

# Job Burnout among Land, Water Conservation Personnel (LWCP) in Forestry Research Institute of Nigeria (FRIN)

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## ABSTRACT

The study investigated the perceived effects of job burnout among LWCP in the Forestry Research Institute of Nigeria (FRIN). A simple random sampling technique was used to select respondents for the study. Data were collected with the aid of a questionnaire and analyzed using inferential statistics. Results revealed that 72.3% of the LWCP were married, their mean age was 37 years. The major symptoms of burnout that manifested in the LWCP were loss of hope (=4.04) and anxiety disorder (=4.04). The causes of job burnout among the LWCP were wrong career choice (=4.20) and inadequate motivation/training (=3.66).

The effect of job burnout on the LWCP was emotional exhaustion (=4.37) and sleepless nights (=4.24). The results of the hypotheses revealed that job over commitment ( $r^2=0.903$ ), has a strong relationship effect on LWCP job burnout on the. Incidence of job burnout such as feelings of frustration ( $r^2=0.995$ ), and mental health problems ( $r^2=0.781$ ) has a strong relationship with the LWCP job burnout. The study empirically identified the major causes and incidences of burnt among LWCP. Hence, for the Institute to achieve its mandate the Institute need to profile solutions to identified causes and incidences of burn out.

(Keywords: perceived effect, job burnout, over-commitment, job frustration, job fatigue)

## INTRODUCTION

The concept of job burnout was suggested by Herbert Freudenberger, who was working as a psychoanalyst in a clinic in New York (Shepherd,

et al, 2011). Emerged in the 1970s, the concept of burnout continues to be used at present. It is widely used in psychology and organizational behavior literature (Schaufeli, et al, 2009).

Burn-out is a syndrome resulting from chronic workplace stress that is not well managed. The symptom of burnout could be expressed by employees through feelings of energy depletion, cynicism, and reduction in performance efficacy (World Health Organization, 2019). In another perspective, it is the changes in what an individual wants and what he/she should do that can lead to significant disharmony between the job's nature and the job owner's nature (Maslach and Leiter, 2005).

The causes of burnout can be classified into three factors they are personality level; over-commitment; and setting unrealistic job expectations (Beasley, Thompson, & Davidson, 2003). Additionally, burnout may occur at the interpersonal level when employee's resources become unbalanced with the client's demands (Maslach, 1993).

Generally, organizations may look at it as a good thing when clients' demands exceed employees' resources, since it would create the opportunity to learn, improve and increase sales (Ulrich, 1997). However, when a client's demands exceed the employee's resources, this may lead to staff apathy, causing them to feel like they cannot do anything about it. Thirdly, staff burnout may be a result of organizational factors. Organizational factors are based upon the perception of the level of respect that employees receive from the organization in which they work (Ramarajan and Barsade, 2006).

According to Grandey (2003), emotional exhaustion may be caused by the perceived need of employees to disguise their feelings of disrespect for their employer to their clients. The final reason for burnout stems from a slightly different concept called emotional labor. It refers to the process by which workers are expected to manage their feelings by organizationally defined rules and guidelines (Hochschild, 1983, Cited by Wharton, 2009). For instance, workers are expected to regulate their emotions during interaction with co-workers and their jobs. It could be deduced from the explanation of causes burnout that burnout stems from continuous work pressures that are not effectively handled.

There is an indication that when the worker experiences burnout there is every tendency for them to be dissatisfied, with the job, show low level of vigor, absorption, and dedication to the job and express a greater intention to quit (Saririk, Bogan, Zengin and Dedeoglu, 2019). Invariably the identified burnout consequences have a direct effect on workers. However, despite the chronic effect of burnout on workers; the literature revealed limited studies on the burnout effects on agricultural-based institutional workers in Nigeria. Hence, the need for the conduct of Job Burnout among Land, Water Conservation Personnel's (LWCP) in Forestry Research Institute of Nigeria (FRIN).

The Institute has the mission to ensure environmental protection, natural resources conservation, and sustainable development. The objectives of the study are to:

- described the socio-economic characteristics of employees in FRIN;
- ascertain the incidence of job burnout being experienced by the employees;
- identify the causes of job burnout among employees and determine the perceived effect of job burnout among employees.

This study also investigated the validity of two hypotheses stated in their null forms:

H<sub>01</sub>: There is no significant relationship between the factors that causes job burnout and the effects of job burnout on the employees

H<sub>02</sub>: There is no significant relationship between the incidence of job burnout and the effects of job burnout on the employees

## MATERIALS AND METHODS

The study was carried out in the Forestry Research Institute of Nigeria (FRIN) Ibadan, Oyo State. Oyo State is an Inland State in the South-Western part of Nigeria with the capital as Ibadan. The vision statement of FRIN is to ensure being among the best and foremost research centers of excellence concerning knowledge-based forestry activities as measured by the acquired scientific breakthroughs in the area of forest resources management and utilization, forestry manpower development and general sustainable environmental conservation and management.

