A Study of Burnout in Relation to Self-Monitoring, Locus of Control and Leadership Styles

By

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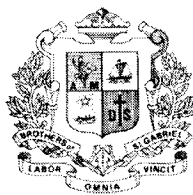
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ABSTRACT

Salutogenic constructs like self-monitoring and locus of control are deemed important because relationship to well-being. With the onset of globalization people life styles and work environments have changed leading to more stressful conditions at work and in the long run a break down in daily functioning. The present multilevel study investigated if, burnout which is a pathogenic construct can be impacted by personality traits like self-monitoring, locus of control and utilization of different leadership styles in different organizations in Bangkok, Thailand.

A sample size of 400 employees in executive and administrative positions was selected randomly, from different organizations. The data was tested using quantitative methods of descriptive and inferential analyses. The Structural equation modeling tested, hypotheses 1,2,3,4 and 7. The t-test was used for hypotheses 5and 6. Hypothesis1 was partly supported by the data and indicated that higher the self-monitoring the lower the depersonalization. Hypothesis2 was partly supported by the data and indicated that when a leader is transformational lower levels of emotional exhaustion and depersonalization are experienced. Hypothesis3 was partly supported by the data and indicated that when a leader is transactional the higher will be his personal accomplishment. Hypothesis 4 is fully supported by the data since locus of control moderates the relationship between transformational leadership and depersonalization. Hypothesis 5 is partly supported by the data and even though, personal accomplishment was not different in external and internal locus of control employees, employees with internal of control surely experience less burnout overall. Hypothesis 6 is not supported by the data since no differences were found in personal accomplishment between internal and external locus of control as well as in the differences of locus of control and self monitoring levels of employees who work in management and administrative/operating levels. Finally, Hypothesis 7 was partly supported by the data since employees who displayed transformational leadership styles in management position had higher levels of depersonalization dimension of burnout.

This study can be extended to other cultures and the knowledge gained can be used to provide managers and administrators with an idea of what could elevate their burnout levels and suggestions for alleviating burnout levels can be implemented.

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CHAPTER 1

INTRODUCTION

By refreshing our sense of belonging in the world, we widen the web of relationships that nourishes us and protects us from burnout." (Joanna Macy & Chris Johnstone, *Active Hope*)

Many professionals in society are finding themselves under increasing pressures because of exposure to so many stressors. A stressor can be defined as any factor in the environment that causes stress. The person's reaction to the stressor is referred to as stress. Stress, burnout, depression, disillusionment, demoralization and alienation have all often been used as synonyms to refer to similar kinds of work-related outcomes' and to distinguish these terms is arduous.

A factor or event that is perceived as a stressor for one person may not be stress provoking at all for another person. As a result, psychologist have found it rather tiring to enumerate a list of factors that can cause stress for a particular person but have made an attempt to lists general factors into two categories of major and minor life events that could be stress provoking. Minor life events do not expose the person to many changes, like getting ticket from the cops or having an argument with your friend or parents. Major life events on the other hand, can cause a person to get stressed out since the person has to adapt to major changes which can include negative events like death of a loved or to positive changes like getting pregnant or celebrating Christmas. The bottom line is that if stressors continue to lasts for long periods of time it could result in exhaustion or often referred to burnout to be more accurate.

1.1 The Origins of Burnout

One of the first persons to study about stress was Hans Saleye, a Canadian physiologist. He believed that whatever the cause of the stress our bodies must go

through three definite stages. He called this the General Adaptation Syndrome (GAS) given below (1955).

Alarm or Mobilization: occurs when a person becomes aware of the presence of the stressor and the common reaction is to fight or flight.

Resistance or Adaptation: occurs when a person gathers all his/her energy in order to cope with the stressors. It is during this stage that a person may experience plenty of physical ailments, like back pain, headaches, fever stomach ache etc.

Exhaustion or Burnout: occurs when a person's energy has run out and it is rather arduous to cope with the stressors. The prolonged stressors have causes the person to feel inadequate to cope. The person may need medical help or this stage can result in death.

Hans Seleye emphasized too much on the physiological aspects of stress but stress can be psychosomatic and the person my experience emotional as well psychological reactions the stressors. It should be noted that stress is not always negative and **Eustress** can energize the person and can be good for the individual unlike **Distress** which can cause the person to get exhausted and experience burnout depending on the severity and length of the stressors. In reality stress is the precursor of burnout.

The word burnout became popular with Freudenberger after 1960. Later, Maslach and Pines and Cherniss analyzed the concept of burnout from different perspectives as stated in the review if related literature. According to Maslach and Jackson (1981) burnout usually occurs with those who work in human service industry like health care, teaching and social work, Today burnout is not confined to only persons who take care of others but also to others like students, teachers and people in an organization because of situational and contextual factors.

The onset of globalization has lead to the formation of many international communities like the European Union and the Asean Economic Community (AEC) which will be implemented by the end of this year. The outcome of this is that people have to play multiple roles and demand to fulfill all these roles is greater,

responsibilities are more complex and the knowledge base is continually expanding. For people in professions, including managers and leaders this causes role ambiguity and distress in the work place leading to frequent stress because of the environment resulting in work place distress which affects mental and physical wellbeing and eventually leads to traumatic stress or burnout symptoms (Stamm, 2010).

Stress, is not only experienced at the onset of a career but can continue to increase and those who are susceptible are left as victims. Those who are resilient to stress may cope better than others. For people who wish to remain successful and are committed to the profession, precaution is necessary. At this point, the question that is imperative is *"do certain personality traits and leaderships styles alleviate burnout"?* If so, what training and intervention program can be developed for professionals to become hardy and mitigate the levels of burnout to prevent it from accelerating?

1.2 The Concept of Self-Monitoring

The self-monitoring concept became popular in the 1970s, when nature versus nurture as an attribution for behavior was debatable. Are persons behaviors enduring because of innate personality traits or does behavior occur because of the environment? Snyder (1974) is one of the first researchers to cause awareness about self-monitoring as it played an important interpersonal role in marketing and consumer behavior. Social psychologists claim that a person can adapt behavior to a situation to create either an impression or present themselves in a favorable ways in accordance with the social cues Gould, 1993; Snyder, 1979). Snyder (1987) agreed that persons who are high self-monitoring put on a good facade and make an attempt to portray a good self-image to others. Self-monitors pay careful attention to the environment and regulate and monitor their actions by paying attention to the audience, instead of being spontaneous. De Bono (1987) agreed that high self-monitors select products based on how it enhanced their image (external function) and made them look good versus low self-monitors who examined the utility of the product (internal function) and the function of the product.

Thus, two different categories of persons can be classified. Persons who display verbal and non-verbal behaviors that are tuned in with other person's expressions in the environment are high self-monitor. On the other hand, persons who display verbal and non-verbal behaviors based on their own emotional experiences and states are low self-monitor. The beginnings of self-monitoring stemmed from self-presentation and expressive behavior which concerned with impression management (Elliot, 1979 & Lippa, 1976). Later studies on self-monitoring started to emphasize the role of how people perceive themselves (Brockner & Eckenrode, 1978; Ickes, Layden, & Barnes, 1978; Sampson, 1978) and others (Berscheid, Graziano, Monson, & Dermer, 1976). Today, the concept of self-monitoring includes not only emotional verbal and non-verbal expressions of behaviors but also impression management and ways in which persons think about themselves (Snyder, 1979a, 1979b).

Individuals who remain consistent and true to themselves in their behaviors and self-presentations no matter what the social situation (Musser & Browne, 1991) fit well into the trait/dispositional or nature paradigm. High self-monitors are more practical and observe role requirements and situational contingencies which fit well into the situational or nurture paradigm. The debatable question for social psychologist was whether attitudes could actually predict behaviors? It is obvious that low self-monitors actions are affected by their attitudes but high self-monitors actions are not affected by their attitudes (Snyder& Tanke, 1976).

The social world is perceived differently for higher and lower self-monitors. The cognitive and behavioral processes of high and low self- monitors are also different (Snyder, 1979a, 1979b) in that, high self-monitors made a are occupied with mental effort required to encourage romantic relationships (Berscheid et al., 1976). High self-monitors furthermore, also engaged more in verbal effort which helped with the promotion of social relationships (Garland & Beard, 1979; Ickes & Barnes, 1977). Being in the right situations (the activity) are important for higher self-monitors compared to, lower self-monitors who prefer to be the way they are and interact in similar ways across situations (the person).

It was Snyder (1974) in who initiated a 25-item scale to measure self-monitoring since he found discrepancies in the behaviors of students at Stanford University, psychiatric inpatients and actors. Albeit, discord over the construct, the exact number of facets, the multi-factorial content of the self-monitoring scale and the predictive ability of separate factors or of one total score, the reformulation and revised version of the self-monitoring scale with better psychometric properties consisting of 18 items proposed by Snyder & Gangestad (1986) is used most frequently compared to other scales. Snyder & Gangestad (1986) agreed that the self-monitoring scale reflects one factor but arguments exist until today about the validity and the abstract nature of the self-monitoring concept.

1.3 The Concept of Locus of Control

In 1966, Rotter, initially proposed that persons can either possess internal locus of control and believe that their actions are important for controlling life events or that the person can possess external locus of control and believe that external factors are responsible for life events. The concept was derived from the attribution theory (Heider, 1958) and the social learning theory (Phares, 1976; Rotter, 1975) which belongs to the behaviorist paradigms. The attribution theory attempts to explain the reason for people's behaviors. These can be internal or external and is similar to Rotters (1966) internal and external locus of control as over the period of time people will actually attribute their behavior to either an internal factor like ability or effort or to luck or fate, which are external attributions. The social learning theory, (Phares, 1976) describes expectations, reinforcement and psychological situations. The potential of a person to behave in a certain way in a psychological situation will depend on if the person perceives that a certain behavior will lead to a desired outcome/ reinforcement (Rotter, 1975). Rosalak and Hampson (1991) agreed that the extent to which a person believes behavior will be followed by rewards, can inversely be related to the extent to which he believes rewards can be controlled by outside factors (external locus).

Locus of control is a salutogenic concept which can help individuals which can help to cope with the daily life stressors (Strümpfer, 1990). Several researchers have probed into the locus of control concept and agree that it is redundant with self-esteem and self-efficacy (Judge et al. (2002). Other researchers agree that locus of control can be regarded as a personality trait that can assure adjustment and people who perceive that they have ability to control their stress levels may experience positive adaptation and vice versa (Shapiro, Schwartz & Astin, 1996). Gropp et al (2001) found that persons who have internal control collect more information about situations which could cause unhealthy outcomes hence, are able to take precautions and better their habits.

