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COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

THE EFFECT OF STRUCTURAL EMPOWERMENT ON EMPLOYEES BURNOUT IN
SELECTED PRIVATE BANKS OF ETHIOPIA

A RESEARCH SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT
MASTERS OF BUSINESS ADMINISTRATION

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FEBRUARY, 2022

ADISS ABABA, ETHIOPIA

I, the undersigned, declare that this thesis entitled **“The Effect of structural empowerment on employee’s burnout in selected private banks of Ethiopia”** is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been submitted for a degree in any other universities.

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Abstract

The aim of this study is to investigate the effect of structural empowerment on employee's burnout in selected private banks of Ethiopia. In order to achieve this goal independent variable of access to opportunity, access to information, access to support, access to resources, formal power and informal power are used. The dependent variable is employee's burnout. Consequently, this study examined the effect of access to information, access to support, access to resources, formal power and informal power on employee burnout. The study used quantitative data by using structured survey method. Questionnaires were distributed to 391 (three hundred ninety one) employees of Awash bank, Dashen Bank, Abyssinia bank and Hibret bank. From this 344 or 87.9% of the questionnaire were collected and used for the research. The researcher divided the number of sample size and distributed the sample to each banks. The employees of the banks are selected based on their workplace. 80% of the data is collected from the branches while the remaining 20% of the data is collected from the head office of each bank. After determining the branch and the head office simple random sampling method is used to select individual employees. SPSS version 24 was used to analysis the data. Pearson's correlation matrix was used to show the relationship' between the dependent and the independent variables. The researcher also used multiple regressions to get a look of how the independent variables affected the dependent variable. The result of the research indicated that access to opportunity, access to information, access to resources, formal power and informal power had significant and negative relation with employee's burnout. Contrary to expectation the result of the research indicates there is weak and positive relation between access to support and employee's burnout. The R square value of the research model indicated that 54.5% of the variance in employee's burnout can be predicted by the linier effect of access to opportunity, access to information, access to support, access to resources, formal power and informal power.

Key words: *Employee's burnout, Structural empowerment, Emotional exhaustion, Depersonalization / cynicism, self-efficacy*

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Definition of key terms

- Burnout - burnout can be understood as intermediate response to negative working conditions and a precursor of job dissatisfaction and turnover (Leiter M. and Maslach, 2004).
- Cynicism - is defined as a negative attitude toward the employer in terms of three dimensions, belief, affect, and behavior (Dean W., 1998)
- Emotional Exhaustions -. General loss of feeling and concern, trust, interest and spirit. It also involves feelings of fatigue, being used up, irritability, frustration, and wearing out (Maslach & Jackson, 1981).
- Empowerment - a transfer of power from the employer to the employees (Randolph A., 1996).
- Psychological empowerment - the psychological state of a subordinate perceiving four dimensions of meaningfulness, competence, self-determination and impact, which is affected by the empowering behaviors of the supervisor". Lee and Koh (2001: p.686)
- Structural empowerment- Structural empowerment is defined as a management technique which involves the sharing and delegation of authority between managers and employees (Kanter, 1983; Conger and Kanungo, 1988).

Acronyms

AO	Access to opportunity
AI	Access to information
AR	Access to resource
FP	Formal power
IP	Informal power
BR	Employee's burnout
PER	Pearson correlation factor
B	Beta coefficient for regression model
P	Two tailed significance value

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In today's world having competitive advantage is considered to be very essential for the success of any organization. Because of this it is common to see company's using several strategies like technology and skilled manpower as a way of differentiating one's company from the rest. Employees of any organization are at the crux of the organization's success. For the company to succeed, employees are expected to possess positive traits like creativity, innovation, positivity, quality and commitment to the organization. Empowerment is one of the most important solutions to create traits such as creativity, innovation and superior occupational performance (Sewell and Wilkinson, 1992).

The shift of power or decision making needs to be shared properly with lower level workers since empowerment fosters innovation, creativity, motivation and instills shared values to promote the atmosphere for learning, knowledge and accomplishment. More responsibility generates greater productivity, and commitment. Most employees are more productive when empowered by management (Kanter, 1983).

Banks play a key role in the economy in terms of enhancing both allocative and productive efficiency. An efficient banking industry will make the largest contribution to economic growth. Conversely, when a banking system does not work well or when there is instability, there will be substantial economic costs. Thus, like in the other industries, competition is very important in the banking industry to enhance social welfare, optimizing efficiency and stability (Gebeyehu, 2018).

The workplace is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks. The financial security, opportunities for advancement, demands to perform, relations, events, and physical environment at the workplace, continuously affect an individual's ability to cope in the work environment (Hart and Wearing, 1995; Kelley, 1993). Therefore occupation of individuals could be a major source of stress in the given circumstances. When individuals face stress due to various conditions of their occupation and fail to cope with stress, it results in burnout. The employee who suffers burnout becomes

disorganized, disoriented and it may result in harmful psychological and physiological effects. Burnout also adversely affects employees' turnover and leads to adverse impact on organizational effectiveness.

The banking industry in Ethiopia is under tremendous change. More than thirteen banks are expected to enter the banking sector in the coming year and this is making the competition a lot stiffer and intense. Most of the banks are now concentrating on new ways to attract customers and grow their market share. This is leading to aggressive marketing strategies, door to door communication with customers and enhancing quality of products and services provided (Gebeyehu, 2018).

In general, the purpose of this research is to examine the level of employee's burnout in Ethiopia banking sector and to understand how employee's burnout is related to employee's structural empowerment. The research is conducted on four private banks that are Awash Bank, Dashen Bank, Hibret Bank and Abyssinia Bank.

1.2.Statement of the Problem

Burnout is a psychosomatic condition that usually manifests in people who work in human service type roles. It has been recognized and tested in health care workers and educators extensively (Maslach, Jackson & Leiter 1996). A widely accepted definition of burnout is “a three dimensional syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that occurs among individuals who work with people in some helping capacity (Maslach, 1982, p. 3.)”

Workplace stress has been the subject of many studies because of its harmful effects on mental and physical health. Specifically, workers suffering from workplace stress have reported behavioral and emotional problems. These problems manifest into conditions such as depression, anxiety, burnout and even alcohol and drug abuse in some cases. As an addendum, employees who suffer from stress can contribute to certain organizational problems such as dissatisfaction, staff turnover, high absenteeism, and increase in workplace accidents and a decrease in work performance (Leiter & Maslach 2004).

The banking sector in Ethiopia is showing constant growth and competition. This fast moving nature of the industry is causing long working hours, high organizational goals and very strict evaluation systems. This is expected to cause employees to experience negative feelings toward their Job which might develop into burnout. Employees who suffer from stress can contribute to

certain organizational problems such as dissatisfaction, staff turnover, high absenteeism, and increase in workplace accidents and a decrease in work performance (Gebeyehu, 2018). Studies conducted within prison environments have identified that work stress has significant links to mental health issues, physical health issues like heart disease, hypertension, ulcers, asthma and bronchitis (Senol-Durak, Durak and Gencoz 2006).

According to Aiken (2002), burnout level is affected by good relations with co-workers and autonomy in the workplace. Besides this the work of RashidAzar S. (2018), indicated that structural empowerment of the personnel based on professional standards and principles will help employees experience less stress and consequently less burnout. Thus, the major interest of this research is to determine causal relation between structural empowerment and employee's burnout.

1.3. Research questions

To address the above research the following research questions are set:

- Does structural empowerment have an effect on employee's burnout in Ethiopia private banks?
- Does Access to Information have an effect on employee's burnout in Ethiopia private banks?
- Does Access to support have an effect on employee's burnout in Ethiopia private banks?
- Does Access to resources have an effect on employee's burnout in Ethiopia private banks?
- Does Access to opportunity have an effect on employee's burnout in Ethiopia private banks?
- Does Formal power have an effect on employee's burnout in Ethiopia private banks?
- Does Informal power have an effect on employee's burnout in Ethiopia private banks?

1.4. Objective of the study

The study has two objectives. The general objective and specific objectives

1.4.1. General Objective

The general objective of the study is to identify the effect of employee's structural empowerment on employee's burnout in the case of private banks of Ethiopia.

1.4.2. Specific Objectives

- To identify the effect of Access to Information on employee's burnout in Ethiopia private banks.

- To identify the effect of Access to support on employee's burnout in Ethiopia private banks.
- To identify the effect of Access to resource on employee's burnout in Ethiopia private banks.
- To identify the effect of Access to opportunity on employee's burnout in Ethiopia private banks.
- To identify the effect of Formal power on employee's burnout in Ethiopia private banks.
- To identify the effect of Informal power on employee's burnout in Ethiopia private banks.

1.5. Significance of the Study

The study is useful in pointing out the relation between structural empowerment and employee's burnout. Most importantly the research shows how structural employee's empowerment relates to employee's burnout and it tries to find the nature and the extent of relation between the two variables.

1.6. Scope of the study

The study aimed at examining the effect of employee's empowerment on employee's burnout. The research is conceptually limited to structural empowerment and employee's burnout. The researcher included only the above variables for two reasons. One is that including many variables will affect the quality of measurement (parsimony) and the other reason is that the researcher fears that adding more variables will lead to reduced survey response. Beside this due to the large scale of employees in all of the private banks in Ethiopia the study is limited to four selected private banks namely Dashen Bank, United Bank, Abyssinia bank and Awash bank.

1.7. Organization of the Study

The study is organized in to five chapters. The first chapter includes the introductory part which includes background of the study, statement of the problem, objective of the study, significance of the study, scope of the study, limitation of the study and organization of the paper. The second chapter deals with literature review part. The third chapter contains research methodology while data presentation, analysis and interpretation are included in the fourth chapter. Finally, the conclusion and recommendation parts are presented in the fifth chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This section of the research covers the major conceptual and empirical concepts of employee's empowerment and Burnout. This conceptual and empirical review will help the readers of the research to grasp a major understanding of the subject matter and understand the possible causal relationship between employee's empowerment and employee's burnout.

2.1. Theoretical review

2.1.1 Empowerment

Empowerment is understood as the granting of power and decision-making authority. According to Sachdeva(1984), power in organization stems from sources such as hierarchical authority, control of resources, and network centrality. To Mintzberg (1983), power is the ability to affect organizational outcomes. Burke (1986) argued that "to empower implies the granting of power, delegation of authority". Similarly, Sewell and Wilkinson (1992), suggested that "for the use of the term 'empowerment' of members to be meaningful, there must be a genuine shift in the locus of power away from management and to the shop floor."

Despite the difference in those definitions between authors while defining empowerment most of the literatures agree that the core element of empowerment involves giving employees a discretion (or latitude) over certain task related activities. According to Randolph (1996), employee empowerment is defined as "a transfer of power" from the employer to the employees. This means the power structure of the organization is distributed to lower levels of workers instead of being centralized and controlled by the management. This is further supported by Blanchard (1996), as he posits that empowerment is not limited to giving employees freedom on their task, it also involves making employees feel responsible and accountable to their work. This will help to motivate and increase the organizational commitment of the employees.

Employee empowerment refers to the delegation of power and responsibility from higher levels in the organizational hierarchy to lower-level employees, especially the power to make decisions. Employee empowerment will lead to improving productivity, performance and job satisfaction.

According to Bacharach and Lawler (1980), Employee empowerment has been associated with the concept of power, indicating that power in organization should be re-shared from the top management to the lower management. Empowerment helps employees at a lower level to gain a certain level of power and autonomy while executing their jobs. Empowerment helps to increase employee's confidence, increase adaptation power to different changes and accelerated responsiveness to customer's requests.

According Mohammed (1998), empowerment is a state of mind. An employee with an empowered state of mind will experience the feeling of control over the tasks to be performed, awareness toward the work environment, feeling of accountability for the result of the work, and feeling of unity regarding the common organizational objectives and fairness of equity when it comes to rewards for individual and collective performance.

According to social exchange theory power can be understood as a function of the dependence and/or interdependence of parties in the organization (Emerson, 1962). Power is considered to exist when an individual's or group's performance outcomes are dependent not simply on their own behavior but on what others do and/or in how others respond (Thibaut & Kelley, 1959).

At the organizational level the main source of power is employee's ability to perform activities that are essential for the organizations (Pfeffer, 1982). According to this definition power is held by employees who have the ability to perform tasks that are valuable and essential for the organization's survival. Thus, power at organizational level can be understood as the value and importance of the employee task or activity in the organization.

The other main sources of power in organizations are the structural hierarchy of the organization. Next to the organizational hierarchy the personal characteristics of the employee, the experience of the employee, and the opportunity for the employee to access specialized knowledge or information can be a source of power (Bacharach & Lawler, 1980). Depending on what resources the employee controls, their bases of power can be identified into different groups. For instance, those who has legal control of office their source of power can be identified as coercive (control of punishment), power related to financial rewards like salary, bonus etc. can be identified as remunerative control of material rewards, normative (control of symbolic rewards), and knowledge/expertise (control of information) are also considered to be a source of power (Bacharach & Lawler, 1980).