Out of 1200 workers of FRIN in Nigeria simple random technique was used to select 10% (120) (LWCP) for the study. Data were collected with the aid of the questionnaire and analyzed using descriptive inferential t statistics.

## RESULTS AND DISCUSSION

### Socioeconomic Characteristics of the Respondents

Table 1 showed that 52.1% of the (LWCPs) were male, 72.3% of them were married. This implies that most of the employees were married in the study area because the married institution is considered important in the part of the World. This agrees with Fapojuwo (2010) who posited that great importance is still attached to the marriage Institution all over the world.

The findings show that 70.6% of the (LWCPs) were Christians while 29.4% of them were Muslim. These findings are expected because Christianity and Islam were the dominant religion in the country. Also, the result revealed that 39.5% of the (LWCPs) were between the age group of 25-35 years. This implies that the (LWCPs) were still in an active age.

The results revealed that the majority of the (LWCPs) had spent an average of 8 years in the institution. This implies the (LWCPs) were well experienced in their field. Also, the result revealed that 44.5% of the (LWCPs) had HND/BSc qualification. This implies that the (LWCPs) had relevant qualifications for the job.

**Table1:** Distribution of the Socio-Economic Characteristics of the (LWCPs) (n=119).

Variables	Freq	%	Mean	S.D
<b>Sex</b>				
Female	57	47.9		
Male	62	52.1		
<b>Marital Status</b>				
Single	33	27.7		
Married	86	72.3		
<b>Age (years)</b>				
25-35	47	39.5	39	8.01 20
36-45	46	38.7		
46-56	28	21.8		
<b>Years of Experience</b>				
1-5	31	26.1	9	4.81 04.
6-10	51	42.9		
11-15	13	10.9		
16-20	17	14.3		
>20	2	5.9		
<b>Educational Qualification</b>				
Ph.D	2	5.9		
MSc	35	29.4		
HND/BSc	53	44.5		
NCE/OND	22	18.5		
SSCE	7	1.7		
<b>Religion</b>				
Christianity	84	70.6		
Islam	35	29.4		
<b>Rank/Level</b>				
Junior	12	10.1		
Senior	107	89.9		
<b>Monthly Income</b>				
<N10,000-30,000	7	5.9	70424: 37	6272 .561
N31,000-50,000	13	10.9		
N51,000-70,000	13	10.9		
N71,000- 90,000	30	25.2		
91,000-110,000	31	26.1		
>110,000	21	17.6		
<b>Satisfaction with Job</b>				
No	24	20.2		
Yes	95	79.8		
<b>Willingness to quit job</b>				
No	96	80.7		
Yes	23	19.3		

Source: Field Survey 2018

### **Incidences of Job Burnout Experienced by the Employees**

Table 2 revealed the burnout symptoms among the (LWCPs). The results revealed that five (5) out of the fifteen symptoms were found to be prominently manifested among the (LWCPs). The incidences of job burnout experienced by the (LWCPs) were ranked according to the mean as

follows loss of hope (= 4.04), anxiety disorder (= 4.04), increased drug/alcohol usage (=3.99), mental health problems (=3.91), and lack of recognition for good work (=3.74). This may be because they had heavy schedule of duty and could be caused by a combination of biological, psychological, and environmental factors. Also, lack of recognition for good work is an important symptom of burnout and could results to misunderstanding among staff. The result confirmed some of the incidences identified by Maslach and Leiter (2016) in their study of understanding the burnout experience . Similarly, the results are in line with Ogunlade (2008) and Oladele (2010) where both identified incidences of burnt out among extension agents.

**Table 2:** Distribution of Incidences of Job Burnout Experienced by the Employees (n=119).

Factors	$\bar{x}$	S.D	Rank
Feeling of frustration	3.49	1.441	9 <sup>th</sup>
Substandard performance	3.07	1.405	14 <sup>th</sup>
Boredom	3.36	1.424	12 <sup>th</sup>
Emotional outbursts	3.74	1.440	5 <sup>th</sup>
Increased drug/alcohol	3.99	1.367	3 <sup>th</sup>
Sense of alienation	3.44	1.414	10 <sup>th</sup>
Mental health problems	3.91	1.365	4 <sup>th</sup>
Depression	3.70	1.439	7 <sup>th</sup>
Lack of recognition for good work	3.74	1.413	5 <sup>th</sup>
Overly demanding expectations	3.41	1.449	11 <sup>th</sup>
Finding new and interesting aspects in work	2.94	1.509	15 <sup>th</sup>
Loss of hope	4.04	1.431	1 <sup>st</sup>
Anxiety disorders	4.04	1.447	1 <sup>st</sup>
Behavioral changes	3.23	1.499	13 <sup>th</sup>
Displacement of conflicts	3.61	1.495	8 <sup>th</sup>
Grand mean		53.71	
Level of agreement with burnout symptoms		3.6	

