IMPACT OF JOB BURNOUT ON JOB PERFORMANCE AMONG EMPLOYEES OF SELECT IT COMPANIES IN COIMBATORE

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ABSTRACT

The study is done to analyze Job Burnout, the Job Stress, the Job Performance and the Organization Commitment among the employees taken from selected IT companies that function in Coimbatore City. This study factors the demographic variables and the various job related points and studies the effect factor like the job burnout that has an impact on job performance. Coimbatore city is fast growing in software production. So, importance has to be given in identifying the causes and effects. Author made an attempt to understand the weakness in the organization and the improvement needed in the areas to ensure effectiveness in job performance thus supporting employees enhance their productivity not only fulfills personal development but also development of the organisation. Simple random sampling method has been adopted to collect the primary data. The questionnaire was circulated randomly to 200 IT employees who showed interest towards participating in the survey. The relevant statistical techniques used are simple percentage method, descriptive statistics, Garrett Ranking Method and Structural Equation Model (SEM). Result shows negative significant relationship observed between work related burnout representing job burnout and Job Performance was statistically proved to reject H_0. Negative significant relationship observed between client related burnout representing job burnout and Job Performance was statistically proved to reject H_0. Finally, negative significant relationship observed between Personal burnout representing job burnout and Job Performance was statistically proved @ 5% level to reject H_0. It is suggested that by reducing the pace of work or ease up burnout situation that employees face, especially during their project targets becomes more hectic and practically difficult to accomplish without hard work. Balancing the workload becomes inevitable thus, coordinating and establishing team work shall significantly help employee maintain physical and mental health in the preventing long term burnout. In conclusion, it is clear that a happy employee is always a committed and productive resource.

Keywords: job burnout, job performance,productvity

1. INTRODUCTION

The study is done to analyze Job Burnout, the Job Stress, the Job Performance and the Organization Commitment among the employees taken from selected IT companies that function in Coimbatore City. This study factors the demographic variables and the various job related points and studies the effect factor like the job burnout that has an impact on job performance.

Presently due to the increase in Information Technology business, In India, Coimbatore city becoming one of the most prevalent IT hubs across Southern part of India. As per the reports from The Economic Times in 2015, Coimbatore is the second biggest city that is growing in urbanization at Tamil Nadu. The city of Coimbatore has more than 25,000 industries that contribute to the development of economy. Coimbatore city has Hi-Tech Infrastructure Ltd. (CHIL) and the Tidel Park which are the two main contributors in revenue as well a employment for the city and the state as well. Several IT and the BPO companies have emerged attracting numerous graduate aspirants from different parts of the country.

There are more opportunities for career growth across the IT sector particularly Coimbatore due to employment and packages offered to talented resources based on their experience and qualification. Several companies are engaged in hiring fresh candidates and provide training in order to improve their professional skills and support to serve their customers across the globe based on software development or in BPO domains.

1.1. BURNOUT

As per **Maslach, Schaufeli, & Leiter (2001)** studied the terms implemented in the burnout definitions that has come up with like the "a condition of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in few capacity". The study has found that the burnout shall bring several effects that are un-favorable in nature towards the people health. This is characterized by becoming sick quite frequently, increased attrition levels, higher alcohol consumption and drug inducement, bad quality of work and decreased customer relationship **Gareis, Barnett & Brennan (1999).**

1.2. JOB PERFORMANCE

The *Job performance* is stated as the complete expected value on the organization about the behavioral discrete parts that the individual can carry for over a particular time period. The second important point is that this behavior on which the performance is referred to is the *expected value* of the firm. The performance model in this explanation is the point that differentiates between the behaviors sets that is carried out by various individuals and among the set of behavior that is done by the particular individual at various points of time.

3. STATEMENT OF THE PROBLEM

The increasing competition among various IT companies has lead to improving the performance of each company. It is also important for the company to understand the factors that influence the employees job performance as the outcome. Coimbatore city is fast growing in software production. So, importance has to be given in identifying the causes and effects. Author made an attempt to understand the weakness in the organization and the improvement needed in the areas to ensure effectiveness in job performance thus supporting employees enhance their productivity not only fulfills personal development but also development of the organisation.

4. OBJECTIVES OF THE STUDY

- To analyze the influence of Job Burnout on Job Performance among employees working in select IT companies in Coimbatore City.