According to Kanter (1977), power is defined as the ability to mobilize information, resources, and support to get things done in an organization. Structural empowerment is defined as the extent to which employees feel they have access to these structures in their work settings. Kanter (1977), posits that formal power and informal power ensure access to two organizational structures that create an empowering workplace. The first one is the structure of opportunity. The structure of opportunity signifies the need to have organizational mechanisms that encourage employees to advance their career and take on different challenges. The same literature indicated that employees in a high job opportunity environment are more proactive and innovative at solving problems as compared to those who have not received enough job opportunities in the workplace.

The second structure is the structure of power. Power is a dynamic structure that is created through formal and informal systems within the organization. Formal power refers to powers that emanate from formal responsibility of the employee. In most cases formal powers are related to the achievement of the organizational objectives. Informal power on the other hand, refers to the personal networks and alliances within the organization, such as relationships with sponsors, peers, and other coworkers. These powers are not directly linked to the organization goal. The structure of power in the workplace comes from three main sources. These main sources of power in the organization are access to information, access to support and access to the resources required for realizing organizational goals.

Numerous studies have revealed that empowerment was applied in service organizations in different forms (Spreitzer, 1992, 1995; Zimmerman, 1995). The literature of scholars indicated that there is a huge need to separate employee's perception of empowerment from actual empowerment practice done by the organization. These lead to empowerment being grouped into structural empowerment and psychological empowerment. This research is based on structural empowerment but before that a brief review on types of empowerment will be made.

2.1.1.1 Structural Empowerment

Structural empowerment is defined as a management technique which involves the sharing and delegation of authority between managers and employees (Kanter, 1983; Conger and Kanungo, 1988). It is also defined as an organizational practice and structure that devolves power through information, knowledge, resources, skills development, support and responsibility (Eylon and

Bamberger, 2000). Due to structural empowerment is seen differently by scholars in different literatures. The most common definition is structural empowerment as “the extent to which employees believe that they have been given the autonomy and authority to act independently deriving from aspects such as training, reward systems and management style”.

Many scholars forwarded that structural empowerment consists of several dimensions rather than one dimension. According to scholars structural empowerment consists of employee’s discretion , information sharing, autonomy, trust, rewards, responsibility, accountability, knowledge and resources (Bowen and Lawler, 1992).

The application of empowerment provides employees with different experiences and benefits. One of these benefits is increased self efficacy (Conger, 1989). Employees who are structurally empowered develop the autonomy that will enable them to act and handle any situations successfully. This is especially true in service giving organizations. This is because the act of empowerment will give the employees enough confidence to be proactive and handle any customer requests and this subsequently increases the success of the organization (Spreitzer, 1995).

2.1.1.2. Psychological Empowerment

According to Spreitzer (1995) empowerment is defined as “a motivational construct manifested in four cognitions: meaning, competence, self-determination, and impact. The four cognitions mentioned earlier reflect an active orientation to a work role” (p.1444). Similarly, Lee and Koh (2001: p.686) presented an inclusive definition, they defined psychological empowerment as “the psychological state of a subordinate perceiving four dimensions of meaningfulness, competence, self-determination and impact, which is affected by the empowering behaviors of the supervisor”.

Empowerment is an ongoing concern. The employee's feeling of empowerment can change from time to time. Thus, the psychological empowerment concept illustrates that empowerment is more about the employee's perception of the organization's empowerment practice. Moreover, psychological empowerment can be considered as a one-dimensional construct or multilayered concept that includes a model focused on power practices in organizations to energies or internally motivates employees, and therefore psychological empowerment results from a set of

four cognitive tasks related to the individual role: meaning, self-determination, impact and competence (Thomas and Velthouse, 1990).

Employee's perception of empowerment or psychological empowerment may be based on external factors. The four components of psychological empowerment help to understand the employee feeling of empowerment. The first component is competence. Competence signifies the feeling of self-efficacy or personal mastery of the task. This means that employees who feel confident and competent about their work are more likely to feel empowered. The second component is Impact. Impact refers to the degree to which one's work contributes to the achievement of a task or a goal. The third component is meaning. This signifies how much meaning the employee attaches to the work he performs. Employees who feel like their work is meaningful are more likely to feel empowered. The last component refers to self-determination (Spreitzer, 1995),

Empowerment is a difficult concept and has an array of multiple definitions. McCarthy and Freeman (2008), identify three different types of frameworks of empowerment. First, community empowerment involves correcting the balance of power by increasing resources through communication and negotiation. Second, psychological empowerment entails gaining mastery of the self. Third, organizational or structural empowerment implies that the entire organization is involved with the individual having access to information, resources, support, and opportunities (McCarthy & Freeman, 2008).

The concept of structural empowerment gives significant value to the organizational structure. The structural empowerment model of Kanter (1979), indicated that access to information, opportunity, resource, support, formal and informal power are the main concepts that organizations need to give attention to in order to build an environment that encourages employee's empowerment.

2.1.3. Significance of Structural Empowerment

Structural empowerment in the organization is characterized by key conceptual points forwarded Kanter (1997). According to Kanter (1997), employees need to have access to support, resources, information, and opportunity along with formal and informal power in order to be empowered (Laschinger, 2013).

According to the concept of structural empowerment employee's work related behavior is highly influenced by the work environment created by the company. Unlike the psychological empowerment concept much emphasis is given to the environment rather than the employee feeling or perception of empowerment. In this theory, work behaviors are created in response to the composition of the work environment and not due to the characteristics of the individual (Laschinger, 2009).

The work of Kanter (1997), indicated that when organizations provide the necessary empowerment components, employees are more likely to be effective on their job and feel motivated to do the work. Besides this, an organizational structure that has empowerment components will help to build a sense of teamwork between employees.

The concept of structural empowerment indicates that when employees are offered with opportunities, support, resources, information, formal and informal power they are more willing to face any challenging work. The employees will not be disengaged despite the work related problems. On the other hand lack of the above components will result in disengaged employees who don't want to deal with work related problems. According to Cowden & Cummings (2012) building structural empowerment in organizations will make the organization successful because the employee's are more satisfied and committed to the goal of the company. This is mainly due to the components provided to the employee's through structural empowerment. Several other researchers also use the concept of structural empowerment to study employee's behavior on burnout, job satisfaction, intent to stay, incivility, job tension, organizational trust etc.

Structural empowerment focuses on making the work environment structured in a way that employees are supported and given a chance for growth in the organization. Thus, in structural empowerment much more weight is given to the environment than the individual employee. The structural components are established to assist in the work environment of the entire company, not just on the individual. The rest of the literature shows how important these components are for maintaining a healthy work environment unlike psychology empowerment.

2.1.4. Constructs of Structural Empowerment

The structural components of Kanter's organizational empowerment include accessing opportunities, receiving support, mobilizing resources, accessing information, formal and

informal power. Even if most of these components are self-explanatory, further discussion on each topic is made as follows.

2.1.4.1. Access to opportunity- This component of structural empowerment is aimed at providing more room for employee's professional growth. This is done by creating an environment that has the challenges, learning, knowledge and skill for the employee's (Laschinger, 2009). Having access to opportunity helps employees to develop new skills and to be recognized for their effort. This in return helps to develop employee's commitment to the organization. Access to opportunity can be created to employees through promotion or creation of new job skills (Tigert & Laschinger, 2004).

2.1.4.2. Access to support – Employees need organizational support to feel empowered. This is because when employees get feedback about their performance from supervisors, peers, or subordinates they are more likely to be effective and show progressive performance Tigert & Laschinger, 2004). In addition, support allows employees to feel valued and empowered by the organization. This helps to build trust between the employee and the employer.

2.1.4.3. Access to resources- This means that in order to have empowered employees it is necessary to build a working environment that is equipped with the necessary supplies to execute tasks or jobs. Resources like money, time, equipment, materials are very essential to accomplish the organizational goals (Sabiston & Laschinger, 1995). Having necessary equipment and supplies to complete the job will always benefit the organization. Organizations want individuals to be productive. The only way that production can occur is that the necessary supplies are accessible.

2.1.4.4. Access to information- Employees need to be informed in order to be empowered. Information about the organization decision, policies and data are crucial to make employees feel empowered. When employees are not informed about the organization, they are more likely to feel less trusted and hesitant about their actions. Lack of proper information might even lead to lack of trust between the management and employees. This in return results in lowered performance.

Thus, informing employees about the organization helps to build trust and create empowerment.

2.1.4.5. Formal and informal power- According to Sabiston and Laschinger (1995), power is the ability of getting employees to get things done. Formal power is defined by how employees think about their work in terms of importance, visibility and performance. The idea of visibility is very

crucial when decisions are being made. On the other hand, Informal power helps employees build the necessary network, alliances, sponsors and other relations with co-workers (Laschinger, 1997). Employees need to have a solid knowledge of the power structure of the organization in order to execute any task in a professional manner.

Having access to the above structural empowerment components helps employees to feel motivated at their work. They will also experience autonomy which helps them to be more confident and responsible for making decisions. According to Tigert & Laschinger (2004) Empowered employees will become more productive and effective in meeting organizational goals. In general Kanthers (1997), theory of structural empowerment is essential to enhance employee's performance. In addition, building an environment that is suitable for employee's knowledge and skill is beneficial for the organization too.

Creating an environment equipped with the structural empowerment components will help to increase employee's involvement in decision making. This helps to make employee's part of the organization's decision making structure. It creates an environment where the employee's are fully aware of the organization strategy, current market situation and future responsibility. This helps the organization to reduce resistance to change as the employee's have the necessary knowledge and expectation of why the change might be needed. On the other hand, lack of the above structural empowerment components will result employee's feeling disempowered which contributes to employee's burnout (Laschinger, 1997). In the next section of the literature further discussion is made about employee's burnout.

2.1.5. Burnout

The idea of burnout has been known for a long period of time in human history. It was understood as situations where the person's relation with his or her work goes bad or wrong. This concept has been long recognized as a significant phenomenon in human history. According to Leiter and Maslach (2004), burnout can be understood as an intermediate response to negative working conditions and a precursor of job dissatisfaction and turnover.

According to Leiter and Maslach (2004), employees burnout is caused by heavy workload, lack of control over work, inadequate rewards and recognition, poor working environment, unjust treatment from management and conflict between personal and organizational interest. In most cases the first reaction of an employee for the above factors is emotional exhaustion. When

emotional exhaustion is sustained or repeated overtime it causes a feeling of cynicism and a feeling of inefficiency. The combination of emotional exhaustion, cynicism and feeling of inefficiency results in what is called burnout. Burnout in return causes poor mental and physical health (Leiter & Maslach 2004, Melamed, 2006).

Despite the difference in opinion on how burnout should be defined the definition of most scholars has some common elements. The first is that burnout happens at an individual level. This indicates that the feeling of burnout is experienced at an individual level. This feeling of burnout has the attitudes, motives and expectations components. The other one is that all scholars agreed that burnout is a negative experience for the individual. Because of this burnout is anticipated to cause negative impacts like discomfort, dysfunction, stress and negative consequences.

The above definition of employee's burnout indicates that burnout is a psychological syndrome in response to chronic interpersonal stress on the job. The three key dimensions of burnout are emotional exhaustion, cynicism, and a sense of ineffectiveness and lack of accomplishment. The emotional exhaustion component indicates the individual stress component of burnout. It involves the feeling of being overworked and feeling out of one's emotional resources. The second component or cynicism or depersonalization refers to the interpersonal dimension of burnout. This refers to an employee's behavior of detachment from various aspects of the work. It refers to losing emotional or cognitive involvement with the work. The third dimension of burnout is reduced self evaluation. This dimension refers that employee's burnout is also reflected by the feeling of inefficiency and a reduced self efficacy.

2.1.6. Dimensionality of Burnout

In the next part of the literature review a detailed discussion on the dimensions of burnout are made.

2.1.6.1. Emotional Exhaustion

In recent years more organizations and scholars are giving more attention to quality of work life. Stress related to work is becoming a huge concern for many organizations. In spite of this, little is known about the stress in the context of work. This is mainly due to the lack of standardized definition for stress in organization settings (Beehr & Newman, 1978).

Emotional exhaustion is a major dimension of employee's burnout. According to Maslach, (1982) emotional exhaustion is often experienced by employees as general loss of feeling and concern, trust, interest and spirit.). It also involves feelings of fatigue, being used up, irritability, frustration, and wearing out (Maslach & Jackson, 1981). This means that employee's will be drained out of their emotional resources making them unable to give of themselves at a psychological level.