Rotters (1966) concept of locus of control emerged when he could not understand why persons fail to respond to reinforcement in a predictable way. He commented that external locus of control persons believe that incentives cannot be predicted and are a result of luck, fate and chance. On the other hand internal locus of control persons believe that their own behaviors can predict the incentives and that their own behaviors are responsible for the reinforcements.

Today theorists debate whether locus of control is intrinsic and fixed or extrinsic and changeable over a period of time. Rotter (1966) agreed with both perspectives and stated that personality can be an interaction of both traits and environment. In other words, a person could have an internal locus in one situation but switch to an external locus in another situation. Another argument, was regarding the multidimensionality of the concept of locus of control. Initially, Rotter (1966) believed that locus of control was one dimension but later Levenson (1974) agreed that the concept consists of three components namely internal, powerful others and chance. The external component includes powerful others and chance (Levenson, 1981). The term "health related locus of control" overlapped with the three components. "Internal health-related locus of control" explains persons who perceive that they are in charge of their own health but "Powerful others" explains persons who perceive that their health is controlled by people in the medical profession, while "Chance" explains persons who perceive that external factors like chance, fate and luck controls their health. There is

research evidence that health of people could be attributed to locus of control (Wallston, Wallston & DeVellis, 1978) and person with internal locus of control could have better health versus persons with external locus of control (Smith, Dobbins, & Wallston, 1998). The term locus of control and general locus of control could be synonymous. (Rotter, 1966), also indicated that locus of control is an expectancy which is generalized in relation to self-efficacy which is concerned with perception of ability in a certain area A person may have high internal locus of control with regard to health but may not choose treatment related to health in a self-efficacious manner. People with external health-related locus of control are probe to suffer from more illness (Horner, 1996). Recent studies on locus of control indicated a positive relationship between internal locus of control and stress management and psychological wellness (Schepers et al, 2006). A negative relationship exists between external locus of control and burnout (Akça and Yaman, 2010). In effect it is better for organizations to promote internal locus of control persons than external locus of control.

1.4 Leadership Styles

The meaning of leadership has different connotations for different researchers but many different definitions of leadership revolve around the central idea that leaders may have a perceived influence on organizational members (Bohn & Grafton, 2002; Rost, 1991). This implies that if a person has the ability to achieve the goals of the followers he can be accepted as a leader. Leaders may not necessarily be formal but can also arise informally. James MacGregor Burns (1978) conducted a research on leadership behaviors of persons in politics and described how they motivated followers. This lead to the identification of two styles of leadership namely, transactional and transformational. Later, Burns' model was adjusted by Bass (1985). In recent years, Bass's theory is considered as the most appropriate to analyze leadership (Eisenbach, Watson, & Pallai, 1999; Parry, 2002). Bass's model identifies and describes three leadership styles, transactional, transformational, and laissez-faire.

Fielder (1964) who was a trait theorist determined that researchers cannot talk about a leader styles in isolation. The situation must be analyzed and consider as a contingency factor since a particular style may not work well in every situation. In other words the leader could either possess a task-oriented style, one in which the leader emphasizes on the goals, creates deadlines, is authoritative and may even use punitive measures to achieve the goals. The other is the relationship oriented style where the leader assists the followers with the goals, is friendlier and uses a democratic style. Fielder (1964) agreed that the style must be aligned with the situation and that his style cannot be adjusted rather the situation must be changed to suit the style. In the leader match manual Fielder also suggested how a person styles can be identifies and the situations which most suit them. By identifying which styles works best for a certain culture organizations can select and train leaders to utilize the appropriate style for improving organizational performance.

Robert House (1971) and Martin Evans (1970) emphasized that the leader is capable of changing a style according to the nature of the situation unlike Fielders contingency theory and if the leader uses the right style it can impact followers' motivation, satisfaction and performance. In other words the duty of the leader is to guide subordinates along the path so that they can reach their own and organizational outcomes. Today more contemporary theories of leadership have emerged which are transactional and transformational styles and both these styles are related to each other in that transactional leadership could be a subset of transformational leadership.

Transformational leaders motivate followers to strive for more than their own interests in order to reach better standards of performance. These leaders increase self-esteem and sense of purpose as they explain the vision to followers (Bass, 1985). Transformational leaders portray five behaviors; firstly, **idealized influence (attributed)** which is much the leaders are trusted, admired and revered because the leader possesses charisma and is a role model for followers. Secondly, **idealized influence (behavior)** which means that the leader is driven by the mission and goals and has high moral and ethical standards. Thirdly, **inspirational motivation** is when the leader expresses the significance of the goal and provides meaning to work.

Fourthly, **intellectual stimulation** in which the leader promotes the followers to increase creativity and innovation. Finally, **individual consideration** is the extent to which leaders promote growth and on the basis of the individual specific needs and developing followers into leaders themselves (Bass, 1990). These leaders are considered better and more superior than transactional leaders (Bass, B. M. & Bass, R., 2008; Emery & Barker, 2007).

Transactional leadership is concerned with a give and take relationship and includes behavioral dimensions like **contingent reward** which offers rewards for achieving the standards of performance, **management-by-exception (active),** where the leaders pay attention to mistakes committed by followers and **management-by-exception (passive)** in the leader reacts to situations only when it is necessary (Bass, 1985). In this approach, loyalty and the rewards that are distributed in the work-place are short-lived approaches and may not have extra influence after the exchange is complete. Teams try to negotiate but do not solve the problem or focus on the common vision. Research indicates that managers with passive avoidance, which is a characteristic of transactional leaders, displayed higher burnout (Anastasios & Panayiotis, 2010).

The third category of leadership is Laissez-faire leadership and is described as a leader who hardly exists for followers and who disown their leadership roles. Den Hartog, Van Muijen, and Koopman (1997) agree that laissez-faire leaders use passive management-by-exception behaviors which can impact the results in an organization. Laissez-faire leaders are popular for their avoidance of acting like a leader and have little or no impact on the organizational events and outcomes. It means that the leader waits for problems to get out of control before interfering. This amounts to no real leadership (Bass, B. M. & Avolio, 2004; Eagly,Johannesen-Schmidt, & van Engen, 2003).

1.5 Problem Statement

Burnout is a pathogenic construct (related to the emergence of illnesses) which has been reformulated and redefined by researchers and theorist over the period of years.

Most researchers agree that burnout occurs when a person feels unable to control any more stressors and is depleted of all energy and experiences a complete state of inadequacy. Rothmann (2008) claimed that burnout is more concerned with the fatigue part of the vigor-fatigue continuum and can cause decline in well-being.

According to Maslach and Jackson (1981) burnout includes 3 dimensions which are emotional exhaustion, which means lack of an emotional response and feeling tired and drained out. Secondly, depersonalization which amounts to treating others with indifference, like objects and thirdly lack of personal accomplishment which indicates having feelings of inadequacy and low self-efficacy. Each of these dimensions are independent of each other but are complementary in that, a person could experience more or less of each of these dimensions or low or high of all three dimensions. Albeit, the disagreement about the sequence of the dimensions of burnout it is obvious that the amount of each of the dimensions is congruent with the persons personality as well the internal and external environments that people are exposed to. It is likely that one's mans food is another man's poison and a stressor that may be detrimental of a person may be exciting for another. The fact remains that the symptoms of burnout can be physical in which the person may experience psychosomatic problems like colds, flu and aches and pains or emotional in which the person acts moody, irritable and aloof or cognitive in which the person may not be able to concentrate and is forgetful or motivational in which the person has no engagement and enthusiasm and finally behavioral in which the person displays procrastination, and is impulsive..

Usually the burnout candidate has been described as feeling trapped and believing that they have no way out of the situation. In total burnout, the individual cannot function on the job or in a relationship due to their feeling completely unable to cope with the distress. They are incapable of functioning normally and can be terminated from the job or the relationship. Burnout can range along a continuum from low to high (Hamann & Gordon, 2000). Globalization has contributed to a change in job demands causes work overload and the stress of being in a high position can overwhelm managers (Strydom & Meyer, 2002). The general theme of all these discussions is

that: (1) burnout is a problem, and (2) Something needs to be done about it. Consequently, the question **"Do certain personality traits and certain leadership styles alleviate burnout?"** needs to be clarified. This study can provide answers to the question above and aid managers and other employees in organizations facing a burnout problem

1.6 Variables of the Study

Independent variables: Self-Monitoring and Leadership Styles
Dependent variables: Burnout
Moderating variable: Locus of Control and Working Position

1.7 Operational Definitions of the Variables

(A) Burnout: is a pathogenic construct which includes 3 dimensions which are emotional exhaustion, which means lack of an emotional response and feeling tired and drained out. Secondly, depersonalization which amounts to treating others with indifference, like objects and thirdly lack of personal accomplishment which indicates having feelings of inadequacy and low self-efficacy. Today, burnout is viewed as moving along the fatigue-vigor continuum with fatigue given priority (Rothmann, 2008) Maslach (1976; 1982) examined long term exposure to stressors and peoples inability to cope, laid the braking ground for the Maslach and Jackson Burnout Inventory (MBI) for measuring the three components which will be used in the present study (1981, 1986)

(B) Self-monitoring: is a personality trait referring to the extent to which people are perceptive of situational cues and can readily adapt their own behavior appropriately. Some persons can adopt one style when dealing with their subordinates and another-perhaps more respectful style when dealing with their boss. At times this category has been referred to as "**Social Chameleons**" or "**High Self-Monitors.**" In contrast, other individuals are less willing to change their personal style in this

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manner; with them, *"what you see is what you get"* across a wide range of contexts. Such people are unlikely to behave differently toward members of different groups with whom they interact. At times this category has been referred to as **"Devil's Advocates"** or **"Low Self-Monitors".** In the present study measurement items for will be modified from the 18 item true-false scale developed by Snyder (1987).

(C) Transformational leaders: inspire followers to go beyond their own interests in order to reach new heights and performance levels because of their own personal values. These leaders raise self-esteem and sense of purpose as they communicate a vision and are ready to go an extra mile for their followers (Bass, 1985). Transformational leaders portray five behaviors; firstly, idealized influence (attributed), idealized influence (behavior) inspirational motivation intellectual stimulation and individual consideration (Bass, 1990). These leaders are considered better and more superior than transactional leaders (Bass, B. M. & Bass, R., 2008; Emery & Barker, 2007).

(D) **Transactional leaders**: as the term implies are leaders who are concerned about the present and a give and take relationship which is more related to the organizations purpose. Behavioral dimensions like, contingent reward, management-by-exception (active), and management-by-exception (passive) are an important part of being transformational (Bass, 1985). In the present study measurement items for leadership styles will be modified from the scale developed by Den Hartog, Van Muijen, and Koopman (1997).

(E) **Locus of Control**: is the degree to which people believe they have control over the situation they are in and can take charge of what happens to them. People who believe that outside factors are largely responsible for their destiny and see little connection between their own actions and who cannot take charge of what happens to them are called **"Externals"** and people who think that their own actions and behaviors have an impact on what happens to them and can take charge of what happens to them are called **"Internals"**. In the present study measurement items for

locus of control will be modified from the 29 item scale developed by Julian B. Rotter in (1989.

1.8 Research Objectives

The reason for this study is to investigate the relationship between self monitoring, locus of control, leadership styles and burnout among employees currently working in trading or import-export firms. Five specific objectives were developed which are as follows:

1. To identify the level of burnout, self-monitoring, locus of control of the employees.
2. To examine the influences of self-monitoring and leadership styles on burnout.
3. To examine the moderating effects of locus of control on the relationship between self-monitoring, leadership styles and burnout.
4. To investigate the difference in the levels of self-monitoring and locus of control between middle management and operational/ administrative employees.
5. To investigate the role of self-monitoring and leadership styles on burnout between middle management and operational/administrative employees.

1. 9 Scope and Delimitations of the Study

The researcher confined the study to employees in profit organizations only rather than extending it to non-profit organizations. The data was collected from persons in managerial and administrative positions and not from all levels of employees. The managers for the study were from different levels of management and selected from several companies, so that a sample that represents of the population.

The study included approximately 400 managers and administrators whose medium of instruction is English and Thai only but will exclude other mediums of instruction. In the present study structured tools not semi-structured tools will be used and the data was collected using quantitative not qualitative methods. It is assumed that employees

with certain personality traits and leaderships styles are more susceptible to burnout but other factors like family history, kind of job pressures at work, kind of bosses, culture, economic background, engagement in organizational citizenship behaviors etc are not included but could be factors that influence susceptibility to burnout. The questionnaires were administered to employees at different locations after and during the lunch breaks which may not be a congenial setting for answering the questionnaire.

1.10 Significance of the Study

The onset of globalization and the formation of several economic communities like the European Union and the Asean Economic Community can impact stress and burnout levels because of the war for talent and competition. The impact of globalization can be beneficial as well as detrimental. Without doubt, globalization has affected not only education (Kulkarni, 2006; Nayyar, 2008; Vaezi & Ghorouneh, 2010) and educational leadership but also how leaders deal with burnout (Alon & Higgins, 2005; Farber, 2000; Idris, Dollard, & Winefield, 2011). Burnout can be perceived as a social or a medical problem depending on the situation. It is evident that educators could suffer form higher levels of burnout since they interact more with others and thus burnout could be a social issue (Maslach, 2003a).

A study of burnout in relation to self-monitoring, locus of control and leadership styles can be useful at work, since a variety of strategies to reduce stress levels and alleviate burnout can be considered. Work and family life balance can be successful if tasks can be prioritized properly, secondly support can be given from supervisors, mentors help with advising, social support is given from peers, flexibility with work schedules is implemented and the person is proactive. If stress occurs because of work, the employee can probe into the origins of the stressors and take steps to seek professional help or to change their life styles. Additionally, in day to day activities, it is necessary to train persons to seek out new challenges by portraying the differences of each experience and getting them involved in different activities so as to create variety and excitement (Skovholt, 2001). This involves self- monitoring and

locus of control and leaders must be sensitive to situational cues and readily adapt their own behavior appropriately. Self-monitoring and locus of control personality traits are significant for many organizational activities. Employees who are high self-monitors tend to be better with communication, successful organizational leaders, and good in changing positions which require adjustment of behaviors (i.e., positions in which incumbents work with people in different departments or organizations). They are also more likely than low self-monitors to be promoted within the organization and to receive better jobs and promotions.

The present study is expected to provide feedback to larger society since, society has the right and also duty to know the impact that burnout, self-monitoring, locus of control and leadership styles could have on institutional or organizational effectiveness. This would provide not only theoretical contribution to expand the body of knowledge on burnout and its relation with some individual factors i.e. self-monitoring, locus of control and interpersonal factors i.e. leadership style but also help the practitioners to strategically design some activities to protect their employees from burnout. If self-monitoring, locus of control and leadership styles are found to have significant inverse influences or act as moderators with burnout as hypothesized, enhancing self-monitoring, transformational, and transactional leadership would help protecting the employees from burnout in the long run.

CHAPTER 2

LITERATURE REVIEW

Review of related research literature is an essential part of any research since it provides a comprehensive idea of research conducted in the past and present in deferent cultures which helps to identify gaps in the literature and furthermore motivates researchers to pursue research in that field. It can reveal investigations similar to the ones under investigation and can show how collateral researches handled situations. It can help to observe the study under investigation in a historical and associational perspective and provide new ideas and approaches that may not have been thought about in the past.

This chapter provides an in-depth overview of prior research conducted on the concept of burnout, personality variables like locus of control, self-monitoring and certain leadership styles and examines if these variables can have an impact on employees burnout levels. Furthermore, strategies can be suggested for employees to decrease their burnout levels by implementation of training programs and by changes in environmental factors that attribute to burnout.

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2.1   Studies Conducted on Burnout

There are several approaches to understand the phenomenon of burnout. Some of them are discussed in this section.

2.1a   A Clinical Approach to Burnout

Herbert Freudenberger, a clinical psychologist from New York, was one of the first persons to describe a case of burnout in 1973 by using the term "burnt out" syndrome in a professional psychology journal. Much before Freudenberger, Graham Greene (1961) wrote a novel about a "burnt-out" case in which the actor was a spiritually saddened man from a leper colony who could fit into the present case of burned-out

individuals. The word a "burn out" became popular after 1960 when Freudenberger, Christina Maslach and Ayala Pines (colleagues for several years at the University of California, Berkeley) and Gary Cherniss (at the University of Michigan) made the concept a public issue. Freudenberger used the word burn out to refer to persons working in health care or with drug users who were physically and psychologically burdened with their jobs including himself.

The original idea of burnout, stressed on a state of exhaustion that was the result of working too hard and neglecting needs which were personal. Freudenberger agreed that this condition occurred most frequently among the **"dedicated and committed who work too much, too long and too intensely'** (1974). These persons get too involved and feel obligated to give from three angles, from within themselves, from clients who are needy and from staff administrators. This in turn results in guilty feelings which make workers expel more energy towards their jobs.

In the 1980's Freudenberger et al believed that burnout was "**excessively striving to reach some unrealistic expectation imposed by one's self or the values of society**". According to Freudenberger, burnout therefore, resulted because of eagerness to help these needy persons. This idea became important in the mid 1970s since it emphasized on the existing feelings of workers who neglected their own needs and who got burnt out mainly because they worked too hard and cared too much about others. Secondly workers experienced problems trying hard to satisfy their own roles, like helping and caring especially when they dealt with clients' problems and difficulties.

Freudenberger posited that if a person was working with such needy, demanding and troubled clients, a person may not feel satisfied. Basically Freudenberger took a clinical approach to understanding burnout with a focus on workers who have paid a "high cost" for "high achievement."

2.1b A Social-Psychological Approach to Burnout

Maslach and Pines perception of burnout was more from a social-psychological perspective. Maslach looked into the Philip Zimbardo's work in the early 1970 which emphasized on dehumanization and depersonalization and agreed that when a person is overloaded it could result in treating clients in a dehumanized way. Pines too collected data on several types of human-oriented jobs and services and together with Maslach made an attempt to study the environmental factors that could alleviate and result in burnout. Furthermore, studying burnout from a research-oriented angle could provided a better understanding of which environments increase burnout, mediators and factors that could decrease burnout. Eventually, after data collection the researchers concluded that three main dimensions namely, emotional exhaustion, which means lack of an emotional response and feeling tired and drained out. Secondly, depersonalization which amounts to treating others with indifference, like objects. Thirdly, lack of personal accomplishment which indicates having feelings of inadequacy and low self-efficacy. The Maslach Burnout Inventory (Maslach & Jackson, 1981; 1986), measures these three dimensions in order to measure burnout in individuals.

Both Maslach and Pines believed that getting emotionally involved and being overextended could be prerequisites to burnout. Maslach viewed stress as causing an increase in workers withdrawal. On the other hand, Pines believed that being a workaholic could lead to lack of caring for persons who get burned out. "In her original article in 1976, Maslach agreed that **"Professionals, who work intensely with others, tend to cope with stress by a form of distancing that not only hurts themselves but is damaging to all of us as their human clients".** Too much of service to humans may lead to burnout and the person could lose feelings of emotions with whom they work and as a result treat them in an indifferent and dehumanized way. Furthermore these persons can become distrustful of others with whom they work, talking to them in a derogatory way or blaming them for some of the problems that they themselves were the cause of. In addition burnt out persons try to move to others area where the work is less burdensome but if it not possible to withdraw

psychologically or emotionally, they retreat to treating clients in more formal and impersonal ways. Burnout, could also lead to the development of a poor and negative self-concept whereby workers feel pessimistic about themselves and their abilities and feel incompetent at home and in the work place.   Pines in 1983, believed that persons suffer from burnout could experience more insomnia, loss of appetite, tension and many other physical ailments. Eventually plenty of marital problems increase since they prefer to be left along and hardly wish to interact with others. Maslach and Pines also discovered that persons with burnout have higher rates of suicides, alcoholism and hopelessness. Just like Freudenberger, both of them felt very sympathetic view toward service providers

2.1c An Organizational Perspective to Burnout

While studying at Yale, Gary Cherniss conducted some research work with Sarason which emphasized on 2 factors namely the nature of the organizations and the sociocultural environment in which people work to indicate how these factors could affect how people respond to the work. Cherniss, believed that psychological stress that is present in work which eventually accelerates the stress is caused by two factors: social changes which keeps the roles played by professionals updated and working in a bureaucracy where the person is providing a service to other humans. (Cherniss, Egnatios, & Wacker, 1976). Society often determines the changes in roles of professionals and the degree of authority from workers to clients. Workers especially, new workers must find a role that is neither too close or far from the clients and which makes them feel comfortable.   There exists plenty of criticism towards professionals which results in a demeaning feeling resulting in low status and prestige which are opposite feelings of what they intended to experience.

The second factor Cherniss agreed that often conflict arise between the administration and staff since the organization functions like a bureaucracy and the staff members must try hard to adjust and change the system to manage efficiently.   These staff members have limited autonomy and hence cannot make changes in accordance to what they wish Cherniss, Egnatios, Wacker, & O'Dowd (1979).

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Cherniss believed that burnout can be caused because the ratio of the workers input is mismatched with the ratio of the outcome (1980a). This can be caused by 2 factors one in which the workers are in an environment which is causes over arousal (a teacher with an overload of students) or the other in which the workers is under aroused (a teacher teaching the same subject for many years) and the job gets boring and is not challenging any more. Cherniss said that burnout could commence **"when the helper experiences stress and strain that cannot be alleviated through active problem solving"** (1980b). This could result in three symptoms which are, firstly losing tolerance for their clients and blaming the clients for their problems. Secondly, losing optimism for changes and finally wandering outside to discover fulfillment in their lives.

This idea perceives that if the context of the work environment is not appealing and congenial for the workers how can a worker make a commitment to work that involves human services? Distancing oneself form clients and acting in a way that is aloof may hurt but is may be a way out instead of losing one's balance or equilibrium

2.1 d The Present Concept of Burnout

As stated above Freudenberger, Maslach and Pines and Cherniss have analyzed the concept of burnout from different perspectives. Burnout has been defined as **"a state of vital exhaustion"** according to the World Health Organization International Classification of Diseases (World Health Organization, 2004) In the *Diagnostic and Statistical Manual of Mental Disorders,* there is no diagnosis of burnout stated but today burnout is definitely a syndrome with large consequences (American Psychiatric Publishing 2000). In the 21st century it is not only the nature of the work-life but the large cultural-context in which the work is being conducted that make employees vulnerable to burnout (Leiter et al, 2008)

Researchers have treated burnout as a mediating factor between the causes and the outcomes (Siegall & McDonald, 2004). Since the last 10 years plenty of research has

focused on the antecedents of burnout but recently individual attributions which can act as moderators for the work environment-burnout relationships and the role social exchange relationships have been given attention. Individual differences in personality can influence the environment-burnout relationship (Semmer, 1996, Witt, Andrews & Carlson, 2004). If there is little congruence between the individuals personality and the job, the higher the level of burnout (Maslach and Leiter , 1997, Leiter & Maslach, 2001, 2004). Inequity in social exchange relationships is another factor that can result in burnout because workers feel that their inputs are much more than their outcomes in terms of client reciprocation. (Bakker, Schaufeli, Sixma, Bosveld & van Dierendonck, 2000; Taris, Peeters, LeBlanc, Schreurs& Schaufeli, 2001; Truchot & Deregard, 2001; Van Dierendonck, Schaufeli & Buunk,2001). Furthermore workers compare themselves to their colleagues and feel a level of unfairness. Both distributive and procedural justice may be perceived as stressors and provoke burnout (Tepper, 2001).

Cross-cultural studies also indicate evidence of the 3 factor structure of Emotional Exhaustion, Depersonalization and Reduced Personal accomplishment (Hwang, Scherer & Ainina, 2003). Research studies also indicate that burnout may be culturally oriented and countries growing at a faster pace may experience more burnout because of a demand for higher productivity, learning of new knowledge and skills and time pressures, type of work and hectic and fast paced job (Kulkarni, 2006). All over the world people are concerned with the impact of burnout on productivity depending on the kind of productivity outcome. Some studies indicate that burnout is related to the amount of sick leave and burnout may result in lack of productivity rather than the opposite (Soler et al, 2008). A study at a hospital in China by Zhang & Feng (2011) also shows that there is a strong relationship between burnout and the intention to look out for another job and that a strong correlation also exist between Emotional Exhaustion, Depersonalization and Reduced Personal accomplishment. In Canada the losses associated with early retirement and losses in work related cutback for patient services amounted to 213 million dollars (Dewa, Jacobs, Thanh & Loong, 2014.

2.2 Studies Conducted on Self-Monitoring

Previous research has suggested that high self-monitors have also been found to emerge as group leaders (Dobbins, Long & Dedrick, 1990; Zaccaro, Foti, & Kenny, 1991). High self-monitors are likely to resolve conflict through collaboration and compromise rather than through avoidance and competition (Baron 1989). High self-monitors are also more likely to be promoted (Kilduff & Day, 1994) and to perform organizational citizenship behaviors (Blakely, Fuller & Smith, 1996) more often. A research that examined self-monitoring as a moderator between personality traits and performance indicated that persons with high self-monitoring were allocated better supervisory ratings of interpersonal performance but not necessarily higher ratings for peer and task performance (Barrick, Parks & Mount, 2005). Some research contradicts that self-monitoring is not always a boon and reveals that high self-monitors feel lower levels of job satisfaction as well as organizational commitment than low self-monitors (Day & Schleicher, 2006), and therefore could be expected to experience more role conflict and burnout compared to low self-monitors.

The concept of self monitoring is synonymous with many theories of social psychology. Icek Ajzen, in the Theory of Reasoned Action (TRA) emphasized the important of subjective norms (concerned with standards of behavior) that determine people's intention to do a behavior in the Theory of Planned Behavior (TPB). High self-monitors are likely to pay attention to subjective norms carefully versus low self-monitors. Ajzen, Timko and White (1982) and DeBono and Omoto (1993) conducted studies on peoples public attitudes and private actions. The Informational Cascades Theory is also concerned with how people make observations of others in the environment and without much hesitation imitate other peoples actions (Bikhchandani, Hirshleifer, and Welch (1992). The self-monitoring construct thus suggest that that high self-monitors could be influenced more by informational cascades and collective mentality.

As self-monitoring is essential to promote personal insight to prevent acting when one is emotional, high self monitoring employees would be able to better monitor and

react to the social environment, adjust themselves to the social norms, and also protect themselves from the excessive stress. As such, they are expected to be able to avoid burnout than workers who do not adjust themselves (Stets & Turner, 2007; Wharton, 1993). Yukiko and Yuko (2006) also found that employees who had low-self monitoring with unstable interpersonal relationships reported higher burnout experience. In addition, they found that this tendency was stronger among young and less experienced employees who lived alone.

2.3 Studies Conducted on Locus of Control

Spector (2008) and Hellrigel et al (2010) defined locus of control as "**to the extent to which individuals believe that they can control events which affect them.** People must feel in control in order to avoid psychological problems like tension and being anxious. People who feel that they are in charge of the situation are psychologically healthier. These healthy individuals feel more confident about being in charge which increases their levels of optimism and leads to risks being underestimated in many satiations. Outcomes that are negatives are blamed on external factors in the environment so as to save their sense of control (Seligman, 1991). This notion is also similar for physical illnesses. People who envisage that they can take charge of their illness and can decrease their stress levels have higher degrees of psychological adaptation versus people who think in opposite ways (Shapiro et al, 1996). The health control of cancer patients is related to their quality of life, self-esteem and good moods (Cunningham, Lockwood, & Cunningham, 1990). Kulshrestha and Sen (2006) agree that internal locus of control people are happier than their counterparts since are able to change situations they feel are not satisfying.

Grob (2000) argued that levels of stress depend on one's perception of ability to cope. Internal locus of control persons are accepting of situations and in fact get excited when they feel in charge (Owusu-Ansah, 2008). A more recent study conducted by Roddenberry and Renk in 2010 also confirmed similar findings in that persons with external locus of control could suffer form more physical and psychological illness.

Hsu (2011) discovered that high internal locus of control persons accept their disappointments and successes since they accept responsibility for these outcomes.

2.4 Studies Conducted on Leadership Styles

Leadership has an impact on employee wellbeing and both leadership and culture are important aspects of organizational health (Watts, Robertson, Winter, & Leeson, 2013; Skakon, Nielsen, Borg, & Guzman, 2010). Most research indicates that leaders have a perceived influence their followers (Bohn & Grafton, 2002; Rost, 1991). James MacGregor Burns (1978) conducted a research on leadership behaviors of persons in politics and described how they motivated followers. This lead to the identification of two styles of leadership namely, transactional and transformational. Later, Burns' model was adjusted by Bass (1985). In recent years, Bass's theory is considered as the most appropriate to analyze leadership (Eisenbach, Watson, & Pallai, 1999; Parry, 2002). Bass's model identifies and describes three leadership styles, transactional, transformational, and laissez-faire. Recently, a transformational leader has been defined as **"one who is attentive to the needs and motives of followers and tries to help followers reach their full potential"** (Northouse, 2013, p. 186).

Fielder (1964) who was a trait theorist determined that researchers cannot talk about a leader styles in isolation. The situation must be analyzed and consider as a contingency factor since a particular style may not work well in every situation. In other words the leader could either possess a task-oriented style, one in which the leader emphasizes on the goals, creates deadlines, is authoritative and may even use punitive measures to achieve the goals. The other is the relationship oriented style where the leader assists the followers with the goals, is friendlier and uses a democratic style. Fielder (1964) agreed that the style must be aligned with the situation and that his style cannot be adjusted rather the situation must be changed to suit the style. In the leader match manual Fielder also suggested how a person styles can be identifies and the situations which most suit them. By identifying which styles works best for a certain culture organizations can select and train leaders to utilize the appropriate style for improving organizational performance.

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As employing a visionary and creative style that inspires employees, transformational leadership is linked to employee burnout and stress. Nielsen and Munir (2009) found a significant relationship between transformational leadership and employees' well-being while Harjinder (2008) found the negative relationship between transformational leadership and employees' stress and burnout from his research in service sectors. Moreover, Zopiatis and Constanti (2010) found positive relationship between transformational leadership and employees' accomplishment as well as the negative relationship between this leadership style and emotional exhaustion and depersonalization.

2.5 Research Framework

Thus, the conceptual framework that explains the relationship among burnout, self-monitoring, locus of control and leaderships styles can be illustrated in Figure 1 as follows:

Figure 2.1 Research Framework
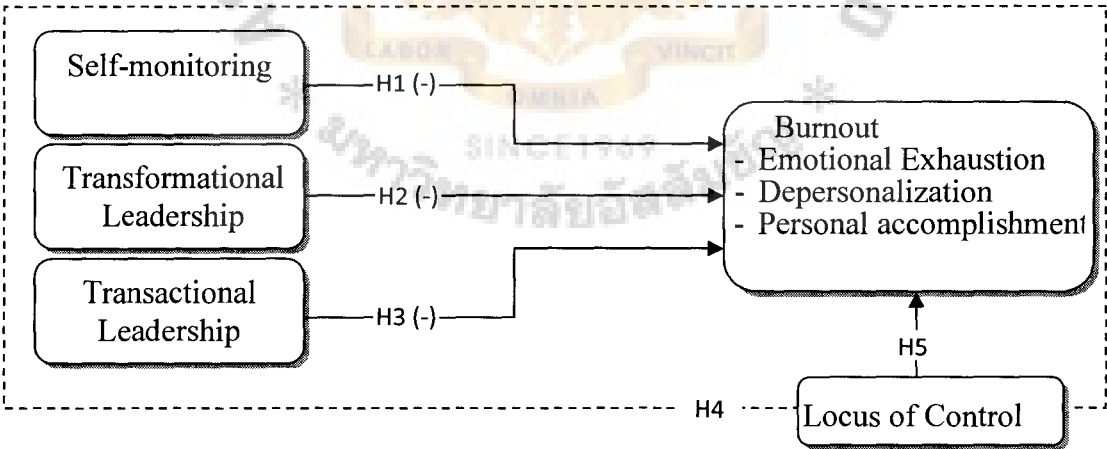
Table 2.1: List of Hypotheses

Hypotheses	
H1	Self-monitoring is negatively related to burnout
H2	Transformational leadership is negatively related to burnout
H3	Transactional leadership is negatively related to burnout.
H4	Locus of control moderates the relationship between self-monitoring, transformational leadership, transactional leadership and burnout
H5	Employees who have internal and external locus of control have different level of burnout
H6	Employees with management and operational (administrative) positions have different levels of self-monitoring and locus of control
H7	Self-monitoring, transformational and transactional leadership styles have different influences on burnout for employees in management and operational (administrative) positions

Remark: SEM stands for Structural Equation Modeling

2.6 Summary

The review of related literature indicates that a plethora of studies have been conducted on burnout with personality variables like self-monitoring and locus of control and indicate that individual well being is surely related to how one copes with their stress and burnout levels. Persons who are high in self-monitoring can adapt and adjust to the environment better since they can make changes in behavior according to demands of the situations. Locus of control also benefit the person to take charge of the situation and studies above show that physical and psychological well-being can be attributes to how people accept their achievements and failures. Do people constantly perceive external factors as causing painful outcomes in their lives?

Furthermore the leadership styles coupled with other personality characteristics that a person displays in organizations may affect stress and burnout levels. Research above indicates that the transformational style of leadership in the present age seems to be exhibited most often by managers and often helps to alleviate stress and burnout levels.

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Very few studies have been conducted in Thai culture on the impact of personality and leadership styles on burnout levels. The researchers can help employees to change their perception and take charge of their own outcomes using training programs in order to keep burnout at bay. Besides this the research can provide a magnitude of knowledge to managers in organizations and provided insight on how to deal with current employees so that turnover rates could be lower.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter explains research methodology applied in this study. Questionnaire survey is mainly used. There are five sections in this chapter. First is on the research design followed by measurement and questionnaire development. Pretesting of the questionnaire and its results are reported in this section. Third section describes population, sampling technique and samples. Next section is on the data collection and, finally, data analysis plan is explained. The details are as follows:

3.1 Research Design

A descriptive research is designed. The main purpose is to investigate the relationship between self-monitoring, leadership styles and burnout as well as the difference of the level of each construct and the relationship of all constructs between people with different locus of control and people with different working positions. Related literature is reviewed while a conceptual framework is proposed. Burnout with three dimensions; emotional exhaustion, depersonalization and personal accomplishment is appointed as the dependent variable of the model. Self-monitoring and two leadership styles, transformational and transactional leadership are proposed as independent variables while locus of control and management positions are included in the model as the moderators. A survey was conducted. Specific questionnaire namely, "Leadership and Burnout Survey" questionnaire was developed and used as major research tools to collect data.

3.2 Measurement and Questionnaire Development

3.2.1 Questionnaire Design

A questionnaire is developed based on theoretical foundations and previous research results. Multi-item measurement was designed to measure each major construct, i.e.

burnout, self-monitoring, leadership styles and locus of control. The questionnaire is structured in four parts as follows:

PART 1:   Burnout with three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment

PART 2:   Transformational and transactional Leadership styles

PART 3:   Self-monitoring and locus of control

PART 4:   Demographic characteristics

3.2.2 Measurement

A review of the literature on all related factors indicated many versions of measurement scales for each variable. Thus, the most suitable measurement scales for this research were adopted and modified. Some details were revised to match with the current Thai organizational context. To measure burnout level, the Maslach, Jackson, & Leiter (1996) burnout inventory (MBI) scale was utilized. The MBI consists of 22 statements that measure three dimensions of burnout: 1) emotional exhaustion, 2) depersonalization, and 3) personal accomplishment. Emotional exhaustion refers to the depletion of psychic energy which makes a person feels emotionally drained when interacting with others. Depersonalization refers to the situation in which a person feels detached from work and people become objects, not humans, to be dealt with. Personal accomplishment explains the feeling of being either competent or incompetent burnout people may doubt about their abilities in achieving their goals and aspirations.

Six rating scales varying from 1 (Never Occur) to 6 (Occur every day) were assigned to measure three dimensions of the burnout construct. Seven items were used to measure emotional exhaustion. The summate scale was computed. The score of 30 or more refer to high level of emotional exhaustion; 18 to 29 refer to the moderate level and less than 18 mean low level of the emotional exhaustion. Seven items were used to measure depersonalization. Summate score was also computed. The score of 12 or more refer to high level of depersonalization; 6 to 11 refer to the moderate level and less than 6 mean low level of the depersonalization. The last eight items measure

personal accomplishment. Summate score of more than 40 indicate high personal accomplishment i.e. low level of burnout, 34 to 39 refer to moderate level and less than 33 mean low personal accomplishment i.e. high feeling of burnout. The measurement items are shown in Table 3.1. However, the measurement items were mixed in the questionnaire as suggested in the original version of the scales to prevent the respondent from the predicting of the meaning of what is measuring. The order of the measurement items in the questionnaire can be seen in Appendix A.

Table 3.1: Measurement Items for Burnout

No	Measurement Items
Emotional Exhaustion	
1	I feel emotionally drained from my work.
2	I feel used up at the end of the day.
3	Working with people all day is really a strain on me.
4	I feel burned out from my work.
5	I feel frustrated in my job.
6	I feel I am working hard on my job.
7	I feel like I am at the end of my rope.
Depersonalization	
1	I feel fatigued when I get up in the morning and have to face another day on the job.
2	I feel I treat some employees as if they were impersonal objects.
3	I have become very callous (feel no emotion towards people)
4	I worry that the job is hardening on me emotionally.
5	I don't really care what happens to some of my employees.
6	Working with people directly puts too much stress on me.
7	I feel employees blame me for some of their problems.
Personal Accomplishment	
1	I can easily understand how my employees feel about things.
2	I deal very effectively with the problems of my employees.
3	I feel I am positively influencing other peoples work through my work.
4	I feel energetic.
5	I can easily create a relaxed atmosphere with my employees.
6	I feel exhilarated (stimulated / refreshed) after working with my employees.
7	I have accomplished many worthwhile things in this job.
8	I deal with emotional problems very calmly.

Source: Maslach's burnout inventory (MBI) scale; Maslach, Jackson, & Leiter, 1996.

To measure the transformational and transactional leadership, the well-known multifactor leadership questionnaire (MLQ) namely "Leadership dimension instrument" by Den Hartog, Muijen, and Koopmam (1997) and Bass and Avolio (1995; 2004) were used to measure the perceived leadership style. The details of the measurement items are shown in Table 3.2.

Table 3.2: Measurement Items for Transformational and Transactional Leadership styles

No	Measurement Items
Transformational Leadership	
1	Engages in words and deeds that enhance his/her image of competence.
2	Serves as a role model for me.
3	Instills pride in being associated with him/her.
4	Can be trusted to help me overcome any obstacle.
5	Makes me aware of strongly held values, ideals, and aspirations which are share in common.
6	Mobilizes a collective sense of mission.
7	Articulates a vision of future opportunities.
8	Talks optimistically about the future.
Transactional Leadership	
1	Focuses attention on irregularities, mistakes, expectations, and deviations from what is expected of me.
2	Monitors performance for errors needing correction.
3	Points out what I will receive if I do what is required.
4	Keeps careful track of mistakes.
5	Tells me what to do to be rewarded for my efforts.
6	Is alert for failure to meet standards.
7	Works out agreements with me on what I will receive if I do what needs to be done.
8	Talks about special rewards for good work.

Source: Multifactor Leadership Questionnaire (MLQ)
Bass & Avolio, 2004

Some items are modified to fit well with the Thai business context. The "Leadership dimension instrument" allows the respondents, as followers, to describe leadership style of his/her supervisor in their point of view. The scale contains 16 items that identifies and measures transformational and transactional leadership behaviors. According to the instrument, transformational leadership is measured by the factors of 1) Idealized influence (attributes) which is related to leaders' socialized charisma and mission, 2) Inspirational motivation 3) Intellectual stimulation, and 4) Individual consideration in that the leaders pay attention to the individual needs of the followers i.e. employees for achievement and growth. Transactional leadership is measured by two factors which are Contingent rewards and Management by exception. Seven Likert scales varying from 1 (Strongly disagree) to 7 (Strongy agree) were used. The scores of each leadership style were summed. High score indicates high level of that leadership style.

The self-monitoring scale used in this study is modified from the original version of Mark Snyder developed in 1974 and modified in 1987. Self-monitoring scale covers three major tendencies: 1) The willingness to be the center of attention, 2) Sensitivity to the reactions of others, and 3) Ability and willingness to adjust behavior to induce positive reactions in others. The willingness to be the center of attention is closely related to some social skills such as the extraverted behavior and emotional expressiveness.

The scale consists of 18 dichotomy items i.e. true-or-false questions which can be scored in accordance with the scoring key which indicate that persons who are high self-monitors will obtain a high score but persons with low scores are low self-monitors. The respondents were asked to give "T" if the statement is true or mostly true for them and give "F" if the statement is false or not usually true. The scoring keys were presented in the Table. Answers that are consistent with the key would be given 1 point. The 18-items measuring the self-monitoring level can be seen in Table 3.3.

Table 3.3: Measurement Items for Self-Monitoring

No	Measurement Items	Scoring to
1	I find it hard to imitate the behavior of other people.	F
2	At parties and social gatherings, I do not attempt to do or say things that others will like.	F
3	I can argue only for ideas that I already believe.	F
4	I can make impromptu speeches even on topics about which I have almost no information.	T
5	I guess I put on a show to impress or entertain others	T
6	I would probably make a good actor.	T
7	In a group of people, I am rarely the center of attention	F
8	In different situations and with different people, I often act like very different persons.	T
9	I am not particularly good at making other people like me.	F
10	I'm not always the person I appear to be.	T
11	I would not change my opinions (or the way I do things) in order to please someone or win his or her favor.	F
12	I have considered being an entertainer.	T
13	I have never been good at games such as charades and improvisational acting.	F
14	I have trouble changing my behavior to suit different people and different situations.	F
15	At a party I let others keep the jokes and stories going.	F
16	I feel a bit awkward in company and do not come across quite as well as I should.	R
17	I can look anyone in the eye and tell a lie with a straight face (if for the right end).	T
18	I may deceive people by being friendly when I really dislike them.	T

Source: Self-monitoring scale; Snyder, 1987

The level of the locus of control is measured. Locus of control refers to the extent to which individuals believe that they can control events that affect them. Julian Rotter's

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scale developed in 1989 which consists of 29, A/B choice items. The items can be scored in accordance with the scoring key. Those with a high *internal locus of control* believe that events result primarily from their own behavior and actions will obtain low score but those with a high *external locus of control who* believe that powerful others, fate, or chance primarily determine events will obtain a high score.

Table 3.4: Measurement Items for Locus of Control

No	Measurement Items	Scoring to
1	a. Children get into trouble because their parents punish them too much. b. The trouble with most children nowadays is that their parents are too easy with them.	-
2	a. Many of the unhappy things in people's lives are partly due to bad luck. b. People's misfortunes result from the mistakes they make.	a
3	a. One of the major reasons why we have wars is because people don't take enough interest in politics. b. There will always be wars, no matter how hard people try to prevent them.	b
4	a. In the long run people get the respect they deserve in this world. b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.	b
5	a. The idea that teachers are unfair to students is nonsense. b. Most students don't realize the extent to which their grades are influenced by accidental happenings.	b
6	a. Without the right breaks, one cannot be an effective leader. b. Capable people who fail to become leaders have not taken advantage of their opportunities.	a
7	a. No matter how hard you try, some people just don't like you. b. People who can't get others to like them don't understand how to get along with others.	a
8	a. Heredity plays the major role in determining one's personality. b. It is one's experiences in life which determine what they're like.	-
9	a. I have often found that what is going to happen will happen. b. Trusting fate has never turned out as well for me as making a decision to take a definite course of action.	a
10	a. In the case of the well prepared student there is rarely, if ever, such a thing as an unfair test. b. Many times, exam questions tend to be so unrelated to course work that studying in really useless.	b
11	a. Becoming a success is a matter of hard work; luck has little or nothing to do with it. b. Getting a good job depends mainly on being in the right place at the right time.	b

Table 3.4: Measurement Items for Locus of Control (Continued)

No	Measurement Items	Scoring to
12	a. The average citizen can have an influence in government decisions. b. This world is run by the few people in power, and there is not much the little guy can do about it.	b
13	a. When I make plans, I am almost certain that I can make them work. b. It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune anyhow.	b
14	a. There are certain people who are just no good. b. There is some good in everybody.	-
15	a. In my case getting what I want has little or nothing to do with luck. b. Many times we might just as well decide what to do by flipping a coin.	b
16	a. Who gets to be the boss often depends on who was lucky enough to be in the right place first. b. Getting people to do the right thing depends upon ability - luck has little or nothing to do with it.	a
17	a. As far as world affairs are concerned, most of us are the victims of forces we can neither understand, nor control. b. By taking an active part in political and social affairs the people can control world events.	a
18	a. Most people don't realize the extent to which their lives are controlled by accidental happenings. b. There really is no such thing as "luck."	a
19	a. One should always be willing to admit mistakes. b. It is usually best to cover up one's mistakes.	-
20	a. It is hard to know whether or not a person really likes you. b. How many friends you have depends upon how nice a person you are.	a
21	a. In the long run the bad things that happen to us are balanced by the good ones. b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.	a
22	a. With enough effort we can wipe out political corruption. b. It is difficult for people to have much control over the things politicians do in office.	b
23	a. Sometimes I can't understand how teachers arrive at the grades they give. b. There is a direct connection between how hard I study and the grades I get.	a
24	a. A good leader expects people to decide for themselves what they should do. b. A good leader makes it clear to everybody what their jobs are.	-
25	a. Many times I feel that I have little influence over the things that happen to me. b. It is impossible for me to believe that chance or luck plays an important role in my life.	a
26	a. People are lonely because they don't try to be friendly. b. There's not much use in trying too hard to please people, if they like you, they like you.	b

Table 3.4: Measurement Items for Locus of Control (Continued)

No	Measurement Items	Scoring to
27	a. There is too much emphasis on athletics in high school. b. Team sports are an excellent way to build character.	-
28	a. What happens to me is my own doing. b. Sometimes I feel that I don't have enough control over the direction my life is taking.	b
29	a. Most of the time I can't understand why politicians behave the way they do. b. In the long run the people are responsible for bad government on a national as well as on a local level.	a

Source: Self-monitoring scale; Snyder, 1987

As the target population is mostly Thai employees, the Thai version of the questionnaire is required. All question items will be translated into Thai and the four experts, two university lecturers teaching Management, Organizational Behavior, Psychology, or related fields as well as two working people who hold and work in the managerial position will be invited to verify the content validity of the questionnaire in the first draft and revised draft after pre-test.

3.2.3 Pre-testing the Questionnaires

The questionnaires were pre-tested with 50 employees who are currently working in an organization to verify the reliability and validity of the measurement items. Cronbach's alpha and item-to-total analysis were performed to assess the reliability of the measurement. Then, the Cronbach's alpha analysis is performed again when the survey data is obtained together with the confirmatory factor analysis to verify the construct validity of the scales. Fifty pre-testing data (Thai version) were gathered from employees of a firm who volunteered to join the research. Satisfactory pre-test results were shown since the Cronbach's alpha coefficients of all constructs exceeded the cutoff point of 0.7 as recommended by Nunnaly (1978). The modification of measurement items and the re-pretesting of the questionnaires are no need. The pre-test results can be seen in Table 3.5.

Table 3.5: Reliability of the Measurement Items

Constructs	Cronbach's Alpha	No of Items
Burnout	*0.801*	*22*
Emotional Exhaustion	0.799	7
Depersonalization	0.854	7
Personal Accomplishment	0.715	8
Leadership	*0.939*	*16*
Transformational Leadership	0.883	8
Transactional Leadership	0.880	8

3.3 Population and Sampling

3.3.1 Population

Individuals who are working as full time employees in organizations were targeted as the population of the survey. To avoid the influence of the socialization process of the new employee who may have to adjust and adapt themselves to the work place, one-year work experience was required. Two work positions, operation/ administrative positions and management level were selected. The management level included the entry-level supervisors, mid-level and upper level managers as well as business owners who perform a leadership task.

3.3.2 Samples

Four hundred sample sizes were targeted as suggested by Zikmund et al (2013). The formula $n=Z^2pq/E^2$ was adopted. At 95 percent level of confidence ($Z_{95\%}=1.96$) with 5 percent error acceptance and the worse case that proportion of success equals proportion of failure (p=q=.05), the sample size of 385 is yielded. Thus, the round-up of 400 sample size was used in this study. Convenience sampling was applied since the population was infinite by nature.

3.4 Data Collection

Data were collected via in-person drop-off technique at the public areas. Customers who were shopping at eight shopping malls i.e. the Siam Paragon, the Emporium, The Mall Department Store- Bangkapi Branch, The Mall Department Store- Ngamwongwan Branch, Central World, Central Department store- Chidlom Branch, Central Department store- Bangna Branch, and Mega Bangna were approached. Fifty data sets were targeted for each place. A total of 400 data sets were targeted. The respondents were approached by a screening question whether they are working in an organization for more than one year or not. The questionnaires were handed to the respondents who met the required criteria. The data collection was done on the volunteer basis. A copy of the self-administered questionnaire was distributed to the respondent where the immediate response was required. The surveyors allowed the time for the respondents to complete the questionnaire and then collect the questionnaire at the point of the drop-off. Small souvenir was given to each respondent after returning the questionnaire to the surveyor.

3.5 Data Analysis Plan

First, level of burnout and all of its influencing factors is analyzed descriptively. Reliability of the survey data are checked again with the Cronbach's Alpha and item-to-total analysis to ensure the quality of the data. Confirmatory factor analysis is planned to utilize to examine convergent and discriminant validity of the survey data. Then, the structural equation modeling is to be performed to examine the fits of the proposed research model and identify the structural relationships among constructs with the utilization of the SPSS and AMOS program. Hence, all hypotheses can be tested. Structural equation modeling analysis is selected based on its specific property on the simultaneous detection of all structural relationships of all constructs in the model. The multiple group analysis is planned to be performed to compare the relationships among constructs between groups of people i.e. internal VS external locus of control and operation VS management positions. In addition, the t-tests for independent sample groups are to be utilized to test the difference of the level of the

main constructs between external and internal locus of control people and between people with operation and management positions. The details of hypotheses testing are as follows:

Table 3.6: List of Hypotheses and Data Analysis Plan

Hypotheses		Statistics
H1	Self-monitoring is negatively related to burnout	SEM
H2	Transformational leadership is negatively related to burnout	SEM
H3	Transactional leadership is negatively related to burnout.	SEM
H4	Locus of control moderates the relationship between self-monitoring, transformational leadership, transactional leadership and burnout	SEM: Multiple group analysis
H5	Employees who have internal and external locus of control have different level of burnout	t-test
H6	Employees with management and operational (administrative) positions have different levels of self-monitoring and locus of control	t-test
H7	Self-monitoring, transformational and transactional leadership styles have different influences on burnout for employees in management and operational (administrative) positions	SEM: Multiple group analysis

Remark: SEM stands for Structural Equation Modeling

3.6 Summary

A questionnaire survey was designed. The questionnaire namely "Leadership and Burnout Survey" was developed and used as the main data collection tool. Working people in both management and operation/administration levels were targeted. Convenience sampling was designed and in-person drop off technique was used to collect data. Four hundred data sets were targeted. Structural equation modeling was used as the major data analysis tool in this study.

CHAPTER 4

DATA ANALYSES AND RESEARCH FINDINGS

This chapter reports the data analysis and results. The findings are categorized into four sections. First, sample profiles are reported. Then the descriptive information and reliability of the survey data are described. Confirmatory factor analysis is performed in the third section. Structural equation modeling is analyzed in the following section. Then, the multiple group analyses to compare the factors affecting burnout of the internal and external locus of control people and between employees in operation and management level are reported. The details are as follows:

4.1 Sample Profiles and Company Background

Four hundred questionnaires were obtained. However, five were found to be incomplete and were discarded. Only 395 data sets were available for the further analysis. The details can be seen in Table 4.1.

Table 4.1: Sample Profiles

Sample Characteristics		No. of the respondents	Percent
Gender	Male	173	43.9
	Female	221	56.1
Age	Less than 30 years old	146	37.2
	30-45 years old	126	32.1
	46-60 years old	113	28.8
	More than 60 years old	8	2.0
Education	Below Bachelor's	63	16.0
	Bachelor's	259	65.9
	Above Bachelor's	71	18.1

Numbers of male and female respondents were a little bit different, 56.1 % were females while the rest 43.9 % were males. Most are less than 30 years old (37.2%),

followed by 30-45 years old (32.1%) and 46-60 years old (28.8%). Only 2 % were more than 60 years old. Most of them held bachelor's degree (65.9%) followed by above bachelor's and lower than bachelor's with 18.1% and 16.0%, respectively.

Next, respondents' position, work tenure, and some background characteristics of the respondents' company were analyzed. The details are shown in Table 4.2.

Table 4.2: Respondents' Company Background and Work Position

Company Characteristics		No. of the respondents	Percent
Type of Organization	Government Sector	20	5.1
	State Enterprises	5	3.8
	Education	43	10.9
	Bank/Finance	6	2.0
	Public Company	40	10.1
	Private Company	187	47.3
	Family Business	74	18.7
	MNEs	6	1.5
	Others	2	0.5
No. of Employee	Less than 50	119	30.1
	50-100	71	18.0
	101-500	87	22.0
	More than 500	118	29.9
Work Tenure	Less than 5 years	170	43.3
	5-10 years	91	23.2
	11-20 years	70	17.8
	More than 20 years	62	15.8
Working Position	Officers/ Operators	183	46.7
	Immediate Supervisor	44	11.2
	Manager	52	13.3
	Top Management / CEO	15	3.8
	Business Owner	78	19.9
	Others	20	5.1

Most respondents worked in the private company (47.3%) followed by working for their family business (18.7%), education, (10.9%) public company (10.1%), and so on. Almost equal numbers work for the company that have less than 50 employees and more than 500 employees (30.1 % and 29.9%) were presented, followed by 101-500 (22%)and 50-100 employees (18%), respectively. Most of them worked in their organization less than 5 years (43.3%), followed by 5-10 years (23.2%), 11-20 years (17.8%), and more than 20 years (15.8%), respectively. More numbers of respondents were working in management position i.e. business owner (19.9%), manager (13.3%), immediate supervisors (11.2%), CEO (3.8%), and others (5.1%), while 46.7 % were working in the administrative/ operating level.

4.2 Descriptive Information of the Constructs

To ensure the quality of the survey data, the reliability of the data in each construct were tested. Cronbach's alpha coefficient and item-to-total analysis were performed. Satisfactory results were obtained since all coefficients exceeded the cutoff point of 0.7 suggested by Nunnally (1978). The details can be seen in Table 4.3.

Table 4.3: Reliability of the Survey Data

Construct	Cronbach's Alpha	No. of Items
Burnout	*0.884*	*22*
Emotional Exhaustion	0.822	7
Depersonalization	0.874	7
Personal Accomplishment	0.727	8
Leadership	*0.906*	*16*
Transformational Leadership	0.836	8
Transactional Leadership	0.812	8

Summate scores and standard deviations of all constructs were, then, computed. The details together with the minimum and maximum scores are reported in Table 4.4.

Table 4.4: Means and Standard Deviations of Major Constructs

	Mean of Sum Score	Standard Deviation	Minimum	Maximum
Transactional Leadership	31.643	6.388	10.00	49.00
Transformational Leadership	36.210	7.688	13.00	56.00
Emotional exhaustion	25.722	6.191	8.00	41.00
Depersonalization	22.585	7.395	7.00	40.00
Personal Accomplishment	32.041	5.238	17.00	45.00
Self-Monitoring	8.828	2.843	0	18.00
Locus of Control	10.732	3.257	2	22.00

Notes: Each item is measured based on 6-point Rating scale for BURNOUT and 7-point Rating scale for leadership

Sum score of each construct is presented; Standard Deviation is shown in parentheses

Mean of the summate score of the transactional leadership was 31.64 which was about the midpoint score (midpoint score = 32) that of transactional leadership was 36.21 which was higher than the midpoint of 32. Moderate level of emotional exhaustion and depersonalization were illustrated since the mean scores were 25.722 and 22.585 while the midpoint for these constructs was 24.5. However, the level of personal accomplishment was in moderate level since the mean score was 32.041 while the midpoint was 28. Level of self-monitoring was also moderate since its mean score was 8.8 while the midpoint was 8. The average score of the locus of control was also moderate since the mean score was 10.732 while the midpoint was 11. Moderate level of all constructs was moderate except personal accomplishment which was higher than the mid-point of the score.

4.3 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was performed to verify the construct validity of the survey data and to ensure that the measurement model was qualified enough for the analysis with the structural equation modeling. The confirmatory factor analysis of the measurement model is shown graphically in Figure 4.1.

Figure 4.1: CFA of the Measurement Model
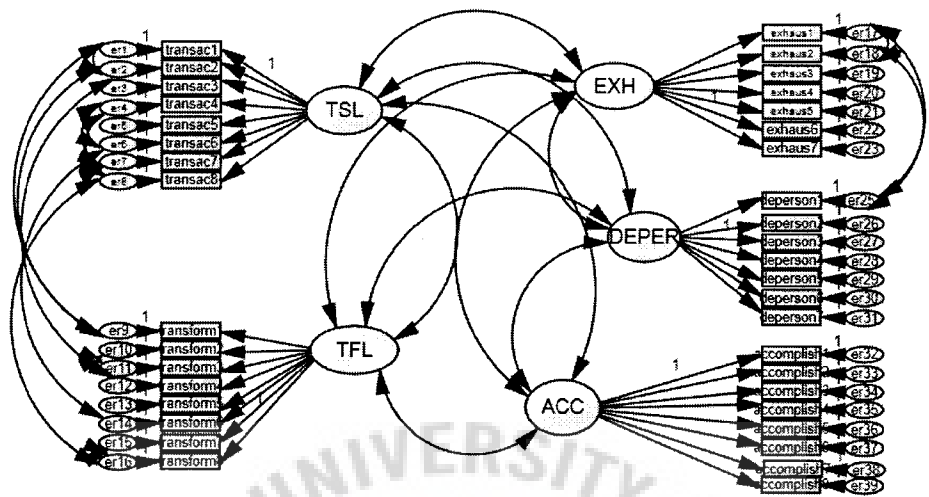
Remarks: x2=1684.432, df=639; x2/DF=2.636; GFI=0.922; IFI=0.950; TLI=0.934;
CFI=0.949; RMSEA=0.044; TSL = Transactional Leadership;
TFL = Transformational Leadership; EXH = Emotional exhaustiveness;
DEPER = Depersonalization; ACC = Personal Accomplishment

Good fits of the CFA model was illustrated the x2/df was 2.636 which was less than the maximum of 3.00 where all fit indices exceeded the minimum requirement of 0.90 i.e. 0.922 for goodness of fit index, 0.950 for incremental fit index, 0.934 for Tucker Lewis index, and 0.934 for comparative fit index. The root mean square error of approximation is 0.44 which is less than the maximum of 0.05. The good fit of the measurement model indicated that the further analysis could be performed. The details of the fit indices of the CFA are shown in Table 4.5.

Table 4.5: Recommended and Actual Fit Indices of the CFA Model

Fit Indices		Recommended Level	Model Fits
$\chi^2/$ df		<3.00	1684.432
GFI	(Goodness of fit index)	>.90	0.922
IFI	(Incremental Fit Index)	>.90	0.950
TLI	(Tucker Lewis index*)	>.90	0.934
CFI	(Comparative Fit Index)	>.90	0.949
RMSEA		<.05 (<.08)	0.044

Remarks: * Tucker Lewis index is a Non-normed Fit Index; RMSEA= Root Mean Square
Error of Approximation

4.4 Structural Equation Modeling and Hypotheses Testing

Structural equation model was developed. Self-monitoring, transformational and transactional leadership were assigned as independent variables while three dimensions of burnout i.e. emotional exhaustion, depersonalization, and personal accomplishment were appointed as dependent variables. The structural equation model is presented graphically in Figure 4.2.

Figure 4.2: Structural Equation Model
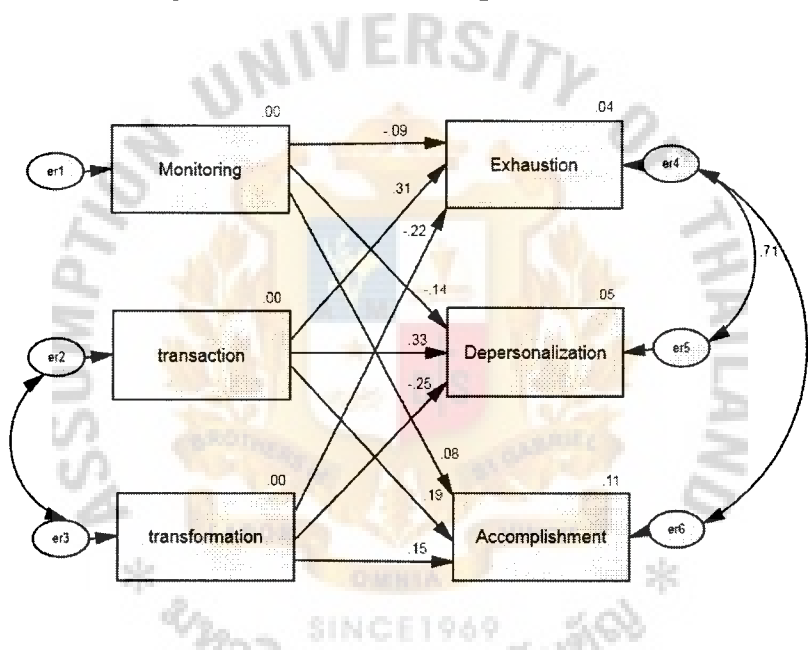
Remarks: x2=25.552; DF=3; P<0.001; x2/DF=2.851 GFI=0.981; IFI=0.976; CFI=0.976; RMSEA=0.032

Good fits of the model were illustrated. Table 4.6 shows the fit indices of the model. The x2/df was 2.851 which was less than the maximum allowed of 3.00. The goodness of fit index (GFI) was 0.981, incremental fit index (IFI) was 0.976, and the comparative fit Index (CFI) was 0.976. All exceeded the requirement of 0.90. The RMSEA was 0.32 which was less than the cutoff point 0.05. Thus, the structural relationships among constructs were valid. The hypotheses could be tested from these SEM analysis results.