5. METHODOLOGY

Nature of the study is descriptive and reliant on primary data. Author attempted to examine the perception on job burnout having influence on employee Job Performance in select IT companies with reference to Coimbatore city. Questionnaire used for survey and circulated among the employees of select IT (Information Technology) companies who were asked to appraise upon each and every item of the constructs such as burnout as well as job performance thus, examining the framed objectives and predictions. Both Primary and Secondary data are used for the study. Simple random sampling method has been adopted to collect the primary data. The questionnaire was circulated randomly to 200 IT employees who showed interest towards participating in the survey. The relevant statistical techniques used are simple percentage method, descriptive statistics, Garrett Ranking Method and Structural Equation Model (SEM).

6. LIMITATIONS OF THE STUDY

- The present study was limited up to three select IT companies in Coimbatore, hence it lacks universal applicability. Some respondents were hesitant to answer the questions hence, there may be some chances of bias where the respondents may not be serious in giving their opinion.

7. LITERATURE REVIEW

The poor performance of the employees in companies is depended purely on the individual intentions of work and shall give its full strength to the firm for boast their achievements and to enhance the outcome of those who are connecting directly or indirectly with various people and the firm and the economic state of the country (**Ryan et al., [1996].** The nature of work and the aims of aims of setting shall increase the level of achievement and also shall enhance the quality of achievement and the satisfaction as explained by **Garg & Rastogi [2005].**

According to **Rajeswari** *et.al.,* **(2005)** the article entitled **"**the Role of Human Computer Interaction Factors as Moderators of Occupational Stress and Work Exhaustion" analysed the reasons for the occupational stress and the work exhaustion of the IT professionals. This is connected due to the long work hours at various time zones and due to the complete team work, work that has to be finished on time with due perfection according to the needs of the client are few of the valuable causes of stress.

As per **Wali Ur Rehman et al., (2015),** this study is done to know the effect of burnout of employee performance who worked for the sales department at banks in the country of Pakistan. The data was gathered from 322 working sales officers from the banks. The regression form of analysis was implemented to know the effect of burnout on the relationship and the performance between the job satisfaction, intrinsic motivation, role conflict, performance, role ambiguity, their intention to leave and burnout among the sales officers. This study outcome displays that the burnout contained high positive effect on the achievement of sales officers. The intention to leave, satisfaction and performance were positively connected to each other; moreover these variables have negative connections with the burnout, role ambiguity, role conflict and the intention to leave. The study advises that the bank management should; design proper job descriptions, indicate unity in the chain of command, give achievable targets for the employees as per their capacities, inform achievement through genuine incentives and give trainings for the new joiners. This research shall be duplicated with other industries and can increase the size of the sample size for better result generalization.

8. DATA ANALYSIS AND RESULTS

8.1. DEMOGRAPHIC VARIABLES

Table 1: Demographic Variables

Sl.	Demography	Frequency (200)	Percentage (100%)
1.	**Age**		
	Upto 30 years	114	57.0
	31 to 50 years	65	32.5
	More than 50 Years	21	10.5
2.	**Gender**		
	Female	60	30.0
	Male	140	70.0
3.	**Educational Qualification**		
	UG	96	48.0
	PG	69	34.5
	Others	35	17.5
4.	**Monthly income**		
	Upto Rs.50,000	20	10.0
	Rs.50000 to Rs.100000	22	11.0
	More than Rs.100000	158	79.0

Table 1 shows out of two hundred (200) employees working in IT companies, 114(57%) are in the age category upto 30 years, 65(32.5%) are in the age between 31 and 50 years and the remaining 21(10.5%) of the respondents belong to the age above 50 years category. Considering gender of the IT employees, 140(70%) of the employees were male and 60(30%) are female. With regard to educational background of the IT employees, majority i.e. 96(48%) of them completed under graduation, while 69(34.5%) studied upto post graduations and the remaining 35(17.5%) having other qualifications such as Diploma/ Professional / Semi-professional qualification. Based on monthly income 158(79%) of the IT employees earning more than 1 lakh per month, while 22(11%) respondents are drawing between Rs.50001 to Rs.1 lakhs and the remaining 20(10%) of the respondents are drawing upto Rs.50000 per month.

