



Facets of Job Burnout on Job Commitment among Manufacturing Workers in Malaysia: The influence of Emotional Exhaustion, Personal Accomplishment, and Depersonalization

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Abstract: This study investigates the job burnout components impact on manufacturing workers job commitment since burnout known as a syndrome that influences employees' motivation and their commitment level. As well, each organization also aims to increase the company profit and productivity by reducing the level of strain among their workers which may reduce the performance and commitment level. The present study also aim to investigate if there is any significant relationship between emotional exhaustion, personal accomplishment and depersonalization towards job commitment among the manufacturing workers in Melaka. There have been limited study done in manufacturing sector and this study focused on manufacturing sector, in order to minimize the negative effect on employee productivity and their commitment level. The Maslach Burnout Instrument-Human Service Survey (MBI-HSS) and Employee Commitment Survey (ECS) were used in this study. This study examines the direct relationship between emotional exhaustion, depersonalization and personal accomplishment on job commitment. A quantitative approach with descriptive analysis method and multi-stage sampling method were used in this study. Where, cluster method was conducted followed by stratified and simple random sampling method. A total of 780 questionnaires were distributed to the manufacturing workers in Melaka who had agreed to participate in this study. However, out of it only 518 questionnaires were returned and about 383 questionnaires were usable for further analysis. Results showed that emotional exhaustion and depersonalization were significantly negatively associates with job commitment while personal accomplishment was significantly positively associates with job commitment.

Key words: Emotional exhaustion; Personal accomplishment; Depersonalization; Job burnout; Job commitment

Introduction

To achieve the goal of Vision 2020, Malaysia had given focus on human resources. In Malaysia the economic development depends on the quality and ability of the employees who are able to handle the problems at work efficiently (Shah Rollah, et. al., 2010). It is also known as the ability of workers, where adapt to the requirements of the various organizations due to the pressure from external and internal factors. This ability also known as the ability of workers who cope with stress at the workplace due to the insistence of the quantity and quality of the products or services produced (Shah Rollah et. al., 2010). Competition, productivity, innovation and the ability and capacity in the management of the new technology will determined by the quality of human resources itself. According Policy Second National Development, the development of human resources must have policies and programs designed to enhance or improve the quality

of society. Therefore, programs to increase quality should be carried out in the workplace, including programs that can improve the health of employees (Md Safian, 2007).

Literature review

Employees in an organization consider as important assets, because they are playing important role after the Chief Executive Officers; as a backbone of the company in order to achieve the top of mountain and flourish of the organization as long they did not face job burnout (Usman & Raja, 2013). Meanwhile, the positive and negative attitude towards work may adopt powerful effect on many forms of the organizational behaviour. But at the same time, from different point of view; growing your employees' productivity means better results for your customer and your bottom level of workers. Productivity directly affects the company's profit. When the employees are more productive they will perform well by double up their capability of completing the job within the time given (Wilson & Rosenfeld, 1990). But the current situation that have been arisen; does not the employees feel emotional exhausted? Would not their personal accomplishment and their depersonalization starting to reduce? Would it retain the employee's commitment level in the organization? Hence, this study helps to analyse the study of job burnout on employee job commitment among the manufacturing worker at Melaka.

Employees' commitment in an organization refer to few form of different concept such as organizational support, organizational sureness, organizational citizenship, organization culture, organization climate, organizational justice, job satisfaction, job stress, job performance, work holism, work saturation, and some other terms which resulted from past researchers (Tiftik & Zincirkiran, 2014). In an organization the process of job revolution, influence the employees' job commitment because of the employees' behaviour. In addition, the respect, gratitude, thought of future development, and expectations are the characteristics which developed by the employees to improve their relationship (Khan et. al., 2014). The concept of job burnout was introduced by Freudenberger in his study on 1974 and Maslach in his study on 1976 (Yener, Oskaybas & Dursun, 2014). Job burnout lead to imbalance set up of workload, compensation, control, ethics, and equality as well it may influence all workers in specific field of work people but certain sector only dispose to it (Khan et. al., 2014). The workers are generally considered higher risk of work-related to the stress and job burnout is a big problem in the field of health (Shimizu et. al, 2003).

