

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1. Job Burnout**

##### **2.1.1 Definition of Job Burnout**

Job burnout is an occasional feelings of being tired, frustrated, or overwhelmed with various issues related to an individual's job are not uncommon (Hayes, C & Weathington, B , 2007). Individuals who are burned out have become emotionally exhausted, feel helpless, and have lost their spirit (Klumper, Little & DeGroot, 2009). Burnout is a psychological syndrome consisting of three dimensions, namely emotional exhaustion, depersonalization, and low personal accomplishment. It is related to lack of capacity and success of the individuals which are related to job (Zellars, Perrewe, & Hochwarter, 2000).

Burnout is frequently associated with employee exhaustion and disengagement (Gorgievski & Hobfoll, 2008; Maslach, Schaufeli & Leiter, 2001). Exhaustion can be defined as the impact of intensive physical, affective, and cognitive strain which emerges due to prolonged exposure to meet certain demands (Demerouti, Bakker, Nachreiner & Schaufeli, 2001), as well as referring to the emotional depletion, reduced the physical resources, and feelings of being overextended (Maslach & Leiter, 2008).

### **2.1.2 The Dimension of Job Burnout**

Maslach and Jackson (1981) defined job burnout as the emotional exhaustion and cynicism that result from an individual's job. Job burnout can be divided into three distinct categories: (a) emotional exhaustion, (b) depersonalization, and (c) diminished personal accomplishment (Zellars, Perrewé, & Hochwarter, 2000).

1. Emotion exhaustion is the core feature of job burnout that mainly exhibits as physical and mental exhaustion. Emotional exhaustion is feeling tired and fatigued at work (it can result in absence from work). According to Maslach et al. (2001) that from the three aspect of burnout, exhaustion is the most widely reported. When people describe themselves as experiencing burnout, they are most often referring to the experience of exhaustion. Employees who experience emotional exhaustion often feel like they have no power or control over what happens in life. They may feel "trapped" or "stuck" in a situation. Lack of energy, lack of sleep, and decreased motivation can make it difficult to overcome emotional exhaustion. Over time, this condition and chronic stress can cause permanent damage to your health. Every company need to put more attention to this aspect because employee who experiences long-term stress can become tired and emotionally overwhelmed which can reduce their productivity in doing their job. Millennial generation is subjected to a greater degree of this emotion exhausting compared to other generations (Jiang, X. & Yang, H. 2016). And there are a wide array of

occupations in which emotional exhaustion is a possibility, one of them is the banker. This issues can bring a big effect on their productivity.

2. Depersonalization or cynicism can only be perceived by others through specific behaviors. Employee who experience depersonalization will have this specific behaviour including the repelling of work and refusing to work or communicate at work (Maslach ,2001). It developing a callous/uncaring feeling, even hostility, toward others (either clients or colleagues). Depersonalization is an attempt to distance yourself and the recipient of service by actively ignoring the qualities that make them unique and attractive people. Their demands are more easily managed when they are considered as impersonal objects of one's work. Beyond human services, people use cognitive distance by developing indifferent or cynical attitudes when they are exhausted and discouraged. Moving is a direct reaction to fatigue so that a strong relationship from fatigue to cynicism (depersonalization) is found consistently in burnout research, in various organizational and work settings. The depersonalization dimension refers to the treatment of clients and coworkers in an impersonal, uncaring, cynical, and callous manner (Maslach, 1982; Maslach et al., 2001). Millennial generation is an individual generation because of depersonalization issue, we can classify bank personnel's among those who are in a direct contact with depersonalization issue since they spend a lot time in the office dealing with their own work and clients. This can make they not be able to

communicate well or talk with the other colleagues if they need help with their work.

3. Diminished personal accomplishment refers to the individuals who cannot be satisfied and feel achievement in their careers (Maslach ,2001). Diminished personal accomplishment is feeling of the employee are not accomplishing anything worthwhile at work. This can lead to a lack of motivation and poor performance to the employees themselves. It is related to lack of capacity and success of the individuals, which are related to job (Zellars, Perrewe, & Hochwarter, 2000). This issue that cause the one characteristic of millennial generation such as lazy and unmotivated to do their job. In banker industry, the employees is required to face the job-overload. From this explanation it can conclude how much diminished personal issue will cause a big problem to the bank company if their employees didn't motivated to do their job. This can bring a negative impact to the millennial generation and cause them boredom at the workplace.

### **2.1.3 Antecedent of Job Burnout**

According to the National Institute for Occupational Safety and Health (NIOSH; 2002), job stress has become a common and costly problem in the workplace. NIOSH listed several occupations as highly stressful, including laborers, secretaries, and individuals in various health-related professions. Job stress can cause an occasional feelings of being tired, frustrated, or overwhelmed with various issues related to an individual's job are not uncommon. However, when these feelings extend beyond specific instances and last for extended periods

of time, an individual may be experiencing symptoms of job burnout (Hayes & Weathington , 2007). Burnout may be accompanied by a variety of mental and physical health symptoms as well. If left untreated, burnout can make it difficult for individuals to function properly in their daily lives.