8.2. JOB VARIABLES

Table 2: Job Factors

Sl.	Demography	Frequency (200)	Percentage (100%)
1.	**Designation**		
	Programmer	119	59.5
	Team Leader	45	22.5
	Manager	36	18.0
2.	**Experience**		
	Upto 5 years	62	31.0
	5 to 10 years	92	46.0
	More than 10 years	46	23.0
3.	**Working Hours**		
	Regular (upto 8 hours)	19	9.5
	Extended time (8 to 10 hours)	90	45.0
	Overtime (More than 10 hours)	91	45.5

When it comes to job factors, desitnation, experience and working hours of the IT employees were taken into consideration for analysis. Initially, designations of the IT employees computed and it is clear that 119(59.5%) are working as programmers, while, 45(22.5%) of the IT employees are engaged as Team Leaders and the remaining 36(18%) of the employees are working as managers. It is observed that 92(46%) are having experience from 5 to 10 years, while, 62(31%) of the IT employees having experience upto 5 years and the remaining 46(23%) of the respondents are having more than 10 years experience. With regard to work timings it is observed that.90(45%) of the IT employees work on extended timings (8 to 10 hours) every day, while, 91(45.5%) of the respondents working over time (more than 10 hours) per day and only a few, 19(9.5%) are working on regular work timings (upto 8 hours) per day.

8.3. GARRETT RANKING METHOD

Considering the physical consequences due to burnout perceived by the IT Employees of select companies were asked to rate on six attributes comprising of physical consequences that are 1) Headache / back pain / body pain; 2) Feel drained / exhausted everyday; 3) Discomfort in relaxing during holidays; 4) Short tempered with close ones; 5) Difficulty in maintaining weight; 6) Difficulty in remembering things. Based on the rating scores, Garrett Ranking Method was used to compute the Garrett Score, Mean and Rank respectively.

Table 3: Physical consequences due to burnout

Attributes	R1	R2	R3	R4	R5	R6	Garrett Score	Garrett Mean	Garrett Rank
Headache / back pain / body pain	13	32	51	46	28	30	**9613**	**48.065**	4
Feel drained / exhausted everyday	43	52	58	8	9	30	**11110**	**55.55**	2
Discomfort in relaxing during holidays	74	42	22	24	27	11	**11888**	**59.44**	1
Short tempered with close ones	25	32	46	29	31	37	**9757**	**48.785**	3
Difficulty in maintaining weight	30	36	9	18	51	56	**9067**	**45.335**	5
Difficulty in remembering things	15	6	14	75	54	36	**8565**	**42.825**	6

GS: Garrett Score, GM: Garrett Mean, GR: Garrett Rank

After obtaining the rating computation of Garrett ranking shows the attributes on physical consequences ordered considering the statements accomplishing highest to lowest scores. 1st rank was for the item "Discomfort in relaxing during holidays" with the GS=11888 and GM=59.44 followed by 2nd rank for Feel drained / exhausted everyday: GS=11110 & GM=55.55, 3rd position for Short tempered with close ones: GS=9757 and GM=48.78, 4th rank for Headache / back pain / body pain: GS=9613 and GM=48.06, 5th rank for Difficulty in maintaining weight: GS=9067 and GM=45.33 finally, 6th rank for Difficulty in remembering things: GS=8565 and GM=42.82 perceived by the employees of select IT companies.

8.4. BURNOUT CONTRUCTS

Employee burnout is a state of physical, mental, and emotional exhaustion caused by prolonged and excessive stress at work. Burnout can also manifest as physical symptoms, such as headaches, fatigue, and insomnia. In this regard the three categories of Burnout perceived by select IT employees were evaluated using item statistics with reliability of the constructs that include Personal, Work related and Client related burnout Cronbach's alpha used to find the reliability of the burnout sub-constructs.

Table 4: Personal Burnout

Items	Mean	SD	Cronbach's Alpha
Feel tired	3.65	1.330	
Feel physically exhausted	3.82	1.345	
Feel emotionally exhausted	3.65	1.287	0.942
Think "I can't take it anymore"	3.75	1.363	
Feel worn out	3.76	1.308	
Feel weak and susceptible to illness	3.62	1.370	

Descriptive statistics reveals the mean scores of the Physical Burnout construct comprising of six items representing as first sub-dimension of the Job Burnout construct. It is evident that all items are more than the mid range (3.0) indicating highest level of agreement towards physical burnout perceived by the employees of select IT companies. Highest mean(SD): 3.82 (1.345) observed for the statement "Feeling physically exhausted" followed by 2nd rank for M(SD)=3.76(1.308); 3rd rank for "Think "I can't take it anymore" M(SD)=3.75(1.363); 4th position "Feel tired" M(SD)=3.65(1.330) and also for "Feel emotionally exhausted" M(SD)=3.65(1.287) and the last rank for "Feel weak and susceptible to illness" M(SD)=3.62(1.370). Cronbach's alpha (0.942) for Personal Burnout was found excellent.