Relationship in between Job Burnout and Employees' Job Commitment

Job burnout considers as stressful and unpleasant situation which influence employees as well their organization in term of their commitment level (Khan et. al., 2014). Burnout also defines as psychological mind set where there are extreme external phenomena which going on in the organization. It may reduce the employees' commitment in the organization as well which may lack of interest in the organization (Usman & Raja, 2013). According to Marmaya et. al. (2011), there is significant relationships between personality traits, constant work, to do with the organization and associated with burnout. In additional there is a significant relationship in between affective commitment and employees' job burnout. That study which conducted was to reveal the organization commitment and job burnout among the Malaysian employees but, the results shows that among the three dimension; only affective commitment have the significant relationship with the employees job burnout (Marmaya et. al., 2011).

There is an effect and correlation significant on employees' job commitment with each dimension of the job burnout (Wright & Hobfoll, 2004). The relationship in between job commitment and job burnout consider as interpreter of better understanding for employees working environment in terms of the quality of production (Chuo, 2003). The past research has supported that the employees' organizational commitment and employees' job burnout have proven the relationship in between these two variables (Peng, Jiang, Zhang, Xiao, Song, Feng, Zhang & Miao, 2013). In a study, the researcher has found out that, there is a relationship in between employees' job burnout and the organizational commitment among cardiology experts. In his

study, he reveals that the results have showed that there was a conserved relationship in between personal accomplishment and employees' job commitment (Knoop, 1995).

Model analysis

Environmental Job Demand-Personal Resources Fit Model (EJD-PR)

This environmental job demand and personal resources fit model are developed after analysed few theoretical models hence come out throughout combination of job demand-resources model and person-environment fit model. Based on the job demand and control model, the control and support have a positive impact on reducing strain and enhancing well-being is that they enable the individual to cope more effectively with stressors including work demands, and that these benefits accumulate over time (Daniels, Beesley, Cheyne, & Wimalasiri, 2008). They also found that control and support facilitated both problem-focused and emotional-approach coping which, in turn, were related to the factors such as fatigue, error rates and reduction of risky decisions. This study is important as it has further elucidated a mechanism by which control and support exert beneficial effects; that is, via their contribution to effective coping mechanisms (Daniels et. al., 2008). In meanwhile, the JD-R model help to induce the two differences in between of it which was; high job demand cause the employees to be exhausted in form of mentally and physically which lead to the higher level of job burnout. In other way, job resources react in a motivational way which substitutes to raise the employee's commitment level (Hakanen et. al., 2005). From the previous study based on the person-environment fit model, its find out that the basic notion underlying P-E fit theory whereby there is a needs to be a match between what people want and what they receive, as well as a match between their abilities of knowledge, skills and the demands placed upon them. Lack of match of misfit may create strain and ultimately reduces their sense of psychosocial well-being. However, demands-ability and needs-supply match are considerably more relevant to the people when the stimuli are important to them (Dewe et. al., 2012).

In addition, a job resource also not only reduce the job demands but also help the organization to meet their goals, helps to stimulate the employees' personal growth, learning and development process which helps to get the thing done in a right way (Hakanen et. al., 2005). Lack of job resources lead to depersonalization and reduce in personal accomplishment among the employees where they unable to meet the organization goal and unable to develop their selves. Even though, most of the studies reveal that job demand is related to the emotional exhaustion while job resources were related to depersonalization and personal accomplishment; some of the findings from other studies shows different outcomes (Bakker et. al., 2003). Deficiency of job resources may cause negative effects such as raise in level of employees' job burnout but at the same time the efficiency of job resources help to raise the employees' job commitment in an organization as a motivator tools (Hakanen et. al., 2005). Hence, in this study, the EJD-PR fit model was used to analyse the effect of job burnout towards the employees' job commitment among the manufacturing workers at Melaka.