Emotional exhaustion is the first stage of employee's burnout. This means that organizations need to tackle emotional exhaustion in order to reduce employee's chance of developing burnout. According to Cherniss (1980), the concept of burnout can be understood as emotional exhaustion being the major component and the other dimensions like depersonalization and devaluation as a coping behavior of burnout.

According to Douglas, (1977) feelings are very dominant in our day to day lives. Employee's feelings can affect their performance and in general terms the performance of the organization too. Thus, it is highly crucial for organizations to consider employee's feelings in order to enhance performance. Emotional exhaustion is one of the factors that affect an employee's feelings. It is often related to depleting emotional resources that lead to feelings of cynicism and devaluation.

Predictors of Emotional Exhaustion

Among the various causes of emotional exhaustion literature shows that issues related to equity of payment and salary is the major cause. Most employees are concerned and worried about the equity distribution of organizations. Thus, any action that bridges or affects employees' trust on equity is likely to have a direct effect on employees' feelings and possibly lead to emotional exhaustion. This was further supported by Freudenberger (1977) as he posited that promotional opportunities are crucial both to prevent and reduce emotional exhaustion in organizations.

The other factor that has relation with emotional exhaustion is rule inflexibility. Rules are necessary in order to create order and system of operation in organizations. In spite of this rule can be a cause of emotional exhaustion when employee's feel like they lack flexibility. This means that organizations need to remember that rules are maintained to enhance employee's performance. Thus, any rule that leads to emotional exhaustion should be reconsidered and studied so that employee's perception of the rule can change (Jermier, 1982).

2.1.6.2. Cynicism

According to Dean (1998) Cynicism is defined as a negative attitude toward the employer in terms of three dimensions, belief, affect, and behavior. This can be understood as employees who are cynical about the organization believe that the organization lacks the basics of integrity, fairness. This belief is reflected by a set of emotions which is considered an Affective part of cynicism. The last part is behavior. Employees who are cynical about the organization display a set of behaviors like bad mouthing or negating tasks.

Noting the difference between cynicism and resistance to change is significant. Resistance to change indicates employee's dislike for the organizational change. This could be resolved by discussion or other methods. In fact literature shows that in some instances resistance to change can help the organization get a new insight to the change being undertaken. On the other side cynicism refers to a complete distrust of the organization's action and top management. Most employees' who display cynical behavior are more likely to question even the positive actions undertaken by the organization.

The development of cynicism among employees is further explained by social learning theory. According to Social learning theory, an employee's attitude towards the organization is partly influenced by how information is communicated and exchanged between coworkers. This means that when a cynical employee makes a negative comment about the organization it is likely to affect the attitude and behavior of other workers too. This means that failing to handle a cynical behavior of one worker could lead to losing more employees' trust and good perception of the organization.

This is further supported by the social comparison theory. According to social comparison theory employees are likely to ask for information from employees whom they have a strong relationship with. Thus, having a cynical employee will have a contagious effect as these employees reflect their cynical behavior to other employees.

Factors leading to organizational cynicism

- ❖ One of the reasons is the lack of consideration to employees in several decision making and administrative issues. When employee's feel like the organization act only based on its interest they are more likely to lose trust and develop cynical behavior.

- ❖ Psychological stress and negative affectivity (NA): Psychological stress is often caused when employees perceive that the working condition is very demanding and when the employees feel like they are out of emotional resources. As a result, they feel overloaded and perceive that they are receiving less from the organization as compared to what they are serving. This leads to psychological contract breach which could possibly change to cynical behavior. Negative affectivity is the chronic expression of distress. Members high on Negative affectivity have a more negative experience at work that leads to states of guilt, anger, and disgust. High psychological stress and NA often lead to cynical attitudes.
- ❖ The other cause of cynicism is trait cynicism. This refers to individuals' belief on how trustworthy or how reliable others are. Some individuals or employee's believe that most of their co-workers or their organization to be very trustworthy and reliable due to their optimistic nature. On the other hand there are employees who find it hard to believe that others or the organization to be trustful. These kinds of employees are exposed to this feeling due to their pessimistic view. These kinds of employees are more prone to cynical behavior.

According to Ajzen's (1994), definition of attitudes, institutions or organizations could be an object of attitude just like any human being. This means that employee's could have an attitude toward the organization just like they have an attitude about their co-workers. This is further supported by previous works on organizational identity and organizational commitment (Porter, Steers, Mowday, & Boulian, 1974).

A further assumption is that people can form an attitude about their employing organization based on the behavior of the people in the organization. In some cases employee's attitude towards one employee may be shaped or caused by a single or group of individuals but in most cases attitude toward organizations are more about policies, processes, or other systemic elements of the organization (Dutton, 1994).

Organizational cynicism is a negative attitude toward one's organization. Organizational cynicism can be understood as three components. The first one is a belief that the organization lacks integrity. The second one is a negative affect toward the organization. The last one is behavior that reflects the negative affect of the employee. The details of these components are discussed below.

Beliefs- The first component of cynicism is a belief that the organization lack integrity. Integrity is to mean that the organization lack fair and impartial decision making. This is when employee's don't trust the motive of the organization in various decisions making. The main remark of most employees' with cynical behavior is that people lack integrity or good motive and fairness in their actions.

Employees with cynicism believe that organizations make decisions or act at the expense of their interest. They believe that employees' concern and interest are fulfilled at the expediency and unfairness is the norm of the organization. They may also believe that choices of organizational direction are based on self-interest and that people are inconsistent and unreliable in their behavior. In most cases they believe that there are hidden motives or reasons for most action taken by the organizations. Thus, they always expect deception instead of candor.

Affect- Attitudes are made up of affect, or emotional reactions to the object of the attitude, as well as beliefs (Eagly & Chaiken, 1993). This means that cynicism is felt as well as thought, and that it is experienced through both emotion and cognition. Cynicism isn't just a cold assessment of an institution; it can also contain strong emotional emotions. Several of these feelings make up the affective dimension of organizational cynicism. Cynics, for instance, may have scorn for and resentment toward their employer. When they think about their organization, they may feel dissatisfied, disgusted, and even ashamed. As a result, cynicism is linked to a wide range of negative emotions. Cynics, on the other hand, may secretly revel in their superiority over the organization, which they have appraised by their own standards and found insufficient. As a result, we understand organizational cynics as having not only specific beliefs about their companies, but also a set of emotions associated with those beliefs.

Behavior- - the overall thrust of the literature indicates that pessimistic stations comprise tendencies toward certain forms of geste, instead of specific actions intrinsically. Echoing the traditional Pessimists, the foremost egregious behavioral tendency for those with pessimistic stations is that the expression of strong examines of the association. This might take a range of forms, the foremost direct of which is unequivocal statements about the shortage of honesty, sincerity, and so on, on the a part of the association. Workers also may use humor, especially sardonic humor, to precise pessimistic stations.

Organizational pessimists may tend to form pessimistic prognostications about the unborn course of action within the association. For illustration, they'll predict that a high quality action is going

to be abandoned as soon as it begins to be expensive. Eventually, tendencies toward certain forms of verbal could also be wont to convey pessimistic stations.

In summary, organizational cynicism as station composed of beliefs, affect, and behavioral tendencies. Therefore, we see organizational cynicism as a multidimensional construct people are considered pessimistic about their association to the extent that they hold certain beliefs about the association's (lack of) integrity, experience certain styles of affect toward the association, and display certain behavioral tendencies toward the association. we are able to conceptualize the strength of the station of cynicism as a function of the strength of every of the individual confines. Still, exploration generally has shown the three factors of stations to be largely inter-correlated (Breckler, 1984).

2.1.6.3. Lack of Self-efficacy/ Devaluation

The concept of self-efficacy is very crucial for organizations. This is because an individual level of self-efficacy will determine the level of effort, persistence, and interest and goal difficulty selected. This means confident employees are more likely to select more difficult goals and show more persistence than less confident employees. Therefore, organizations need to understand the importance of self-efficacy in their organization.

According to Ellis and Taylor (1983), task-specific self-esteem affects motivational and behavioral variables in the job searching process. Self-efficacy, a key element in Bandura's (1977), social learning theory, refers to one's belief in one's capability to perform a specific task. Self-efficacy arises from the gradual acquisition of complex cognitive, social, linguistic, and/or physical skills through experience (Bandura, 1982).

According to Bandura (1977), Self-efficacy has three dimensions. These are magnitude, strength and generality. Magnitude refers to the level of task difficulty that a person selects. Strength refers to whether the conviction regarding magnitude is strong or weak. Generality indicates the degree to which the expectation is generalized across situations (Bandura, 1977, p. 194).

Development of Self-Efficacy Bandura (1982), determined four major cues that influence self-efficacy. These are enactive mastery, vicarious experience, verbal persuasion, and emotional (physiological) arousal. These cues provide important data, but according to Bandura it is the cognitive appraisal and integration of these data that ultimately determine self-efficacy.

Personality characteristics such as self-efficacy, locus of control, and personality Types A/B have not received adequate acknowledgement as stress predictors in the research. Alarcon (2009), investigated the three dimensions of the Maslach burnout inventory using various personality dimensions (for example, locus of control, self-efficacy, self-esteem, optimism, negative and positive affectivity, extraversion, emotional stability, proactive personality, and psychological hardiness) (emotional exhaustion, depersonalization and personal accomplishment). The data analysis revealed a substantial link between personality traits and burnout. Given the importance of occupational stress and burnout, it was suggested that personality traits be considered as major determinants of job stress.

Self-efficacy has been recognized as a moderator in a variety of circumstances, such as self-efficacy as a stress and tension regulating variable. Efficacy, according to Jex and Bliese (1999), acts as a moderator between stressors such as working hours and burden, and it also increases stress. Pethe and Chaudhari (2000), investigated the relationship between role efficacy dimensions and occupational self-efficacy, as well as the relationship between role efficacy aspects and learned helplessness.

The findings revealed a link between occupational self-efficacy and personal growth, as people with high self-efficacy believe their work has the possibility for personal improvement, which may lead to higher self-efficacy. Furthermore, a person with a high level of self-efficacy believes that he has a lot of skill to do organizational duties.

A solid sense of efficacy, according to Benight and Bandura (2004), offers a basis for keeping an individual motivated to create good results even in the most unfavorable settings. As a result, self-efficacy appears to play an important role in efficiently coping with and managing stress and burnout. This is also backed by Bandura's social cognitive theory (2001), which claims that people with high self-efficacy are more confident in their skills to respond to stimuli in the environment and maintain self-control. Self-efficacy has been identified as a key organizational catalyst that can aid in the development of actions and effective methods (active coping techniques) for overcoming or alleviating the problems created by pedagogic elements that affect teachers' performance.

Frydenberg (2004), emphasized how a person views coping as a stress response and a means of building resilience. The study emphasized the necessity of educating young people cognitive coping skills to help them use interpersonal and intrapersonal resources more effectively. The

study concluded that changing the language of pessimism to the language of capacity and optimism is critical for young people's healthy social and emotional development. Effective adaptation of coping abilities is the key to a promising future for children. Schwarzer and Hallum (2008), looked into the relationship between stress and self-efficacy and found that having a high level of self-efficacy helps people cope with stress. It is claimed that having a positive belief in one's own ability to deal with stressful conditions leads to the development of constructive coping techniques.

2.1.7. Effect of burnout

Individual burnout consequences and the impact on an organization's overall productivity are two forms of burnout consequences. Tennant has discussed the personal repercussions of stress, such as depressive depression. Employee burnout has a negative impact on organizations, resulting in lower employee performance and satisfaction, reduced organizational commitment, and increased absenteeism and attrition.

I. Burnout and job satisfaction

Maslach (1982) investigated the link between job satisfaction and burnout and discovered that burnout is substantially linked to job discontent. Emotional tiredness is revealed to be a more significant driver of job discontent than cynicism within three phases of burnout.

II. Burnout and organizational commitment

Meyer and Allen distinguish between three types of organizational commitment: affective, continuous, and normative. Employees' emotional attachment to and identification with their organization is known as affective commitment. Continuance commitment refers to the financial penalty of leaving the company, whereas normative commitment refers to the employees' feeling of responsibility to stay. Burnout has been related to decrease organizational commitment, according to several studies. Emotional exhaustion and cynicism were found to be highly linked to a lack of organizational commitment across the three aspects of burnout.

III. Burnout and turnover intention

Burnout and intention to quit have a positive association, according to Leiter and Maslach (2004). Several studies have looked into the link between burnout and the intention to leave. Employee turnover intentions and burnout have been studied by Schaufeli and Bakker (2004), in a variety of settings, including insurance businesses, pension funds, and an occupational health

and home care facility. They found that there is a link between burnout and the desire to change jobs.

