recorded  $\alpha=0.844$  observed more than specified threshold (0.7) level.

**Table 4 : Descriptive and Reliability statistics measuring Job Satisfaction**

Items	Mean	SD	Cronbach's Alpha
The way my job provides for steady employment	2.55	1.182	.762
My pay and the amount of work I do	2.29	1.088	
The chances for advancement on this job	2.28	1.008	
The feeling of accomplishment I get from the job	2.26	1.014	

Employees of the select banks stated their satisfaction on a Likert Five point scale construct and their highest perception on Job Satisfaction was towards the way the job provides for steady employment recorded  $M=2.55$ ,  $SD=1.182$ , followed by their opinion on pay and the amount of work they do  $M=2.29$ ,  $SD=1.088$ , while, employees stated that their chances for advancement on this job  $M=2.28$ ,  $SD=1.008$ , finally, they felt accomplishment they get from their job  $M=2.26$ ,  $SD=1.014$ . Reliability of the four item construct representing Job Satisfaction recorded  $\alpha=0.762$  observed more than specified threshold (0.7) level.

## 8.2. Correlation Test

Table 5 summarizes result of Pearson's correlation of constructs that are Role Stress (RS), and Job Burnout (JB), which are independent variables considered for correlation with the Job Satisfaction (JS) as dependent variable to predict the strength of the items between independent and dependent variables.

Correlation result shows all variables are negatively correlated with the dependent variable Job Satisfaction (JS), the strongest and weakest correlation among variables ranges from high to low were Role Stress ( $r=-0.581$ , Sig.0.000), and marginally equally by Job Burnout ( $r=-0.527$ , Sig.0.000). However, to determine the power of predictors on outcome, regression analysis was employed.

**Table 5: Correlation of Factors measuring Job Satisfaction**

Pearsons' correlation	Constructs	Job Satisfaction	Role Stress	Job Burnout
	Job Satisfaction	1.000	-.581	-.527
	Role Stress	-.581	1.000	.659
	Job Burnout	-.527	.659	1.000
	Job Satisfaction	.	.000	.000
	Role Stress	.000	.	.000
	Job Burnout	.000	.000	.

### 8.3. Regression

Predicting the Job Satisfaction (JS) through simple linear regression model was to establish the relationship between observed two constructs of the model that involves Role stress and Job Burnout constructs were compared with the dependent variable Job Satisfaction among employees working in select IT companies in Coimbatore District.

#### Hypothesis

H<sub>0</sub>1: Linear model between Job Satisfaction (Dependent variable) and the independent variables Role Stress and Job Burnout constructs was not significant

H<sub>1</sub>1: Linear model between Job Satisfaction (Dependent variable) and the independent variables Role Stress and Job Burnout constructs was significant.

**Table 6: Model Summary of the constructs of measuring Job Satisfaction**

Model	R	R Square	Adjusted R Square	SE of the Estimate
1	.612 <sup>a</sup>	.375	.370	.65211

Predictors: (Constant), Job Burnout, Role Stress

Table \_\_ shows the results of regression model measuring the correlation coefficient (0.612) was highly significant (0.000) determines the R-Square ( $R^2=0.375$ ) that was explained by the predictors (Role Stress and Job Burnout) at 37.5% variance when predicting the job satisfaction perceived among employees of select IT companies in Coimbatore.

**Table 7: ANOVA of the constructs measuring Behavioural Intention**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.781	2	35.391	83.223	.000 <sup>b</sup>
	Residual	118.219	278	.425		
	Total	189.001	280			

Dependent Variable: Job Satisfaction

Predictors: (Constant), Job Burnout, Role Stress

Based on the results of the table \_\_ computing ANOVA the null hypothesis H<sub>0</sub>1 is rejected at 5% i.e.  $\alpha = 0.05 > \text{Sig.}$  is proved through the linear model observing F value 83.225 ( $0.05 > \text{Sig.} = 0.001$ ) is statistically significant supporting the model hypothesis (H<sub>1</sub>1). It is concluded that the model is fit and adequately supporting the power of predictions.