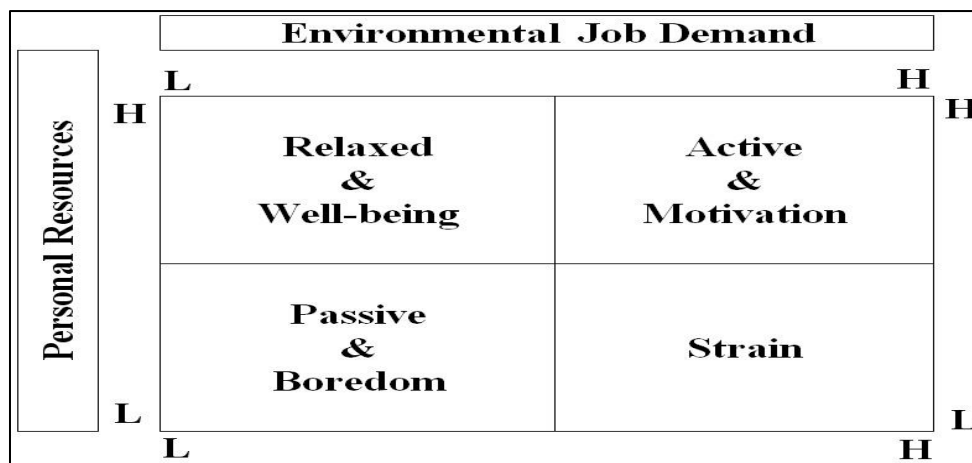


Figure 2.1: Environmental Job Demand-Personal Job Resources Fit Model (EJD-PJR)

When there is a low environmental demand such as work overload, work conflict and work ambiguity; as well low personal resources such as self-esteem, self-sufficient and self-actualization; it will cause passive and boredom job which will lead to low strain. On the other hand, if the environmental demand is higher than personal resources mean; it will cause high strain job where the employees may face job burnout. In case if there is high environmental demand and high personal resources mean; it will cause active job, where the employees progress with their job with high motivation. Besides, the employees also may feel relaxed and well-being if their personal resources were higher than environmental demand. Hence, it is so important to maintain the employee’s personal resources as well the organization should find ways to maintain and to increase the employee’s personal resources in term of their self-esteem, self-efficiency, self-actualization and self-sufficiency. According to Zarei & Kadir (2013), COR theory was clarifying how to maintain personal resources and increase their commitment level in the organization.

Theory analysis

Conservation of Resources Theory

Many theoretical analyses have been used to describe, and explain about the process of job burnout including individual, association and public level (Gorgievski & Hobfoll, 2008). The Conservation of Resources (COR) theory were adopted in early of 1990 by scholars in order to understand about the process of job burnout as well the occupational stress in an organization. Soon the COR theory were developed by few researchers such as Halbesleben in 2006 and Westman, Hobfoll, Chen, Davidson as well Laski in 2005 (Gorgievski & Hobfoll, 2008). Conservation of resources (COR) theory described about the individuals view points on the burnout stress even thought at starting point this theory were specifically developed to explain about general of stress theory but now it’s available to be used for burnout (Hobfoll & Shirom, 2001). Conservation of Resources (COR) theory was developed by Steven Hobfoll in 1989. This COR theory were developed as a conceptual framework model for stress process which also quite similar with P-E fit model (Dewe et. al., 2012). P-E fit model were used to examine the employees interaction as well the environment which influence them in between individual resources to deal with their demands (Dewe et. al., 2012). Hence, in this study the COR theory were used in order to increase the personal resources among the workers in order to overcome the strain situation when there is high of demand in the organization.

The basic principle of the COR theory was to achieve, to maintain and to support the employees personal resources which classify into four types which was personal characteristic, conditions, energies as well the objects. For example, when the employees feel that they loss of resources mean they start to having feeling of threats of resources and soon will face the psychological stress such as job burnout since they fail to recover

from it (Zarei & Kadir, 2013). COR theory related to the job resources where its link to the employees well-being in terms of shelter, self-esteem as well attachment to the other significant such as money and credit which help to maintain the key resources (Gorgievski & Hobfoll, 2008). The COR theory explained that the employees who facing lack of resources are in danger to the cycle of resources reduction where those employees who in excess of resources are likely to be in stress situation (Zarei & Kadir, 2013). The COR theory helps to describe the warning sign and roots of the job burnout through the terms of resources loss which may result from ineffective of coping with distinguish net loss of treasured person resources which cannot be bring back (Hobfoll & Shirom, 2001). Hence, in this study the COR theory will clarify how to maintain the employees' personal resources which help to increase their commitment level.