Source: Field Survey 2018

### **The Effects of Job Burnout on Employees**

Table 3 reveals the effect of job burnout on the employees. The effect of job burnout on the (LWCPs)s were emotional exhaustion ( $\bar{x}$ =4.37), sleepless night ( $\bar{x}$ =4.24), marital dissatisfaction ( $\bar{x}$ =4.12) and withdrawal from work ( $\bar{x}$ =4.12). These effects of burnout may be due to the stressful nature of the job and perhaps due to the excessive and prolonged stress while on the job. This agrees with Matnussen, et al., (2007) who posited that exhaustion whether physical or

emotional at a job is a serious aftermath of burnout that could impair the health of the employees. The result revealed that the grand mean score was 54.7 while the employee's level of agreement with the effect was 3.6, indicating that majority of them agreed with most of the effects.

**Table 3:** Distribution of the Effects of Job Burnout on Employees (n=119).

Factors	$\bar{x}$	S.D	Rank
Feeling stressed from job	2.52	1.473	15 <sup>th</sup>
Spending more time on job than necessary	3.07	1.396	11 <sup>th</sup>
Emotional exhaustion	6.37	1.098	1 <sup>st</sup>
Anger at work	3.53	1.274	8 <sup>th</sup>
Increased interpersonal problems	3.24	1.300	10 <sup>th</sup>
Increased drug/alcohol intake	3.91	1.287	5 <sup>th</sup>
Sleepless night	4.24	1.226	2 <sup>nd</sup>
Physical exhaustion	3.78	1.366	6 <sup>th</sup>
Marital dissatisfaction	4.12	1.238	3 <sup>rd</sup>
Physical exhaustion	3.02	1.364	12 <sup>th</sup>
Loss of motivation	2.82	1.375	13 <sup>th</sup>
High expectations from too many people	2.82	1.428	13 <sup>th</sup>
Intolerance at work	3.78	1.261	6 <sup>th</sup>
Withdrawal from work	4.12	1.214	3 <sup>rd</sup>
Loss of energy	3.36	1.359	9 <sup>th</sup>
Grand mean score	54.7		
Level of agreement with burnout effects	3.6		

Source: Field Survey 2018

### Causes of Job Burnout Among Employees

Table 4 reveals 15 possible causes of job burnout among employees. The result shows that six (6) out of the fifteen (15) factors were the most common causes of job burnout among (LWCPs). These factors were wrong career choice ( $\bar{x}$  =4.20), inadequate motivation/ training ( $\bar{x}$ =3.66), dissatisfaction with colleagues ( $\bar{x}$ =3.57), job over commitment ( $\bar{x}$ =3.53), frequent travels ( $\bar{x}$ =3.41) and job insecurity ( $\bar{x}$ =3.07). This implies that the (LWCPs) were poorly motivated. This agrees with Aiken, et al., (2002) who posited that when employees are poorly or inadequately motivated, it reduces their interest in the job and this could lead to job burnout and consequently low quantity and quality of output especially when it is accompanied with job over commitment.

Also, Table 4 shows that the grand mean score for the causes of job burnout among employees

was 46.7 while the level of agreement with the causes was 3.1. This implies that majority of them had been affected by many of these factors.

**Table 4:** Distribution of Causes of Job Burnout Among Employees (n=119).

Causes of Job Burnout	$\bar{x}$	S.D	Rank
Poor working environment	2.99	1.606	7 <sup>th</sup>
Work overload	2.98	1.371	8 <sup>th</sup>
Wrong career choice	4.20	1.183	1 <sup>st</sup>
Poor/ inadequate remuneration	2.65	1.507	13 <sup>th</sup>
Irregular promotion	2.57	1.617	14 <sup>th</sup>
Weak organization communication	2.90	1.375	10 <sup>th</sup>
Poor control over work	2.82	1.392	11 <sup>th</sup>
Job over commitment	3.53	1.198	4 <sup>th</sup>
Frequent travels	3.41	1.318	5 <sup>th</sup>
Conflicting roles	2.84	1.324	11 <sup>th</sup>
Inadequate motivation/ training	3.66	1.397	2 <sup>nd</sup>
Job insecurity	3.07	1.528	6 <sup>th</sup>
Dissatisfaction with colleagues	3.57	1.362	3 <sup>rd</sup>
Lack of development	2.53	1.510	15 <sup>th</sup>
Fairness at work	2.94	1.431	9 <sup>th</sup>
Grand mean score	46.7		
Level of agreement with burnout causes.	3.1		

Source: Field Survey 2018

### Test of Relationship Between Causes of Job Burnout and Effect of Burnout

H<sub>01</sub>: There is no significant relationship between causes of job burnout and the effects of job burnout on the employees.