IV. Organizational outcomes of burnout

One of the most serious consequences of burnout is that it causes internal conflict, which is sometimes referred to as work-family conflict. When job expectations interfere with the ability to discharge family responsibilities, work-family conflict arises. Workplace family conflict has been associated with negative consequences such as decreased job productivity and satisfaction, poorer mental and physical health, and increased burnout. Numerous researchers have used the conservation of resources (COR) hypothesis to better understand the causes and repercussions of work-family conflict.

Individuals aim to preserve, gain, or avoid losing valuable resources such as personal health, steady employment, and coworker support, according to the conservation of resources theory. Competing pressures from job and family responsibilities lead to a loss of resources, which is a major source of stress. Workplace family conflict can result in negative health outcomes such as exhaustion and despair (Rahat Ahmed, 2018).

Work-family efficiency is a process in which work-related experiences generate or support the development of resources that help the family domain (e.g., mood, psychosocial benefits). Increased Work family efficiency has been linked to favorable results, such as higher job satisfaction and better physical and mental health, according to research. The resource gain-development (RGD) model aims at evaluating the efficiency of work families. The resource gain-development paradigm argues that people have a natural desire to develop, achieve, and grow to their full potential for themselves and the groups or systems to which they belong, such as families and organizations. Work family efficiency happens when resources obtained in the job context are utilized, maintained, and strengthened in the family domain, according with resource gain-development paradigm. The amount of enrichment a person receives is determined by the amount of resources he or she already has. Mothers with high resource levels (e.g., a high income or a supportive partner) may more easily acquire extra resources, and thus have greater Work family efficiency, as compared to mothers with few resources. Work-family profiles have different implications for indices of health and well-being, according to the findings of previous studies (Rahat Ahmed, 2018).

2.2. Empirical review

Several researches have been done to understand the relation between structural empowerment and employees' burnout. The researcher has selected some of the research and reviewed it as follows.

In 2018 RashidAzar, S., Alimohammadzadeh, and Akhyani, conducted a research titled investigation of the relationship between structural empowerment and reduction of nurses' occupational stress and job burnout. The research was done on Nurses of public hospitals in Tehran. The purpose of this study was to investigate the relationship between nurses' structural empowerment and reduction of their occupational stress and job burnout. The research was a correlational study that investigated 400 nurses of the selected hospitals of Tehran University of Medical Sciences. The statistical population included the nurses with undergraduate degrees who have spent the period of human resource planning (at least 2 years of work experience) without sick leave of more than 1 month in the last 6 months and certain chronic conditions that affect burnout, such as severe migraine headaches and backache. Maslach Burnout Questionnaire, Spritzer's Structural Empowerment Questionnaire and Job Stress Questionnaire were used to collect data for the research.

In their study, an inverse relationship was observed between structural empowerment and job burnout and occupational stress. This indicated that the more structural empowerment practiced by the organization, the less burnout behavior was reflected by the employees. The researchers concluded that as the structural empowerment of the personnel is based on professional standards and principles, nurses will experience less stress and consequently less burnout. Valuing and feeling of significance played an important role in elimination of the nurses' mental stress in the workplace. Therefore, solutions such as changing the management style in the sectors, the participation of nurses in decision making and the development of an appropriate organizational culture have been recommended as a solution to the problem of burnout in the research context. The research also posits that psychological empowerment is an internal motivation factor that is reflective of the staff's active role in the organization. The significance of a job was found to have impact on employee's work engagement. Thus, the research highlighted that making employees job value adding or helping employees understand the need for their role is essential for reduction of employee's burnout and enhanced performance.

According to the research done by Laschinger, Wong and Grau, A. (2013) the research was titled authentic leadership, empowerment and burnout: a comparison in new graduates and experienced nurses. The main aim of the research was to examine the effect of authentic leadership and structural empowerment on the emotional exhaustion and cynicism of new graduates and experienced acute-care nurses. What makes this research different is that it used two sets of employees for the research objective. The first one is 342 newly graduated nurses while the other group included experienced nurse staff who have more than two years of experience.

The result of the research indicated that the impact of empowerment on burnout was stronger for experienced nurses. Although there was a significant negative direct effect on emotional exhaustion in both groups, the effect was twice as strong for experienced nurses. It is possible that experienced nurses are able to make better use of empowering work structures as a result of greater knowledge and experience than new graduates, thereby benefiting more from accessing these conditions. Emotional exhaustion was strongly related to cynicism (the other component of burnout) in both groups, although the effect was significantly stronger for the experienced nurses. This may suggest that once experienced nurses become exhausted, they develop cynicism to a greater extent than younger, less experienced nurses, possibly owing to prolonged exposure to stressful working conditions. Leiter and Maslach (2004), note that only when emotional exhaustion is sustained over longer periods of time do employees experience advanced stages of burnout (cynicism and personal inefficacy). The research shows that organizations need to understand that cynicism may develop among experienced staff and the organization need to develop ways to minimize the risk of cynicism and burnout among experienced staffs.

The last two researches were done on hospitals. This is because most if the burnout concept was highly applied to hospitals at time but after continuous studies and application to different sectors researchers have learned that the concept of burnout is applicable to other sectors too. This is confirmed by a joint research conducted by Jamshed Khan Khattak, Muhammad Aslam Khan, Ayaz Ul Haq , Muhammad Arif and Amjad Ali Minhas. Their research titled Occupational stress and burnout in Pakistan's banking sector indicated that the concept is employee's burnout is applicable to the banking sector. The study examined the occupational stress and professional burnout in the banking sector of Pakistan. A total of 237 bank employees (74.3% male and 25.7% female) from different commercial banks participated in the survey. In order to collect

data on stress and burnout a self-reported questionnaire was administered to bank employees. Descriptive, correlation and regression statistical tools were used to analyze data.

The results of the research identified that workload, working hours, technological problems at work, inadequate salary, time for family and job worries at home are the significant sources of stress in the banking sector. The significant symptoms of burnout as revealed by the results are back pain, extreme tiredness, headache and sleep disturbance. All stressors (Organization, Job, Relationship at work, work environment and family work interface) are significantly correlated to all burnouts (Physical, Psychological and Organizational). All the stress elements significantly predicted burnout in the banking sector of Pakistan. The changing work pattern is creating stress for the bank employees and these stressors are leading to burnout.

The other research considered for empirical review was research conducted by Isaac Amigo¹, Elisa Asensio, Ignacio Menéndez and Sergio Redondo. Their study investigated the presence of the burnout syndrome amongst employees of the banking sector. The purpose of this research was investigating the impact of changes in working conditions and the controversial commercial strategies employed in this sector in recent years on employee's burnout. A total of 1,341 professionals, 883 men and 458 women took part in the study. A Spanish version of the Maslach Burnout Inventory-General Survey was used, via electronic mail.

The results of the research revealed that at least 55.78% of the sample showed a high risk of burnout in at least two of the dimensions. The workers in commercial branch offices dealing with the general public showed a greater risk of burnout than those working in central services. The researchers concluded that burnout was higher than in other professions considered to be at risk and appears to be more closely associated with work-related stress and the controversial commercial strategies employed in the sector in recent years. Psychological intervention programs aimed at stress management were recommended as a way of helping employees address problems of this kind.

2.3. Conceptual Model

As empowerment's definition is identified, Kanter's structural empowerment becomes the primary empowerment theory within the workplace. Kanter theory provides insight about empowerment and organizational commitment (Kanter, 1977). Kanter's structural empowerment theory provides the foundational work for many employees as her theory involves managers

taking specific actions to create high quality work environments that foster trust and enhance work effectiveness (Kanter, 1977).

Kanter's theory imparts a foundational premise in which motivated employees seek a committed work relationship (Laschinger, Wong, & Greco, 2006). The four components contributing to this healthy work relationship include access to support, resources, information, and opportunity with formal and informal power being essential to this phenomenon (Cowden & Cummings, 2012). Kanter hypothesizes that access to these factors contribute to professional growth and organizational goal achievement. Also, formal and informal powers are imperative to this theory and assist with accomplishing goals for the organization (Chambers & Thompson, 2008).

Formal power is defined by how employees perceive their job role in terms of flexibility, visibility, and importance of the job in terms of creativity and innovation whereas informal power provides the employees with the opportunity to establish networks with peers, sponsors, and subordinates (Davies, 2006; McDonald, 2010). By having the four structural components along with both types of power, the employees can become empowered within the work setting which allows organizational goals to be accomplished.

The Conditions of Work Effectiveness Questionnaire-II (CWEQ-II) was used to measure the four components of structural empowerment. This standardized questionnaire is used to assess the existence of opportunity (like opportunity for challenging work), information (like access to information about the values of management), support (comments about things you could improve) and resources (like time available to accomplish job requirements). This standardized questionnaire consists of a total of 12 items (three per subscale). The questions then were rated on a five-point Likert scale ranging from 1 (none) to 5 (a lot). A total empowerment score was obtained by averaging the four subscales. This questionnaire has been retested and reported subscale reliability coefficients range from 0.78 to 0.89 (Cho 2006, Greco. 2006).

In order to measure employee's burnout in the Ethiopian banking sector the researcher has decided to use Maslach burnout inventory. Maslach Burnout Inventory is a standardized questionnaire that has been used by several researchers to assess the existence of burnout. The three components of burnout construct are conceptualized in slightly broader terms, with respect to general jobs, and not just to personal relationships that may be part of that job. Thus, the labels for the three components are: exhaustion, cynicism (a distant attitude toward the job), the reduced professional efficiency. Thus, the researcher believes that by using Conditions of Work

Effectiveness Questionnaire-II and Maslach burnout Inventory the researcher will be able to assess the existence of each variable and possible correlation between structural empowerment and employee's burnout. The general structure of the research is represented by the figure below.

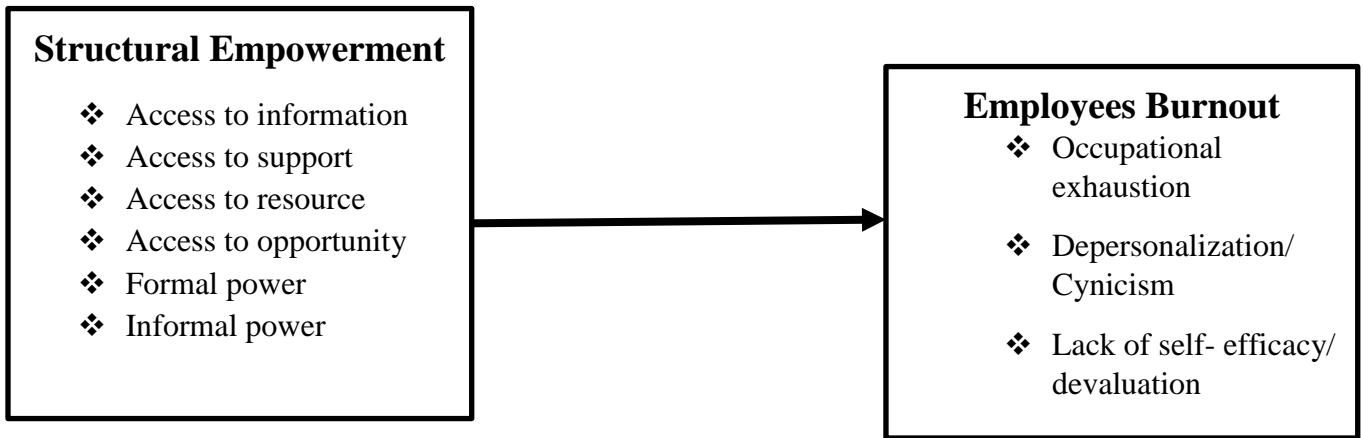


Figure 2. 1 Conceptual frameworks based on literature review

Research Hypothesis

Based on the above conceptual model the following research hypotheses are forwarded.

Hypothesis 1

H₀- There is no significant/ strong correlation between Access to Information and employee's burnout in the case of private banks in Ethiopia.

H₁- There is a significant/ strong correlation between Access to Information and employee's burnout in the case of private banks in Ethiopia.

Hypothesis 2

H₀- There is no significant/ strong correlation between Access to support and employee's burnout in the case of private banks of Ethiopia.

H₁- There is a significant/ strong correlation between Access to support and employee's burnout in the case of private banks of Ethiopia.

Hypothesis 3

H₀- There is no significant/ strong correlation between Access to resources and employee's burnout in the case of private banks in Ethiopia.

H₁- There is a significant/ strong correlation between Access to resources and employee's burnout in the case of private banks in Ethiopia.

Hypothesis 4

H₀- There is no significant/ strong correlation between Access to opportunity and employee's burnout in the case of private banks of Ethiopia.

H₁- There is a significant/ strong correlation between Access to opportunity and employee's burnout in the case of private banks in Ethiopia.