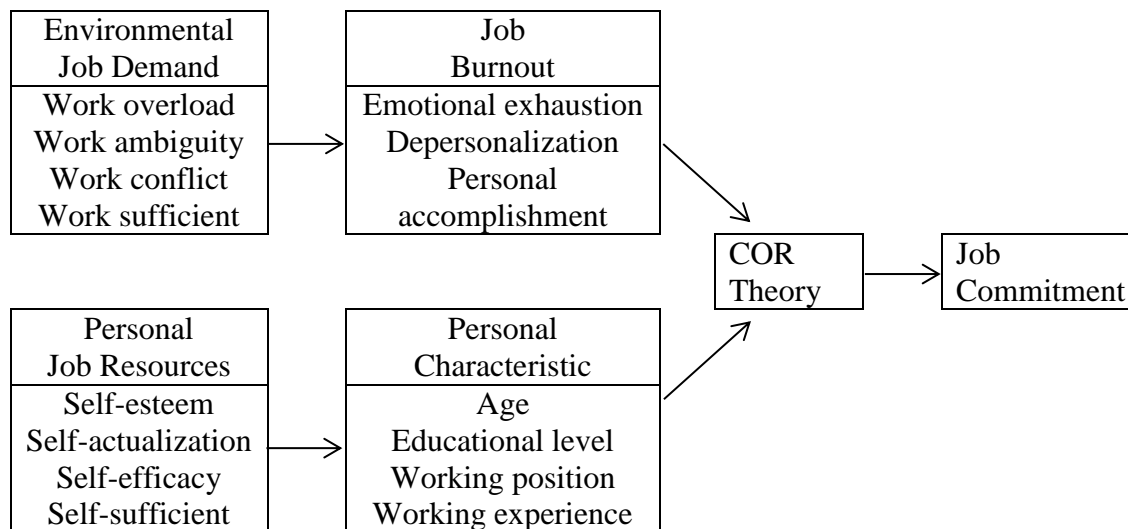


Figure 2.2: Environmental Job Demand-Personal Job Resources Fit Model (EJD-PJR)

Research Hypothesis

There were hypothesis statement have been developed. The hypotheses which going to be tested was based on the research question as below;

Research question a. Do emotional exhaustion, depersonalisation, and personal accomplishment have significant relationship towards the employees' job commitment?

- H1.** There is significant relationship in between emotional exhaustion and employees' job commitment among the Melaka, manufacturing workers.
- H2.** There is significant relationship in between depersonalization and employees' job commitment among the Melaka, manufacturing workers.
- H3.** There is significant relationship in between personal accomplishment and employees' job commitment among the Melaka, manufacturing workers.

Theoretical framework

The conceptual frameworks for this research had been design as per Figure 3.1. This theoretical framework consider as finding which discussed in literature review. The concepts of theoretical framework also provide simple ways to proceed with data analysis. The independent variable was employees' job burnout which classify into three dimensions whereby emotional exhaustion, depersonalisation and personal accomplishment

in order to determine the employees' commitment level. In this research, employees' job commitment consider as dependent variable. There is use of control variable which determine the influence of age, gender, marital status, working experience as well education level with the employees' job commitment. The target respondents of this research where manufacturing workers at Melaka were playing important role in each of the company in term of production and achieving the company objectives. The model which used to measure the gap in between employees' job burnout and job commitment was by using job demands-resources model. Meanwhile, the concept of conservation of resources theory (COR) also used to study the employees' job burnout in order to identify, how its effect the employees' job commitment in an organization.