Table 5: Work Related Burnout

Items	Mean	SD	Cronbach's Alpha
Work is emotionally exhausting	3.53	1.056	
Due to more work employee feeling burnt out	3.78	1.023	0.823
Heavy work load leads to frustration	3.44	1.222	
Every working hour is tiring	3.67	1.080	

Descriptive statistics of Work related Burnout comprising four items representing the second sub-dimension of the Job Burnout construct indicates all items are more than the mid point range (3.0) also, signifying highest level of agreement towards work related burnout perceived by the employees of select IT companies. Highest mean(SD): 3.78 (1.023) observed for the statement "Due to more work employee feeling burnt out" followed by 2nd rank for "Every working hour is tiring" M(SD)=3.67(1.080); 3rd rank for "Work is emotionally exhausting" M(SD)=3.53(1.056); finally, the last rank for "Heavy work load leads to frustration" M(SD)=3.44(1.222). Cronbach's alpha (0.823) for Work Related Burnout was found Good.

Table 6: Client Related Burnout

Items	Mean	SD	Cronbach's Alpha
Getting frustrated while working with clients	4.46	.693	
Feeling all energy getting drained while working with clients	4.35	.768	0.734
Tired of working with clients	4.18	.823	
Feel surprised the length of work relationship to be continued with clients	4.09	.822	

Descriptive statistics of Client related Burnout comprising four items representing the third sub-dimension of the Job Burnout construct indicates all items are over and above (4.0) crossing the mid point range (3.0) thus, confirming highest agreement towards client related burnout among select IT companies. Highest mean(SD): 4.46 (0.693) observed for the statement "Getting frustrated while working with clients" followed by 2nd rank for "Feeling all energy getting drained while working with clients " M(SD)=4.35(0.68); 3rd rank for "Tired of working with clients"

M(SD)=4.18(0.823); finally, the last rank for "Feel surprised the length of work relationship to be continued with clients" M(SD)=4.09(0.822). Cronbach's alpha (0.734) for Client Related Burnout was found fair.

8.5. JOB PERFORMANCE

Employee job performance refers to how well an employee performs the tasks and responsibilities associated with their job. It is a measure of how effectively and efficiently an employee completes their work and achieves their goals. Considering the facts, a four item construct comprising Task performance, Contextual Performance, Adaptive Performance and Overall Performance evaluated among the employees of select IT companies in Coimbatore. Further, to validate the reliability of the construct, Cronbach's alpha was used.

Table 7: Correlation

Items	Mean	SD	Cronbach's Alpha
Task performance	2.50	1.195	
Contextual performance	2.15	1.036	0.754
Adaptive performance	2.23	1.068	
Overall Performance	2.11	.921	

Descriptive statistics shows Job Performance of the employees of select IT companies in Coimbatore. Mean was found to be below the well below the mid-point i.e. neutral range (3.0) that indicates the IT employees feel low towards their job performance. Therefore, the result shows highest mean(SD): 2.50 (1.195) was observed for the item "Task performance" followed by 2nd rank for "Adaptive performance " M(SD)=2.23(1.068); 3rd rank for "Contextual performance" M(SD)=2.15(1.036); finally, the last rank for "Overall Performance" M(SD)=2.11(0.921). Cronbach's alpha (0.754) for Job Performance construct was found fair.

Overall, the descriptive statistics reveals maximum burnout observed with respect to Client related burnout followed by work related burnout and personal burnout. With reference to job performance the employees disagree to the positive scale. Therefore, it becomes interesting to understand is there any negative association observed between sub dimensions of Job Burnout and Job Performance scores. Path model analysis (SEM model) considered to evaluate the relationship between the paths of predictors and outcome.

8.6. SEM MODEL

Structural equation modeling (SEM) is a statistical technique used to test and evaluate complex relationships between variables. SEM allows to test a variety of hypotheses, that includes whether certain variables mediate or moderate the relationships between other variables. SEM can also be used to compare different models and evaluate their fit to the data. Initially, the model fitness was measured when comparing the predictor (job burnout) and outcome (job performance).

Table 8: Model Fit Summary

Fit index	CMIN	χ²/df	RMR	GFI	AGFI	NFI	TLI	CFI	RMSEA
Recommended		< 3	> 0.05	> 0.90	> 0.80	> 0.90	> 0.90	> 0.90	< 0.08
Actual	362.68	2.878	0.074	0.852	0.799	0.845	0.869	0.892	0.097

While predicting relationship between Job Burnout and Job performance the fitness indices shows CMIN = 362.68, CMIN/DF = 2.878, RMR=0.074, GFI=0.852, AGFI=0.799, NFI=0.845, TLI=0.869, CFI=0.892. All the indices viz.: GFI, AGFI, NFI, TLI and CFI values are marginally below the specified threshold of 0.90 (Hu & Bentler, 1999) and RMSEA recorded 0.097 indicating the model achieves moderate fitness level.

Initially a default model was created and considering improvement of achieving model fitness, modification indices was used and presented a modified model measuring direct effect of Job Burnout on Job Performance.

Figure 1: Model measuring direct effect of Job Burnout on Job Performance (Default)
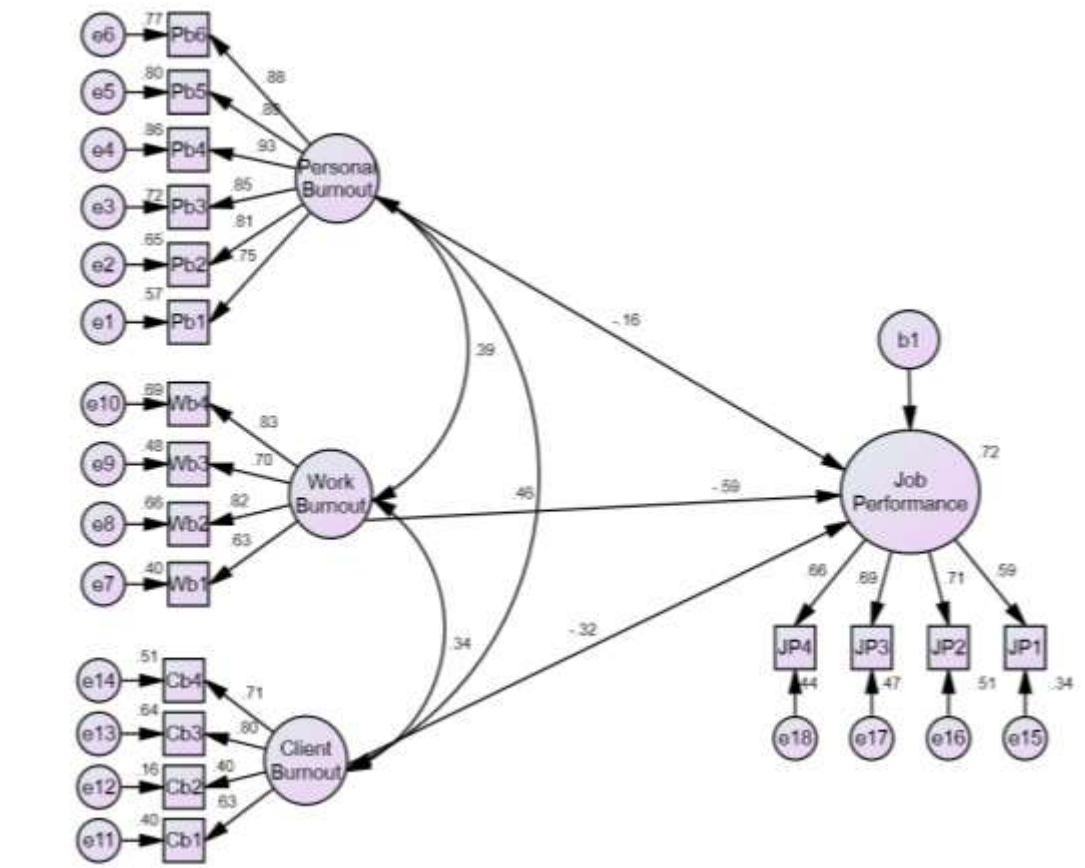

Table 9: Covariances

			Estimate	S.E.	C.R.	P
Work_Burnout	<-->	Client_Burnout	.094	.027	3.482	***
Personal_Burnout	<-->	Client_Burnout	.171	.041	4.204	***
Personal_Burnout	<-->	Work_Burnout	.248	.061	4.050	***

Positive significant correlation was observed between job burnout constructs viz. Client related Burnout and Work related burnout (CR=3.482, Sig.0.000), Personal Burnout and Client related burnout (CR=4.204, Sig.0.000) finally, Personal burnout and Work related burnout (CR=4.050, Sig.0.000). Further, these sub-constructs are evaluated using path model analysis to find the direct effect on Job performance of employees in select IT companies.