Hypothesis 5

H₀- There is no significant/ strong correlation between Formal power and employee's burnout in the case of private banks of Ethiopia.

H₁- There is a significant/ strong correlation between Formal power and employee's burnout in the case of private banks in Ethiopia.

Hypothesis 6

H₀- There is no significant/ strong correlation between Informal power and employee's burnout in the case of private banks of Ethiopia.

H₁- There is a significant/ strong correlation between Informal power and employee's burnout in the case of private banks in Ethiopia.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

In this chapter the research methodology which is used for this study is discussed. This chapter covers the research design, data collection method and data analysis methods used to conduct the research. Beside this tests that include the reliability, normality and Multicollinearity of the research model are included.

The research is conducted using explanatory research methods. This is because of the cause and effect nature of the study title. Thus, the researcher administered a questionnaire as a source of primary data.

3.1. Research Design

This research used an explanatory research design method. This is because explanatory research enables the researcher to find the relation between Structural empowerment and employee's burnout. The study is cross sectional in the sense that relevant data were collected at one point in time which was useful to assess practices, attitudes, knowledge and beliefs of a population in relation to a particular topic.

3.2. Sampling Design

First the scope of the research is limited to private banks in Ethiopia. At the time of the research there are 18 private banks that are already operating and more than 6 banks are expected to start service in the coming year. Thus, the researcher believed that reducing the scope of the research to banks that have experience in the sector for more than 25 years would be efficient. Therefore, four banks were found to have more than 25 years in the sector. These banks are Dashen Bank, Awash Bank, Hibret Bank and Abyssinia Bank.

From the above selected four banks the research scope is further limited to employees that are found in Addis Ababa. This is done for two major reasons. First, most of the bank's major activities, branches, head office and customer base are concentrated in the capital city. Second, considering the time and cost limitation including all employees of the banks across Ethiopia would make the research difficult.

3.2.1. Sample size

The researcher believed that conducting the research on clerical and permanent employees of the four selected private banks will be appropriate for the research. Thus, the population of the group is identified as any clerical and permanent workers of the four private banks who work under Addis Ababa districts.

In order to determine the sample size for the study, a sample size formula i.e. survey software and based on a margin of error of 5% and a confidence interval of 95%. In order to find the number of population the researcher requested the number of employees at each of the selected banks from the respective human resource department.

Name	Total Number of employees in Addis Ababa
1. Awash Bank	4100
2. Dashen Bank	4900
3. Abyssinia Bank	4375
4. Hibret Bank	3900
Total Number of population	17,275

Table 3. 1 Total sample size

The data in the above table indicates the number of employees working at each one of the selected banks in Addis Ababa. Therefore, the researcher used the total number of the employee's 17,725 to determine the sample size. Thus, using the formula below the sample size for the research is determined to be 391.

The number of samples is determined using the formula mentioned below.

$$no = \frac{N}{1 + N(e^2)}$$

Where = no is the sample size

N= is the population size, and

e = is the level of precision or sampling error

3.2.2 Sampling determination

After selecting the number of sample sizes the researcher distributed the questionnaire proportionately to the respective banks head-offices and branches. The first method applied is to figure out the proportion of employees that work in branches as compared to employees that work at Head-offices. The number of employees that work in branches are a lot more than employees at the head office. Thus, the researcher used 80% of the sample size from the branches while the remaining 20% of the sample was collected from the Head office of the respective branches.

Thus 80% of the sample size or 312 questionnaires were distributed to employees that work at branches of the four banks. Expecting difference in employee's perception of the subject matter in all of the banks the sample size is further proportionally distributed to each bank. Thus, 72 Questionnaires were distributed to branches of each bank. The remaining number of questionnaires is distributed to employees that work at head office level. The entire questionnaire distribution can be easily understood from the table below. After selecting the branches using the above method, a random sampling method is applied to select individual employees from branches and respective districts.

Branch employee's 80% of sample size 391		
Grade A Branches (80)	Awash Bank district	20
	Dashen Bank district	20
	Abyssinia Bank	20
	Hibret bank	20
Grade B Branches(80)	Awash Bank district	20
	Dashen Bank district	20
	Abyssinia Bank	20
	Hibret bank	20
Grade C Branches(80)	Awash Bank district	20
	Dashen Bank district	20
	Abyssinia Bank	20
	Hibret bank	20

Grade D Branches(80)	Awash Bank district	20	
	Dashen Bank district	20	
	Abyssinia Bank	20	
	Hibret bank	20	
Total		320	
Head office employee's 20% of sample size (78)			
	Awash Bank district	20	20
	Dashen Bank district	20	20
	Abyssinia Bank	20	20
	Hibret bank	20	20
Total			80

Table 3. 2 Sample distribution method

3.3 Data source and collection method

The study is conducted using both primary and secondary data. Primary data is collected by conducting questionnaires to selected employees of Awash bank, Dashen Bank S.C, Abyssinia Bank and Hibret bank. In addition, information like the number of employees, branches is directly collected from the bank. Secondary data sources like the digital library of the university, journal articles, thesis and doctoral researchers are used to prepare the literature review and build a research model.

Questionnaire is used as a method of data collection tool. The questionnaire has three major parts. The first part collects the general profile of the respondents. This includes Gender, age, marital status, work place, work position, work experience and educational level of the respondents. Questions about structural empowerment and employee's burnout are included at the second and third part of the questionnaire.

The questionnaires in this study are measured by using a five – point Likert scale which expressed by strongly Disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5) for Burnout measurement of Maslach Inventory Five Likert scale with None (1), A few times (2), Some times (3), A fair amount (4) and A lot (5) is used for Structural empowerment questionnaire.

The data collection was challenging due to the threat posed by Covid-19. Despite this 87.9% of all research distributed was collected and used for the research.

3.4. Data processing and analysis

3.4.1. Data Analysis

Statistical Package for Social Science (SPSS) software for version 24 was used to analyze and present the data by using different statistical tools. Descriptive analysis, correlation analysis and multiple regression analysis statistical tools were used to analyze the data and answer the research questions.

3.4.2. Descriptive analysis

Descriptive analysis tools are used to interpret the demographic and general result of the research. Mean and standard deviation are used to describe the nature of the variables. Frequency tables and charts generated from the SPSS are used to present the data.

3.4.3 Inferential Analysis:

Pearson Coefficient of Correlation was used in order to measure the magnitude and the direction of relation between dependent and Independent variables. The value of Pearson coefficient can range between +1 to -1. The value of +1 stands for strongly positively correlated while -1 refers to strongly negatively related. According to Pearson correlation coefficient a value close to zero is considered to indicate insignificant relation. The interpretation of Pearson coefficient is not complete unless it is supported by the statistical significance of the variable (Taylor R., 1990).

Multiple linear regression models show the impact of independent variables on dependent variables. In this research multiple regressions are used in order to show the impact of structural empowerment on employee's burnout.

Regression Analysis

Multiple regressions were used to identify the impact of the independent variables on employee's burnout. Regression functions include independent variables of Access to opportunity, Access to information, Access to support, access to resources, Formal power and informal power. The dependent variable is employee's burnout.

Employee's Burnout = f (Access to opportunity, Access to information, Access to support, Access to resources, Formal power and informal power)

$$BR = \beta_0 + \beta_1 AO + \beta_2 AI + \beta_3 AS + \beta_4 AR + \beta_5 FP + \beta_6 IFP + e$$

Whereas, BR = Burnout

AO= Access to opportunity

AI= Access to information

AS = Access to support

AR = Access to resource

FP = Formal power

IFP= Informal power

e= model error term

3.5 Reliability Test

Cronbach's alpha is a measure of internal consistency. It measures how closely related a set of items are as a group. Cronbach's alpha result ranges from 0 to 1. The result of 0 indicates that there is no consistent variance in the variable while a result of 1 indicates if there is a significant consistent variance (Brown J. 2002). Thus, in this research the internal consistency of the variables is tested using Cronbach's alpha. The result is presented in the table below.

Reliability Test Using Cronbach's Alpha (α)

No.	Name of the construct	Items included	Cronbach's Alpha (α)
1.	Access to opportunity	3	0.614
2.	Access to information	3	0.738
3.	Access to support	3	0.784
4.	Access to resources	3	0.605
5.	Formal power	3	0.642
6.	Informal power	4	0.797
7.	Occupational exhaustion	9	0.872
8.	Depersonalization/ Cynicism	5	0.707
9.	Lack of self efficacy	8	0.828

Table 3. 3 Reliability Test

In most cases Cronbach's alpha result of 0.7 and above is considered to be an indicator for reliable measurement tools. Thus, as it is indicated in the above table the Cronbach's alpha result of most of the variables shows a value above 0.7.

3.6 Normality test.

The researcher conducted a normality test to check if the research data is well modeled by normal distribution. Normal distributions take the form of a bell-shaped curve. The standard normal distribution is one with a mean of 0 and a standard deviation of 1. It is a benchmark distribution for many statistical assumptions (Mardia K, 1970). In most cases skewness and kurtosis should be within the +2 to -2 range when the data are normally distributed. Thus, the normality test by the researcher indicates that most data fall between -1 and +1 while few are between +2 and -2 indicating normality of the data. The normality test result can be found from the appendix.

3.7. Multicollinearity test

Multicollinearity is when two or more independent variables have exact linear relation with each other. The existence of Multicollinearity is assumed to affect the estimation of the model and the interpretation of results (Kumar K.2012). In most cases the Multicollinearity is assumed to be significant when the value of tolerance and variance inflation factor is less than 0.1 and higher than 10 respectively. Thus, the Multicollinearity of the data is calculated using SPSS as follows.

In order to check for Multicollinearity the researcher uses two methods of analysis on SPSS. The first method is to use correlation as an indicator of possible relation between the independent variables. After that the researcher conducted a linear regression between the independent variables in order to test for Multicollinearity. The result for all cases indicated a tolerance value of more than 0.1 and VIF value of less than 10. This is further illustrated by the table below.

Table 3. Multicollinearity test Coefficients^a

Model	Collinearity Statistics		
	Tolerance	VIF	
1	Access to Information	0.568	1.761
	Access to support	0.617	1.622

Access to Resource	0.677	1.477
Formal power	0.596	1.678
Informal power	0.643	1.556

a. Dependent Variable: Access to opportunity

Table 3. 4 Multicollinearity Test

As can be inferred from the above table the tolerance for all variables is greater than 0.1 and the VIF for all values is also not greater than 10. Thus, the researcher concluded that the data analysis was free from the Multicollinearity problem.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATIONS

4.1. Introduction

This chapter includes the data presentation, analysis and interpretation of the findings. The analysis starts with a description of the respondents demographic profiles. The total sample of the study was 391, 87.9% of the questionnaire was returned. In general responses of 344 employees were used to conduct the research.

4.2. Respondents demographic

4.2.1 Background Information of Respondents

Gender

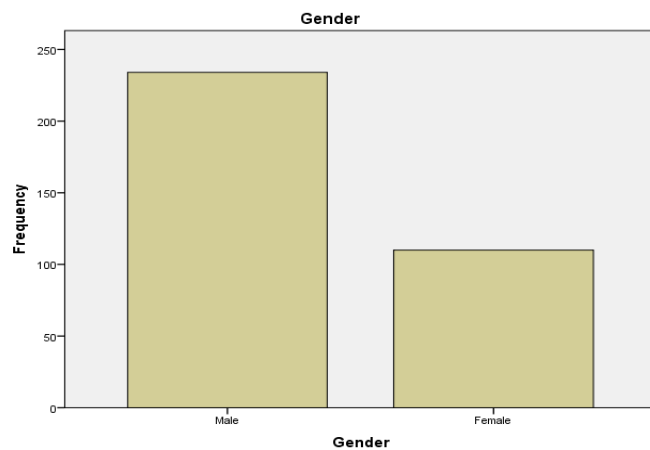


Figure 4. 1Gender of sample respondents

As it is illustrated in the above bar chart the number of male participants was more than twice larger than the number of female participants. Out of the 344 responses 234 or 68.1% of the employees were male while the females accounted for only 110 or 31.9% of the sample. This indicated that larger portion of the respondents were male. The relation of employee gender and its impact on burnout is discussed in the later part.