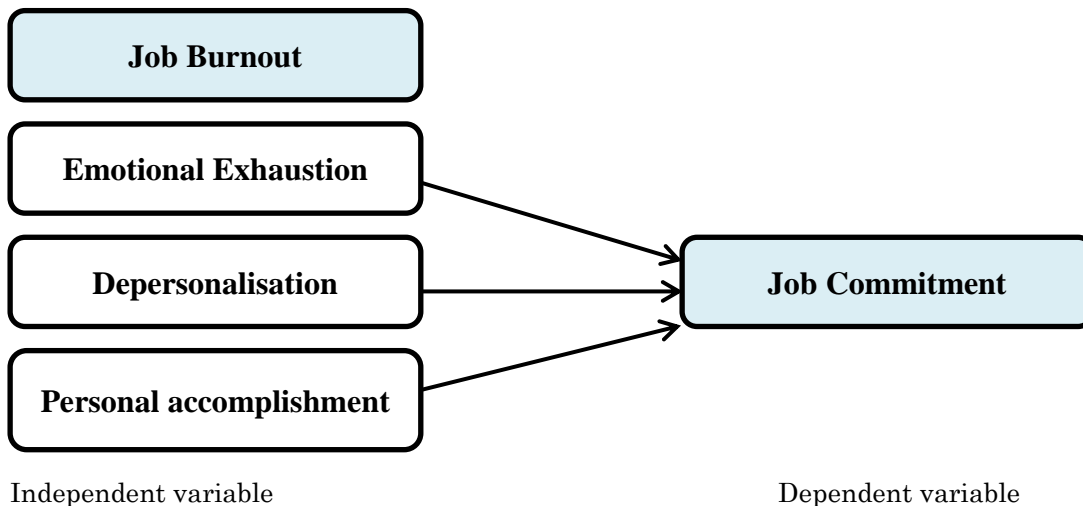


Figure 3.1: Theoretical Framework

Research methodology

Sample population and sample size

In this research study, there were selected of respondents of productive workers from Melaka manufacturing industries. For this research, the respondents are randomly selected from Melaka; Manufacturing companies which respectively from different district of industrial areas such as Alor Gajah, Ayer Keroh, Batu Berendam, Bukit Rambai, Cheng, Hicom Pegoh Jasin, Krubong, Lipat Kajang, Melaka Halal Hub, Merlimau, Masjid Tanah, Rembia, Sg. Udang, Serkam Halal Hub, Taman Tasik Utama, Tangga Batu, Telok Mas, Tg. Kling and Vendor City. The total employed workers in Melaka was 391,100 and total population of employees who working under manufacturing industries was 92,600. Hence, its estimate sample size which needed was 383 respectively at 95% of confidence level with 5% confidence interval.

Sampling technique

This research use multi-stage sampling method. Where, cluster method was conducted, followed by stratified and simple random sampling method. Multi-stage sampling was used to combine two or more than one single-stage sampling techniques for the sampling needs (Bhattacharjee, 2012). Firstly, cluster sampling technique was used to separate the Melaka manufacturing industry and number of workers based on industrial area. Then, stratified sampling technique was used to categorise the target population into sample population. Finally, systematic sampling method was apply where the respondent based on the sample size were randomly picked according to the industrial area in Melaka. Where, table 3.1 shows the statistics data of manufacturing workers in Melaka.

Table 3.1: Statistics data of manufacturing workers in Melaka

No.	Industrial Area	Number of workers (approximately)	Respondent (sample size)
1.	Alor Gajah	4, 470	$\frac{4,470 \times 383}{92,600} = 18$
2.	Ayer Keroh I, II, III, IV & V	10, 878	$\frac{10,878 \times 383}{92,600} = 45$
3.	Batu Berendam FTZ & IE	5, 830	$\frac{5,830 \times 383}{92,600} = 24$
4.	Bukit Rambai	4, 326	$\frac{4,326 \times 383}{92,600} = 18$
5.	Cheng Industrial Park	3, 961	$\frac{3,961 \times 383}{92,600} = 16$
6.	Hicom Pegoh & Pegoh Industrial Park	5, 648	$\frac{5,648 \times 383}{92,600} = 23$
7.	Jasin Industrial Park	4, 546	$\frac{4,546 \times 383}{92,600} = 19$
8.	Krubong Industrial Park	4, 275	$\frac{4,275 \times 383}{92,600} = 18$
9.	Krubong Jaya Industrial Park	4, 500	$\frac{4,500 \times 383}{92,600} = 19$
10.	Lipat Kajang	4, 289	$\frac{4,289 \times 383}{92,600} = 18$
11.	Melaka Halal Hub	2, 525	$\frac{2,525 \times 383}{92,600} = 10$
12.	Merlimau I & II	5, 494	$\frac{5,494 \times 383}{92,600} = 23$
13.	Masjid Tanah III	3, 515	$\frac{3,515 \times 383}{92,600} = 15$
14.	Rembia	3, 545	$\frac{3,545 \times 383}{92,600} = 15$
15.	Sg. Udang	2, 530	$\frac{2,530 \times 383}{92,600} = 10$
16.	Serkam Halal Hub	4, 590	$\frac{4,590 \times 383}{92,600} = 19$
17.	Taman Tasik Utama	4, 616	$\frac{4,616 \times 383}{92,600} = 19$
18.	Tangga Batu	3, 582	$\frac{3,582 \times 383}{92,600} = 15$
19.	Telok Mas	4, 681	$\frac{4,681 \times 383}{92,600} = 19$
20.	Tg. Kling FTZ	1, 624	$\frac{1,624 \times 383}{92,600} = 7$
21.	Vendor City	3, 175	$\frac{3,175 \times 383}{92,600} = 13$
Total		92, 600	383