Figure 2: Model measuring direct effect of Job Burnout on Job Performance (Modified)
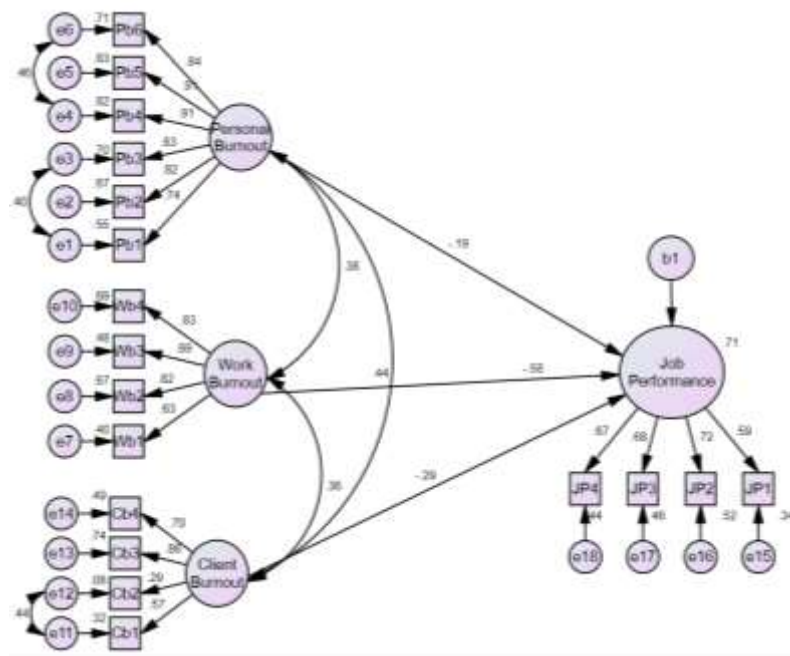

Table 10: Regression Weights

			Estimate	S.E.	C.R.	P
Job_Performance	<---	Work_Burnout	-.614	.113	-5.439	***
Job_Performance	<---	Client_Burnout	-.518	.157	-3.303	***
Job_Performance	<---	Personal_Burnout	-.135	.054	-2.507	.012

Negative significant relationship observed between work related burnout representing job burnout and Job Performance (β=-0.614, SE=0.113, CR=-5.439, Sig.0.0000) was statistically proved to reject H_0. Direct effect reveals that one unit increase in Work related burnout among IT employees declines their job performance by 0.614 units.

Negative significant relationship observed between client related burnout representing job burnout and Job Performance (β=-0.518, SE=0.157, CR=-3.303, Sig.0.0000) was statistically proved to reject H_0. Direct effect reveals that one unit increase in Client related burnout declines job performance by 0.518 units.

Finally, negative significant relationship observed between Personal burnout representing job burnout and Job Performance (β=-0.135, SE=0.054, CR=-2.507, Sig.0.012) was statistically proved @ 5% level to reject H_0. Direct effect reveals that one unit increase in Personal burnout declines job performance by 0.135 units.

9. SUMMARY OF RESULTS

9.1. Demographic Characters

▪ Out of two hundred IT employees, 57% are in upto 30 years age group, 32.5% are between 31 and 50 years and 10.5% are above 50 years. Considering gender 70% of the employees were male and 30% are female. With regard to educational background 48% of them are under graduates, while 34.5% studied upto post graduations and 17.5% having other qualifications such as Diploma/ Professional / Semi-professional qualification. Monthly income of the IT employees reveals 79% are earning more than 1 lakh per month, 11% are drawing between Rs.50001 to Rs.1 lakhs and 10% of them are drawing upto Rs.50000 per month.

9.2. Job Factors

▪ Designations of the IT employees shows 59.5% are working as programmers, 22.5% are engaged as Team Leaders and 18% are working as managers. Regarding experience, 46% are having 5 to 10 years experience, 31% having upto 5 years experience and 23% are having more than 10 years experience. With regard to work timings, employees opined that 45% work on extended timings (8 to 10 hours) every day, while, 45.5% working over time (more than 10 hours) each day and 9.5% are working on regular basis (upto 8 hours).

