



A Comparative Study on Job Burnout among Junior and Senior IT Employees

¹**Aruna M**, *Department of Psychology, Jain University School of Sciences Bangalore*
 arunaa9344@gmail.com

²**Sharon John**, *Department of Psychology, Jain University School of Sciences, Bangalore*
 sharonjohn@jainuniversity.ac.in

Abstract: The frequency and dynamics of job burnout among junior and senior IT workers in Bangalore and Chennai are investigated in this study. Burnout has a major impact on both organizational productivity and individual well-being as a result of growing workplace pressures. The study examines burnout levels among junior IT employees with 0–2 years of experience and senior employees with 5+ years, taking gender differences into account. A quantitative, descriptive research design was used to gather data from 120 IT professionals via random sampling. The main instrument was the Oldenburg Burnout Inventory (OLBI), which gauges fatigue and disengagement. SPSS was used for statistical analysis, which included crosstabulations, Spearman's rho correlation, and Chi-Square tests. The results showed a weak but significant negative correlation between experience and burnout ($\rho = -0.277$, $p = 0.002$), and significantly higher levels of burnout in junior employees ($p = 0.003$). The difference between the sexes were not statistically significant even when women reported slightly higher levels of burnout. Because they have fewer coping mechanisms and experience role conflict, junior employees are more likely to experience burnout. It is crucial to implement interventions like stress management, remote work choices, and mentoring. Future studies should look more closely at organizational and psychological aspects and use larger sample sizes.

Keywords: *Job Burnout, Junior IT Employees, Senior IT Employees*

1. Introduction

Job burnout has become a major problem that affects both employee and organizational performance in today's high-pressure work environments. Burnout, which is characterized by persistent physical, emotional, and mental tiredness, lowers motivation, morale, and productivity. It causes major repercussions like losing one's job, having poor mental health, and becoming less productive at work.

Despite not being a recognized medical condition, job burnout is strongly associated with mental health conditions such as depression. Personal characteristics, work history, and the nature of the job all have an impact on its development. Three main characteristics of burnout were identified by Maslach and Jackson (1981): diminished personal accomplishment, depersonalization (a separation from people and work), and emotional exhaustion.

The six main areas of job demands and personal needs are Workload, control, reward, community, fairness, and values and they don't align, according to a model presented by Maslach and Leiter (1997). Burnout is frequently the result of these gaps. Significant contributors include things like long work hours, bad relationships within the company, high levels of stress, and individual traits like age, gender, and personality.

The five stages of burnout are Honeymoon, Fuel Shortage, Chronic Symptoms, Critical, and Hitting the Wall. Meaninglessness, negative emotions, loss of purpose, depression, substance abuse, decreased activity, health problems, and interpersonal issues are all warning signs.

Recognizing early symptoms and comprehending the multifaceted nature of burnout are essential to addressing it. For organizations to encourage resilience, satisfaction, and long-term productivity, they must create supportive environments and match work demands with employee well-being.

1.1 Rationale

In addition to promoting healthier organizational cultures, research on job burnout among IT workers improves psychology students' theoretical application, research abilities, and comprehension of workplace dynamics. It promotes multidisciplinary learning, helps guide retention and leadership tactics, and enhances worker performance and well-being at all organizational levels.

2. Review of Literature

The literature on job burnout provides a thorough understanding of its causes, effects, and trends in a variety of industries, such as IT, banking, healthcare, and education. It is commonly acknowledged that burnout is a serious problem that is mostly caused by an excessive workload and stress at work. High job demands, role ambiguity, and role conflict are important factors, particularly in high-pressure industries like healthcare and IT, according to studies of Chinese bank employees, Egyptian hotel employees, and administrative staff at Kermanshah University.

The support the employees receive from their coworkers and superiors is constantly identified as a protective factor. According to research by Charoensukmongkol et al. (2016), this kind of support improves job satisfaction while lowering depersonalization and emotional exhaustion. Additional research, such as that conducted on Indian software developers and police officers, supports the idea that social support can mitigate the negative effects of work-related stress.