Sources: Federation of Malaysian Manufacturers, 2016

Variables measurements

The Maslach Burnout Inventory-Human Services Survey (MBI-HSS) was developed by Maslach and Jackson in 1981 which measure emotional exhaustion, depersonalization and personal accomplishment. Under the emotional exhaustion there consist of nine (9) items while in depersonalisation there were five (5) items. Meanwhile in personal accomplishment there consist of eight (8) items (Sunbul, 2014). Where, total of twenty two 22 items were measure using the scale of seven point Likert scale from 0 to 6. The Cronbach alpha for this MBI-HSS was 0.90 for emotional exhaustion, 0.79 for depersonalization and 0.71 for personal accomplishment (Sunbul, 2014). The Employee Commitment Survey (ECS) proposed by Meyer and Allen with three (3) dimensions together with eighteen (18) items. Those three (3) dimensions were divided as affective commitment, continuance commitment and normative commitment. Each dimension consists of six (6) items. This Employee Commitment Survey was accepted to be used since the Cronbach Alpha was 0.88 for affective commitment scale, 0.86 for normative commitment scale and 0.84 for continuance commitment scale. These items were measured using five point Likert scales of '1- strongly disagree', '2- disagree', '3- neither agree nor disagree', '4- agree' and '5- strongly agree' (Rimes, 2011).

Findings

Overview of data gathered

For the total population of 92, 600 manufacturing workers; 383 worker were randomly chosen from Alor Gajah, Ayer Keroh, Batu Berendam, Bukit Rambai, Cheng, Hicom Pegoh Jasin, Krubong, Lipat Kajang, Melaka Halal Hub, Merlimau, Masjid Tanah, Rembia, Sg. Udang, Serkam Halal Hub, Taman Tasik Utama, Tangga Batu, Telok Mas, Tg. Kling and Vendor City industrial area at 95% of confidence level. Therefore, about 780 questionnaires were distributed among the manufacturing worker at Melaka and about 518 data have been collected back. From the 518 data; about 460 were applicable to be used. Hence, from the 460 data; 383 data have been randomly chosen and key in for the data analysis based on sample size population. According to Sekaran (2003), the probability sampling technique should be more than 30 people. This is because with more than 30 people, only capable to allow the data to be analyses based on SPSS tool.

Demographic statistical analysis

The table of 4.1 summarizes gender, marital status, age, employment years, highest level of education, number of children and amount of salary according to the agreements that the data can be found in the defendant's population of manufacturing industrial workers who randomly chosen from Melaka. The results shows that the amount of male's workers higher than female workers with 70.8% out of 383 respondents. While, the marital status of employees shows that, 48.6% of employees were single and 51.4% of employees were categorised as married. In addition, those employees who worked in manufacturing sector categorised as young people whose age ranged from 18 to 25 years old with 56.7% while the second highest amount with 26 till 33 years old with 29.0%. Besides that, the highest amount of 83.8% (321) of employees consider working in the company in between one to five years only, which consider as low period of working experience that the employees have gain. But, with least amount of 0.5% (2) employees consider gain huge working experience since they work for 21 to 25 years in the manufacturing industry. On the other hand, most of the employees in the manufacturing sector with 44.6% (171) consider holding SPM as their highest education level out of 383 employees. Besides that, 53.0% (203) of employees consider not having kids. The second highest of 19.1% (73) of employee consider have two kids. In meanwhile, those highest amounts of employees with 44.6% (171) consider receiving amount of salaries in between RM 1,001 to RM 2,000. This is might be because of those highest amounts of employees who gain working experience was in between one to five years and at the same time the employees who hold SPM as their highest education level also higher than the well educated people.

Table 4.1: Demographic Characteristics of Respondents

Variables	Categories	Frequency	Percentage (%)
Gender	Male	271	70.8
	Female	112	29.2
Marital status	Single	186	48.6
	Married	197	51.4
Age	18-25	217	56.7
	26-33	111	29.0
	34-41	42	11.0
	42-49	8	2.1
	50-57	5	1.3
Years employed	Less than one year	5	1.3
	1-5	321	83.8
	6-10	35	9.1
	11-15	13	3.4
	16-20	7	1.8
	21-25	2	0.5
Highest level of education	Primary school	79	20.6
	Secondary school	97	25.3
	PMR	14	3.7
	SPM	171	44.6
	STPM	22	5.7
Number of children	No child	203	53.0
	1	40	10.4
	2	73	19.1
	3	41	10.7
	4	11	2.9
	5	12	3.1
	6	2	0.5
	9	1	0.3
Salary	Less than 1,000	139	36.3
	1,001-2,000	171	44.6
	2,001-3,000	50	13.1
	3,001-4,000	13	3.4
	4,001-5,000	10	2.6

Hypothesis testing

In order to test the hypotheses, the path analysis had been performed. The R^2 value for employees' commitment was 0.147, which mean the variance in employees' commitment explained by emotional exhaustion, depersonalization and personal accomplishment at 14.7%. Each indicators were shown in table 4.2, where emotional exhaustion ($\beta = -0.107$, $p < 0.01$) and depersonalization ($\beta = -0.235$, $p < 0.01$) were negative significant predictor for employees' commitment. While, personal accomplishment ($\beta = 0.236$, $p < 0.01$) shows a positive significant predictor for employees' commitment. Hence, H1, H2 and H3 were supported since the t-value more than 1.28 and all indicators were significant to employees' commitment. In

meanwhile, the table 4.3 shows the summary of the hypotheses tested and whether it was supported or not supported.

Table 4.2: Coefficients Beta and R² for Employee Commitment

Exogenous Variables	Coefficient (β)
Emotional exhaustion	- 0.107***
Depersonalization	- 0.235***
Personal accomplishment	0.236***
R ²	0.147

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

Table 4.3: Summary of Hypotheses Testing

Hypothesis	Relationship	Coefficient (β)	t-value	Decision
H1	EX \rightarrow EC	- 0.107	1.647	Supported
H2	D \rightarrow EC	- 0.235	3.99	Supported
H3	PA \rightarrow EC	0.236	4.14	Supported

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

Discussion

The present study was conducted to examine the relationship in between employees' job burnout on employees' job commitment. The main research questions are reiterated for ease of following the discussion, which as follows:

- a. Do emotional exhaustion, depersonalisation, and personal accomplishment have significant relationship towards employees' job commitment?

The top research questions in the current chapter description provided along the way. In addition, the support and the opportunity to influence all aspects of the model under the study and empirical evidence from the past, researchers would be given due consideration.

H1. There is significant relationship in between emotional exhaustion and employees' job commitment among the Melaka, manufacturing workers.

The finding through this research clearly shows the negative relationship in between employees' emotional exhaustion and employees' job commitment among the manufacturing workers in Melaka. Since the hypothesis were accepted it can be says that the relationship in between employees' emotional exhaustion and employees' job commitments were very strong. According to Khan et. al. (2014), emotional exhaustion has negative relationship with organizational commitment which similar to Zhou et. al. study in 2014 where, organizational commitment was negatively correlated with emotional exhaustion ($r = -.491$, $p \leq 0.001$). Besides that, emotional exhaustion was negatively correlated with organizational commitment ($r = -.498$, $p < 0.01$), as per the study of Basami et. al. in 2013. On the other hand, according to Ayub et. al. (2008), there is significant and negative relationship in between emotional exhaustion and job commitment ($r = -.301$, $p < 0.05$). In meanwhile, based on the study of Leiter & Maslach (1988), emotional exhaustion has negative significant effect on organizational commitment ($\beta = -.295$, $p < 0.05$) and emotional exhaustion also negatively correlated with organizational commitment ($r = -.52$, $p < 0.05$) which support this study.

H2. There is significant relationship in between depersonalization and employees' job commitment among the Melaka, manufacturing workers.