#### **2.1.4 Consequences of Job Burnout**

Research by Maslach, Schaufeli, and Leiter (2001) showed that burnout is comprised of only two parts, exhaustion and cynicism. Exhaustion and cynicism can be conceived as the opposite of vigor and dedication (Demerouti, Bakker, & Mostert, 2010). On the other hand, eustress (constructive), which refers to moderate stress levels, increases work efforts, motivation, and creativity, and it encourages greater diligence at work (Woo, S & Hahm, 2016). And if the definition of stress is associated with this research, stress itself is a condition that affects a person's physical or psychological state due to pressure from within or outside oneself that can interfere with work performance.

Burnout consequences can be of two types: individual related and its effect on the overall productivity of the organization. The Personal consequences from burnout to the employee such as depressive disorders arising from stress. Effects on organizational employee burnout include decreased job performance and employee job satisfaction, reduced organizational commitment and increased employee absenteeism and turnover.

Maslach and Jackson (1981) found that several negative health and life issues can occur as a result of job burnout. These issues include increased reports of personal

distress, such as physical exhaustion, trouble sleeping, alcohol and drug use, and marital and family problems. Kahill (1988) suggested that an individual experiencing job burnout may show signs of depression, irritability, helplessness, a decrease in self-esteem, and an increase in level of anxiety. Other researchers have found a relationship between occupations with high levels of job-related stress and negative health consequences such as somatic diseases, exhaustion, and depression (Karasek & Theorell, 1990).

## **2.2. Optimism**

### **2.2.1 Definition of Optimism**

Optimism has been theorized as an explanatory style in that it relates to how an individual explains the causes of both positive and negative events (Buchanan & Seligman, 1995). Individuals who attribute the causes of bad events to external, unstable, and specific causes and attribute the causes of good events to personal and pervasive causes are optimistic (Klumper, Little & DeGroot, 2009). Optimism is a concept that emerged with the rise of positive psychology. The academic definition of optimism has been disputed, and there is no consensus. According to the definition in the Cihai (Word Ocean) dictionary, optimism refers to a persistent mood of happy and self-sufficient towards anyone, anything, and any event (Jiang, X. & Yang, H. 2016).

### **2.2.2 The dimension of Optimism**

While optimism is almost fully investigated as a trait, many suggest and empirically show that individuals can be trained to be optimistic (Seligman, 1998).

In addition, individuals who are generally optimistic, sometimes, can be pessimistic and vice versa. Therefore, researchers have concluded that optimism has a component of nature and status (Luthans, 2002a; Luthans & Youssef, 2007). Identified by Klumper, Little and DeGroot (2009) classified optimism into 2 form :

1. Trait optimism represents stable individual differences in the level of optimism generally experienced (Klumper, Little and DeGroot ,2009). Peterson (2000) further explains trait optimism as ‘big’. Big (Trait) optimism relates to less specific expectations and leads to desirable outcomes because it produces a general state of vigor and resilience. This relates to general outcomes like long term health and managing stress level, these are the reason why it classified as Big optimism. From a managerial perspective, if job-related outcomes are more closely related to trait optimism, which is fairly stable, then managers should consider assessing optimism at the time of selection and should not be concerned with trying to increase employee’s optimism at work (Klumper, Little and DeGroot ,2009). Trait optimists explain positive events as having happened as in themselves (internal) .Trait optimism is the most suitable prevention for Millennial Generation to improve their optimism towards their job. Millennial Generation Employee who has trait optimistic will face life events, whether good or bad, with an overall positive outlook. Which can decrease their stress level working as a banker. This trait optimism will bring a benefit to reduce the high stress level and can help Millennial

generation to put more control on their emotion which can prevent the job burnout.

2. State optimism captures the optimism that may change based on situation or contextual factors. Klumper, Little and DeGroot (2009) define state optimism is more closely related to job-related outcomes, as they propose, then managers should foster environments and relationships with their employees which allow them to feel optimistic at work. Peterson (2000) classified state optimism as 'little' optimism. Because state optimism experienced in the workplace will relate more closely to work related outcomes. Little (State) optimism relates to specific expectations about positive outcomes and leads to desirable outcomes because of the specific, changeable, and context-specific nature of the construct. Hanssen et al. (2015) believe that employee with a good state optimism is an important variable for predicting mental health and the level of individual social adaptation.

### **2.2.3 Antecedent of Optimism**

To be optimistic, an individual need to think positif and become less pesimistic in life. Positive thinking is one step to becoming a true optimist. Individual who generally believe that good things will happen in their future, benefit from this positive thinking. Avoid being an individual who attribute the causes of bad events to internal, stable, and global causes and the causes of good events to unstable causes. Optimism can be achieve by a mood or attitude



associated with an expectation about the social or material future one which the evaluator regards as socially desirable, to his advantage or his pleasure. If individuals take an optimistic approach to difficult situations, they may be better able to adjust and overcome challenges (Hayes, C., & Weathington, B. 2007).