This was tested using Multiple Regression Analysis. The result in Table 5 revealed the causes of burnout as Job over commitment ( $r^2$  =0.903), inadequate motivation/training ( $r^2$  =0.880), job insecurity ( $r^2$  =0.835) wrong career choice ( $r^2$  =0.745), weak organization communication ( $r^2$  =0.701), poor/ inadequate remuneration ( $r^2$  =0.675), poor working environment ( $r^2$  = 0.630), frequent travels ( $r^2$  =0.550) has a strong relationship with the effect of burnout on the employees while irregular promotion ( $r^2$  =0.427), poor control over work ( $r^2$  =0.395), work load ( $r^2$  =0.394), lack of development ( $r^2$  =0.248), conflicting roles ( $r^2$  =0.159), dissatisfaction with colleagues ( $r^2$  =0.132), fairness at work ( $r^2$  =0.125) have a weak relationship with the effects of job burnout on the employees.

**Table 5:** Result of Relationship between Causes of Job Burnout and Effect of Burnout.

Factor	R <sup>2</sup>	Beta	STDE
Poor working environment	0.630	0.056	0.823
Work overload	0.394	0.099	0.956
Wrong career choice	0.745	-0.034	0.995
Poor/ inadequate remuneration	0.675	-0.051	0.917
Irregular promotion	0.427	0.105	0.921
Weak organization communication	0.701	0.054	1.156
Poor control over work	0.395	0.099	0.940
Job over commitment	0.903	0.014	1.119
Frequent travels	0.550	0.070	1.005
Conflicting roles	0.159	0.160	0.966
Inadequate motivation/ training	0.880	0.018	0.986
Job insecurity	0.835	0.026	0.922
Dissatisfaction with colleagues	0.132	0.182	1.001
Lack of development	0.248	0.155	1.002
Fairness at work	0.125	0.165	0.847

Source: Field Survey 2018

### **Test of Relationship between Incidence of Job Burnout and Effect of Job Burnout on Employees**

H<sub>02</sub>: There is no significant relationship between the incidence of job burnout and the effects of job burnout on the employees.

This was tested using Multiple Regression Analysis. The result in Table 6 revealed that feelings of frustration ( $r^2 = 0.995$ ), substandard performance ( $r^2 = 0.975$ ), mental health problems ( $r^2 = 0.781$ ), behavioral changes ( $r^2 = 0.772$ ), boredom ( $r^2 = 0.702$ ), loss of hope ( $r^2 = 0.655$ ), anxiety disorder ( $r^2 = 0.551$ ), lack of recognition for good work ( $r^2 = 0.096$ ), finding new and interesting aspects in work ( $r^2 = 0.057$ ) have a strong relationship with the effects of job burnout on the employees.

While depression ( $r^2 = 0.430$ ), emotional outbursts ( $r^2 = 0.271$ ), sense of alienation ( $r^2 = 0.251$ ), displacement of conflicts ( $r^2 = 0.026$ ), overly demanding expectations ( $r^2 = 0.023$ ), have a weak relationship with the effects of job burnout on the employees

**Table 6:** Results of Relationship between Incidence of Job Burnout and Effect of Burnout on Employees.

Incidences of job burnout	R <sup>2</sup>	Beta	STDE
Feeling of frustration	0.995	0.001	0.797
Substandard performance	0.975	0.003	0.753
Boredom	0.702	0.037	0.768
Emotional outbursts	0.271	0.116	0.829
Increased drug/alcohol	0.717	0.007	0.844
Sense of alienation	0.251	0.123	0.857
Mental health problems	0.781	0.032	0.946
Depression	0.430	0.100	0.991
Lack of recognition for good work	0.096	0.162	0.771
Overly demanding expectations	0.023	0.240	0.809
Finding new and interesting aspects in work	0.057	0.180	0.704
Loss of hope	0.655	0.059	1.119
Loss of hope	0.655	0.059	1.119
Behavioural changes	0.772	0.039	1.008
Displacement of conflicts	0.026	0.268	0.899

Source: Field Survey 2018

### **CONCLUSION AND RECOMMENDATIONS**

The study concluded that poor working environment, wrong career choice, inadequate motivation/ training, dissatisfaction with colleagues, job over commitment were the factors causing job burnout among employee. It was therefore recommended that organization should provide good working environment for the employees to motivate the employees to work effectively and also to provide in-service training to the employees to improve their knowledge, skills and attitude towards work.

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