9.3. Garrett Ranking Method

- Attributes on physical consequences due to burnout reveals that 1st rank was for Discomfort in relaxing during holidays, followed by 2nd rank for Feel drained / exhausted everyday, 3rd position for Short tempered with close ones, 4th for Headache / back pain / body pain, 5th for Difficulty in maintaining weight: finally, 6th rank for Difficulty in remembering things perceived by the employees of select IT companies.

9.4. Burnout Constructs (Descriptive Statistics)

- Descriptive statistics Physical Burnout construct comprising of six items shows highest rating and rank for Feeling physically exhausted followed by 2nd for Every working hour is tiring; 3rd for "Think "I can't take it anymore"; 4th for Feel tired and also for Feel emotionally exhausted and the last rank for Feeling weak and susceptible to illness. Cronbach's alpha (0.942) for Personal Burnout was found excellent.

- Descriptive statistics on Work related Burnout comprising four items and the highest rating and rank for Due to more work employee feeling burnt out followed by 2nd for Every working hour is tiring; 3rd for "Work is emotionally exhausting"; finally, the last rank for Heavy work load leads to frustration. Cronbach's alpha (0.823) for Work Related Burnout was found Good.

- Descriptive statistics of Client related Burnout comprising four items reveals highest position for the statement "Getting frustrated while working with clients" followed by 2nd for "Feeling all energy getting drained while working with clients "3rd for "Tired of working with clients" finally, the last rank for "Feel surprised the length of work relationship to be continued with clients". Cronbach's alpha (0.734) for Client Related Burnout was found fair.

9.5. Job Performance

- Descriptive statistics shows Job Performance comprising four items in the construct shows highest position was towards "Task performance" followed by 2nd for "Adaptive performance"3rd for "Contextual performance" finally, the last position for "Overall Performance". Cronbach's alpha (0.754) for Job Performance construct was found fair.

- Overall, the descriptive statistics reveals maximum burnout observed with respect to employees handling clients followed by work related and personal burnout. With reference to job performance the employees mostly disagree to the positive scale. Therefore, it becomes necessary to evaluate the effect of predictors (Job burnout) and outcome (Job Performance).

9.6. Correlation

- Positive significant correlation was observed between job burnout constructs viz. Client related Burnout and Work related burnout (CR=3.482, Sig.0.000), Personal Burnout and Client related burnout (CR=4.204, Sig.0.000) finally, Personal burnout and Work related burnout (CR=4.050, Sig.0.000). Further, these sub-constructs are evaluated using path model analysis to find the direct effect on Job performance of employees in select IT companies.

9.7. SEM Model

- It is interesting to note that all positive burnout sub-constructs becomes negative when compared with the Job performance score. Therefore the result shows negative significant relationship observed between work related burnout representing job burnout and Job Performance was statistically proved to reject H_0. Direct effect reveals that one unit increase in Work related burnout among IT employees declines their job performance by 0.614 units.

- Negative significant relationship observed between client related burnout representing job burnout and Job Performance was statistically proved to reject H_0. Direct effect reveals that one unit increase in Client related burnout declines job performance by 0.518 units.

- Finally, negative significant relationship observed between Personal burnout representing job burnout and Job Performance was statistically proved @ 5% level to reject H_0. Direct effect reveals that one unit increase in Personal burnout declines job performance by 0.135 units.

10. SUGGESTIONS

- Job burnout is characterized by dysphonic symptom. These symptoms are work-related and manifest themselves in "normal" persons who did not suffer from a previous psychopathology. It is suggested that early identification is important to make sure whether the employee is suffering from job burnout.

- By reducing the pace of work or ease up burnout situation that employees face, especially during their project targets becomes more hectic and practically difficult to accomplish without hard work. Balancing the workload becomes inevitable thus, coordinating and establishing team work shall significantly help employee maintain physical and mental health in the preventing long term burnout.

- 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 and elevating job performance.

11. CONCLUSION

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 related tasks and time based targets which creates immense pressure while achieving the targets, thus, leading to short term stress and long term burnout. Taking the suggestions and recommendations into consideration, the employer shall delegate work that do not over burden their resources causing burnout that may have repercussion in their job performance. In conclusion, it is clear that a happy employee is always a committed and productive resource.

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