Li, Liang, & Crant, (2010) looked at the impact of personality in organizational citizenship behavior and found that having a proactive personality (being optimistic) was associated with employees establishing high-quality exchange relationships with their supervisors. Those high-quality exchange relationships could foster the emotional support (optimism) necessary to reduce job stress that can cause job burnout.

#### **2.2.4 Consequences of Optimism**

Chang, Rand & Strunk (2000) studied the correlation between optimism and job burnout and found that optimism was an important psychological resource of individuals and was negatively correlated with job burnout. Optimism is a concept that emerged with the rise of positive psychology (Xiaorong Jiang, & Hui Yang, 2016). Over the past decade or so, much research has pointed to the power of optimism (Luthans, 2002a,b, 2003; Luthans & Youssef, 2007; Nes & Segerstrom, 2006; Peterson, 2000; Scheier, Carver, & Bridges, 1994; Seligman, 1998). This is due, at least in part, to the positive psychology movement which calls for the study of human strengths, resilience, and cultivation of wellness (Seligman, 1998). Proponents of this movement have called for the study of positive constructs like optimism to give some balance to a field that had, up until this point, primarily

focused on pathology and human weakness. As a result, much has been learned about optimism and other positive constructs. If individuals take an optimistic approach to difficult situations, they may be better able to adjust and overcome challenges (Hayes, C., & Weathington, B. 2007). And if this research associated to this study, it means that optimism can prevent the risk of job burnout.

In addition, Hanssen *et al.* (2015) believed that optimism was an important variable for predicting mental health and social adaptation levels of individuals. Dispositional optimism has been defined as a generalized positive outcome expectancy (Scheier and Carver 1985). Optimists generally expect good things to happen to them, while pessimists anticipate negative outcomes.

Individuals could adjust job burnout through optimism. Optimistic individuals look forward to the future and are less likely to have job burnout. They consider problems to be attributed to external reasons and believe that they are capable of changing the present situation and the outcome of the future, as well as reducing the sense of helplessness themselves.

## **2.3 Millennial Generation**

### **2.3.1 Definition of Millennial Generation**

Millennial Generation members were born between 1980 and 2000. They have been called the Y-Generation, the Digital Generation, the Boomlets, and the DotCom Generation (Lee, 2004). The Millennial Generation has computer and technical expertise but, there is a lack of communication and listening skills (Wey Smola & Sutton, 2002). Members of Generation Y are often referred to as echo

boomers, the internet generation, iGen, or the net generation. In comparison to Generation X, members of Generation Y are more technologically savvy due to growing up in the information age and are very good at using media in everyday life. (Skoludova & Horakova 2016).

These young employees are rejuvenating every institution of modern life, from the workplace to the marketplace, from politics to education, and down to the basic structure of the family. Gen Y possesses significantly different characteristics from previous generation and high expectations of immediate results that classify them as distinct employees (Aruna & Anitha 2015).

### **2.3.2 Characteristic of Millennial Generation**

Millennials have been characterized in a number of different ways. Millennials are good in problem solving. Life is full of unseen obstacles, and it's essential to be able to solve these problems instead of just walking away. Millennials are also a natural innovator, Millennials are always willing to take a crack at any problem they might face. The Millennial generation has computer and technical expertise. Millennials are the digital generation, they were born when the Internet, personal computers, and cell phones became mainstream. As a result, Millennials are obsessed with technology. Millennials are interested in working in organizations that lead technology innovation. Millennials are also curious generations. They are eager to learn new skills, and are willing to invest time in becoming better employees. And they are not afraid of changes and challenges. This can make them easier to study a new thing and develop their skill.

On the negative side, they've been described as lazy, narcissistic and prone to jump from job to job. This generation was born together with advancing technological advances, so it is not surprising that many of them had mastered technology at a very early age (Xiaorong Jiang, & Hui Yang, 2016). Because of Millennial Generation has computer and technical expertise , there is a lack of communication and listening skills (Wey Smola & Sutton, 2002). It is not uncommon for millennial to disrupt the company, because of their low reputation for loyalty and lack of listening skills. Millennial genes are famous for workplace changes due to boredom, which is why companies must be very careful when deciding to look for employees of this generation. This generation has a strong sense of innovation but low job satisfaction and employee loyalty (Shri, 2011; Meister & Willyerd, 2010). It also has a strong desire of short-term returns but a lack of patience and dislikes following rules and regulations at work (Twenge, Campbell, Hoffman & Lance, 2010).

## **2.4 Research Framework**

Adapted to the previous research from (Xiaorong Jiang, & Hui Yang, 2016) framework must demonstrate to understand the theories and the variables. To support the understanding of this research ,the framework of the research is as follow: