

**INFLUENCE OF JOB BURNOUT AND GENDER ON JOB
COMMITMENT AND JOB SATISFACTION OF HOTEL
WORKERS IN ADO EKITI NIGERIA**

BY

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CERTIFICATION

This is to certify that this research work was carried out by Ibukun Omoboyeje Henry under full supervision and in accordance with the requirement of the Department of Psychology, Federal university, Oye-Ekiti, for the award of a B.SC degree in Psychology.



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DEDICATION

To the Creator of both living and non-living, the One who is called the True Love, who created me out of love, Who has seen me through the various struggles of life, and the One who I owe my life to, do I dedicate this research work to.

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I give all thanks, honor, and adoration to God Almighty who has being my motive for life, and has given me wisdom, knowledge and understanding for me to be whom I am.

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ABSTRACT

The study investigated the influence of Job burnout and Gender on Job Commitment and Job Satisfaction of Hotel workers in Ado Ekiti, Ekiti state Nigeria. The study adopted ex-post facto research design. A total of 155 Hotel workers participated in the study, comprising of eighty two (82) males and seventy three (73) females Hotel workers in Ado Ekiti, Ekiti state Nigeria. Participant responded to Job burnout Scale, Job commitment scale and Job satisfaction questionnaire. It was hypothesized that job burnout and gender will significantly influence Job commitment and Job satisfaction among Hotel workers. Independent t-test was used to analyze the data out of which two were significant. The results showed that significant influence existed between Job Burnout and Job satisfaction [$F(3, 151) = 5.15, p = .002, R^2 = .09$], and Job Burnout and Gender significantly influence Job satisfaction, [$F(4, 150) = 5.14, p = .001, R^2 = .12$]. While no significant influence existed between Job burnout and Job commitment, [$F(3, 151) = 2.02, p = .11, R^2 = .04$], also no significant influence existed between Gender on Job commitment, [$t_{(153)} = -1.09, p = .28$], also no significant influence existed between Gender on Job satisfaction, [$t_{(153)} = -.49, p = .63$]. And no significant influence existed between Job burnout and Gender on Job commitment [$F(4, 150) = 2.14, p = .08, R^2 = .05$]. Based on these findings, it was concluded that Job burnout has a great influence on Job Satisfaction. Findings were discussed in line with previous studies; implications and recommendations were provided for the improvement of hotel workers and their organizations

Keywords: Job Burnout, Gender, Job commitment, Job Satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Job burnout emerged as an important concept in the 1970s, and it captured something very critical about people's experience with work which continues to do so today. Some 35 years since its introduction to psychological literature and to cultural discourse. Both then and now, burnout has been a concept that seems to ring true to a common experience among people. It has inspired researchers to study it and try to better understand what it is and why it happens. It has inspired practitioners to figure out ways to cope with it, prevent it, or combat it. Thus, from the beginning, burnout has enjoyed a joint recognition from both researchers and practitioners as a social problem worthy of attention and amelioration. As this recognition has spread through many other countries, beyond its American origins, it has become a phenomenon of notable global significance.

Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy. The past 25 years of research has established the complexity of the construct, and places the individual stress experience within a larger organizational context of people's relation to their work. Recently, the work on burnout has expanded internationally and has led to new conceptual models. The focus on engagement, the positive antithesis of burnout, promises to yield new perspectives on interventions to alleviate burnout. The social focus of burnout, the solid research basis

concerning the syndrome, and its specific ties to the work domain make a distinct and valuable contribution to people's health and well-being.

Burnout was originally viewed as a specific hazard for naive, idealistic, young service professionals who became exhausted, cynical, and discouraged through their experiences in cold bureaucratic systems serving entitled, unresponsive clients with intractable problems. But that was long ago. The young idealists entering the workforce in the 1960s are at the time of this writing heading toward retirement. Young professionals in the early twenty-first century have fewer opportunities for naivety. Television dramas give thoroughly gritty depictions of work life. A favorite and repeated theme is the novice's loss of innocence. Professional training programs for service professionals, MBAs, and lawyers rarely paint a rosy picture. And the internet provides an incessant stream of unfiltered and only occasionally corroborated information on any topic imaginable (and a few that defy imagination). People have few illusions about the working world. But they are nevertheless vulnerable to burnout (Choet al., 2006; Gellertand Kuipers, 2008).

As a metaphor for the draining of energy, burnout refers to the extinguishing of a candle. It implies that once a candle was burning but it cannot continue burning brightly unless there are sufficient resources that keep being replenished. Over time, employees experiencing burnout lose the capacity to provide the intense contributions that make an impact. If they continue working, the result is more like smoldering – uneventful and inconsequential – than burning. From their own perspective or that of others, they accomplish less. In summary, the metaphor describes the exhaustion of employees' capacity to maintain an intense involvement that has a meaningful impact at work.

Public sector organizations in the twenty first century often state ideals that far exceed their resources (Potter et al., 2007). Few societies devote sufficient resources to meet their populations' needs. The systemic imbalance of demands to resources promotes exhaustion and reduces professional efficacy while alienation from corporate values reduces providers' involvement in their work or their service recipients (Schaufeli, 2006; Schaufeli and Bakker, 2004). Together, the principles inherent in globalization promise to perpetuate burnout throughout information/service organizations. Burnout is a unique type of stress syndrome, characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment. Although burnout has been shown to be potentially very costly in the helping professions, such as nursing, education, and social work, little work has been done thus far to establish its generalizability to industry.

Gender refers to the socially constructed characteristics of women and men which include norms, roles and relationships of and between groups of women and men. It varies from society to society and can be changed. While most people are born either male or female, they are taught appropriate norms and behaviors, including how they should interact with others of the same or opposite sex within households, communities and work places. When individuals or groups are not able to establish gender norms they often face stigma, discriminatory practices or social exclusion, all of which adversely affect health. It is important to be sensitive to different identities that do not necessarily fit into binary male or female sex categories. Gender is the range of characteristics pertaining to, and differentiating between and from masculinity and femininity. Depending on the context, these characteristics may include biological sex (i.e. the state of being male, female or intersex), sex-based social structures (including gender roles and other social roles). (Udry, J. Richard (November 1994), (Haig, David (April 2004).

Sexologist John Money introduced the terminological distinction between biological sex and gender as a role in 1955. Before his work, it was uncommon to use the word *gender* to refer to anything but grammatical categories. (Udry & Richard (November 1994), (Haig, David (April 2004)). However, Money's meaning of the word did not become widespread until the 1970s, when feminist theory embraced the concept of a distinction between biological sex and the social construct of gender.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example, a comprehensive meta-analysis of the research literature finds only best- estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfying and this is likely to result in greater performance effort.

Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally, there are still considerable debate whether satisfaction leads to performance or performance leads to satisfaction (Luthans, 1998).

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke 1976). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, and Job conditions, Nature of the work, Organization, Personal growth, Policies procedures, Promotion opportunities, Recognition, Security, and Supervision. Spector (1997)

Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings, and may not be fully applicable in domains such as customer behavior. There has also been debate surrounding what Meyers and Allen's model was trying to achieve. (Keiningham, T. L.; Frennea, C. M.; Aksoy, L.; Buoye, A.; Mittal, V. (2015).

Becker and Carper (1956) studied commitment, mainly in professions and found that professional organizations develop commitment to their values by a lengthy socialization period and that adequate attention has not been paid to the development of Organizational commitment.

Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization.

Organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

1.2 STATEMENT OF PROBLEM

In an era in which rising costs, shrinking budgets, and personnel shortages are common, it is increasingly important to provide a positive work situation to ensure worker stability in hotels. Research indicates that job burnout is a negative response that is harmful to the employee and to the organization. Depersonalization, emotional exhaustion, and feeling a lack of accomplishment at work are all dimensions of job burnout.

In view of these if the hotel managers refuse to take the effect of Job burnout into consideration then there will be turnover intent among the workers which will eventually lead to

the closing down of the organization or shortage of customers in the hotels and the state will be regarded as a non-hospitable state in the country due to the hostels in the state (Ado Ekiti).

Why are the hotel workers in Ado Ekiti Nigeria still comfortable with the hotel Jobs? Is it because of the high number of hostels in the state that makes them feel comfortable or are there no burn out experienced on the job? Or are they feeling burnout and yet can cope with it? Or they feel burnt out and it is affecting their job commitment and job satisfaction? This is what this research is meant to find out.

1.3 OBJECTIVES OF STUDY.

The main objective of this research is to test the influence of the level of Job burn-out and genders have on Job Commitment and Job Satisfaction of hotel workers.

Specifically, the objectives of the research are to:

- A. Investigate whether Job burn-out Influences Job commitment.
- B. Determine whether Gender Influences Job commitment.
- C. Male participant will have higher level of job commitment than females.
- D. Male participant will have higher level of job satisfaction than females.
- E. Assess the influence of Job burn-out on Job satisfaction.
- F. Evaluate the influence of Gender on Job satisfaction.

1.4 SIGNIFICANCES OF THE STUDY.

Theoretically this research will contribute to the existing body of knowledge, to assist the human resource (HR) to be able to know how to control burnout in their hotels, it will help us to know the level of commitment and satisfaction of the workers, it will also allow us to know if burnout is really affecting the workers or not.

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 Theoretical Framework

The following theories will be examined critically on the following terms such as Job Burnout, Gender, Job Commitment and Job Satisfaction. Which are: theory of Job Satisfaction, Job Commitment, Social identity, Gender, and Job Burnout.

2.1.1 Theory of Job Satisfaction

Under this theory we will be considering the following theories such as: Hierarchy of needs, motivator-hygiene theory, Job Characteristics Model.

2.1.1.1 Hierarchy of Needs

Although commonly known in the human motivation literature, Maslow's hierarchy of needs theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy (Figure 1) consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualization. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem).



Figure 2.1: Maslow's Five-level hierarchy

Maslow's hierarchy of needs was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organization, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security and/ or having suitable company structures and policies. When this is satisfied, the employees can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team/ organization. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization. The final step is where the employee seeks to self-actualize; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualization.

Therefore, organizations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs. However, more recently this approach is becoming less popular as it fails to consider the cognitive process of the employee and, in general, lacks empirical supporting evidence. In addition, others have found fault with the final stage of self-actualization. The lack of a clear definition and conceptual understanding of self-actualization, paired with a difficulty of measuring it, makes it difficult to measure what the final goal is or when it has been achieved.

2.1.1.2 Motivator-Hygiene Theory

Herzberg's motivator-hygiene theory suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts. 'Motivating' factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand, 'hygiene' factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction.

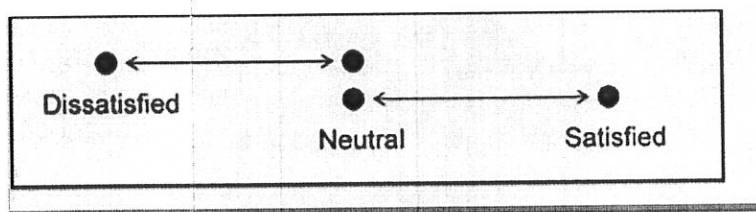


Figure 2.2: Graphical Representation of Herzberg's Description of Satisfiers and Dissatisfiers

Because both the hygiene and motivational factors are viewed as independent, it is possible that employees are neither satisfied nor dissatisfied. This theory postulates that when hygiene factors

are low the employee is dissatisfied, but when these factors are high it means the employee is not dissatisfied (or neutral), but not necessarily satisfied. Whether or not an employee is satisfied is dependent on the motivator factors. Moreover, it is thought that when motivators are met the employee is thought to be satisfied. This separation may aid in accounting for the complexity of an employee's feelings, as they might not feel both satisfied and dissatisfied at the same time; or neither satisfied nor dissatisfied.