$$Y = 5.074 - 0.449 (\text{RS}) - 0.269 (\text{JB})$$

Where

JS :: Job Satisfaction

RS :: Role Stress

JB :: Job Burnout

**Table 8: Coefficients of the constructs measuring Job Satisfaction**

Model		Unstd Coeff		Std Coeff	t	Sig.
		B	SE	Beta		
1	(Constant)	5.074	.216		23.484	.000
	Role Stress	-.449	.068	-.414	-6.566	.000
	Job Burnout	-.269	.067	-.254	-4.026	.000

Dependent Variable: Job Satisfaction



Further, the results shows negative coefficient among the variables considered as independent variables in the model to find the relationship with dependent variable (Job Satisfaction). Which implies that all negatively signed coefficients in the study (RS and JB) reveals that every 1 unit negative change of the given variable will negatively decline 1 unit of Job Satisfaction (Y) of employees of the select companies.

The strength reveals that the coefficients were significantly associated and the select predictor variables were strong predictors of the outcome, hence it is clear that Job Satisfaction considered for analysis to examine the employees perception was highly influenced based on the computed beta coefficients recorded for predictions viz. Role Stress  $\beta = -0.449$ ,  $SD = 0.68$ ,  $t' = -6.566$ ,  $Sig. 0.000$  and Job Burnout  $\beta = -0.269$ ,  $SD = 0.67$ ,  $t' = -4.026$ ,  $Sig. 0.000$ .

## 9. SUMMARY OF RESULTS

### 9.1. Demographic and Job Factors

- It is found that 45.6% employees fall in the middle age category (31-50), while, 40.2% in the age upto 30 years and 14.2% belong to the age more than 50 years. 71.2% employees were married and 28.8% of them are unmarried. 49.1% of the employees studied upto under graduation, 33.1% studied post graduation and the rest 17.8% possess other qualifications (Technical Education, Semi-professionals, M.Phils, Ph.D., etc.). 44.8% employees have experience from 3 to 5 years,, 31.7% have less than 3 years experience and 23.5% have more than 5 years experience. 37.4% of the employees are designated as Team leaders / Associates & QC, 37% are working as programmers, and 25.6% of them are managers of the select IT companies. 77.6% of the employees indicated their income more than Rs.5 lakhs per year, while, 14.9% stated between Rs.3 to 5 Lakhs per year and 7.5% opined upto Rs.3 lakhs.

### 9.2. Descriptive Statistics

- It is found that the items of the Role Stress (negative scale) recorded more than the mid point (3.0) range with an even spread of standard deviation around the mean indicates that majority of the IT employees agreed that they face role stress in their workplace. The highest was towards different demands on one by others as well as multiple responsibilities to do everything well. Reliability for Role Stress recorded  $\alpha = 0.826$ .
- It is observed that the items of the job burnout (negative scale) recorded more than the mid point (3.0) range with an even spread of standard deviation around the mean indicates that majority of the IT employees agreed that they face job burnout in their workplace. Highest rank for Job burnout was towards feeling frequent headache or muscle pain as well as towards feeling increasingly cynical and negative outlook. Reliability for Job Burnout recorded  $\alpha = 0.844$ .
- It is evident that the items of the job satisfaction (positive scale) recorded less than the mid point (3.0) range with an uniform spread of standard deviation around the mean signifying that majority of the IT employees were found to have achieved marginal satisfaction in their job. Highest rank for Job satisfaction was towards the way the job provides them a steady employment and the least was accomplishment that they achieved from their job. Reliability for Job Satisfaction recorded  $\alpha = 0.762$ .

### 9.3. Correlation

- It is found that there is high correlation between independent variables with regard to Role Stress and Job Burnout constructs while predicting Job Satisfaction of employees working in select IT companies. Since, the correlation results achieved were not more than 0.7 level, ensuring that there is non-existence of multi-collinearity. Therefore, the results are further analyzed using Regression method to determine the power of the explanatory constructs.