Finding of this research was clearly shows the negative relationship in between employees' depersonalization and employees' job commitment among Melaka manufacturing workers. Since the hypothesis were accepted it can be says that the relationship in between both independent and dependent variables were very strong. For example, according to Zhou et. al. (2014), organizational commitment was negatively correlated with depersonalization ($r = -.458$, $p \leq 0.001$) which similar to Basami et. al. study in 2013 which reveal that depersonalization negatively correlated with organizational commitment ($r = -.470$, $p < 0.01$). Besides that, according to Ayub et. al. (2008), there was significant and negative relationship in between depersonalization and job commitment ($r = -.339$, $p < 0.05$). According to Leiter & Maslach (1988), depersonalization negatively correlated with organizational commitment ($r = -.37$, $p < 0.05$) which support this study.

H3. There is significant relationship in between personal accomplishment and employees' job commitment among the Melaka, manufacturing workers.

In fact, this research finding was clearly shows the positive relationship in between employees' personal accomplishment and employees' job commitment among the Melaka manufacturing workers. Since the hypothesis were accepted it can be says that the relationship in between personal accomplishment and employees' commitment was very strong. According to Basami et. al. (2013), organizational commitment was positively correlated with organizational commitment. ($r = .619$, $p < 0.01$). Where this result quite similar with other researchers findings just like Ayub et. al. in 2008 where reveal that, there was significant and positive relationship in between personal accomplishment and job commitment ($r = .403$, $p < 0.05$). In meanwhile, according to Leiter & Maslach (1988), personal accomplishment significantly had positive effect on organizational commitment. ($\beta = .273$, $p < 0.01$) and personal accomplishment positively correlated with organizational commitment ($r = .36$, $p < 0.05$) which support this study.

Recommendations for Future Research

In the future, the researchers will have to focus on a large area for future research to build a better model should be the occasion to end this interviewees. According to Erdogan and Enders (2007), the relationship between the leader and a member has recent work on upward relationship at the office. It will also have an impact on the company and its employees. According to Tangirala, Green and Ramanujam (2007), high-quality relationships in between subordinates and their supervisor found that the greater the effect. Recent research is beginning to examine this possibility, but the results need to be replicated in more definitive statements can be made before more models. Managers and employees are committed to contributing to the performance of the each department and the individual performance of such persons beyond the immediate need to recognize this value. Therefore, as the organizers of this thesis results from a practical recommendation in order to filling in the gaps in the provision of the manufacturing workers are committed to channelling behaviours and promote synergy among the employees of the department-level performance is the achievement of objectives, emphasizing the use different intervention. In fact, hope that in future the management choosing among the managerial level and, can wide the range of view to top to bottom level management. By comparing the employees' commitment among the top management, middle management as well bottom management. The employees who were selected in this study are those who currently working in Melaka, manufacturing industry. In future the industrial workers are able to focus on comparison in between different conceptual study just like burnout effect in between manufacturing and construction workers and also able to determine their performance level. Besides that, in future, the respondent may not focus in state level but may focus on country level as Malaysia as overall. With big amount of population, the result may different with current result. The current methods were used based on quantitative scales and mix-stage

sampling. In future it may focus on qualitative method in order to get the accurate answer from the candidates.

Summary

As a conclusion, the review of literature provides the theoretical bases for this study, supported by relevant literature, concepts and dimension of the effect of Employees' Job Burnout on Employees' Job Commitment among the Melaka Manufacturing Workers. In meanwhile, the appraisal of research methodology provides an evaluation of instrument used as well method used to follow the research bases for this learning process. With other supported relevant conceptions of research sampling technique, approach based on different dimension of the effect of employees' job burnout on employees' commitment among the workers have been conducted. In fact, to find out the reliability together with validity also have been analysed in the pilot study. Besides, the results for the main study have been discussed and the recommendations for future study also have been discussed. The hope is that this research work, the theory of current research, provides additional value to the management in terms to reduce the job burnout among the employees as well find intervention in order to increase the commitment level among the employees. For examples, those intervention could be said as provide healthy ergonomic environment to employees, bring them to vacation once in a year as well provide counselling session to those employees who seems to be tension and face burnout level. Hope this would help management site to motivate their employees as well save their current assets from losing.

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