



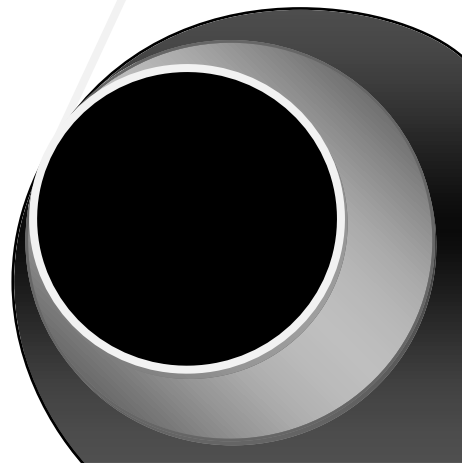
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JOB BURNOUT AND MOTIVATION AMONG OF GREEK BANK EMPLOYEES

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Abstract

The present investigation aims to study the feelings of job satisfaction experienced by bank employees in Greece. In addition, it is studied how much the above feelings are affected by several demographic factors, like gender, age, educational level, years of experience in the specific institution, total years of experience and position held in the specific institution. The method which was preferred in the frame of the study was the quantitative research method. The tool which was used for the measurement of job satisfaction was the Employee Satisfaction Inventory, ESI, created by Koustelios, 1991. It included 24 questions, which measure six dimensions of job satisfaction: 1. Working conditions (5 items), 2. Earnings (4 items), 3. Promotions (3 items), 4. Nature of work (4 items), 5. Immediate superior (4 items) and 6. The institution as a whole (4 items) (total Chronbach's $\alpha = 0.75$). The responses were given in a five-level Likert scale: 1 = I strongly disagree, 5 = I strongly agree. The sample of the present study consisted of 230 employees of Greek banks and credit institutions. The results of the study showed that the feelings of job satisfaction experienced by Greek bank employees occur in quite high levels. Furthermore, it was found that job satisfaction is affected by several demographic characteristics, like age, gender, educational level and position held by the employee. However, further investigation should be carried out in the Greek population, so that the phenomenon of job satisfaction is well studied and promoted.

Keywords: motivation, burnout, bank employees, Greece

JEL Classification: J 21, J 24, J28, M 12, M54

Introduction

Work-related stress can lead to enormous level of stress and finally to burnout (Lloyd et al., 2002), characterized primarily by emotional exhaustion, reduced personal accomplishment, and depersonalization (ten Brummelhuis, 2011; Gosseries et al., 2012; Li et al., 2013). Motivation is one of the major factors that can affect the loss cycle of burnout (Fernet et al., 2004). The aim of the present study is to explore the relationship between burnout and motivation among Greek bank employees.

Burnout Syndrome applies to all employees. It refers to psycho-emotional conflict between human existence and the object of his work. Within his working environment, the person is often alienation due to values, dignity, spirit and desires. It is a syndrome of emotional, physical and mental fatigue and is the reaction of employee's chronic interpersonal stress of work which is defined by three parameters: cynicism, exhaustion and ineffectiveness. The research and understanding of the syndrome are important, because failure to address leads to low efficiency of the employee, but also to psychological, physical and spiritual effects on the person which shouldn't be overlooked. It is therefore important to identify the factors that contribute to the development of the syndrome (Belias & Varsanis, 2014) .

Human resource management practices have been developed and implemented in most countries, particularly in large multinational companies, banks and credit institutions, which are vital for both national and international economies.

Numerous scholars and researchers have correlated organizational culture with various occupation-related phenomena, like work motivation, job satisfaction, leadership, job commitment, occupational stress and burnout. When it comes to the banking field, the recognition, measurement and explanation of organizational culture is part of human resources management strategies. In that way, employees' attitudes and values are being identified, relations between employees and superiors are studied and effective leading strategies are implemented, so that the organization's overall function is improved (Belias, Koustelios, Sdrolias & Koutiva, 2013).

The primary reason for the conduct of this research is the limited documented and systematic research on motivation (e.g. Trivellas, 2011) and burnout (e.g. Trivellas & Kakkos, 2015) especially in the Greek banking sector (e.g. Kakkos et al., 2010; Trivellas et al. 2010). Despite the fact that there are a number of researchers in other countries, there is a lack of researches regarding the relationship between burnout and motivation in Greece and especially in the Greek banking employees.

Definitions

Job Burnout

Burnout is an important and one of the most studied issues in the field of organizational psychology. Burnout can be defined as “a stress syndrome characterized by emotional exhaustion and cynicism, generally caused by high job demands and a shortage in job resources” (ten Brummelhuis, 2011, p. 268), as “a psychological syndrome including emotional exhaustion, reduced sense of accomplishment, and depersonalization” (Li et al., 2013), or as “a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity” (Schaufeli et al., 2009, p. 206).

Burnout can be caused primarily due to exposure in chronic stress (Lloyd et al., 2002), but it can also be explained using the Conservation of Resources (COR) model, according to which burnout “can be seen as a downward cycle in which resource loss induces future resource loss and an accumulation of demands, thus facilitating the continuation of burnout” (ten Brummelhuis, 2011, p. 269), or the Job Demands–Resources (JD–R) Model (Hakanen et al., 2006). The empirical phase of burnout began in the 1980s with the publication of the Maslach Burnout Inventory. Until today, a number of researches have been conducted indicating that burnout can lead to emotional exhaustion, where the employees feel that they are not longer able to give of themselves psychologically, a feeling of reduced personal accomplishment, where employees are characterised by increased levels of work dissatisfaction, reduced feelings of competence and low rating of their accomplishment, depersonalization, where the employee show signs of being detached concern towards clients, reduced well-being, reduced productivity, high level of absenteeism, low levels of energy, disengagement where employee show low levels of dedication to their work and their organisation, cynicism, conflicts in the social life of the employees, which result in an overall reduced organizational performance (Lloyd et al., 2002; Hakanen et al., 2006; Schaufeli

et al., 2009; Demerouti et al., 2010; ten Brummelhuis, 2011; Gosseries et al., 2012; Li et al., 2013).

External and internal motivation

The term ‘motivation’ is one of the most important aspects of human behaviour (Barkoukis et al., 2008) and it includes all the biological, physical, social and cognitive dynamics that are highly likely to guide the human behaviour (Belias et al., 2014). Motivation can be defined as the “tendency to expend effort to achieve goals” (Schmidt et al., 1996, p. 11). Based on the concept of motivation, its key behavioral aspects are direction, persistence, continued motivation and activity level (Schmidt et al., 1996).

According to the Self-Determination Theory (SDT), motivation is distinguished between intrinsic (internal) which refers to the involvement in an activity because it is inherently interesting, enjoyable and for the pleasure one gains when trying to accomplish it, and extrinsic (external) which refers to the involvement in an activity because it leads to a separable outcome and in order to obtain a reward (Ryan &Deci, 2000; Bénabou&Tirole, 2003; Vallerand, 2004; Gagné & Deci, 2005; Barkoukis et al., 2008). Consequently, intrinsic motivation refers to one’s motivation to act in such a way, which stems from one’s internal needs, whereas extrinsic motivation refers to actions taken by employees in order to perform a task that will reward them and for the sake of a consequence that is separable from their inherent satisfaction (Belias & Koustelios, 2013; Belias et al., 2014; Aspridis 2013).

Amotivation

Apart from the intrinsic and extrinsic motivation, one more dimension of motivation in SDT is amotivation, which “refers to the absence of a contingency between one’s actions and outcomes” (Barkoukis et al., 2008, p. 40). Amotivated people do not have the intention to take part in a special behaviour, especially on their own will. This stems primarily from their perception of reduced autonomy, competence and relatedness, and in general due to their incompetence and loss of control, while they do not seem to have any goals and purposes (Barkoukis et al., 2008; Vlachopoulos et al., 2010; Mazyari et al., 2012).

Literature review

A number of researchers have examined the relationship between burnout and motivation. For example, Janssen et al. (1999) found that intrinsic work motivation is determined by work content variables and that burnout is determined by both work load and limited social support. Li et al. (2013) have found in their study that intrinsic motivation, extrinsic autonomous regulation, and amotivation had small to large effects on predicting global burnout and its three dimensions. Ten Brummelhuis et al. (2011) indicated in their research that burnout stems from an increase in job demands and a decrease in job resources, whereas intrinsic motivation was found to be an important factor that gives employees the ability to break through the negative cycle of burnout. In addition, Qureshi (2013) found in their research that all aspects of motivation were positively associated with all dimensions of burnout. Furthermore, Cresswell and Eklund (2005) found that amotivation had a large positive association with burnout, whereas Appleton and Hill (2012) concluded that amotivation and intrinsic motivation emerged as significant mediators of the relationship between self-oriented perfectionism and burnout symptoms.

However, there are studies that have found the opposite results. For example, Quedsted and Duda (2009) found that autonomy and competence did not influence emotional exhaustion, whereas Lemyre et al. (2007) and Lonsdale et al. (2008) found that burnout was negatively predicted by self-determined motivation.

Methodology

Aim of the research

The aim of the present study is to explore the relationship between burnout and motivation among Greek bank employees. More precisely, this study examined a) the possible negative relation between the self-determined, independent forms of motivation (intrinsic motivation for pleasure, achievement, knowledge and identified regulation) and the factors associated to burnout; b) the possible positive relation between the non self-determined, independent forms of motivation (amotivation, external regulation, internal pressure) and the factors associated to burnout.

Limitations

The data are based on the level of honesty of the employees who took part in the research. Moreover, the results of this research are based on the answers of the employees of only one Greek bank.

Methodological instruments

Employee motivation will be measured through the Internal-External Motivation Inventory that was developed by Christodoulidis (2004) based on "The Blais Work Motivation Inventory" of Blais, Briere, Lachance, Riddle & Valerand (1993). This inventory consists of 35 questions under the general question "What pushes you to do this job?" corresponding to five factors: "Identified regulation" (4 issues), "Introjected regulation" (3 issues), "External Regulation" (6 issues), "Amotivation" (10 issues). The answers were given on a seven-point Likert-type scale (1 = not responds at all, 7 = corresponds exactly). Burnout will be measured through the Maslach Burnout Inventory, MBI developed by Maslach & Jackson (1986). It consists of 22 questions measuring three dimensions of burnout: 1. Emotional exhaustion (9 questions), 2. Depersonalisation (5 questions), 3. Lack of personal achievements (8 questions). The answers were given on a five-point Likert-type scale (1 = once per month or less often, 5 = everyday). The results of the study indicated that there is no statistically significant difference between employee motivation and their burnout. However, there is the need for further research in this field and especially in the general population of bank employees, in order the results to be able to be generalized.

Research hypotheses

1. There is a negative correlation between self-determined autonomous forms of motivation (intrinsic motivation for pleasure, for achievement, for knowledge and recognizable setting) and burnout dimensions.
2. There is a positive correlation between non-self-determined forms of motivation (not motivation, external regulation, internal pressure) and burnout dimensions.

Procedure

For the data collection, the questionnaires were distributed to bank employees through conventional or electronic mail, and were collected in a period of one month. Before this process, a license from the bank was obtained, in order to conduct the study. All the participants were informed that their participation was voluntary and that their responses will be used for the purposes of this research only.

Before the distribution of the questionnaire, a pilot study was conducted in order to determine its effectiveness as the methodological tool so as to identify possible errors or deficiencies and to make some structural adaptations. The first 11 questionnaires were considered as a pilot sample. The choice of the employees as the pilot phase was made under the condition to be as similar as possible to the survey sample and then these respondents could not participate in the research. The completion of the questionnaires did not show particular problems. The questionnaire was considered to have the appropriate size (that was not very large), it is easy to read and the subject was interesting enough for the participants.

Sample

The sample consisted of 225 employees of one Greek bank. The statistical population is part of the wider population that may be included in the survey, therefore consists of the potential respondents, who can be selected in order to form the sample. The final sample size consists of 225 bank employees of a Greek bank, a number which seems to be sufficiently representative in accordance with previous studies in the same field of research. The sampling method was random sampling for the reasons of convenience and the access on behalf of the researcher through a sampling frame given by the bank, while targeting in terms of geographical distribution of the population, particularly in branches of Thrace, Macedonia, Thessaly, Ionian Islands, Epirus and Central Greece.

Regarding the demographic characteristics of the sample, 40.9% were men and 59.1% were women. The age of the participants in the research was between 22-62 years old, with a mean average of 41 years. Regarding their marital status, 65.3% were married, 23.1% were single and only 11.6% were divorced. Concerning their educational background, 33.8% of the respondents were secondary school graduates, 38.7% were higher education graduates and 27.6% hold a postgraduate degree. Regarding the job position of the

respondents 38.7% did not hold a position of responsibility, 27.6% were supervisors A, 5.3% were supervisors B, 15.1% and 13.3% deputy directors and directors respectively. Finally, the years of service of the respondents ranged from 1 to 38 years with a mean average of 14.03 years and standard deviation 7.262.

Results

Questionnaire Reliability and Validity

The questionnaire that has been used for the primary data selection has been checked for its validity and reliability. The validity of the questionnaire can be confirmed by the fact that the questions' design has been based on the theoretical analysis of previous research studies. It can be stated that there was no issue with the questionnaire's validity since according to the participants all the questions and instructions were clear and the researcher was available to answer any question and solve any unexpected problem.

The reliability of the questionnaire refers to the fact that a questionnaire measures exactly what it is intended to measure and gives the same results after repeated measures. The reliability measurement was made with the use of factor of internal consistency Cronbach alpha (α). The results show that Cronbach Alpha is 0.806=80.6% and based on that it can be stated that the questionnaire is highly reliable.

The questionnaire was chosen for the conduct and collection of research data of primary data will be checked for validity and reliability. Thus the validity of the questionnaire is confirmed by the fact that the product is selected questions theoretical analysis has been performed in a plurality of inquiries. The questionnaire of this research does not seem to have validity problem when filling because all the questions and instructions are formulated clearly and for any questions the interviewer will be available to the respondents.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.806	81

The two different sections of the questionnaire also show high levels of reliability, and particularly, the reliability of the section for motivation was 90.3% and for the section of job burnout was 81.5%. Moreover, testing the

reliability of the present study, using Cronbach’s α , it was found that the values of all variables were higher than 0.7, so the participants’ answers were considered to be reliable (Table 2).

Table 2: Reliability Statistics

Factor	Cronbach's Alpha	N of Items
Total Motivation	.903	35
Total Burnout	.815	22
Intrinsic Motivation	.908	12
Identified Regulation	.784	4
Introverted Regulation	.874	3
Extrinsic Motivation	.759	6
Amotivation	.914	10
Emotional exhaustion	.780	9
Depersonalization	.741	5
Personal Accomplishment	.764	8

The results showed that the highest average is that of “external regulation” (M = 4.93, SD = 0.754), followed by "introjected regulation" with average 4.28 (SD = 0.967), the "internal pressure" with an average of 4.28 (SD = 1.393), the "intrinsic motivation" with an average of 4.10 (SD = 0.991) and amotivation with average of 2.96 (SD = 1.152), while the overall indicator of motivation has an average of 4.13 and standard deviation 0.754 (Table 3).

Table 3: Descriptive Statistics

Factors	N	Minimum	Maximum	Mean	Std. Deviation
Intrinsic motivation	225	1.67	5.92	4.1019	.99189
Introjectedregulation	225	2.25	6.25	4.3611	.96732
Internal pressure	225	1.67	6.67	4.2889	1.39301
ExternalRegulation	225	3.33	6.50	4.9311	.75450
Amotivation	225	1.20	5.60	2.9676	1.15208
Total motivation	225	2.57	5.55	4.1301	.75465
Valid N (listwise)	225				

Regarding the factors of burnout, the results showed that the factor of “emotional exhaustion” has higher average compared to the factor of

"depersonalization" (3.40 versus 3.37), while the factor "lack of personal achievements" has an average of 3.33 (negative rating). The overall results of burnout have average 3.33 and standard deviation 0.702 (Table 4).

Table 4: Descriptive Statistics

Factors	N	Minimum	Maximum	Mean	Std. Deviation
Emotional exhaustion	225	1.44	5.56	3.4010	.95245
Depersonalization	225	1.60	5.00	3.3769	.89193
Lack of personal achievements	225	1.88	4.50	3.2311	.64795
Total burnout	225	1.87	4.77	3.3363	.70255
Valid N (listwise)	225				

In order to identify a possible correlation between employee motivation and burnout, the Pearson test was considered the most appropriate because of the measurement level of the two variables. As it is depicted in Table 3, there is no statistically significant correlation between variables (sig = 0.734).

Table 5: Correlations

		Motivation	Burnout
Motivation	Pearson Correlation	1	-.023
	Sig. (2-tailed)		.734
	N	225	225
Burnout	Pearson Correlation	-.023	1
	Sig. (2-tailed)	.734	
	N	225	225

In order to identify any statistical correlations between self-determined autonomous forms of motivation (intrinsic motivation for pleasure, for achievement, for knowledge and recognizable setting) and the factors of burnout, the Pearson test was considered as the most appropriate tool given the level of measurement of variables. Table 6 shows that there is a negative statistically significant correlation between the internal motivation and all of burnout factors as well as between the recognizable setting and all burnout factors except factor "depersonalization".

Table 6: Correlations

		Intrinsic motivation	Introjected regulation
Intrinsic motivation	Pearson Correlation	1	.770
	Sig. (2-tailed)		.000
	N	225	225
Introjected regulation	Pearson Correlation	.770	1
	Sig. (2-tailed)	.000	
	N	225	225
Emotional exhaustion	Pearson Correlation	-.430	-.181
	Sig. (2-tailed)	.000	.007
	N	225	225
Depersonalization	Pearson Correlation	-.341	.013
	Sig. (2-tailed)	.000	.842
	N	225	225
Lack of personal achievements	Pearson Correlation	-.184	-.161
	Sig. (2-tailed)	.006	.016
	N	225	225

For the identification of possible negative statistical correlations between non-self-determined forms of motivation (amotivation, external regulation, internal pressure) and the factors of burnout the Pearson test was chosen as the most appropriate tool given the level of measurement of variables. Table 5 shows that there is a negative statistically significant correlation between "external regulation" and all job burnout factors. In addition, there is a positive correlation between the "amotivation" and all work burnout factors. Finally, there is no correlation between the "internal pressure" and job burnout factors.

Table 7: Correlations

		Internal pressure	External regulation	Amotivation
Internal pressure	Pearson Correlation	1	.439	.258
	Sig. (2-tailed)		.000	.000
	N	225	225	225
External regulation	Pearson Correlation	.439	1	-.086
	Sig. (2-tailed)	.000		.196
	N	225	225	225
Amotivation	Pearson Correlation	.258	-.086	1
	Sig. (2-tailed)	.000	.196	
	N	225	225	225
Emotional exhaustion	Pearson Correlation	-.075	-.297	.365
	Sig. (2-tailed)	.264	.000	.000
	N	225	225	225
Depersonalization	Pearson Correlation	.129	-.334	.478
	Sig. (2-tailed)	.053	.000	.000
	N	225	225	225
Lack of personal achievements	Pearson Correlation	.073	-.248	.590
	Sig. (2-tailed)	.277	.000	.000
	N	225	225	225

Finally, in order to identify statistically significant differences between groups for demographic variables, motivation and burnout, the analysis of variance (ANOVA) was used which was selected based on the level of measurement of the variables. It was found that the variable "gender" differs in relation to the intrinsic motivation and internal pressure (motivation factors), and emotional exhaustion (burnout factors). The 'marital status' also presents differences in relation to the factors of external regulation, amotivation and internal pressure (motivation factors) and all the burnout dimensions. The variable "educational background" presents differences in relation to the factors

of internal motivation, external pressure, amotivation and internal pressure (motivation factors) and the “depersonalization” and “lack of personal achievements” (burnout dimensions). The variable “job position” differs in terms of external regulation (motivation factor) and “depersonalisation” (burnout dimension). In addition, there is a negative correlation between “age”, “external pressure”, “supervisor”, and a personal correlation between “age”, “amotivation”, “depersonalization” and “lack of personal achievements”. Finally, there is a negative correlation between “years of service”, “internal motivation”, “external regulation”, and a positive correlation between “years in service”, “amotivation”, “emotional exhaustion” and “lack of personal achievements”.

Discussion – Conclusions

Based on the results of the study, it was found that there is a statistically significant relation between the intrinsic motivation and all the burnout dimensions. Moreover, it was indicated that there is a negative relation between the introjected regulation and all the burnout dimensions apart from the factor “depersonalization”.

Moreover, it was found that there is a negative statistically significant relation between external regulation and all the burnout dimensions. In addition, there is a positive relation between amotivation and all the burnout dimensions. Finally, there is no relation between the internal pressure and the burnout dimensions.

Based on the above analysis, the results of this study can only in part coincide with the results of previous studies (Janssen et al., 1999; Cresswell&Eklund, 2005; Lemyre et al., 2007; Lonsdale et al., 2008; Ten Brummelhuis et al., 2011; Appleton & Hill, 2012; Li et al., 2013; Qureshi, 2013). Overall, it was indicated that indeed there is a positive relation between intrinsic motivation, amotivation and burnout, a negative relation between the introjected regulation, lack of personal achievements and emotional exhaustion, a negative relation between external regulation and burnout, which in turns is subjected to the demographic characteristics of the people Belias et al., 2013; Belias et al. 2014., Belias et al. 2015).

For this reason, a further study in a larger sample of Greek banking employee is needed, since the small size of this sample does not allow the generalization of the results without consideration.

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