Whilst the Motivator-Hygiene theory was crucial in first distinguishing job satisfaction from dissatisfaction, the theory itself has received little empirical support. Herzberg's original study has been criticized for having been conducted with a weak methodology. As a result, subsequent attempts to test this theory have obtained mixed results with some researchers supporting it and others not.

2.1.1.3 Job Characteristics Model

The Job Characteristics Model (JCM) explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key job characteristics: skill variety, task identity, task significance, autonomy and feedback, influence three psychological states (Figure 3). Subsequently, the three psychosocial states then lead to a number of potential outcomes, including: job satisfaction. Therefore, from an organizations' point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction.

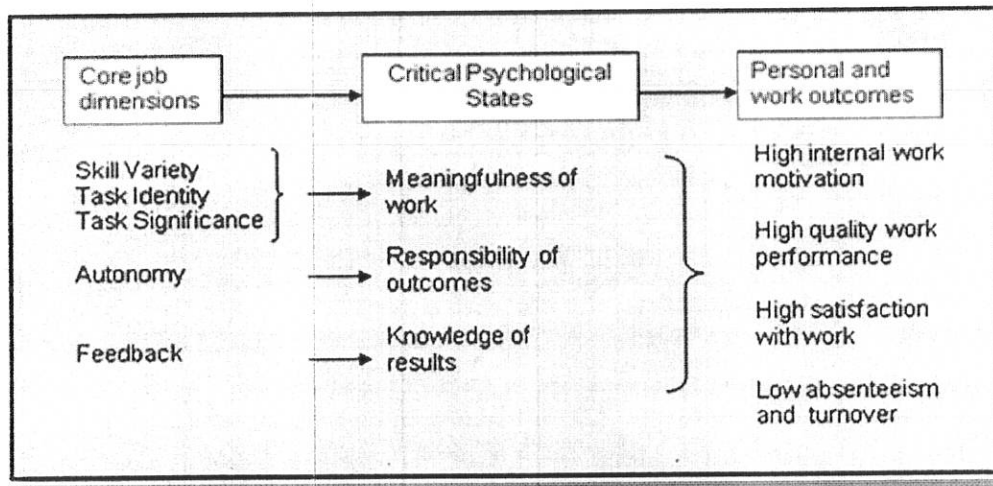
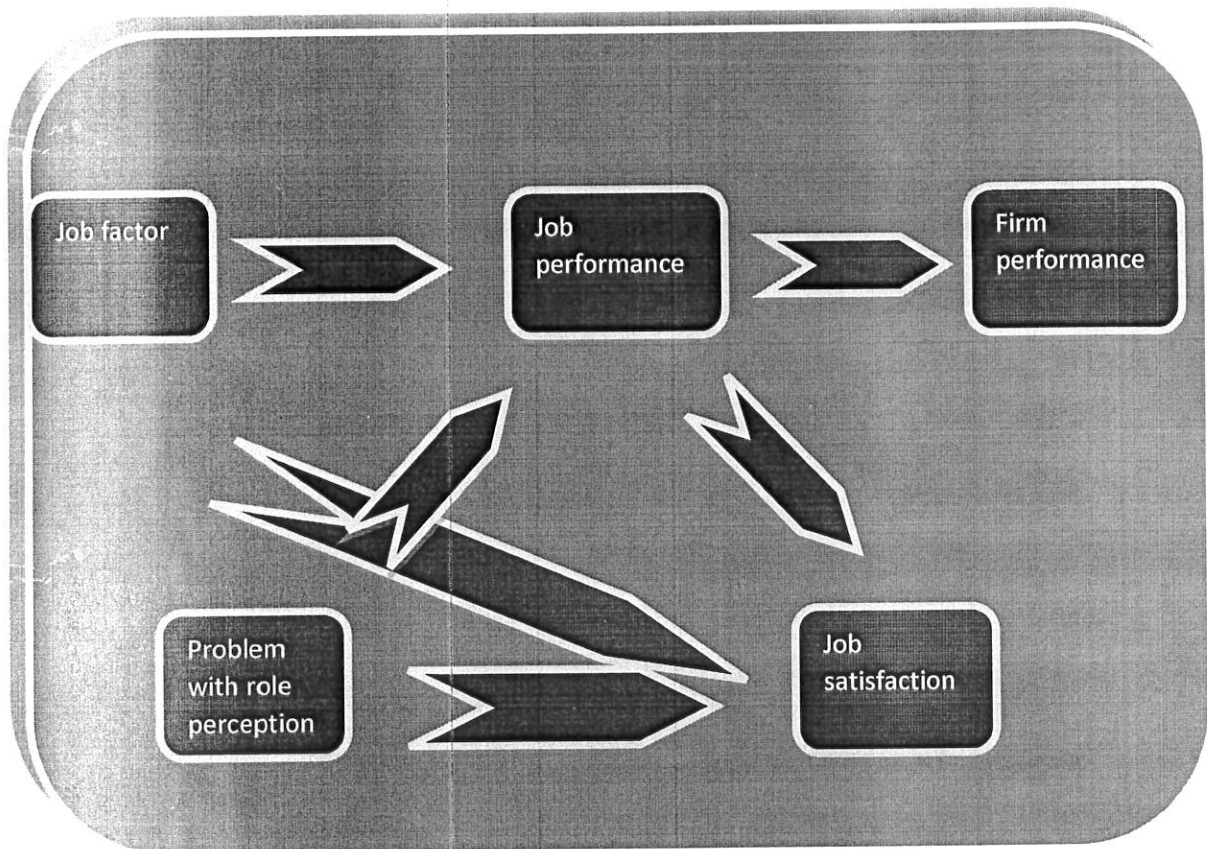


Figure 2.3 Job Characteristics Model

Unlike the Maslow or Herzberg's theories, the JCM has received more empirical support. However, it has also drawn criticism as many studies utilizing this model investigate the direct impact core job dimensions have on personal and work outcomes, completely disregarding the critical psychological states. Despite this, the JCM and its impact on job satisfaction has been the subject of three reviews, which further lend support to the model. Further to this, Behson and colleagues' meta-analysis of 13 studies specifically focused on the role of critical psychological states, and found these psychological states to play a crucial practical and theoretical role within the JCM.

In addition, Christen, Iyer and Soberman (2006) provide a model of job satisfaction presented in Figure 4 in which the following elements are included:

- Job related factors,
- Role perceptions,
- Job performance and
- Firm performance.



2.1.2 THEORIES OF JOB COMMITMENT

2.1.2.1 Model of Commitment

Meyer and Allen's (1991) three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states. Meyer and Allen created this model for two reasons: first "aid in the interpretation of existing research" and second "to serve as a framework for future research." (Meyer & Allen (1991). Their study was based mainly around previous studies of organizational commitment.

Meyer and Allen's research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization:

2.1.2.1.1 Affective Commitment

Affective Commitment is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged AC as the "desire" component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that "positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality" (Meyer, J. P.; Allen, N. J. (1991). In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (2006). Concept of commitment, which in turn drew on earlier work by Kanter (1968)

2.1.2.1.2 Continuance Commitment

Continuance Commitment is the "need" component or the gains verses losses of working in an organization. "Side bets," or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because

he/she perceives a high cost of losing organizational membership (cf. Becker's 1960 "side bet theory" Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organization. The problem with this is that these "side bets" don't occur at once but that they "accumulate with age and tenure". (Meyer, J. P.; Allen, N. J. (1991)

2.1.2.1.3 Normative Commitment

The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive "advanced rewards." Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. An employee with

greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent. Meyer and Allen based their research in this area more on theoretical evidence rather than empirical, which may explain the lack of depth in this section of their study compared to the others. They drew off Wiener's (2005).research for this commitment component.

2.1.3 SOCIAL IDENTITY THEORY

Social identity is a person's sense of who they are based on their group membership(s). Tajfel (1979) proposed that the groups (e.g. social class, family, football team etc.) which people belonged to were an important source of pride and self-esteem. Groups give us a sense of social identity: a sense of belonging to the social world. In order to increase our self-image we enhance the status of the group to which we belong. For example, England is the best country in the world! We can also increase our self-image by discriminating and holding prejudice views against the out group (the group we don't belong to). For example, the Americans, French etc. are a bunch of losers!

Therefore, we divided the world into "them" and "us" based through a process of social categorization (i.e. we put people into social groups). This is known as in-group (us) and out-group (them). Social identity theory states that the in-group will discriminate against the out-group to enhance their self-image. The central hypothesis of social identity theory is that group members of an in-group will seek to find negative aspects of an out-group, thus enhancing their self-image. Prejudiced views between cultures may result in racism; in its extreme forms, racism

may result in genocide, such as occurred in Germany with the Jews, in Rwanda between the Hutus and Tutsis and, more recently, in the former Yugoslavia between the Bosnians and Serbs.

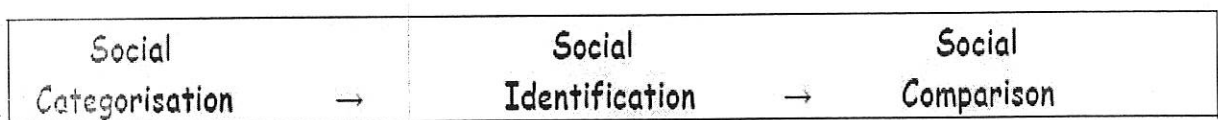
Henri Tajfel proposed that stereotyping (i.e. putting people into groups and categories) is based on a normal cognitive process: the tendency to group things together. In doing so we tend to exaggerate:

1. The differences between groups
2. The similarities of things in the same group.

We categorize people in the same way. We see the group to which we belong (the in-group) as being different from the others (the out-group), and members of the same group as being more similar than they are. Social categorization is one explanation for prejudice attitudes (i.e. “them” and “us” mentality) which leads to in-groups and out-groups.

2.1.3.1 SOCIAL IDENTITY THEORY OUTLINE

Tajfel and Turner (1979) proposed that there are three mental processes involved in evaluating others as “us” or “them” (i.e. “in-group” and “out-group”). These take place in a particular order.



2.1.3.1.1 Categorization

The first is **categorization**. We categorize objects in order to understand them and identify them. In a very similar way we categorize people (including ourselves) in order to understand the social environment. We use social categories like black, white, Australian, Christian, Muslim, student, and bus driver because they are useful. If we can assign people to a category then that tells us things about those people, and as we saw with the bus driver example, we couldn't function in a normal manner without using these categories; i.e. in the context of the bus. Similarly, we find out things about ourselves by knowing what categories we belong to. We define appropriate behavior by reference to the norms of groups we belong to, but you can only do this if you can tell who belongs to your group. An individual can belong to many different groups.

2.1.3.1.2 Social Identification

In the second stage, **social identification**, we adopt the identity of the group we have categorized ourselves as belonging to. If for example you have categorized yourself as a student, the chances are you will adopt the identity of a student and begin to act in the ways you believe students act (and conform to the norms of the group). There will be an emotional significance to your identification with a group, and your self-esteem will become bound up with group membership.

2.1.3.1.3 Social Comparison

The final stage is **social comparison**. Once we have categorized ourselves as part of a group and have identified with that group we then tend to compare that group with other groups. If our self-esteem is to be maintained our group needs to compare favorably with other groups.

This is critical to understanding prejudice, because once two groups identify themselves as rivals; they are forced to compete in order for the members to maintain their self-esteem. Competition and hostility between groups is thus not only a matter of competing for resources like jobs but also the result of competing identities.

2.1.4 THEORIES OF GENDER

2.1.4.1 GENDER STUDIES

Gender studies are a field for interdisciplinary study devoted to gender identity and gendered representation as central categories of analysis. This field includes women's studies (concerning women, feminism, gender, and politics), men's studies and LGBT studies. (*Whitman College, 2012*). Sometimes, a gender study is offered together with study of sexuality. These disciplines study gender and sexuality in the fields of literature, language, geography, history, political science, sociology, anthropology, cinema, media studies, (Krijnen, Tonny; van Bauwel, Sofie (2015). Human development, law, and medicine (*The University of Chicago, (2012)*) It also analyzes how race, ethnicity, location, class, nationality, and disability intersect with the categories of gender and sexuality. (Healey, J. F. (2003).

Regarding gender, Simone de Beauvoir said: "One is not born a woman, one becomes one". (de Beauvoir, (1949, 1989). This view proposes that in gender studies, the term "gender" should be used to refer to the social and cultural constructions of masculinities and femininities and not to the state of being male or female in its entirety. (Garrett, (1992). However, this view is not held by all gender theorists. Beauvoir's is a view that many sociologists support, though there are many other contributors to the field of gender studies with different backgrounds and opposing views, such as psychoanalyst Jacques Lacan and feminists such as Judith Butler.

Gender is pertinent to many disciplines, such as literary theory, drama studies, film theory, performance theory, contemporary art history, anthropology, sociology, sociolinguistics and psychology. However, these disciplines sometimes differ in their approaches to how and why gender is studied. For instance, in anthropology, sociology and psychology, gender is often studied as a practice, whereas in cultural studies representations of gender are more often examined. In politics, gender can be viewed as a foundational discourse that political actors employ in order to position themselves on a variety of issues.(Salime, Zakia,(2011) Gender studies is also a discipline in itself, incorporating methods and approaches from a wide range of disciplines. (Essed, Kobayashi & Audrey (2009).

Each field came to regard "gender" as a practice, sometimes referred to as something that is performative. Feminist theory of psychoanalysis, articulated mainly by Julia Kristeva (Anne-Marie Smith, *Julia Kristeva*, (1988). (the "semiotic" and "abjection") and Bracha Ettinger (Griselda Pollock,1996) (the feminine-prematernal-maternal matrixial Eros of border linking and com-passion,(Bracha & Ettinger,2007) "matrixial trans-subjectivity" and the "primal mother-phantasies"),(*MAMSIE*,(2015) and informed both by Freud, Lacan and the object relations theory, is very influential in gender studies.

Gender can also be broken into three categories, gender identity, gender expression, and biological sex, as Sam Killermann explains in his Ted X Talk at the University of Chicago. (*Sam Killermann*, 2015). These three categories are another way of breaking down gender into the different social, biological, and cultural constructions. These constructions focus on how femininity and masculinity are fluid entities and how their meaning is able to fluctuate depending on the various constraints surrounding them.

2.1.4.2 GENDER STUDIES AND PSYCHOANALYTIC THEORY

A number of theorists have influenced the field of gender studies significantly, specifically in terms of psychoanalytic theory. Among these are Sigmund Freud, Jacques Lacan, Julia Kristeva, Bracha Ettinger, and Mark Blechner.

Gender studied under the lens of each of these theorists looks somewhat different. In a Freudian system, women are 'mutilated and must learn to accept their lack of a penis' (in Freud's terms a "deformity"). (Karen Horney (1922). Lacan, however, organizes femininity and masculinity according to different unconscious structures. Both male and female subjects participate in the "phallic" organization, and the feminine side of sexuation is "supplementary" and not opposite or complementary. (Lacan, J. (1973). The concept of sexuation (sexual situation), which posits the development of gender-roles and role-play in childhood, is useful in countering the idea that gender identity is innate or biologically determined. In other words, the sexuation of an individual has as much, if not more, to do with their development of a gender identity as being genetically sexed male or female. (Wright, E. (2003).

Other influences include Julia Kristeva and Mark Blechner. Kristeva has significantly developed the field of semiotics. She contends that patriarchal cultures, like individuals, have to exclude the maternal and the feminine so that they can come into being. (Kristeva, (1982). Mark Blechner expanded psychoanalytic views of sex and gender. (Blechner, (2009) He has argued that there is a "gender fetish" in western society, in which the gender of sexual partners is given enormously disproportionate attention over other factors involved in sexual attraction, such as age and social class. (Blechner, (1995).

Bracha Ettinger transformed subjectivity in contemporary psychoanalysis since the early 1990s with the Matrixial (Bracha L. Ettinger, 1992). Feminine-maternal and prematernal Eros (Bracha L. Ettinger, (2007) of borderlinking (bordureliance), border spacing (bordurespacement) and co-emergence. The matrixial feminine difference defines a particular gaze (Bracha L. Ettinger, (2006) and it is a source for trans-subjectivity and transjectivity (Bracha L. Ettinger, (2006) in both males and females. Ettinger rethinks the human subject as informed by the archaic connectivity to the maternal and proposes the idea of a Demeter-Persephone Complexity. (Public lecture at EGS (2012) on YouTube)

Cultures can have very different norms of maleness and masculinity. Blechner identifies the terror, in Western males, of penetration. Yet in many societies, being gay is defined only by being a male who lets him be penetrated. Males who penetrate other males are considered masculine and not gay and are not the targets of prejudice. (Blechner, M. J. (1998). In other cultures, however, receptive fellatio is the norm for early adolescence and seen as a requirement for developing normal manliness. (Herdt, G. (1981).

2.1.4.3 FEMINIST PSYCHOANALYTIC THEORY

Feminist theorists such as Juliet, Nancy, Griselda, et,el(Griselda Pollock,(2007). Luce Irigaray and Jane Flax have developed a Feminist psychoanalysis and argued that psychoanalytic theory is vital to the feminist project and must, like other theoretical traditions, be criticized by women as well as transformed to free it from vestiges of sexism (i.e. being censored). Shulamith Firestone, in "The Dialectic of Sex" calls Freudianism the misguided feminism and discusses how Freudianism is *almost* completely accurate, with the exception of one crucial detail: everywhere that Freud writes "penis", the word should be replaced with "power".

Critics like Elizabeth Grosz accuse Jacques Lacan of maintaining a sexist tradition in psychoanalysis. (Grosz, E. (1990). Others, such as Judith Butler, Bracha Ettinger and Jane Gallop have used Lacanian work, though in a critical way, to develop gender theory.(Butler, J. (1999).(Ettinger, B. (Collected Essays from 1994–1999). (Gallop, J. (1993).

According J.B Marchand, "The gender studies and queer theory are rather reluctant, hostile to see the psychoanalytic approach." (Judith Butler, (2011).

For Jean-Claude Guillebaud, the gender-studies (and activists of sexual minorities) "besieged" and consider psychoanalysis and psychoanalysts as "the new priests, the last defenders of the genital normality, morality, moralism or even obscurantism." (Jean-Claude Guillebaud, Armand Abécassis, Alain Houziaux, Éditions de l'Atelier, Paris, 2005).

Judith Butler's worries about the outlook psychoanalytic under which sexual difference is "undeniable" and pathologizing any effort to suggest that it is not so paramount and unambiguous ..." (Butler Judith and al., « Pour ne pas en finir avec le « genre »... Table ronde », Sociétés & Représentations 2/ 2007) According to Daniel Beaune and Caterina Rea, the gender-studies "often criticized psychoanalysis to perpetuate a family and social model of patriarchal, based on a rigid and timeless version of the parental order". ("Psychanalyse sans Œdipe: Antigone, genre et subversion." Daniel Beaune and Caterina Rea, l'Harmattan, Paris, 2010, p.78)

2.1.5 THEORIES OF JOB BURNOUT

Psychologists Herbert Freudenberger and Gail North have theorized that the burnout process can be divided into 12 phases, which are not necessarily followed sequentially.

➤ **The compulsion to prove oneself**

Often found at the beginning is excessive ambition. The desire to prove oneself in the workplace turns into compulsion.

➤ **Working harder**

Because they have to prove themselves to others or try to fit in an organization that does not suit them, people establish high personal expectations. In order to meet these expectations, they tend to focus solely on work while they take on more work than they otherwise would. It may happen that they become obsessed with doing everything themselves to show that they are irreplaceable.

➤ **Neglecting their needs**

Since they have to devote everything to work, they now have no time and energy for anything else. Friends and family, eating and sleeping start to be seen as unnecessary or unimportant, as they reduce the time and energy that can be spent on work.

➤ **Displacement of conflicts**

They become aware that what they are doing is not right, but they are unable to see the source of the problem. This may lead to a crisis in them and become threatening. The first physical symptoms appear.

➤ **Revision of values**

While falling into a state of denial of basic physical needs, perceptions and value systems change. Work consumes all energy, leaving none for friends and hobbies. The job is the new value system and people start to become emotionally blunt.

➤ **Denial of emerging problems**

People may become intolerant and dislike being social. They may be seen as aggressive and sarcastic. Problems may be blamed on time pressure and all the work that they have to do.

➤ **Withdrawal**

Minimal social contact turns into isolation. Alcohol or drugs may be used as a release from obsessive working "by the book". These people often have feelings of being without hope or direction.

➤ **Obvious behavioral changes**

Coworkers, family, friends and others in their immediate social circles cannot overlook the behavioral changes in these people.

➤ **Depersonalization**

It is possible that they no longer see themselves or others as valuable. Their view of life narrows to only seeing the moment and life turns to a series of mechanical functions.

➤ **Inner emptiness**

They feel empty inside and may exaggerate activities such as overeating or sex to overcome these feelings.

➤ **Depression**

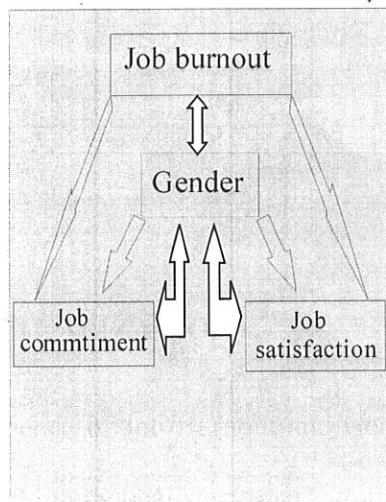
Burnout may include depression. In that case, the person is exhausted, hopeless, indifferent, and believes that life has no meaning.

➤ **Burnout syndrome**

They collapse physically and emotionally and need immediate medical attention. In extreme cases, suicidal ideation may occur, with it being viewed as an escape from their situation. Only a few people will actually commit suicide.

2.2 THEORETICAL CONCEPTUALIZATION

The overview of the Influence of Job Burnout and Gender on Job Commitment and Job satisfaction of Hotel Workers (diagrammatically)



Job burnout influences job satisfaction and commitment while gender influences job satisfaction and commitment and the joint influence of job burnout and gender influences job satisfaction and commitment.

2.3 LITERATURE REVIEW

A study examined gender as a factor in the experience of work-burnout among University Non-Teaching Staff. It made use of 496 respondents (272 male and 224 female). Maslach Burnout Inventory was used as an instrument to assess the level of differences in the emotional exhaustion, depersonalization and reduced personal accomplishment of staff of both sexes. Three hypotheses were posited and were tested them using Z-test statistics. Results indicated no difference in the levels of emotional exhaustion and reduced personal accomplishment of both male and female staff. However, the mean of the scores on the depersonalization of both sexes

shows a significant difference. It was confirmed also that male staff experienced higher level of de-personalization than their female counterparts. Implications of these results were given while recommendations were made on how best to tackle the growing phenomenon of burnout among both sexes. (Bola Adekola, 2012).

In 1997, a survey was carried out by the Finnish Institute of Occupational Health among working-age population on the incidence of and seriousness of burnout cases. 5000 Respondents aged between 24 and 65 and working in different jobs and industries were requested to fill questionnaires. Out of the 3300 people that replied, 53% of them were women; 2300 were working at the time. The survey discovered that the totals number of burnout casers among women was slightly higher than among men on the sum of the three symptoms of burnout with special emphasis on exhaustion. Both Groups however showed high incidence of serious burnout syndrome (7%) while milder symptoms had been suffered by slightly more than half of the male and female respondents. Any difference between men and women was connected with work-related exhaustion; 21% of the women and 17% of the men said they were suffering from it. No symptoms of exhaustion were reported by 44% of men, but only 34% of women. Increasing cynicism at work was slightly more common among men than among women; in statistical terms, however the different was insignificant. The prevalence of burnout was also varied by sector of employment and occupation. According to the study, its prevalence among men and women in specific industries with highest incidence of burnout predominantly employed women (hotels and catering, banking and insurance, education and research), predominantly men (mechanical repairs) and both sexes equally (agriculture and forestry) On the other hand, the sectors showing lowest incidence of burnout predominantly employed either men or women, but also employing both sexes in equal.

Kalimo & Hakanen (1998) discovered that both sexes differ significantly in the ways they cope with stress. According to them, women do take sick leave more often than men and were clearly more active in seeking outside help for their problems, while men thought more and more of retiring as their burnout gets worse. All in all, women have a wider range of relationships than men and they also use these networks to build up their strength. Research has also shown that family life with all its duties and responsibilities is not only a burden but a rewarding resource that strengthens one's emotional well-being, human contacts and interpersonal skills. In fact, the study carried out has shown that men who share housework and family responsibilities with their wives and support their career development are less prone to burnout than those who don't. This may therefore explain why women cope better with burnout than men in the long.

One of the most important challenges facing organizations is the increasing levels of job burnout among their employees. In the meantime, it poses the question as what the relationship between this factor and job satisfaction is. The aim of this study was to investigate the relationship between burnout and job satisfaction to provide an appropriate model. The population of this study consisted of all employees of Golestan Province industry, mine and trade organization, the number of whom is 154, out of which, 120 employees were selected as a sample by the simple random sampling method. For collecting the data, two questionnaires of job burnout and job satisfaction were applied, and the obtained data was analyzed using the statistical methods of Kolmogorov–Smirnov test, Spearman's correlation, Pearson's correlation coefficient, Regression analysis, F-test and T-test. From the results, it was found that the variable of job burnout had a significant negative relationship with job satisfaction. The results demonstrated that among job burnout components, emotional exhaustion and reduced personal

accomplishment can predict job satisfaction in a negative direction. (Rahil Kazemi Talachi .,& Mohammad Bagher Gorji,. July 2013)

The objective of this research is to further determine the gender differences while controlling the effect of selected variables on job satisfaction using data gathered from employees working in the Non-Governmental Organizations (NGOs) and public sector schools of selected Districts of Southern Punjab. This research was based on primary data which was collected from 90 employees (45 females and 45 males) working with the Ngo's and Schools. The research results showed that there is a positive significant relationship between selected independent variables with dependent variable. The research results also indicated that in Pakistan, male employees are more satisfied with their jobs as compared to female employees. This study is helpful for management to revise their policies to eliminate the differences of job benefits for males and females in order to increase the job satisfaction of female employees. (Nayab Fatima, Shahid Iqbal, Sadaf Younis Akhwand, Muhammad Suleman, Muhammad Ibrahim (2015).

The present study was conducted in order to find out the impact of job burnout on the organizational commitment of the employees working in private and public sectors. The sample of 200 was collected to respond on two questionnaires i.e. job burnout and organizational commitment. The study was proposed to find out the reasons behind the job burnout and the disturbed mental conditions of the employees which lead them to show up the least concern with the organization and less intimation is followed by the petrifying behavior of the employees. The well-being of the employees is severely affecting the commitment with the organization and their ability to cope up with the job tasks. The study is immaculate in nature and the proper anticipation is made according to the vulnerability of the situation in the study. For instance, the

job burnout is predictable in nature and the variables are discussed accordingly and in a proper format. The public sector respondents showed significant values in the both questionnaires as there was least or no stress in them related to the job and its counterparts. Whereas, the employees of the private sector showed high level of stress in the 7 point likert scale of burnout questionnaire. The conclusion and recommendations are made in the light of the study results. Nayab Fatima, Shahid Iqbal, Sadaf Younis Akhwand, Muhammad Suleman, Muhammad Ibrahim.(2015).

2.4 STATEMENT OF HYPOTHESIS

- a) There will be a significant influence of job burnout on organizational commitment.
- b) There will be a significant influence of Job burn-out on organizational satisfaction.
- c) Male participant will have higher level of job commitment than females.
- d) Male participant will have higher level of job satisfaction than females.
- e) There will be a joint influence of job burnout and gender on organizational commitment.
- f) There will be a joint influence of job burnout and gender on general satisfaction.

2.5 OPERATIONAL DEFINITION OF KEY TERMS

Job Burnout:

Job burnout is a special type of job stress — a state of physical, emotional or mental exhaustion combined with doubts about your competence and the value of your work. (Maslach

job burnout inventory will be used to measure Job burnout and the scoring format is according to the numbering which is 1-6)

Gender:

Gender is defined as a state of being male or female.

Job Commitment:

Organizational commitment may be viewed as an organizational member's psychological attachment to the organization. Organizational commitment plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals. (Job commitment scale was developed by Meyer, Allen, & Smith, (1993) consisting of 18 items. Job commitment scale is scored (1,2,3,4,5,6,7) respectively except number 3,4,5, and 13 of the items on the questionnaire which is a reverse scoring.)

Job Satisfaction:

Job satisfaction is a term used to describe how contented an individual is with his/her job. (Attitude toward present job) measured job satisfaction scale, consisting of 20 item questionnaire measuring job satisfaction developed by Minnesota University, (1977). This scale is meant to measure how satisfied the workers in their work place are. In which the Job satisfaction scale is scale is scored in a reversed format with 1, 2,3,4,5.

CHAPTER THREE

3.0 METHOD

3.1 Research Design

This study adopted an expo-facto research design. This study investigated Job burnout and Gender as determinants of Job commitment and Job satisfaction of Hotel workers in Ado Ekiti. This study shows a relationship between variables and it is not subjected to experimental manipulation.

The independent variables of interest are Job burnout and Gender, while the dependent variable is Job commitment and Job satisfaction. Between subject design was made use of in this research because this research employed both males and females.

3.2 Research Settings

The study setting that was used for this research was Hotels in Ado Ekiti Nigeria. This setting was used because the main population targeted was Hotels in Ado Ekiti. There are different departments and units in the organization, which consisted of young and old experienced workers varied with different posts depending on their qualification. The work environment of this organization is conducive enough for research to take place.

3.3 Sampling Techniques

Purposive sampling technique was employed in the study. Data was collected based on the use of self-report instruments. This sampling technique was used because the participants

were choosing based on the nature of the research. Hotel workers were directly sought at their various Hotels to participate in this research.

3.4 STUDY PARTICIPANTS

A total number of one hundred and fifty five hotel workers participated in the research.

3.5 INSTRUMENTS

The instrument used for this study was a standardized self-report instruments comprising of four sections A-D administered to Hotel workers of Ado Ekiti, Ekiti State.

Section A consisted of items measuring socio- demographic information of the participants such as; Age, Age as at last birthday, Gender, Religion, Ethnicity.

Section B measured job commitment scale, consisting of 18 item questionnaire measuring job commitment developed by Meyer, Allen, & Smith, (1993). This has affective commitment items, continuance commitment items and normative commitment items. (Six items each). A 7- point likert scale was employed: 1 = strongly disagree 2 = disagree 3 = slightly disagree 4= undecided 5 = slightly agree 6 = agree 7 = strongly agree. Job commitment scale is scored (1,2,3,4,5,6,7) respectively except number 3,4,5,and 13 of the items on the questionnaire which is a reverse scoring.

Section C measured job satisfaction scale, consisting of 20 item questionnaire measuring job satisfaction developed by Minnesota University, (1977). This scale is meant to measure how satisfied the workers in their work place are. A 5- point likert scale was employed: Very satisfied,

Satisfied, Neutral, Dissatisfied, and Very dissatisfied. Job satisfaction scale is scale is scored in a reversed format with 1, 2,3,4,5.

Section D measured job burnout scale, consisting of 22 item questionnaire measuring job burnout developed by Christina Maslach, Susan, Michael, Wilmar, & Richard, (1976). This scale is meant to measure emotional exhaustion, depersonalization, and diminished personal accomplishment workers face in their work place. A 6- point likert scale was employed: A few times a year, Many times a year, A few times every month, Many times every month, A few times every week, Everyday. The scoring format is according to the numbering which is 1-6)

3.6 PROCEDURE FOR DATA COLLECTION

Recruitment for the study participant took place by approaching the management of the Hotels in Ado Ekiti after the required permission was obtained from the hotel authorities; the purpose of the study was explained to the managers in various hotels. 200 Questionnaire were distributed across the hotels in ado Ekiti, twenty six (26) hotels in particular. Some hotels workers were reluctant to fill the questionnaire and had to return it blank after the stipulated time to be collected back. Some felt the questions there were too much while some felt the questions were too personal to fill to unless they will lie, so at my best interest it was returned blank, while some felt it will take their time and some were too busy to fill the questionnaires. Direction on how to fill the questionnaire was given and participants were guided in proper completion of the questionnaire where necessary. Honesty in the completion was highly and continuously addressed during the course of administration. Finally, those participants who are willing to participate in the study were encouraged to fill the questionnaire. Respondents were given

enough time to fill the questionnaire. The total number of questionnaire distributed was two hundred, but one hundred and fifty five (155) Questionnaire was gotten back. The Questionnaire was administered on different occasions to the different hotels in Ado Ekiti in which the date of submission back was communicated there and some via calls. Purposive sampling technique was employed in this research and participants were given enough time to fill the questionnaire.

3.7 STATISTICAL ANALYSIS

Data was analyzed using the statistical package for the social sciences (SPSS). Pearson Correlation was used in analysis of the data for the first, second, fifth, and sixth hypothesis while for the third and fourth hypothesis, Multiple Regression was used. T-test for independent sample and multiple regression was employed in this study to compare the mean scores between two groups and to what extent the difference occurs between the groups.

CHAPTER FOUR

4.0 RESULTS

The data collected were scored and analyzed. The following are the results:

4.1 Descriptive Statistics

Table 4.1: Mean, standard deviation and alpha scores of study variables

Variable (N = 155)	α	M	S.D
Intrinsic satisfaction	.83	42.45	8.402
Extrinsic satisfaction	.78	20.17	4.883
General Satisfaction	.89	69.45	13.736
Affective commitment	.51	26.06	5.982
Continuance commitment	.63	21.86	7.078
Normative commitment	.57	26.37	6.618
Organizational commitment	.72	74.30	14.471
Emotional exhaustion	.62	26.81	7.250
Reduced personal accomplishment	.69	29.92	8.142
Depersonalization	.50	16.69	4.922
Burnout Global	.78	73.4194	15.76115

^a Cronbach alpha

4.2 Correlation Analyses

The result of correlation analyses between studies variables are presented in table 2. There was no significant relationship between job burnout (together with its dimensions) and intrinsic satisfaction except for reduced personal accomplishment [emotional exhaustion: $r(154) = -.14, p$

= .09; reduced personal accomplishment: $r(154) = .17, p = .04$; depersonalization: $r(154) = .11, p = .20$; burnout: $r(154) = .06, p = .50$]. Also, no relationship exist between job burnout (together with its dimensions) and extrinsic satisfaction [emotional exhaustion: $r(154) = -.07, p = .40$; reduced personal accomplishment: $r(154) = .13, p = .10$; depersonalization: $r(154) = .13, p = .11$; burnout: $r(154) = .08, p = .34$]. Additionally, no relationship exist between job burnout (together with its dimensions) and general satisfaction [emotional exhaustion: $r(154) = -.13, p = .11$; reduced personal accomplishment: $r(154) = .15, p = .06$; depersonalization: $r(154) = .11, p = .18$; burnout: $r(154) = .05, p = .51$].

No correlation was found between job burnout (together with its dimensions) and affective commitment except for emotional exhaustion [emotional exhaustion: $r(154) = -.16, p = .05$; reduced personal accomplishment: $r(154) = .02, p = .80$; depersonalization: $r(154) = -.13, p = .11$; burnout: $r(154) = -.10, p = .20$]. There was relationship significant relationship between job burnout (together with its dimensions) and continuance commitment except for emotional exhaustion and depersonalization [emotional exhaustion: $r(154) = -.09, p = .25$; reduced personal accomplishment: $r(154) = .22, p = .01$; depersonalization: $r(154) = .09, p = .27$; burnout: $r(154) = .18, p = .02$]. No relationship exist between job burnout (together with its dimensions) and normative commitment [emotional exhaustion: $r(154) = .08, p = .31$; reduced personal accomplishment: $r(154) = .15, p = .06$; depersonalization: $r(154) = .07, p = .38$; burnout: $r(154) = .14, p = .09$]. Lastly, there was no relationship between job burnout (together with its dimensions) and organizational commitment except for reduced personal accomplishment [emotional exhaustion: $r(154) = .02, p = .83$; reduced personal accomplishment: $r(154) = .19, p = .02$; depersonalization: $r(154) = .02, p = .78$; burnout: $r(154) = .11, p = .17$].

Variables (N = 600)	1	2	3	4	5	6	7	8	9	10
1. Intrinsic satisfaction	-									
2. Extrinsic satisfaction	.72**	-								
3. General satisfaction	.96**	.87**	-							
4. Affective commitment	.31**	.23**	.31**	-						
5. Continuance commitment	.03	.09	.06	.13	-					
6. Normative commitment	.19*	.07	.14	.29**	.48**	-				
7. Organizational commitment	.23*	.17*	.22**	.61**	.77**	.82**	-			
8. Emotional Exhaustion	-.14	-.07	-.13	-.16	.09	.08	.02	-		
9. Reduced personal accomplishment	.17*	.13	.15	.02	.22**	.15	.19*	.42**	-	
10. Depersonalization	.11	.13	.11	-.13	.09	.07	.02	.45**	.30**	-
11. Burnout (Global)	.06	.08	.05	-.10	.18*	.14	.11	.82**	.80**	.67**

Table 4.2: Correlations among study variables

4.3 Hypotheses Testing

4.3.1 Hypothesis 1

There will be a significant influence of job burnout on organizational commitment.

Table 3a: Regression analysis showing the influence of job burnout on affective commitment

Variable	β	T	p-value	R	R ²	F	p-value
Emotional Exhaustion	-.17	-1.79	.08				

Reduced personal accomplishment	.12	1.31	.19	.20	.04	2.11	.10
Depersonalization	-.09	-.94	.35				
Dependent Variable: Affective commitment							

$$F(3, 151) = 2.11, p = .10, R^2 = .04$$

Table 3a showed that all dimensions of job burnout did not independently and jointly predict affective commitment [F (3, 151) = 2.11, p = .10, R² = .04].

Table 3b: Regression analysis showing the influence of job burnout on continuance commitment

Variable	β	T	p-value	R	R ²	F	p-value
Emotional Exhaustion	-.01	-.11	.91	.22	.05	2.55	.06
Reduced personal accomplishment	.21	2.42	.02				
Depersonalization	.03	.34	.74				
Dependent Variable: Continuance commitment							

$$F(3, 151) = 2.55, p = .06, R^2 = .05$$

Table 4.3b showed that all dimensions of job burnout did not jointly predict continuance commitment [F (3, 151) = 2.55, p = .06, R² = .05]. However, reduced personal accomplishment had independent influence on continuance commitment [$\beta = .21$, p = .02] but not emotional exhaustion [$\beta = -.01$, p = .91] and depersonalization [$\beta = .03$, p = .74].

Table 3c: Regression analysis showing the influence of job burnout on normative commitment

Variable	β	T	p-value	R	R ²	F	p-value
Emotional Exhaustion	.01	.14	.89	.16	.02	1.24	.30
Reduced personal accomplishment	.11	1.57	.12				
Depersonalization	.03	.25	.80				
Dependent Variable: Normative commitment							

$F(3, 151) = 1.24, p = .30, R^2 = .02$

Table 3c showed that all dimensions of job burnout did not independently and jointly predict normative commitment [$F(3, 151) = 1.24, p = .30, R^2 = .02$].

Table 3d: Regression analysis showing the influence of job burnout on organizational commitment

Variable	β	T	p-value	R	R ²	F	p-value
Emotional Exhaustion	-.07	-.73	.47	.20	.04	2.02	.11
Reduced personal accomplishment	.22	2.44	.02				
Depersonalization	-.01	-.11	.92				
Dependent Variable: Organizational commitment							

$F(3, 151) = 2.02, p = .11, R^2 = .04$

Table 3d showed that all dimensions of job burnout did not jointly predict organizational commitment [$F(3, 151) = 2.02, p = .11, R^2 = .04$]. However, reduced personal accomplishment

had independent influence on organizational commitment [$\beta = .22, p = .02$] but not emotional exhaustion [$\beta = -.07, p = .47$] and depersonalization [$\beta = -.01, p = .92$].

Therefore, hypothesis one is partially supported.

4.3.2 Hypothesis 2

There will be a significant influence of Job burn-out on intrinsic satisfaction.

Table 4a: Regression analysis showing the influence of job burnout on intrinsic satisfaction

Variable	β	T	p- value	R	R ²	F	p-value
Emotional Exhaustion	-.32	-3.47	.001	.32	.10	5.72	.001
Reduced personal accomplishment	.25	2.86	.005				
Depersonalization	.18	2.02	.045				
Dependent Variable: Intrinsic satisfaction							

$$F(3, 151) = 5.72, p = .001, R^2 = .10$$

Table 4a showed that all dimensions of job burnout jointly predicted intrinsic satisfaction [$F(3, 151) = 5.72, p = .001, R^2 = .10$]. Additionally, emotional exhaustion [$\beta = -.32, p = .001$], reduced personal accomplishment [$\beta = .25, p = .005$] and depersonalization [$\beta = .18, p = .045$] had independent influences on intrinsic satisfaction. This means that an increase in emotional exhaustion predicts decreased intrinsic satisfaction while increment in reduced personal accomplishment and depersonalization predict increased intrinsic satisfaction.

Table 4b: Regression analysis showing the influence of job burnout on extrinsic satisfaction

Variable	β	T	p- value	R	R ²	F	p-value
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Emotional Exhaustion		-22	-2.35	.02				
Reduced personal accomplishment		.17	1.95	.05	.25	.06	3.24	.02
Depersonalization		.18	2.0	.05				
Dependent Variable: Extrinsic satisfaction								

$F(3, 151) = 3.24, p = .02, R^2 = .06$

Table 4b showed that all dimensions of job burnout jointly predicted extrinsic satisfaction [F (3, 151) = 3.24, p = .02, R² = .06]. Additionally, emotional exhaustion [β= -.22, p = .02], reduced personal accomplishment [β= .17, p = .05] and depersonalization [β= .18, p = .05] had independent influences on extrinsic satisfaction. This means that an increase in emotional exhaustion predicts decreased extrinsic satisfaction while increments in reduced personal accomplishment and depersonalization predict increased extrinsic satisfaction.

Table 4c: Regression analysis showing the influence of job burnout on general satisfaction

Variable	β	T	p-value	R	R ²	F	p-value
Emotional Exhaustion	-.30	-3.30	.001	.31	.09	5.15	.002
Reduced personal accomplishment	.23	2.62	.01				
Depersonalization	.18	2.04	.04				
Dependent Variable: General satisfaction							

$F(3, 151) = 5.15, p = .002, R^2 = .09$

Table 4c showed that all dimensions of job burnout jointly predicted general satisfaction [F (3, 151) = 5.15, p = .002, R² = .09]. Additionally, emotional exhaustion [β= -.30, p = .001], reduced personal accomplishment [β= .23, p = .01] and depersonalization [β= .18, p = .04] had

independent influences on general satisfaction. This means that an increase in emotional exhaustion predicts decreased general satisfaction while increments in reduced personal accomplishment and depersonalization predict increased general satisfaction. Therefore, hypothesis two is supported.

4.3.3 Hypothesis 3

Males will have higher level of organizational commitment than females.

Table 5: Comparison of the average between males and females on organizational commitment

Variable	Male		Female		t ₍₁₅₃₎	95%CI
	M	SD	M	SD		
	N = 82		N = 73			
Affective commitment	26.11	6.64	26.01	5.20	.10	[-1.81, 2.00]
Continuance commitment	21.28	7.08	22.52	7.07	-1.09	[-3.48, 1.01]
Normative commitment	25.72	6.62	27.11	6.59	-1.31	[-3.49, .71]
Organizational commitment	73.11	14.72	75.64	14.17	-1.09	[-7.13, 2.06]

The results presented in table 5 showed that significant differences were not found between males and females on affective commitment [$t_{(153)} = .10, p = .92$], continuance commitment [$t_{(153)} = -1.09, p = .28$], normative commitment [$t_{(153)} = -1.31, p = .19$] and organizational commitment [$t_{(153)} = -1.09, p = .28$]. Therefore, hypothesis 3 is not supported.

4.3.4 Hypothesis 4

Males will have higher level of job satisfaction than females.

Table 6: Comparison of the average between males and females on job satisfaction

	Male		Female			
	N = 82		N = 73			
Variable	M	SD	M	SD	$t_{(153)}$	95%CI
Intrinsic satisfaction	42.34	8.54	42.58	8.31	-.17	[-2.91, 2.45]
Extrinsic satisfaction	19.87	4.80	20.52	4.97	-.83	[-2.21, .90]
General satisfaction	68.94	13.83	70.01	13.70	-.49	[-5.45, 3.30]

The results presented in table 6 showed that significant differences were not found between males and females on intrinsic satisfaction [$t_{(153)} = -.17, p = .86$], extrinsic satisfaction [$t_{(153)} = -.83, p = .41$] and general commitment [$t_{(153)} = -.49, p = .63$]. Therefore, hypothesis 4 is not supported.

4.3.5 Hypothesis 5

There will be a joint influence of job burnout and gender on organizational commitment.

Table 7: Regression analysis showing the influence of job burnout on organizational commitment

Variable	β	t	p- value	R	R ²	F	p-value
Emotional Exhaustion	-.05	-.54	.59	.23	.05	2.14	.08
Reduced personal accomplishment	.21	2.33	.02				
Depersonalization	-.02	-.18	.86				
Gender	-.13	1.57	.12				
Dependent Variable: Organizational commitment							

$$F(4, 150) = 2.14, p = .08, R^2 = .05$$

Table 7 showed that gender and all dimensions of job burnout did not jointly predict organizational commitment [$F(4, 150) = 2.14, p = .08, R^2 = .05$]. Therefore, hypothesis five is not supported.

4.3.6 Hypothesis 6

There will be a joint influence of job burnout and gender on general satisfaction.

Table 8: Regression analysis showing the influence of job burnout on general satisfaction

Variable	β	t	p- value	R	R ²	F	p-value
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Emotional Exhaustion	-.28	-3.06	.003	.35	.12	5.14	.001
Reduced personal accomplishment	.21	2.48	.011				
Depersonalization	.17	1.97	.05				
Gender	-.17	-2.18	.03				
Dependent Variable: General satisfaction							

$$F(4, 150) = 5.14, p = .001, R^2 = .12$$

Table 4.4b showed that gender and all dimensions of job burnout jointly predicted general satisfaction [$F(4, 150) = 5.14, p = .001, R^2 = .12$]. Additionally, emotional exhaustion [$\beta = -.28, p = .003$], reduced personal accomplishment [$\beta = .21, p = .01$], depersonalization [$\beta = .17, p = .05$] and gender [$\beta = -.17, p = .03$] had independent influences on general satisfaction. This means that an increase in emotional exhaustion predicts decreased general satisfaction while increments in reduced personal accomplishment and depersonalization predict increased general satisfaction. Additionally, the male gender is associated with less general satisfaction. Therefore, hypothesis six is supported.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION, IMPLICATION AND RECOMMENDATIONS

5.1 Discussion

The main objective of this study was to investigate the influence of Job burnout and Gender on Job commitment and Job satisfaction. The results of the findings are being discussed below:

Hypothesis one stated that there will be a significant influence of job burnout on organizational commitment. The result was partially supported which can be concluded that job burnout does not have full influence on Organizational commitment. Similarly, the result of Muhammad & Naintara (2013), who investigated the Impact of Job Burnout on Organizational Commitment of Public and Private Sectors: A Comparative Study. Discovered that the public sector respondents showed significant values in the both questionnaires as there was least or no stress in them related to the job and its counterparts. Whereas, the employees of the private sector showed high level of stress in the 7 point likert scale of burnout questionnaire. This signifies that job burnout's impact on organizational /job commitment varies, which also is in line with this research which discover that the hypothesis is partially supported.

Hypothesis two stated that there will be a significant influence of Job burn-out on organizational satisfaction. The result was supported which means that Job-burnout has a significant effect on Organizational satisfaction. Similarly, the result of Rahil, Mohammad & Bagher (July 2013)'s Study who investigated Job Burnout and Job Satisfaction among Industry, Mine and Trade Organization Employees: A Questionnaire Survey. Discovered that job burnout

influence organizational satisfaction which was in line with the result of this research. This means job burnout has a level of significant effect on the satisfaction of workers (hotel workers).

Hypothesis three stated that Males will have higher level of organizational commitment than females. The result showed that significant difference was not found between males and females on the bases of commitment towards their Organizations. This also connotes that gender has nothing to do with job commitment. Similarly, the result of Yılmaz, Ayhan & Şengül, (2011)'s Study which investigated The Effect of Gender on Organizational Commitment of Teachers: A Meta Analytic Analysis. Discovered that male has higher level of commitment which is against this result which does not support the result. This research and the compared study antagonized one another because the participants are different and the statistics used are different.

Hypothesis four stated that Males will have higher level of job satisfaction than females. The result showed that significant difference was not found between males and females on the bases of Job satisfaction. This also connotes that gender has nothing to do with job satisfaction. Similarly, the result of Nayab, Shahid, Sadaf, et.al. (2015). Discovered that male has higher level of job satisfaction which contradict this work in which the hypothesis is not supported. This is so because the participant used are different in form of their country, and work at hand.

Hypothesis five stated that there will be a joint influence of job burnout and gender on organizational commitment. The result showed that gender and all dimensions of job burnout did not jointly predict organizational commitment of hotel workers. Similarly, the result of Muhammad & Naintara S.R (2013), and the result of Yılmaz, Ayhan & Şengül (2011), investigated the influence of job burnout and gender simultaneously on organizational

commitment. In which the work of Muhammed and Naintara went in line with the result of this thesis, while the result of Yilmaz, Aydin and Sengul contradict the result of this thesis in the aspect of gender.

Hypothesis six stated that there will be a joint influence of job burnout and gender on general satisfaction. The result showed that job burnout and gender had independent influences on general satisfaction. This means that an increase in emotional exhaustion predicts decreased general satisfaction while increments in reduced personal accomplishment and depersonalization predict increased general satisfaction. Additionally, the male gender is associated with less general satisfaction. Similarly, the result of Rahil & Mohammad 2013 and Nayab, Shahid, Sadaf, Muhammad, and Muhammad Ibrahim (2015), which investigated the influence of job burnout on job satisfaction of workers was in line with the result of this thesis while the result of and Nayab, Shahid, Sadaf, Muhammad, and Muhammad Ibrahim on the influence of gender on job satisfaction contradict the result of this thesis because of the different participant put in use and country.

5.2 CONCLUSION

The study investigated Influence of Job burnout and Gender on Job commitment and Job satisfaction among hotel workers in Ado Ekiti Nigeria. Hence this study concluded that the influence of Job burnout has on commitment is not in total which is partial, while job burnout has a full impact on job satisfaction of the hotel workers, while gender has no significant influence on Job commitment and job satisfaction, while job burnout and gender has no significant influence on job commitment but has influence on job satisfaction.

5.3 IMPLICATIONS AND RECOMMENDATIONS

The implication of findings is creating a new measure to help improve workers level of satisfaction and level of commitment (a-bit) because individuals at these work places are not satisfied with the work they perform and partially committed with the job which means that hotel managers should find a way to make the heart of their workers to be with work because of their satisfaction level which is being affected by the level of burnout encountered on their jobs and also the commitment level from finding of this study.

The present study contributes to existing knowledge and expands the understanding of effect of job burnout and gender on Job Commitment and Satisfaction of Hotel Workers in Ado Ekiti. Considering the outcome of this research, it is recommended that Hotel Organizations should adopt different motivational strategies in enhancing Job Commitment and Job Satisfaction.

Further research could also focus on different areas such as individual desires, personality in respect to the type of job engaged with. Also on how employees are being motivated on their job which includes: income level, poverty level and turnover intent of the workers. To know scientifically know whether they will leave the job afterwards or not.

5.4 LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES

As with most study researchers, this study is subjected to several limitations.

Firstly this study is interested only in Hotel Workers as subjects, therefore may not be generalizable to other workers of the larger society. The study is conducted in the context of the Hotel Workers in Ado Ekiti, Ekiti State,

Nigeria; hence, it may not be generalizable to the whole population.

Secondly, relatively few of one hundred and fifty five (155) potential Hotel workers were available for the current analysis. Thus, the sample of this study was relatively small considering the population of whole state hotel workers available in the study area, the results, therefore is considered as preliminary.

Thirdly, data were collected using self-report instruments; responses to questions may be biased by individuals' willingness to self-disclose their feelings, selective recall and their desire to present themselves in a socially desirable way.

Lastly, the extent to which the findings can be generalized beyond the scope of our sample remains unclear.

Despite the above limitations, this study has contributed to understanding of how Job Burnout influences job commitment and Job Satisfaction and how Gender has no Influence on Job Commitment and Job satisfaction and how Job Burnout and Gender jointly influenced Job Commitment and Job satisfaction of Hotel workers. Further studies are encouraged to investigate the impact of individual desires, personality, income level, poverty level and turnover intent on Job Commitment and Job satisfaction of Hotel workers.

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APPENDIX

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Dear Respondent,

This questionnaire has been designed strictly for academic purpose. All information in this questionnaire is strictly confidential and your information will be processed anonymously. Please make a cross in the box most appropriate to you, or complete the statement in the space provided. Thank you for sparing your valuable time to complete this questionnaire.

SECTION A

Age: 20-25 { } 26-30 { } 31-35 { } 36-40 { } 41-50 { }

Age as at last birthday: _____

Gender: Male { } Female { }

Religion: Christian { } Muslim { } Traditional { }

Ethnicity: Yoruba { } Igbo { } Hausa { } other { }

SECTION B

Instructions

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

1 = strongly disagree 2 = disagree 3 = slightly disagree 4 = undecided 5 = slightly agree 6 = agree 7 = strongly agree

S/N	ITEM	1	2	3	4	5	6	7
1)	I would be very happy to spend the rest of my career with this organization.							
2)	I really feel as if this organization's problems are my own.							
3)	I do not feel a strong sense of "belonging" to my organization.							
4)	I do not feel "emotionally attached" to this organization.							
5)	I do not feel like "part of the family" at my organization.							

6)	This organization has a great deal of personal meaning for me.							
7)	Right now, staying with my organization is a matter of necessity as much as desire.							
8)	It would be very hard for me to leave my organization right now, even if I wanted to.							
9)	Too much of my life would be disrupted if I decided I wanted to leave my organization now.							
10)	I feel that I have too few options to consider leaving this organization.							
11)	If I had not already put so much of myself into this organization, I might consider working elsewhere.							
12)	One of the few negative consequences of leaving this organization would be the							

	scarcity of available alternatives.							
13)	I do not feel any obligation to remain with my current employer.							
14)	Even if it were to my advantage, I do not feel it would be right to leave my organization now.							
15)	I would feel guilty if I left my organization now.							
16)	This organization deserves my loyalty.							
17)	I would not leave my organization right now because I have a sense of obligation to the people in it.							
18)	I owe a great deal to my organization.							

SECTION C

INSTRUCTION: the following are statements about feelings that many people have about their jobs. Please read each statement carefully ask yourself: how satisfied am I with this aspect of my job?

Very satisfied: means I am very satisfied with this aspect of my job

Satisfied: means I am satisfied with this aspect of my job

Neutral: means I can't decide whether am satisfied or not with this aspect of my job

Dissatisfied: means I am dissatisfied with this aspect of my job

Very dissatisfied: means I am very dissatisfied with this aspect of my job

s/n	On my present job, this is how I feel...	Very satisfied	satisfied	neutral	Dissatisfied	Very dissatisfied
1)	Being able to keep busy all the time....					
2)	The chance to work alone on the job....					
3)	The chance to do different things from time to time...					
4)	The chance to be somebody in the community...					
5)	The way my boss handle					

	his/her workers...					
6)	The competences of my supervisor in making decisions...					
7)	Being able to do things that don't go against my consciences...					
8)	The way my job provides steady employment...					
9)	The chance to do things for other people...					
10)	The chance to tell people what to do...					
11)	The chance to do something that makes use of my abilities...					
12)	The way company policies are put into practice...					
13)	My pay and the amount of work I do...					

14)	The chance of advancement on this job...					
15)	The freedom to use my own judgment...					
16)	The chance to try my own methods of doing the job...					
17)	The working conditions...					
18)	The way my co-workers get along with each other...					
19)	The praise I get for doing a good job...					
20)	The feeling of accomplishment I get from the job...					

SECTION D

INSTRUCTION: the following are statements about feelings that many people have about their jobs. Please read each statement carefully and indicate the FREQUENCY of your feelings by SHADING only one of the numbers in front of the statements. This is not a test, so there is no right or wrong answers.

The numbers stand for:

A few times a year

Many times a year

A few times every month

Many times every month

A few times every week

Everyday

Please Respond Honestly To All Items

S/N	ITEMS	1	2	3	4	5	6
1)	I feel emotionally drained from my work						
2)	I feel used up at the end of the day's work						
3)	I feel fatigued when I get up in the morning to face another day on the job						
4)	I can easily understand my customers						
5)	I feel I treat some patients as if they were impersonal objects						
6)	Working with people all day is really a strain for me						

7)	I deal very effectively with the problems of my patients						
8)	I feel burned out from my work						
9)	I feel I am positively influencing other people's lives through my work						
10)	I have become more callous towards people since I took up this work						
11)	I worry that this job is hardening me emotionally						
12)	I feel very energetic						
13)	I feel frustrated						
14)	I feel I am working too hard on my job						
15)	I do not really care what happens to some customers						
16)	Working directly with people puts too much stress on me						
17)	I can easily create a relaxed atmosphere with my patients						
18)	I feel gladdened after working closely with my customers						
19)	I have accomplished so many worthwhile things in this job						

20)	I feel like I am at the end of my rope						
21)	In my work, I deal with emotional problems calmly						
22)	I feel customers blame me for some of their problem						

Spss Output

FREQUENCIES VARIABLES=Age Gender Religion Ethnicity

/ORDER=ANALYSIS.

Frequencies

Statistics

		Age	Gender	Religion	Ethnicity
N	Valid	155	155	155	155
	Missing	0	0	0	0

Frequency Table

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25yrs	55	35.5	35.5	35.5
	26-30yrs	58	37.4	37.4	72.9
	31-35yrs	26	16.8	16.8	89.7
	36-40yrs	16	10.3	10.3	100.0
	Total	155	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	82	52.9	52.9	52.9
	Female	73	47.1	47.1	100.0
	Total	155	100.0	100.0	

Religion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Christianity	121	78.1	78.1	78.1
Islam	27	17.4	17.4	95.5
Traditional	7	4.5	4.5	100.0
Total	155	100.0	100.0	

Ethnicity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yoruba	124	80.0	80.0	80.0
Igbo	20	12.9	12.9	92.9
Hausa	7	4.5	4.5	97.4
Other	4	2.6	2.6	100.0
Total	155	100.0	100.0	

DESCRIPTIVES VARIABLES=IS ES GS AC CC NC OCG EE RPA DEP GB

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Intrinsic satisfaction	155	20	58	42.45	8.402
Extrinsic satisfaction	155	7	30	20.17	4.883
General Satisfaction	155	33	98	69.45	13.736
Affective commitment	155	13	42	26.06	5.982
Continuance commitment	155	7	37	21.86	7.078
Normative commitment	155	12	41	26.37	6.618

Organisational commitment	155	42	107	74.30	14.471
Emotional exhaustion	155	8	42	26.81	7.250
Reduced personal accomplishment	155	12	48	29.92	8.142
Depersonalization	155	5	28	16.69	4.922
Bournout Global	155	36.00	107.00	73.4194	15.76115
Valid N (listwise)	155				

RELIABILITY

/VARIABLES=JS1 JS2 JS3 JS4 JS7 JS8 JS9 JS10 JS11 JS15 JS16 JS20

/SCALE('Intrinsic Satisfaction') ALL

/MODEL=ALPHA.

Reliability

Scale: Intrinsic Satisfaction

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.833	12

RELIABILITY

/VARIABLES=JS5 JS6 JS12 JS13 JS14 JS17 JS18 JS19

/SCALE('Extrinsic Satisfaction') ALL

/MODEL=ALPHA.

Reliability

Scale: Extrinsic Satisfaction

Case Processing Summary

		N	%
Cases	Valid	155	100.0

Excluded ^a	0	.0
Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.784	8

RELIABILITY

/VARIABLES=JS5 JS6 JS12 JS13 JS14 JS17 JS18 JS19 JS1 JS2 JS3 JS4 JS7 JS8 JS9 JS10 JS11 JS15 JS16 JS20

/SCALE('General Satisfaction') ALL

/MODEL=ALPHA.

Reliability

Scale: General Satisfaction

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	20

RELIABILITY

/VARIABLES=OC1 OC2 OC3 OC4 OC5 OC6

/SCALE('Affective Commitment') ALL

/MODEL=ALPHA.

Reliability

Scale: Affective Commitment

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.506	6

RELIABILITY

*/VARIABLES=OC7 OC8 OC9 OC10 OC11 OC12

/SCALE('Continuance Commitment') ALL

/MODEL=ALPHA.

Reliability

Scale: Continuance Commitment

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items

.629	6
------	---

RELIABILITY

/VARIABLES=OC13 OC14 OC15 OC16 OC17 OC18

/SCALE('Normative commitment') ALL

/MODEL=ALPHA.

Reliability

Scale: Normative commitment

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.570	6

RELIABILITY

/VARIABLES=OC13 OC14 OC15 OC16 OC17 OC18 OC1 OC2 OC3 OC4 OC5 OC6 OC7 OC8 OC9 OC10 OC11 OC12

/SCALE('Organisational commitment') ALL

/MODEL=ALPHA.

Reliability

Scale: Organisational commitment

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.717	18

RELIABILITY

/VARIABLES=BO3 BO8 BO1 BO2 BO14 BO13 BO20 BO6 BO16

/SCALE('Emotional Exhaustion') ALL

/MODEL=ALPHA.

Reliability

Scale: Emotional Exhaustion

Case Processing Summary

		N	%
Cases	of 1	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.618	9

RELIABILITY

/VARIABLES=BO17 BO9 BO19 BO7 BO18 BO21 BO4 BO12

/SCALE('Reduced Personal Accomplishment') ALL

/MODEL=ALPHA.

Reliability

Scale: Reduced Personal Accomplishment

Case Processing Summary

		N	%
Cases	Total	155	100.0

Excluded ^a	0	.0
Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.690	8

RELIABILITY

/VARIABLES=BO11 BO15 BO5 BO10 BO22

/SCALE('Depersonalization') ALL

/MODEL=COV,PCA.

Reliability

Scale: Depersonalization

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.449	5

RELIABILITY

/VARIABLES=BO11 BO15 BO5 BO10 BO22 BO1 BO2 BO3 BO4 BO6 BO7 BO8 BO9 BO12 BO13 BO14 BO16 BO17 BO18 BO19 BO20 BO21

/SCALE(Bottomout) ALL

/MODEL=ALPHA.

Reliability

Scale: Bottomout

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.775	22

CORRELATIONS

/VARIABLES=ES GS AC CC NC OCG EE RPA DEP GB

/PRINT=TWO TAIL NOSIG

/MISSING=PAIRWISE.

Correlation:

Correlations

		Intrinsic satisfaction	Extrinsic satisfaction	General Satisfaction	Affective commitment	Continuance commitment
Intrinsic satisfaction	Pearson Correlation	1	.717**	.958**	.310**	.03
	Sig. (2-tailed)		.000	.000	.000	.69
	N	155	155	155	155	15
Extrinsic satisfaction	Pearson Correlation	.717**	1	.874**	.230**	.09
	Sig. (2-tailed)	.000		.000	.004	.26
	N	155	155	155	155	15
General Satisfaction	Pearson Correlation	.958**	.874**	1	.306**	.06
	Sig. (2-tailed)	.000	.000		.000	.45
	N	155	155	155	155	15
Affective commitment	Pearson Correlation	.310**	.230**	.306**	1	.13
	Sig. (2-tailed)	.000	.004	.000		.10
	N	155	155	155	155	15
Continuance commitment	Pearson Correlation	.032	.090	.060	.132	1
	Sig. (2-tailed)	.696	.263	.455	.101	
	N	155	155	155	155	15
Normative commitment	Pearson Correlation	.191*	.071	.144	.294**	.483
	Sig. (2-tailed)	.017	.382	.074	.000	.00
	N	155	155	155	155	15
Organisational commitment	Pearson Correlation	.231**	.172*	.222**	.613**	.765
	Sig. (2-tailed)	.004	.033	.006	.000	.00
	N	155	155	155	155	15

Correlations

		Normative commitment	Organisational commitment	Emotional exhaustion	Reduced personal accomplishment	Depersonalization
Intrinsic satisfaction	Pearson Correlation	.191	.231**	-.136**	.165**	.10
	Sig. (2-tailed)	.017	.004	.091	.041	.19
	N	155	155	155	155	15
Extrinsic satisfaction	Pearson Correlation	.071**	.172	-.069**	.131**	.12
	Sig. (2-tailed)	.382	.033	.396	.103	.11
	N	155	155	155	155	15
General Satisfaction	Pearson Correlation	.144**	.222**	-.129	.152**	.10
	Sig. (2-tailed)	.074	.006	.111	.059	.18
	N	155	155	155	155	15

Affective commitment	Pearson Correlation	.294**	.613**	-.160**	.020	-.127
	Sig. (2-tailed)	.000	.000	.047	.801	.115
	N	155	155	155	155	155
Continuance commitment	Pearson Correlation	.483	.765	.092	.218	.089
	Sig. (2-tailed)	.000	.000	.254	.006	.272
	N	155	155	155	155	155
Normative commitment	Pearson Correlation	.1*	.815	.082	.152**	.071**
	Sig. (2-tailed)		.000	.310	.059	.383
	N	155	155	155	155	155
Organizational commitment	Pearson Correlation	.815**	.1*	.017**	.185**	.023**
	Sig. (2-tailed)	.000		.837	.021	.775
	N	155	155	155	155	155

Correlations

		Burnout Global
Intrinsic satisfaction	Pearson Correlation	.055
	Sig. (2-tailed)	.490
	N	155
Extrinsic satisfaction	Pearson Correlation	.076
	Sig. (2-tailed)	.34
	N	155
General Satisfaction	Pearson Correlation	.053
	Sig. (2-tailed)	.51
	N	155
Affective commitment	Pearson Correlation	-.103
	Sig. (2-tailed)	.20
	N	155
Continuance commitment	Pearson Correlation	.18
	Sig. (2-tailed)	.02
	N	155
Normative commitment	Pearson Correlation	.138
	Sig. (2-tailed)	.08
	N	155
Organizational commitment	Pearson Correlation	.110
	Sig. (2-tailed)	.17
	N	155

Correlations

		Intrinsic satisfaction	Extrinsic satisfaction	General Satisfaction	Affective commitment	Continuance commitment
Emotional exhaustion	Pearson Correlation	-.136	-.069**	-.129**	-.160**	.092
	Sig. (2-tailed)	.091	.396	.111	.047	.254
	N	155	155	155	155	155
Reduced personal accomplishment	Pearson Correlation	.165**	.131	.152**	.020**	-.218
	Sig. (2-tailed)	.041	.103	.059	.801	.006
	N	155	155	155	155	155
Depersonalization	Pearson Correlation	.105**	.129**	.108	-.127**	.089
	Sig. (2-tailed)	.195	.111	.181	.115	.272
	N	155	155	155	155	155
Burnout Global	Pearson Correlation	.055**	.076**	.053**	-.103	.183
	Sig. (2-tailed)	.496	.344	.512	.204	.023
	N	155	155	155	155	155

Correlations

		Normative commitment	Organisational commitment	Emotional exhaustion	Reduced personal accomplishment	Depersonalization
Emotional exhaustion	Pearson Correlation	.082	.017**	1**	.416**	.45
	Sig. (2-tailed)	.310	.837		.000	.00
	N	155	155	155	155	15

Reduced personal accomplishment	Pearson Correlation	.152**	.185	.416**	1**	.297**
	Sig. (2-tailed)	.059	.021	.000		.000
	N	155	155	155	155	155
Depersonalization	Pearson Correlation	.071**	.023**	.454	.297**	.674*
	Sig. (2-tailed)	.383	.775	.000	.000	.000
	N	155	155	155	155	155
Burnout Global	Pearson Correlation	.138**	.110**	.817**	.801*	.674*
	Sig. (2-tailed)	.086	.172	.000	.000	.000
	N	155	155	155	155	155

Correlations

		Burnout Global
Emotional exhaustion	Pearson Correlation	.817**
	Sig. (2-tailed)	.000
	N	155
Reduced personal accomplishment	Pearson Correlation	.801*
	Sig. (2-tailed)	.000
	N	155
Depersonalization	Pearson Correlation	.674*
	Sig. (2-tailed)	.000
	N	155
Burnout Global	Pearson Correlation	.674*
	Sig. (2-tailed)	.000
	N	155

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

REGRESSION

/ME=SINGLESWISE

/STATISTICS=COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIG

/DEPENDENT=AC

/METHOD=ENTER EE RPA DEP.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	personalization, reduced personal accomplishment, emotional exhaustion ^b		Enter

a. Dependent Variable: Affective commitment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.201 ^a	.040	.021	5.919

a. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.587	3	73.862	2.108	.102 ^b

Residual	5289.768	151	35.032		
Total	5511.355	154			

a. Dependent Variable: Affective commitment

b. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.982	2.278		12.721	.000
1	Emotional exhaustion	-.140	.078	-.170	-1.788	.076
1	Reduced personal accomplishment	.085	.065	.116	1.312	.191
1	Depersonalization	-.103	.110	-.085	-.939	.349

a. Dependent Variable: Affective commitment

REGRESSION

/MSINGESTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIG

/DEPENDENT=ACC

/METHOD=ENTER EE RPA DEP.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter

a. Dependent Variable: Continuance commitment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.220 ^a	.048	.029	6.973

a. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	372.317	3	124.106	2.552	.058 ^b
	Residual	7341.837	151	48.621		
	Total	7714.155	154			

a. Dependent Variable: Continuance commitment

b. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.861	2.684		5.909	.000
	Emotional exhaustion	-.010	.092	-.010	-.109	.913
	Reduced personal accomplishment	.185	.077	.213	2.422	.017
	Depersonalization	.043	.129	.030	.336	.737

a. Dependent Variable: Continuance commitment

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT NC

/METHOD=ENTER EE RPA DEP.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter

a. Dependent Variable: Normative commitment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.155 ^a	.024	.005	6.603

a. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.600	3	53.867	1.236	.299 ^b
	Residual	6582.697	151	43.594		
	Total	6744.297	154			

a. Dependent Variable: Normative commitment

b. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.134	2.542		8.709	.000
1 Emotional exhaustion	.012	.087	.013	.140	.889
Reduced personal accomplishment	.114	.073	.140	1.565	.120
Depersonalization	.031	.122	.023	.253	.800

a. Dependent Variable: Normative commitment

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT OCG

/METHOD=ENTER EE RPA DEP.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter

a. Dependent Variable: Organisational commitment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.196 ^a	.039	.019	14.330

a. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1243.109	3	414.370	2.018	.114 ^b
Residual	31005.640	151	205.335		
Total	32248.748	154			

a. Dependent Variable: Organisational commitment

b. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	66.976	5.516		12.142	.000
	Emotional exhaustion	-.138	.189	-.069	-.727	.468
	Reduced personal accomplishment	.384	.157	.216	2.442	.016
	Depersonalization	-.029	.266	-.010	-.108	.915

a. Dependent Variable: Organisational commitment

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT IS

/METHOD=ENTER EE RPA DEP.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method

1	Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter
---	--	--	-------

a. Dependent Variable: Intrinsic satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 ^a	.102	.084	8.041

a. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1110.140	3	370.047	5.724	.001 ^b
	Residual	9762.247	151	64.651		
	Total	10872.387	154			

a. Dependent Variable: Intrinsic satisfaction

b. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.758	3.095		12.845	.000
	Emotional exhaustion	-.369	.106	-.318	-3.470	.001
	Reduced personal accomplishment	.253	.088	.245	2.860	.005
	Depersonalization	.301	.149	.177	2.022	.045

a. Dependent Variable: Intrinsic satisfaction

REGRESSION

/MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT ES
 /METHOD=ENTER EE RPA DEP.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter

a. Dependent Variable: Extrinsic satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.246 ^a	.060	.042	4.780

a. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.842	3	73.947	3.236	.024 ^b
	Residual	3450.455	151	22.851		
	Total	3672.297	154			

a. Dependent Variable: Extrinsic satisfaction

b. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	18.149	1.840		9.863	.000
	Emotional exhaustion	-.148	.063	-.220	-2.349	.020
	Reduced personal accomplishment	.102	.053	.170	1.945	.054
	Depersonalization	.177	.089	.178	1.995	.048

a. Dependent Variable: Extrinsic satisfaction

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NGORIGIN

/DEPENDENT GS

/METHOD=ENTER EE RPA DEP.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter

a. Dependent Variable: General Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.305 ^a	.093	.075	13.212
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a. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2694.255	3	898.085	5.145	.002 ^b
Residual	26360.029	151	174.570		
Total	29054.284	154			

a. Dependent Variable: General Satisfaction

b. Predictors: (Constant), Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	65.162	5.086		12.812	.000
	Emotional exhaustion	-.576	.175	-.304	-3.296	.001
	Reduced personal accomplishment	.380	.145	.225	2.621	.010
	Depersonalization	.500	.245	.179	2.041	.043

a. Dependent Variable: General Satisfaction

T-TEST GROUPS=Gender(1 2)

/MISSING=ANALYSIS

/VARIABLES=IS ES GS

/CRITERIA=CI(.95).

T-Test

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Intrinsic satisfaction	Male	82	42.34	8.538	.943

	Female	73	42.58	8.305	.972
Extrinsic satisfaction	Male	82	19.87	4.799	.530
	Female	73	20.52	4.986	.584
General Satisfaction	Male	82	68.94	13.834	1.528
	Female	73	70.01	13.697	1.603

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Intrinsic satisfaction	Equal variances assumed	.047	.828	-.172	153	.863	-.234
	Equal variances not assumed			-.173	151.786	.863	-.234
Extrinsic satisfaction	Equal variances assumed	.111	.740	-.832	153	.407	-.655
	Equal variances not assumed			-.830	149.401	.408	-.655
General Satisfaction	Equal variances assumed	.001	.979	-.485	153	.628	-1.075
	Equal variances not assumed			-.485	151.265	.628	-1.075

Independent Samples Test

		t-test for Equality of Means		
		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
Intrinsic satisfaction	Equal variances assumed	1.356	-2.913	2.44
	Equal variances not assumed	1.354	-2.909	2.44
Extrinsic satisfaction	Equal variances assumed	.787	-2.209	.89
	Equal variances not assumed	.788	-2.212	.90
General Satisfaction	Equal variances assumed	2.216	-5.452	3.30
	Equal variances not assumed	2.214	-5.450	3.30

T-TEST GROUPS=Gender(1 2)
 /MISSING=ANALYSIS
 /VARIABLES=AC CC NC OCG
 /CRITERIA=CI(.95).

T-Test

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Affective commitment	Male	82	26.11	6.635	.733
	Female	73	26.01	5.197	.608
Continuance commitment	Male	82	21.28	7.079	.782
	Female	73	22.52	7.067	.827
Normative commitment	Male	82	25.72	6.617	.731
	Female	73	27.11	6.586	.771
Organisational commitment	Male	82	73.11	14.716	1.625
	Female	73	75.64	14.171	1.659

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Affective commitment	Equal variances assumed	5.218	.024	.099	153	.921	.000
	Equal variances not assumed			.101	150.633	.920	.000
Continuance commitment	Equal variances assumed	.023	.879	-1.089	153	.278	-1.200
	Equal variances not assumed			-1.090	150.985	.278	-1.200
Normative commitment	Equal variances assumed	.007	.934	-1.308	153	.193	-1.200

	Equal variances not assumed			-1.309	151.091	.193	-1.35
Organisational commitment	Equal variances assumed	.114	.736	-1.089	153	.278	-2.53
	Equal variances not assumed			-1.091	152.043	.277	-2.53

Independent Samples Test

		t-test for Equality of Means		
		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
Affective commitment	Equal variances assumed	.966	-1.812	2.004
	Equal variances not assumed	.952	-1.786	1.978
Continuance commitment	Equal variances assumed	1.138	-3.489	1.009
	Equal variances not assumed	1.138	-3.489	1.009
Normative commitment	Equal variances assumed	1.062	-3.489	.709
	Equal variances not assumed	1.062	-3.489	.709
Organisational commitment	Equal variances assumed	2.327	-7.132	2.063
	Equal variances not assumed	2.322	-7.122	2.054

REGRESSION

/MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT OCG
 /METHOD=ENTER EE RPA DEP Gender.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
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1	Gender, Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter
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a. Dependent Variable: Organisational commitment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.233 ^a	.054	.029	14.261

a. Predictors: (Constant), Gender, Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1743.371	4	435.843	2.143	.078 ^b
	Residual	30505.378	150	203.369		
	Total	32248.748	154			

a. Dependent Variable: Organisational commitment

b. Predictors: (Constant), Gender, Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	68.899	5.625		12.249	.000
	Emotional exhaustion	-.103	.190	-.052	-.542	.589
	Reduced personal accomplishment	.365	.157	.206	2.326	.021
	Depersonalization	-.047	.265	-.016	-.177	.860
	Gender	-3.082	1.965	-.126	-1.568	.119

a. Dependent Variable: Organisational commitment

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT GS

/METHOD=ENTER EE RPA DEP Gender.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Gender, Depersonalization, Reduced personal accomplishment, Emotional exhaustion ^b		Enter

a. Dependent Variable: General Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347 ^a	.121	.097	13.051

a. Predictors: (Constant), Gender, Depersonalization, Reduced personal accomplishment, Emotional exhaustion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3503.579	4	875.895	5.142	.001 ^b
	Residual	25550.705	150	170.338		
	Total	29054.284	154			

a. Dependent Variable: General Satisfaction

b. Predictors: (Constant), Gender, Depersonalization, Reduced personal accomplishment, Emotional exhaustion

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	67.607	5.148		13.133	.000
1 Emotional exhaustion	-.531	.174	-.280	-3.058	.003
Reduced personal accomplishment	.356	.144	.211	2.478	.014
Depersonalization	.477	.242	.171	1.968	.051
Gender	-3.920	1.799	-.168	-2.180	.031

a. Dependent Variable: General Satisfaction

List of Hotels visited and number of Participant

Hotels	Participants
1. Hill-mart Hotel	5
2. Delight Hotel	19
3. Komand Hotel	2
4. Sam-mart Hotel	4
5. Florence-G Hotel	2
6. Spring-Hill Hotel	4
7. Rolab Hotel	1
8. Zenabab Hotel	5
9. Midas Hotel	7
10. Soteria Hotel	5

11. Kohotel Hotel	5
12. Abba Hotel	4
13. Fabian Hotel	15
14. Royal-Model Hotel	2
15. Kssd Hotel	10
16. De-xambdar Hotel	7
17. Ab Hotel	5
18. Cottage Hotel	1
19. John Rover Hotel	4
20. Dave Hotel	10
21. Radjut Hotel	4
22. D Blis-Tit Hotel	10
23. Royal Palm Hotel	3
24. Sadiat Hotel	4
25. Alex Grace	6
26. Yemraf Hotel	10