No	Item	Frequency	Percent	
	Age	Under 25	77	22.1%
		25-34	221	65.7%
		34-44	38	11.0%
		Above 45	8	1.2%
	Total	344	100%	
	Marital Status	Single	234	68.0%
		Married	105	30.5%
		Divorce	5	1.5%
	Total	344	100.0%	
	Educational Background	Diploma	5	1.5%
		BA/BSC	224	65.1
		MA/MSC	115	33.4
		Total	344	100.0

Table 4. 1 Demographic characteristic of respondent

The age section of the table shows that 65.7% or 226 number of the respondents are between the ages of 25 and 34. The second large group is employees under the ages of 25 covering 22.1% of the respondents. As it is illustrated in the table the numbers of young employees are significantly larger than the older ones. The marital status indicated that 68% of the respondents were single while the rest of 30.5% are married. The divorce section of the question indicated 5 respondents. The educational level indicated that 65.1% of the respondents were degree holders while 33.4% are MA holders. No one selected the PHD option so it is not included in the above frequency table. This result indicated that majority of the respondents are educated and capable of carrying their task.

	Place of work	Awash Bank	68	19.8%
		Dashen Bank	90	26.2%
		Abyssinia Bank	67	19.4%
		Hiberet Bank	119	34.6%
		Total	344	100%
	Job position	Maker/Checker	192	55.8%
		Branch Supervisor	92	26.7%
		Branch manager	14	4.1%

		Head office operational officer	22	6.4%
		Head office Manager	24	7.0%
		Total	344	100.0%
	Experience	Less than 2 year	91	26.5%
		2-5 year	158	45.9%
		6-10 year	71	20.6%
		Above 10 year	24	7.0%
		Total	344	100.0%

Table 4. 2 Demographics characteristic of respondents

The place of work section of the table indicated that a fair amount of respondents are included from all of the four banks selected for the study. As for the job position, the majority of the respondents were Customer service officers (Maker/checkers) covering 55.8% of the total respondents. The next large part is 26.7% which is a response from Branch supervisors. The researcher believes that this is representative of the banking industry as the number of employees at customer service offices is higher than other job positions.

The experience section of the frequency table indicated that the majority of the respondents or 45.9% have experience of 2-5 years while 26.5% of the respondents have less than 2 years of experience. Therefore, the majority of the respondents have experience of less than 10 years. In spite of this, the researcher believes that the experience of the respondents is sufficient for the subject matter under the study.

4.2.2. Employee's burnout and respondents demographic characteristics

Gender and employee's Burnout

According to Antoniou A.(2006) Female employees are more likely to experience burnout as compared to their male counterparts. The same kind of result was concluded by Maslach and Jackson in 1986. Their research indicated that female respondents reported higher emotional exhaustion as compared to males. Thus, the researcher conducted an independent T test for Gender in order to test any difference in employee's burnout for male and female. The result of the test is given below.

Gender	Gender	N	Mean	Standard deviation	t-test	Significance 2 tailed
<i>Employee's Burnout</i>	male	234	3.3117	0.4435	-3.108533	0.02
	female	110	3.4815	0.4556		

Table 4. 3. T test to gender difference on employee's Burnout

As it is illustrated in the above table the mean values for both male and female regarding burnout are 3.3117 and 3.4815 respectively. This shows that females show slightly higher employee's burnout as compared to males. The result of the above table indicated female employees are more exposed to employee's burnout as compared to males. In addition the two tailed significance under both dependent variables is lower than 0.05 this indicates significant relation between employee's gender and employee's burnout. Thus, the researcher concluded that there is a significant relation between employee's burnout and gender.

Age and employee's Burnout

According to Byrne (1991) age is related to employee's burnout. The result of his work indicated that workers in early stages are more exposed to Burnout as compared to experienced workers. This is further supported by Pines and Aronson (1988) as they argued that employee's at the early stage of the working year are more invested and that they try to achieve most of their initial intentions like changing the organizational environment or being high achievers. But when this feeling is faced by the reality of the workplace challenges they are more likely to suffer from emotional exhaustion. Keeping this in mind the researcher compared the means of employee's burnout across different age groups. The result is illustrated by the table below.

The effects of respondents age difference on Employee's Burnout

Age of respondents	Employee's Burnout across different age Group		
	Mean	N	Standard deviation
Under 25	3.4108	77	0.5474
25-34	3.3641	221	0.4165
34-44	3.2092	38	0.4079

Above 45	3.1096	8	.13369
Total	3.3567	344	0.4524

Table 4. 4Age and employee’s burnout

The above table illustrates how the age of respondents across the four age groups affects the respondent’s response to burnout. The highest level of burnout was recorded with a mean of 3.4108 from employees under the age of 25. This result can be supported by the work of Pines and Aronson (1988) as they posited that employees who have less experience are also exposed to burnout as employees who are experienced. The reason for this is lack of experience means that the employee doesn’t have any stress coping methods. In addition, the expectation and comparison with the environment are some of the reasons that result in a high level of burnout in employees.

The second highest mean value for employee’s burnout is from employees between the ages of 25-34. The third highest value was recorded by employees between the ages of 34-44. This indicates that the mean value of burnout seems to decrease as the number of employees age increases. Thus, from this the researcher concluded that employees who are more experienced are less likely to be exposed to burnout as compared to new employees.

Educational Background and employee’s Burnout

The effects of respondents' educational level difference on employee’s burnout.

Educational background	Employee’s Burnout across different educational background		
	Mean	N	Standard deviation
Diploma	3.3831	5	.19232
BA/BSC	3.3961	224	.48191
MA/MSc	3.3114	115	.38360
Total	3.3567	344	.45241

Table 4. 5 Educational background and Burnout

Table 9. Descriptive result for educational level and employee’s reaction to change

Out of the four educational levels provided in the questionnaire all respondents fall under diploma, BA and MA group. None of the respondents had a PHD and above qualification. Employee’s burnout displayed by BA/BSc the mean value of 3.39 was higher than a 3.31 and 3.38 value for MA and diploma holders. The mean value for employees who have a diploma qualification is less than the other groups. In general the mean value for all age groups is not

significantly different from one another. Thus, one can conclude that educational background doesn't seem to play a significant role on employee's burnout.

Place of work and employee's Burnout

The effects of respondents' place of work on Employees burnout in selected private banks of Ethiopia.

Place of work	Employee's Burnout across the selected four banks.		
	Mean	N	Standard deviation
Awash Bank	3.2993	68	.40599
Dashen Bank	3.3193	90	.33806
Abyssinia Bank	3.4008	67	.65633
Hiberet Bank	3.3948	119	.38946
Total		344	

Table 4. 6 Place of work and employee's burnout

Out of the four private banks selected for the study. The mean value of employee's burnout is calculated using the table above. The result of the study shows that the mean value for all of the four banks is relatively close to each other. This shows that employee's burnout is affecting employees at industry level. It indicates that the result of the study is not specifically attached to a single bank; instead it can be generalized to other banks.

The above table indicated that employee's burnout level for employees of Abyssinia Bank is higher than other private banks with a mean score of 3.40. The reason for the high level of employee burnout in each bank is not considered in this research. Thus, further study is required to understand the cause of the difference in employee's burnout between the banks.

Work position and employee's Burnout

The effects of respondents educational level difference on Employees reaction to organizational change

Work position	Employee's Burnout across different job position		
	Mean	N	Standard deviation
Maker/Checker	3.3862	192	.50608
Branch Supervisor	3.3320	92	.38761

Branch manager	3.0496	14	.37367
Head office operational officer	3.4402	22	.19234
Head office Manager	3.3255	24	.23935
Total		344	

Table 4. 7 Job position and employee’s burnout

The result of the above table compares the level of burnout among employees of different job positions across the selected four banks. The result showed that the highest mean value of 3.38 and 3.44 are recorded for Maker/checkers and Head office operational officers. This indicates that the level of employee’s burnout is higher at lower positions like Maker/checker and head office operational staff. The lowest mean of burnout is recorded for branch managers with a value of 3.04.

The above result indicates that employees at a lower level like maker/checkers and operational staff are more exposed to burnout as compared to employees at her level like managers. This result is supported by work of Kanste O. (2007) as he posited that those employees with high job levels within an organization, such as professional and managerial staff, experience less burnout than other workers. The result of his work indicated that higher job levels protect the employee from increased cynicism and decreased self-efficacy. In addition, other researchers forwarded that higher job positions like management often comes with higher degree of autonomy which helps to reduce the feeling of cynicism and reduced self-efficacy. In general, the research found the result to be in line with the above findings (Tracey and Hinkin, 1996).

4.3. Descriptive statistics

Based on the literature review and empirical review 344 respondents were asked about structural empowerment and employee’s burnout. Thus, the questionnaire helped to get employee’s view on access to opportunity, access to information, access to support, access to resources, Formal power and informal power. In the following section the mean and standard deviation for the employees are described and interpreted.

Since 5 scale Likert is used as a measurement tool. The minimum value is 1 and the maximum value is 5. Thus, dividing 5 by four which is 0.8 the maximum room for the strongly disagree is 1.8 and so on for the others. High mean values represent the existence of the variable in question

while a lower mean indicates less agreement to the presence of the variable. In addition to the mean score; standard deviation is used to assess the variation on the mean score. This means a higher standard deviation refers to a high variance of response from the mean. This puts the reliability of the data in question especially when the standard deviation is above + or below -2.

Descriptive Statistics			
	N	Mean	Std. Deviation
Access to opportunity	344	2.6046	.90810
Access to information	344	2.9581	.82711
Access to support	344	2.9127	.87261
Access to resources	344	3.2679	.76926
Formal power	344	2.4714	.78927
Informal power	344	3.0283	.71325
Occupational Exhaustion	344	3.7837	.61016
Depersonalization/ cynicism	344	3.0488	.75944
Lack of self efficacy	344	2.3936	.78654

Table 4. 8 Descriptive statistics for all variables

The above table indicated the mean score of each variable used under this study. The result indicated that among the variables of structural empowerment the lowest mean value was recorded for access to opportunity with a score of 2.60. This indicated that the majority of the respondents believed in a lack of opportunity in their organization. These signposts that the structure of the organization is not empowering as the number of opportunities are limited. In addition to this the mean value for access to information and access to support are also low. This again indicates a low level of access to information and support.

As it is described in the literature review of the research, access to support and information are crucial to create an effective and empowering working environment. But the result of the research indicated a lower mean score for both access to support and information.

In addition, a lower mean score of 2.47 was recorded for formal power while 3.02 was recorded for Informal power. As it is illustrated in the literature review formal power refers to employee's visibility in the organization decision making. When employees feel like they have higher formal

power it means that they believe that they have the power to affect the organization's decision making and goal. In contrast the research result indicated that the majority of employees in Ethiopia private banks believe that they have less power in the organizational setting.

On the other hand the mean score for the variables of employee's burnout is higher than the variables of structural empowerment. Occupational exhaustion was recorded to have 3.71. This means that the majority of the respondents believe that they are suffering from occupational exhaustion. The mean value for depersonalization / cynicism and lack of self-efficacy are found to be 3.62 and 3.50 respectively.

4.4. Correlation Analysis

In this section the correlation of Access to opportunity, Access to information, Access to support, Access to resources, Formal power, informal power, Occupational Exhaustion, Depersonalization/ cynicism, Lack of self efficacy are presented. According to Cohn's (1988) the strength and magnitude of correlation between variables can be interpreted using the table below.

Source: Cohen (1988)

Correlation strength	Positive values	Negative values
Small	r=0.10 to 0.29	r = -10 to -.29
Medium	r=.30 to .49	r= .30 to -.49
Large	r=.50 to 1.0	r= -.50 to -1.0

Table 4. 9 Classification of the Strength of Relationship

The Pearson correlation factor is used in order to measure the statistical relation between the independent variables (Access to opportunity, Access to information, Access to support, Access to resources, Formal power, informal power) and dependent variable Employee's Burnout.

Correlations								
		AO	AI	AS	AR	FP	IFP	Burnout
AO	Pea	1	0.039	.167**	0.083	0.013	0.048	-.437*
	Sig		0.467	0.002	0.123	0.811	0.378	0.026
AI	P	0.039	1	.380**	.318**	.428**	.298**	-.381**

	Sig	0.467		0.000	0.000	0.000	0.000	0.000
AS	P	.167**	.380**	1	.447**	.463**	.342**	-.528**
	Sig	0.002	0.000		0.000	0.000	0.000	0.007
AR	P	0.083	.318**	.447**	1	.449**	.328**	-.437**
	Sig	0.123	0.000	0.000		0.000	0.000	0.000
FP	P	0.013	.428**	.463**	.449**	1	.421**	-.362**
	Sig	0.811	0.000	0.000	0.000		0.000	0.000
IFP	P	0.048	.298**	.342**	.328**	.421**	1	-.389**
	Sig	0.378	0.000	0.000	0.000	0.000		0.000
Burnout	P	-.437*	-.381**	-.528**	-.437**	-.362**	-.389**	1
	Sig	0.026	0.000	0.007	0.000	0.000	0.000	

Table 4. 10 Pearson correlation result

Access to opportunity as an independent variable has a statistically significant correlation (sig. (1 tailed- 0.026) with employee's burnout. This is reflected by a Pearson correlation value of -0.437. The negative value of the correlation coefficient indicates the inverse relation between the variables. This correlation is significant as the p value 0.026 is lower than 0.05.

Access to information as an independent variable has a statistically significant correlation (sig. (1 tailed- 0.000) with employee's burnout. This is reflected by a Pearson correlation value of -0.381 the negative value of the correlation coefficient indicates the inverse relation between the variables. In general this shows that access to information is moderately related to employee's burnout.

The result of the research indicated that access to support as an independent variable has a statistically significant correlation (sig. (1 tailed- 0.528) with employee's burnout. This is reflected by a Pearson correlation value of -0.528. The negative value of the correlation coefficient indicates the inverse relation between the variables. The correlation between the variables is considered to be significant because of two factors. First the Pearson value indicated a value more than 0.3 and the two tailed significance level shows a result of 0.007 which is lower than 0.05. Thus, the result of the research indicated that access to support has a significant relation with employee's burnout.

The fourth variable access to resource as an independent variable has a statistically significant correlation (sig. (1 tailed- 0.000) with employee’s burnout. This is reflected by a Pearson correlation value of -0.437. The negative value of the correlation coefficient indicates the inverse relation between the variables. In general this shows that access to resources is moderately related to employee’s burnout.

Formal power as an independent variable has a statistically significant correlation (sig. (1 tailed- 0.000) with employee’s burnout. This is reflected by a Pearson correlation value of -0.362. The negative value of the correlation coefficient indicates the inverse relation between the variables. In general this shows that formal power is moderately related to employee’s burnout.

Informal power as an independent variable has a statistically significant correlation with employee’s burnout. This is reflected by a Pearson correlation value of -0.389. The negative value of the correlation coefficient indicates the inverse relation between the variables. In general this shows that informal power is moderately and negatively related employee’s burnout.

4.5. Regression analysis

To answer the objective of the study multiple regression models were employed. The model helped to assess the relationship between the independent variables (access to opportunity, access to information, access to support, access to resources, formal power and informal power) and the dependent variable employee’s burnout.

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.748a	0.559	0.545	0.66332	0.559	18.081	6	336	0.000
a Predictors: (Constant) access to opportunity, access to information, access to support, access to resources, formal power, informal power									
b Dependent Variable employee’s burnout.									

Table 4. 11 Model of fitness for Employee’s burnout

As it can be inferred from the above model summary report the R square of the model is 0.545. This R square value indicates that 54.5% of the variance in employee’s burnout can be predicted by the linier effect of access to opportunity, access to information, access to support,

access to resources, formal power and informal power. The DF Value of 6 and the significance value of 0.000 indicate that the model is reliable to predict the dependent variable employee's burnout.

According to Mugenda, (2013), model of fit is a data analysis procedure that is used to determine whether there are significant differences between two or more groups or samples at a selected probability level. An independent variable is said to be a significant predictor of the dependent variable if the absolute t-value of the regression coefficient associated with that independent variable is greater than the absolute critical t-value. In this study, the significance value is .000 which is less than 0.05 thus the model is statistically significant in influencing the employee's burnout using structural empowerment components.

The F-ratio in the model of the fitness table shows whether the overall regression model is a good fit for the data. Thus, the result of the above table indicates that F is 18.081 with a p value of 0.000 suggesting that there is a significant influence of structural empowerment on employee's burnout. The model of fitness table displays the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value (.000), which is less than $p < 0.05$, the model is significant. From this it can be inferred that the variation explained by the model is not due to chance. Therefore, suggest that the model has power to predict employee's burnout significantly from the structural empowerment practice of organizations.

4.5.Result of Hypothesis / Research questions /

In order to answer the research questions and address the hypothesis of the research the researcher conducted multiple regressions. Thus, in the following section the result for each hypothesis is given.

Table 4. 12 Result of regression model

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.828	0.359		5.091	0
	Access to opportunity	-0.462	0.071	-0.451	-4.574	0
	Access to information	-0.380	0.095	-0.374	-6.914	0

	Access to support	0.214	0.018	0.194	-0.143	0.105
	Access to resources	-0.315	0.059	0.309	-10.93	0
	Formal power	-0.312	0.1	-0.311	-2.08	0.039
	Informal power	-0.393	0.071	-0.278	-4.102	0

Hypothesis 1

H0- There is no significant/ strong correlation between access to Opportunity and employee's burnout in the case of private banks in Ethiopia.

Access to Opportunity is related to employee's burnout by b coefficient of -0.462 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in Access to Opportunity will cause a decrease of employee's burnout by 46.2%.

Access to opportunity helps employees to develop new skills and be rewarded for their effort.

As a major part of structural empowerment, access to opportunity can be used as a tool to reduce employee's burnout. The same results were reflected by the work of Tigert & Laschinger, (2004) as they forwarded that creating opportunities through promotion and creation of new jobs is likely to motivate workers and reduce work related stress.

The result of this research indicated that increasing job opportunity is likely to reduce employee's burnout by 46.2%. As per the result of multiple regressions analysis illustrated above the result indicates that access to opportunity and employee's burnout are negatively and significantly related. Thus, the researcher rejects the null hypothesis and accepted the alternative hypothesis.

Hypothesis 2

H0- There is no significant/ strong correlation between access to Information and employee's burnout in the case of private banks in Ethiopia.

Access to information is related to employee's burnout by b coefficient of -0.3802 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in Access to information will cause decrease of employee's burnout by 38.02%,

This result supports the work of Laschinger, Leiter, Day and Gilin (2009) as they posited that access to information refers to employee's being informed about the organization decisions, policies, and goals as well as technical knowledge and expertise. They indicated that effective communication of organizational change is crucial to increase employee's motivation and

performance. The result of the research also indicated that having proper access to information is likely to reduce employee's burnout by 38.02%.

As per the result of multiple regressions analysis illustrated above the result indicates that access to information and employee's burnout are negatively and significantly related. Thus, the researcher rejects the null hypothesis and accepted the alternative hypothesis.

Hypothesis 3

H0- There is no significant/ strong correlation between access to support and employee's burnout in case of private banks of Ethiopia.

Access to support is related to employee's burnout by b coefficient of 0.214 at a significance level of 0.105. This can be interpreted as keeping all the other variables constant one unit change in Access to support will cause an increase of employee's burnout by 31.7%. This result is not statistically significant as the p value of 0.17 is higher than 0.05.

As per the result of multiple regressions analysis illustrated above the result indicates that access to support and employee's burnout are positively and insignificantly related. Thus, the researcher accepted the null hypothesis and rejected the alternative hypothesis.

Hypothesis 4

H0- There is no significant/ strong correlation between access to resources and employee's burnout in the case of private banks in Ethiopia.

Access to resource is related to employee's burnout by b coefficient of -0.315 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in access to resource will cause decrease of employee's burnout by 31.5%. As per the result of multiple regressions analysis illustrated above the result indicates that access to resource and employee's burnout are negatively and significantly related. Thus, the researcher reject the null hypothesis and accepted the alternative hypothesis.

Hypothesis 5

H0- There is no significant/ strong correlation between Formal power and employee's burnout in the case of private banks of Ethiopia.

Formal power is related to employee's burnout by b coefficient of -0.312 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in formal power will cause a decrease of employee's burnout by 31.2%.

According to Sabiston & Laschinger (1995) power refers to an employee's ability to get things done. The literature indicated that formal power is related to employees' perception of their job in terms of flexibility, visibility and performance. The result of their work indicated that employees with higher formal power or with a better perception when it comes to the job flexibility and visibility are more motivated and effective than others. The result of the research supports this theory as it indicated that formal power in the organization structure is inversely related to employee's burnout.

The multiple regression model of the research indicated that formal power is significantly and negatively related to employee's burnout. Therefore, the researcher rejected the null hypothesis and accepted the alternative hypothesis.

Hypothesis 6

H0- There is no significant/ strong correlation between informal power and employee's burnout in the case of private banks in Ethiopia.

Informal power is related to employee's burnout by b coefficient of -0.351 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in informal power will cause a decrease of employee's burnout by 35.1%.

Informal power refers to the personal networks and alliances within the organization, such as relationships with sponsors, peers, and other coworkers. In other word informal power in the organization setting can be understood as the resourcefulness of employees in the organization setting. The literature part of the research illustrated that employee's who are resourceful in their organization are more likely to be productive and efficient in their work. The result of this research indicated that creating work environment that support employees to develop personal networks can reduce employee's burnout by 35.1%

In general, the result of multiple regressions analysis illustrated above indicates that informal power and employee's burnout are negatively and significantly related. Thus, the researcher rejected the null hypothesis and accepted the alternative hypothesis.

In general the result of the research hypothesis can be summarized as follows

Accepted Null hypothesis	Rejected Null hypothesis
There is no significant/ strong correlation between access to support and employee's burnout in the case of private banks of Ethiopia.	There is no significant/ strong correlation between access to Opportunity and employee's burnout in the case of private banks in Ethiopia.
	There is no significant/ strong correlation between access to Information and employee's burnout in the case of private banks of Ethiopia.
	There is no significant/ strong correlation between access to resources and employee's burnout in the case of private banks of Ethiopia.
	There is no significant/ strong correlation between Formal power and employee's burnout in the case of private banks of Ethiopia.
	There is no significant/ strong correlation between informal power and employee's burnout in the case of private banks of Ethiopia.

Table 4. 13 Result of hypothesis

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the findings of the study as well as conclusions gathered from the analysis of the data. The conclusion and the recommendations are guided by the objectives of the study.

5.1. Summary of findings

- ❖ The mean value for both male and female regarding burnout is 3.3117 and 3.4815 respectively. This shows that females show slightly higher employee's burnout as compared to males. The t-test conducted by the researcher indicated that female employees are more exposed to employee's burnout as compared to males. In addition the two tailed significance under both dependent variables is lower than 0.05 this indicates significant relation between employee's gender and employee's burnout.

- ❖ The researcher investigated possible relation between employee's age group and their burnout level. The highest level of burnout was recorded with a mean of 3.4108 from employees under the age of 25. The second highest mean value for employee's burnout is from employees between the ages of 25-34. The third highest value was recorded by employees between the ages of 34-44. This indicates that the mean value of burnout seems to decrease as the number of employee's age increases. Thus, from this the researcher concluded that employees who are more experienced are less likely to be exposed to burnout as compared to new employees.

- ❖ The researcher investigated possible relation between employee's educational level; and employee's burnout. Employee's burnout displayed by BA/BSc the mean value of 3.39 was higher than a 3.31 and 3.38 value for MA and diploma holders. The mean value for employees who have a diploma qualification is less than the other groups. In general the mean value for all age groups is not significantly different from one another. Thus, one can conclude that educational background doesn't seem to play a significant role on employee's burnout.

- ❖ The research was conducted in four selected private banks of Ethiopia. In order to get a deeper understanding of burnout the researcher examined if there is a relationship between a respondent organization and their level of burnout. The mean value of

employee's burnout was calculated for each bank. The result of the study shows that the mean value for all of the four banks is relatively close to each other. This shows that employee's burnout is affecting employees at industry level. It indicates that the result of the study is not specifically attached to a single bank; instead, it can be generalized to other banks.

- ❖ The researcher investigated the possible relationship between an employee's job position and level of burnout. The result showed that the highest mean value of 3.38 and 3.44 are recorded for Maker/checkers and Head office operational officers. This indicates that the level of employee's burnout is higher at lower positions like Maker/checker and head office operational staff. The lowest mean of burnout is recorded for branch managers with a value of 3.04. The above result indicates that employees at a lower level like maker/checkers and operational staff are more exposed to burnout as compared to employees at her level like managers.
- ❖ Access to Opportunity is related to employee's burnout by b coefficient of -0.462 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in Access to Opportunity will cause a decrease of employee's burnout by 46.2%.
- ❖ Access to information is related to employee's burnout by b coefficient of -0.3802 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in Access to information will cause decrease of employee's burnout by 38.02%.
- ❖ Access to support is related to employee's burnout by b coefficient of 0.214 at a significance level of 0.105. This can be interpreted as keeping all the other variables constant one unit change in Access to support will cause an increase of employee's burnout by 31.7%. This result is not statistically significant as the p value of 0.17 is higher than 0.05.
- ❖ Access to resources is related to employee's burnout by b coefficient of -0.315 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in access to resources will cause a decrease of employee's burnout by 31.5%.

- ❖ Formal power is related to employee's burnout by b coefficient of -0.312 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in formal power will cause a decrease of employee's burnout by 31.2%.
- ❖ Informal power is related to employee's burnout by b coefficient of -0.351 at a significance level of 0.000. This can be interpreted as keeping all the other variables constant one unit change in informal power will cause a decrease of employee's burnout by 35.1%.

5.2. Conclusions

The result of the research indicated that female respondents are more exposed to burnout than male employees. This indicated that female respondents suffer from work related stressors and emotional exhaustion more often than their male counterparts. Thus, organizations need to understand the role of gender in employee's burnout. This will help the organizations to give attention to female workers and find possible ways to reduce work related stressors and emotional exhaustion. In addition, the result of the research showed that employee's burnout seems to vary between workers of different age groups. The result indicated that employee's under the age of 25 are more susceptible to burnout. The result also indicated that employee's burnout decreased as their age increased. This is due to a lack of stress coping methods for young employees. Therefore, the management of the bank needs to develop methods to help fresh and junior workers develop coping methods for work related stress and exhaustions.

The result of the research indicated that there is an insignificant relation between employee's educational levels of burnout. The same was true for an employee's place of work. The researcher investigated possible relation between employee workplace and level of burnout. The result of the research showed that the mean value of burnout across all of the banks were more or less the same. Thus, the researcher concluded that educational level and place of work have an insignificant effect on employee's level of burnout.

The mean value of burnout for each job position of respondents was grouped to investigate possible relation between employee's job position and level of burnout. The result of the research indicated that employees at lower rank like maker/checkers and Head office operational staff are more exposed to burnout than branch managers and supervisors.

The study wanted to identify the effect of access to support on employee's burnout. As a result of finding, it is confirmed that there is no significant relation between access to support and employee's burnout. The result of the research indicated that the relation between employee's support and employee's burnout was weak. The research suggests further investigation or understanding on this matter. On the other hand, access to resources had a significant and negative relation with employee's burnout. This indicates that organizations can hope to reduce burnout by giving sufficient and adequate access to resources for their employees.

The researcher examined the effect of formal power and informal power on employee's burnout. As the regression and correlation result of the research indicated that formal power has a

negative and significant relationship with employee's burnout. This indicates that organizations can reduce employee's burnout by allowing employees to have more autonomy, flexibility and visibility in their work. Thus, the result of the research showed that adopting a flexible environment that enhances employee's formal power is crucial to reduce employee's burnout. The same kinds of results were found for informal power. The result showed that informal power is significantly and negatively related to burnout. This showed that building organizational structures that enable employees to network and form relations will help to reduce burnout.

5.3. Recommendations

According to the results and conclusion made, the following recommendations are given to reduce employee's burnout in private banks of Ethiopia.

- ❖ Based on the result of the research, the researcher suggests that most private banks in Ethiopia need to strengthen their structural empowerment in order to reduce employee's burnout. Employee's burnout is related to negative work behaviors like increased absenteeism and high turnover. Thus, it is highly crucial for most banks in Ethiopia to enhance the components of structural empowerment in order to reduce burnout.
- ❖ Organizations need to adopt various methods to reduce work related stressors and burnout. For example the result of the research indicated that access to information and opportunities were crucial to reduce employee's burnout. Thus, organizations need to build a structure that allows adequate flow of information and opportunity in the organization.
- ❖ The result of the research showed that both formal power and informal power are significantly and positively related to burnout. Thus, Ethiopia private banks need to build a work environment that enhances employee's flexibility, autonomy and visibility in the organization.
- ❖ The result of the research indicated that female employees are more exposed to burnout as compared to males. Thus, organizations need to develop methods that reduce gender impact on work related stress and burnout. In addition, the result of the research showed that employees who are less experienced are more prone to burnout. Thus, the researcher suggests that the banks prepare and induct fresh employees on the reality of working in a bank.

5.3.1. Recommendations for Further Studies

As well as the significant contributions of the study, there are also some limitations which should be noted. The first is the study was focused on employees in the banking sector, which limits generalizations arising from findings. Second, a cross-sectional design used to create it difficult to draw any casual relationships between structural empowerment and employee's burnout. Additionally data were obtained through self-report, which can be a source of bias. Employees may have overestimated or underestimated the association among structural empowerment and employee's burnout. Therefore, findings should be interpreted with prudence. Future research could sample employees working in a range of sectors to assess generalizability of the study.

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Appendix

Questionnaires

Addis Ababa University

SCHOOL OF GRADUATE STUDIES

Dear respondents,

This questionnaire is designed to collect first-hand information for a project conducted in partial fulfillment of Master Degree in Business administration under the title of **The Effect of Structural Empowerment on Employees Burnout (In selected private banks of Ethiopia)**. Your genuine response is highly valuable to conduct this study and then to arrive at legitimate results. I hereby kindly request you to fill these questionnaires and return it back at the earliest time possible. Any information you present will be kept absolutely confidential and used only for academic purpose. I would like to thank you in advance for your effort and precious time to fill the questionnaires.

General Instructions

- There is no need of writing your name.
- In all cases where answer options are available please tick (✓) in the appropriate box.

Contact Address

If you have any query, please do not hesitate to contact me and I am available as per your convenience at (Mobile: 09-13-39-87-21 or e-mail: bisratalemu291@gmail.com)

Thank you in Advance!!!

Section I- General Profile of Respondents

1. Sex

Male Female

2. Age

Under 25 25-34 35-44 Above 45

3. Marital Status

Single Married Divorce

4. Education Background

Diploma BA/BSC MA/MSc PHD Others

5. Where do you work?

- 1. Awash Bank
- 2. Hibret Bank
- 3. Abyssinia Bank
- 4. Dashen Bank

6. Please specify your current position in the company

- 1. Customer service officer (Maker/checker)
- 2. Supervisor (accountant / cashier/ Auditor/loan officer)
- 3. Branch managerial position (including assistant)
- 4. Head office operational officer
- 5. Head office supervisor and managerial position
- 6. Other, specify.....

7. How long have you been working in the company

Less than two years 6-10years
2-5 years above 10 years

Section II: Employee Empowerment Practices

The following are the employee empowerment practices that are adopted by the organizations.

1-None 2-A little time 3 = some 4- A fair amount 5 = A Lot

How much of each kind of **opportunity** do you have in your present job?

	1 = None	2 A little time	3 = Some	4 A fair amount	5 = A Lot
1. How often do you face Challenging work?	1	2	3	4	5
2. The chance to gain new skills and knowledge on the job	1	2	3	4	5
3. Tasks that use all of your own skills and knowledge	1	2	3	4	5

How much **access to information** do you have in your present job?

	1 = No Knowledge	2 A little	3 = Some Knowledge	4 A fair amount	5 = Know A Lot
1. How much do you know about current state of the bank	1	2	3	4	5
2. How much do you know about the values of top management	1	2	3	4	5
3. How much do you know about the goals of top management	1	2	3	4	5

How much **access to support** do you have in your present job?

	1 = None	2 A little	3 = Some	4 A fair amount	5 = A Lot
1. How much feedback do you get on Specific information about things you do well?	1	2	3	4	5
2. How much feedback do you get Specific comments about things you could improve?	1	2	3	4	5
3. How much feedback do you get on Helpful hints or problem solving advice?	1	2	3	4	5

How much **access to resources** do you have in your present job?

	1 = None	2 A little	3 = Some	4 A fair amount	5 = A Lot
1. How much Time do you have available to do necessary paperwork?	1	2	3	4	5
2. Time available to accomplish job requirements?	1	2	3	4	5
3. Can you acquire temporary help when needed?	1	2	3	4	5

In my work setting/job:

(Formal power)

	1 = None	2 A little	3 = Some	4 A fair amount	5 = A Lot
1. the rewards for innovation on the job are	1	2	3	4	5
2. the amount of flexibility in my job is	1	2	3	4	5
3. the amount of visibility of my work-related activities within the institution is	1	2	3	4	5

How much opportunity do you have for these activities in your present job (Informal power)

	1 = None	2 A few times	3 = Some	4 A fair amount	5 = A Lot
1. I have collaborated with managers to solve problems	1	2	3	4	5
2. Being sought out by peers for help with problems	1	2	3	4	5
3. Being sought out by managers for help with problems	1	2	3	4	5
4. Seeking out ideas from professionals other than managers e.g., department heads.	1	2	3	4	5

Section III: Employee Burnout

Indicate how frequently the following statements apply to you and add the points indicated on top of the respective box: 0-Never, 1= At least a few times a year, 2= at least once a month, 3- several times a month , 4- Once a week and 5- Several times a week and 6- Everyday Strongly Disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

	Strongly Disagree	Disagree	neutral	agree	strongly agree
Occupational Burnout					
01 – I feel emotionally exhausted because of my work.					
02 – I feel worn out at the end of a working day.					

03 – I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me.					
04 – Working with people the whole day is stressful for me.					
05 – I feel burned out because of my work.					
06 – I feel frustrated by my work.					
07 – I get the feeling that I work too hard.					
08 – Being in direct contact with people at work is too stressful.					
09 – I feel as if I can't take on any more negativity at the workplace.					
Depersonalization					
10 – I get the feeling that I treat some clients/colleagues impersonally, as if they were objects.					
11 – I have become more coldhearted to people since I have started doing this job.					
12 – I'm afraid that my work makes me emotionally harder.					
13 – I'm not really interested in what is going on with many of my coworkers.					
14 – I have the feeling that my coworkers blame me for some of their problems.					
Personal accomplishment assessment					
15 – I can easily understand the actions of my coworkers/supervisors.					
16 – I deal with other people's problems successfully.					
17 – I feel that I influence other people positively through my work.					
18 – I feel full of energy.					
19 – I find it easy to build a relaxed atmosphere in my working environment.					
20 – I feel stimulated when I been working closely with my colleagues.					
21 – I have achieved many rewarding objectives in my work.					
22 – In my work I am very relaxed when dealing with emotional problems.					

Variables	N		Skewness	Kurtosis
	Valid	Missing		
How often do you face Challenging work?	344	0	0.535	-0.953
The chance to gain new skills and knowledge on the job	344	0	0.165	-1.160
Tasks that use all of your own skills and knowledge	342	2	-0.129	-0.816
How much do you know about current state of the bank	344	0	-0.483	-0.099
How much do you know about the values of top management	344	0	0.098	-0.795
How much do you know about the goals of top management	344	0	-0.223	-0.674
How much feedback do you get on Specific information about things you do well?	344	0	0.106	-0.788
How much feedback do you get Specific comments about things you could improve?	344	0	0.466	-0.639
How much feedback do you get on Helpful hints or problem solving advice?	344	0	0.093	-0.815
How much Time do you have available to do necessary paperwork?	344	0	0.155	-0.719
Time available to accomplish job requirements	339	5	-0.320	-0.982
Can you acquire temporary help when needed?	339	5	-0.277	-0.645
The rewards for innovation on the job are	339	5	0.950	0.260
The amount of flexibility in my job is	344	0	0.281	-0.966
The amount of visibility of my work-related activities within the institution is	340	4	0.415	-0.458
I have collaborated with managers to solve problems	344	0	-0.029	-1.056
Being sought out by peers for help with problems	336	8	-0.033	-0.875
Being sought out by managers for help with problems	335	9	-0.094	-0.960

Seeking out ideas from professionals other than managers e.g., department heads.	339	5	0.430	-0.708
I feel emotionally exhausted because of my work	344	0	0.233	-1.374
I feel worn out at the end of a working day	339	5	-0.054	-1.507
I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me	339	5	0.475	-1.318
Working with people the whole day is stressful for me	344	0	1.411	0.418
I feel burned out because of my work	344	0	0.696	-0.981
I feel frustrated by my work	340	4	0.674	-1.194
I get the feeling that I work too hard	344	0	0.007	-1.632
Being in direct contact with people at work is too stressful	344	0	1.344	0.053
I feel as if I can't take on any more negativity at the workplace	340	4	0.451	-1.412
I get the feeling that I treat some clients/colleagues impersonally, as if they were objects	344	0	1.332	0.235
I have become more coldhearted to people since I have started doing this job	344	0	0.585	-1.342
I'm afraid that my work makes me emotionally harder.	339	5	0.965	-0.688
I'm not really interested in what is going on with many of my coworkers	339	5	1.026	-0.618
I have the feeling that my coworkers blame me for some of their problems	339	5	1.738	1.666
I can easily understand the actions of my coworkers/supervisors.	335	9	1.336	0.413
I deal with other people's problems successfully.	339	5	0.809	-0.812
I feel that I influence other people positively through my work.	339	5	0.893	-0.626
I feel full of energy.	335	9	1.166	-0.019
I find it easy to build a relaxed atmosphere in my working environment.	336	8	0.521	-1.334

I feel stimulated when I have been working closely with my colleagues.	336	8	0.799	-0.833
21 – I have achieved many rewarding objectives in my work.	332	12	-0.895	-0.944
22 – In my work I am very relaxed when dealing with emotional problems.	339	5	0.238	-1.498

Scatter plot