Burnout is greatly impacted by organizational factors like job control and workplace culture. According to Portoghese et al. (2014), increased job control mitigates the negative effects of a heavy workload. Likewise, depending on the situation, organizational commitment can have a positive or negative impact on burnout.

Emotional intelligence and psychological capital are two more crucial psychological resources. According to Li et al. (2015), emotional intelligence and personal toughness lessen the effects of stress and bullying at work, while psychological capital mediates stress and burnout, especially in women.

Demographics factors such as age, gender, and marital status are shown to influence the burnout levels, as noted by Jalili et al. (2021). Overall, tackling job burnout requires an integrated approach that combines organizational reform, strong support systems, and strategies to boost individual resilience and psychological well-being.

3. Methodology

A descriptive, quantitative research design using a comparative approach to evaluate group differences. The objectives of the research was to assess differences in burnout levels between junior and senior IT employees and to analyse burnout levels based on gender. The hypothesis of the study was, “There will be a significant difference in burnout levels between junior and senior IT employees” and “There will be a significant difference in burnout levels between male and female IT employees” The sample was IT employees in Chennai and

Bangalore with 120 in number using simple random sampling. Oldenburg Burnout Inventory (OLBI): 16-item tool measuring exhaustion and disengagement with a high reliability and internal consistency (Cronbach's $\alpha = .74-.85$) was administered on the research population.

4. Results

The hypothesis of this study states that “*there is a significant difference in job burnout levels between junior and senior IT employees*”. The findings reveal that job burnout is higher in junior IT employees than senior IT employees.

Table 1: *N and Mean Rank among Junior and Senior IT employees (Job Burnout Levels)*

	N	Mean Rank	Asymp. Sig. (2-tailed)
Junior	60	67.73	
Senior	60	53.27	.003
Total	120		

According to the results in the above table, employees with less work experience typically have higher burnout scores. The junior group's mean rank ($M = 67.73$) is higher than the senior group's ($M = 53.27$). With a corresponding p-value of 0.003, making it statistically significant at the 0.05 level. This suggests that the two groups' levels of burnout differed significantly. According to the results, burnout is considerably higher among junior employees than among senior employees.

The hypothesis of this study states that “*there is a significant difference in burnout levels between male and female IT employees*” The findings reveal that there is marginally higher job burnout in women than men.

Table2: *N and Mean Rank between Male and Female IT employees (Job Burnout)*

	N	Mean Rank	Asymp. Sig. (2-tailed)
Female	60	61.53	
Male	60	59.47	.666
Total	120		

According to the results displayed in the above table, the mean rank for the female group ($M = 61.53$) is marginally higher than the mean rank for the male group ($M = 59.47$), indicating that female employees typically have slightly higher burnout scores. Nevertheless, a p-value of 0.666 is obtained from the test statistic. The difference in burnout levels between male and female employees is not statistically significant because the p-value is higher than the 0.05 significance level.

5. Discussion

This study looked at the differences in burnout between junior and senior employees among 120 IT professionals in Bangalore and Chennai. Significant differences in burnout were discovered according to experience, work mode, and marital status using statistical analysis and the Oldenburg Burnout Inventory. With a weak negative correlation between experience and burnout ($\rho = -0.277$) and higher burnout among juniors ($p = 0.003$), it appears that experience reduces burnout because it leads to improved coping mechanisms. Although women had somewhat higher levels of burnout, the differences between the sexes were not statistically significant. Location and shift type had no discernible effects. These results underline the significance of experience-based organizational interventions, supporting the hypothesis that experience has a significant impact on burnout while gender has a marginal effect.

Due to its small sample size and restriction to IT workers in Bangalore and Chennai, this study might not be representative of the entire IT workforce. The results are also constrained by possible response bias and the omission of factors like personality traits and coping strategies. Nonetheless, the findings show that in order to successfully lower job burnout in organizations, focused wellness initiatives, flexible work schedules, mentorship opportunities, and mental health support are required.

6. Conclusion

This research points out the notable consequences of job burnout for IT employees which is especially bad for junior level staff. The results indicate there is a need for focused intervention strategies at the workplace. Companies have to implement and give serious consideration to mental and work life balance, and active mentorship schemes. Proper burnout management allows employees and companies to reap the benefits of having an engaged workforce.

References

- Bte Marmaya, N. H., Hitam, M., Zawawi, N., & Jody, J. M. (2011, October). Organizational commitment and job burnout among employees in Malaysia. In *Proc Intl Conf on Bus and Econs Res* (Vol. 1, pp. 185-7).
- Charoensukmongkol, P., Moqbel, M., & Gutierrez-Wirsching, S. (2016). The role of coworker and supervisor support on job burnout and job satisfaction. *Journal of Advances in Management Research*, 13(1).

- Choi, Y. G., Choi, B. J., Park, T. H., Uhm, J. Y., Lee, D. B., Chang, S. S., & Kim, S. Y. (2019). A study on the characteristics of Maslach Burnout Inventory-General Survey (MBI-GS) of workers in one electronics company. *Annals of occupational and environmental medicine*, 31(1).
- Delgadillo, J., Saxon, D., & Barkham, M. (2018). Associations between therapists' occupational burnout and their patients' depression and anxiety treatment outcomes. *Depression and anxiety*, 35(9), 844-850.
- Farber, B. A. (1983), "Introduction: A critical perspective on burnout", in Farber, B.A. (Ed.), *Stress and Burnout in the Human Services Professions*, Pergamon, New York, NY, pp. 1-20.
- Gonçalves, A., Fontes, L., Simões, C., & Gomes, A. R. (2019). Stress and burnout in health professionals. In *Occupational and environmental safety and health* (pp. 563-571). Cham: Springer International Publishing.
- Gorji, M. (2011). The effect of job burnout dimension on employees' performance. *International Journal of Social Science and Humanity*, 1(4), 243-246.
- Gorji, M., Vaziri, S., & Iran, A. (2011). The survey job burnout status and its relation with the performance of the employees (Case study: Bank). In *International Conference on Innovation, Management and Service* (Vol. 14, pp. 219-224). Singapur. 14.
- Habib, H. (2020). Organizational Commitment among Secondary School Teachers in Relation to Job Burnout. *Shanlax International Journal of Education*, 8(3), 72-76.
- Hakanen, J. J., Bakker, A. B., & Jokisaari, M. (2011). A 35-year follow-up study on burnout among Finnish employees. *Journal of Occupational Health Psychology*, 16(3), 345.
- Huang, A. S. (2001). Burnout Syndrome among Information System Professionals. *Inf. Syst. Manag.*, 18(2), 1-6.
- Jalili, M., Niroomand, M., Hadavand, F., Zeinali, K., & Fotouhi, A. (2021). Burnout among healthcare professionals during COVID-19 pandemic: a cross-sectional study. *International archives of occupational and environmental health*, 94, 1345-1352.
- Kleinpell, R., Moss, M., Good, V. S., Gozal, D., & Sessler, C. N. (2020). The critical nature of addressing burnout prevention: results from the critical care societies collaborative's national summit and survey on prevention and management of burnout in the ICU. *Critical care medicine*, 48(2), 249-253.
- Li, X., Kan, D., Liu, L., Shi, M., Wang, Y., Yang, X., ... & Wu, H. (2015). The mediating role of psychological capital on the association between occupational stress and job

- burnout among bank employees in China. *International journal of environmental research and public health*, 12(3), 2984-3001.
- Lin, K. H., Wu, C. C., Chu, T. S., Huang, T. S., & Chen, Y. Y. (2020). Employer or employee: who is more likely to suffer from burnout? *Journal of Occupational and Environmental Medicine*, 62(4), e154-e159.
- Marques, M. M., Alves, E., Queirós, C., Norton, P., & Henriques, A. (2018). The effect of profession on burnout in hospital staff. *Occupational Medicine*, 68(3), 207-210.
- Maslach, C., & Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA, US: Jossey-Bass.
- Maudgalya, T., Wallace, S., Daraiseh, N., & Salem, S. (2006). Workplace stress factors and 'burnout' among information technology professionals: *A systematic review. Theoretical Issues in Ergonomics Science*, 7(3), 285-297.
- McCarty, W. P., & Skogan, W. G. (2013). Job-related burnout among civilian and sworn police personnel. *Police quarterly*, 16(1), 66-84.
- Portoghese, I., Galletta, M., Coppola, R. C., Finco, G., & Campagna, M. (2014). Burnout and workload among health care workers: the moderating role of job control. *Safety and health at work*, 5(3), 152-157.
- Robins, T. G., Roberts, R. M., & Sarris, A. (2018). The role of student burnout in predicting future burnout: Exploring the transition from university to the workplace. *Higher Education Research & Development*, 37(1), 115-130.
- Saatchi, M. (2007). *Industrial and Organizational Psychology* (1th ed.). Iran, Tehran: Virayesh.
- Saatchi, M. (2008). *Mental Health at Work (Emphasizing Stress and Burnout)*. Iran, Tehran: Tehran.
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal of Environmental Research and Public Health*, 19(15), 9724.
- Schaufeli, W. B., Bakker, A. B., Hoogduin, K., Schaap, C., & Kladler, A. (2001). On the clinical validity of the Maslach Burnout Inventory and the Burnout Measure. *European Journal of Work and Organizational Psychology*, 10(4), 441-456.
<https://doi.org/10.1080/13594320143000735>
- Schaufeli, W. B., De Witte, H., & Desart, S. (2020). Burnout Assessment Tool (BAT)—Development, validity, and reliability. *BMC Psychology*, 8(26).
<https://doi.org/10.1186/s40359-018-0267-7>

- Singh, P., Suar, D., & Leiter, M. P. (2012). Antecedents, work-related consequences, and buffers of job burnout among Indian software developers. *Journal of Leadership & Organizational Studies*, 19(1), 83-104.
- Srivastava, S., & Dey, B. (2020). Workplace bullying and job burnout: A moderated mediation model of emotional intelligence and hardiness. *International Journal of Organizational Analysis*, 28(1), 183-204.
- Surana, S., Singh, A. K., & Saxena, S. (2011). The management of job burnout among call centre customer service agents in India: the role of social support. *International Journal of Management Development*, 1(1), 79-97.
- The three dimensions of burnout and their effects on performance. (2023, March 26). LinkedIn. <https://www.linkedin.com/pulse/three-dimensions-burnout-effects-performance-arjun-vijeth>
- Tipa, R. O., Tudose, C., & Pucarea, V. L. (2019). Measuring burnout among psychiatric residents using the Oldenburg burnout inventory (OLBI) instrument. *Journal of medicine and life*, 12(4), 354.
- Wang, Y., Zhang, H., Lei, J., & Yu, Y. (2019). Burnout in Chinese social work: Differential predictability of the components of the Maslach Burnout Inventory. *International Journal of Social Welfare*, 28(2), 217-228.
- Wu, F., Ren, Z., Wang, Q., He, M., Xiong, W., Ma, G., ... & Zhang, X. (2021). The relationship between job stress and job burnout: the mediating effects of perceived social support and job satisfaction. *Psychology, health & medicine*, 26(2), 204-211.
- Ziaei, M., Yarmohammadi, H., Moradi, M., & Khandan, M. (2015). Level of workload and its relationship with job burnout among administrative staff. *International journal of occupational hygiene*, 7(2), 53-60.