### 9.4. Regression

- It is observed that the predictor variables viz. Role Stress and Job Burnout explained R-Square ( $R^2 = 0.375$ ) at 37.5% variance while predicting the Job Satisfaction (JS) of employees of select IT companies, and ANOVA result proved statistically significant supporting the model hypothesis ( $H_1$ ) thus, ensuring good fit model adequately supporting the predictions. Further, the coefficients proved a unit negative impact of Role stress declines Job Satisfaction of employees of select IT companies by 0.449 units; likewise, on unit negative effect of Job Burnout can declines the employees job satisfaction by 0.269 units. It is concluded that, a negative and statistically significant relationship was observed between Role Stress and Job Satisfaction as well as Job Burnout and Job Satisfaction therefore, rejecting the null hypothesis.

## 10. DISCUSSION AND SUGGESTIONS

### 10.1. Role and Job Satisfaction

- The correlation and regression result is found to have strong negative impact of role stress on job satisfaction proved

to have significant negative linear relationship. Nowadays, to justify the current work environment, IT employees becoming more prone to stress where the companies are expecting increased level of performance due to the rapid change and competitive economy forcing the enterprises to meet out these demands, subsequently these expectation towards employees becomes much vital to achieve profitability. This situation puts enormous stress on employees, thus exhibiting its negative impact on job satisfaction. The study is consistent with Jamal, (1984) stated that there are four types of relationship between the measures of job stress and performance leading to satisfaction of employees that includes, negative linear relationship, a positive linear relationship, a curvilinear/U-shaped relationship, and no relationship between the two at the conceptual level.

To avoid the adverse consequences for both employee and the company it is recommended that motivation (appreciation, incentive, award, reward, etc.) is the major tool to deploy to enhance their satisfaction subsequently increasing their commitment as well as productivity in their job that can subsequently help to improve their morale. Stress management is the need of the hour hence, necessary steps shall be considered by the management to support the employees and knock the stress out and draw out their full potential through coping strategies.

### 10.2. Job Burnout and Job Satisfaction

- As stated earlier stress is a short term phenomenon whereas the burnout is a long term syndrome that can significantly affect an employee emotional condition. Ellen, stated that happy employees makes a company more valuable. Though, the more overworked, under pressure, and on-call your employees are, the more likely they are to become disengaged, leave for a new employer, have poor performance. In this regard, the result proves a significant negative impact of job burnout on job satisfaction was statistically proved was also line with the Ellen that shows relationships are consistently established between Job Burnout and Job satisfaction. A marginal increase in burnout significantly have negative influence on their job satisfaction however, it did not affect the employees to lose their interest in work, reduced productivity, procrastination, difficulty working with coworkers, lack of sleep, and more.

It is recommended employees shall be engaged in hobbies such as playing games, climbing, entertaining and also get some therapy to recharge or release their stress thus, avoiding burnout.

### 10.3. Overall Suggestions

- Employees shall reevaluate their priorities, means the employee shall take some time to think about their hopes, dreams, goals that are significant factors that they are missing or ignoring or forcefully compromising due to work pressure that needs to be reinvented to diminish their stress and the burnout as well.

## 11. CONCLUSION

The study is done in Coimbatore to analyze the Role Stress and Job Burnout having impact on Job Satisfaction among employees of select IT companies. The increasing competition among various IT companies has lead to improving the performance of each company. In this regard, the present working conditions of the employees particularly from IT companies are prone to face more project tasks and time based targets which creates immense pressure while achieving the set targets, thus, leading to short term stress and long term burnout. From the summary of the results it is observed that irrespective of the demographic and job role the employees are engaged of employees in were exposed to moderate level of role stress leading towards marginal burnout levels. Based on the results it is concluded that “A satisfied employee is always a committed and productive employee”.

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