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Table 4.6: Recommended and Actual Fit Indices of the SEM Model

Fit Indices	Recommended Level	Model Fits
$\chi 2/$ df	<3.00	2.851
GFI (Goodness of fit index)	>.90	0.981
IFI (Incremental Fit Index)	>.90	0.976
CFI (Comparative Fit Index)	>.90	0.976
RMSEA	<.05 (<.08)	0.032

Remarks: * RMSEA= Root Mean Square Error of Approximation

The first three hypotheses proposing the relationship between self monitoring, transformational leadership and transactional leadership and burnout can be tested. Three sub hypotheses were derived i.e.

H1   Self-monitoring is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment (c).

H2   Transformational leadership is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment(c).

H3   Transactional leadership is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment (c).

The coefficient of each structural relation is shown in Figure 4.3 and Table 4.7.

Figure 4.3: Path Analysis of the Proposed Model
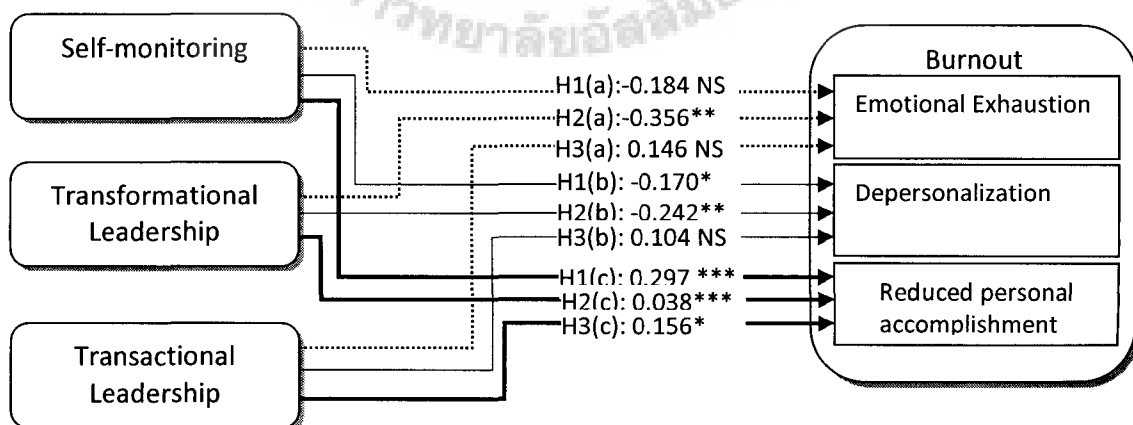
Remarks: x2=25.552; DF=3; P<0.001; x2/DF=2.851 GFI=0.981; IFI=0.976; CFI=0.976;
RMSEA=0.032; * p<0.05; ** p<0.01; *** p<0.001; NS = Not Significant.
The numbers shown in the figure are the unstandardized   coefficients

Table 4.7: Structural Relationship Estimated

Hypotheses and Paths in the Model	Estimated Relationship Coefficients	t-value	p-value
H1a Self-monitoring → Emotional Exhaustion	-0.184 (-0.087)	-1.757	0.079
H1b Self-monitoring → Depersonalization	**-0.356 (-0.137)**	**-2.795**	**0.005**
H1c Self-monitoring → Accomplishment	0.146 (0.079)	1.666	0.096
H2a Transformation → Emotional Exhaustion	**-0.17 (-0.215)**	**-2.475**	**0.013**
H2b Transformation → Depersonalization	**-0.242 (-0.252)**	**-2.92**	**0.003**
H2c Transformation → Accomplishment	0.104 (0.152)	1.819	0.069
H3a Transactional → Emotional Exhaustion	**0.297 (0.313)**	**3.598**	*******
H3b Transactional → Depersonalization	**0.380 (0.329)**	**3.802**	*******
H3c Transactional → Accomplishment	**0.156 (0.190)**	**2.272**	**0.023**

Notes: For the Estimated Relationship Coefficient, figures shown in each cell indicate the unstandardized coefficients where that shown in the brackets are standardized coefficients; *** t-values are significant at $p < 0.001$. Squared Multiple Correlations of Emotional Exhaustion $= 0.041$; Depersonalization $= 0.054$; and Accomplishment $= 0.113$

Significant negative relationship between self-monitoring and depersonalization ($\beta = -0.356$; $p < 0.01$) is illustrated but that of emotional exhaustion ($\beta = -0.184$; $p > 0.05$) and personal accomplishment ($\beta = 0.146$; $p > 0.05$) were not found. Hypothesis 1b was supported by the data while hypothesis 1a and 1c were not. Significant negative relationships between transformational leadership and emotional exhaustion ($\beta - 0.17 =$; $p < 0.05$) and depersonalization ($\beta = -0.242$; $p < 0.01$) were found. Hypothesis 2a and Hypothesis 2b were supported by the data. Significant relationship between transformational leadership and personal accomplishment ($\beta 0.104 =$; $p > 0.05$) was not found. Therefore, Hypothesis 2c was not supported by the data. Significant positive relationship between transactional leadership and all three dimensions of burnout were found ($\beta = 0.297$; $p < 0.001$ for emotional exhaustion and ($\beta = 0.038$; $p < 0.001$ for depersonalization; $\beta = 0.156$; $p < 0.001$ for personal accomplishment). However, as the relationships between transactional leadership and emotional exhaustion and depersonalization were proposed to be negative, the positive relationship found in the model appear to be opposite in direction. As such, it could be concluded that Hypothesis 3a and 3b were not supported by the data while Hypothesis 3c was supported.

4.5 Multiple Group Analysis

To compare the relationship between self-monitoring, leadership style and burnout between different types of employees i.e. internal VS external locus of control and management VS administrative/operating level, two multiple group analysis were performed. Good fits of all sub-models were illustrated as seen in Table 4.8. Structural relationships among each pair of the constructs could be compared.

Table 4.8: Comparisons of the Fit Indices of the Two Models

Fit Indices	Recommended Level	Hypothesized Model Fits			
		Internal LOC	External LOC	Operational Level	Management Level
$\chi 2/$ df	<3.00	3.914	5.845	3.873	2.295
GFI	>.90	0.983	0.968	0.980	0.989
IFI	>.90	0.982	0.964	0.980	0.991
CFI	>.90	0.982	0.962	0.980	0.991
RMSEA	<.05 (<.08)	0.055	0.069	0.056	0.049

Remarks: GFI= Goodness of Fit Index; IFI = Incremental Fit Index; CFI = Comparative Fit Index; RMSEA= Root Mean Square Error of Approximation; LOC =Locus of Control
For Locus of Control; $\Delta x2 = 29.283$; df = 6; p<0.001
For Type of work; $\Delta x2 =18.507$; df =6; p=0.005

Significant difference of the SEM models between internal and external locus of control employees was found. To test Hypothesis 4: Locus of control moderates the relationship between self-monitoring, transformational leadership, transactional leadership and burnout. The structural relations of a pair of the key constructs were compared, one by one. However, only one structural relation was found to be significantly different. The strength of relationship between transformational leadership and depersonalization of the internal locus of control employees was found to be significantly higher than that of external locus of control employees (β internal LOC=-0.360; β external LOC=-.012; CR difference = 2.084; p<0.05). The relationships of these two constructs of both groups were in the negative direction as proposed. The details are shown in Table 4.9. Thus, locus of control moderates the relationship between transformational leadership and depersonalization. Hypothesis 4 is partially supported by the data.

Table 4.9: Comparisons of the Structural Relationships between Constructs across Internal and External Locus of Control Employees

Path			Unstandardized Coefficients		Critical Ratio for the Difference (z-score)
			Internal LOC	External LOC	
Self-monitoring	→	Emotional Exhaustion	-0.097	-0.318	-1.048
Self-monitoring	→	Depersonalization	-0.519	-0.222	1.18
Self-monitoring	→	Accomplishment	0.269	0.013	-1.431
Transformation	→	Emotional Exhaustion	-0.191	-0.102	0.642
Transformation	→	**Depersonalization**	**-0.360**	**-0.012**	**2.084***
Transformation	→	Accomplishment	0.025	0.26	1.955
Transactional	→	Emotional Exhaustion	0.314	0.242	-0.429
Transactional	→	Depersonalization	0.506	0.141	-1.806
Transactional	→	Accomplishment	0.186	0.083	-0.708
R-Square		Emotional Exhaustion	0.040	0.051	
		Depersonalization	0.103	0.021	
		Accomplishment	0.105	0.166	

Remarks: * p<0.05; ** p<0.01; *** p<0.001

Significant difference of the structural relationships between constructs is tested by the z-score
EXP = Experienced customers; Non-EXP = Non-experienced customers

To test hypothesis 7: Self-monitoring, transformational and transactional leadership styles have different influences on burnout for employees in management and operational/ administrative positions. Structural relations of each relationship of the employees in management and administrative /operating level were compared, one by one. The multiple group analysis results were considered. The difference of the strength of the relationship between transformational leadership and depersonalization between the two groups was found. Higher strength of this relationship of the employees who worked in management level than those who work in administrative/operating level was found (β $_{management}$=-0.253; β $_{administration}$=-.0148; CR difference = 2.112; p<0.05). However, other differences were not illustrated. Thus, hypothesis 7 is partially supported by the data. The details can be seen in Table 4.10.

Table 4.10 Comparisons of the Structural Relationships between Constructs across Employees who work as the officers/operators and Management Positions

Path			Unstandardized Coefficients		Critical Ratio for the Difference (z-score)
			Operator	Management	
Self-monitoring	→	Emotional Exhaustion	-0.278	-0.084	0.917
Self-monitoring	→	Depersonalization	-0.585	-0.157	1.708
Self-monitoring	→	Accomplishment	0.099	0.254	0.895
Transformation	→	Emotional Exhaustion	-0.281	0.004	2.112*
Transformation	**→**	**Depersonalization**	**-0.148**	**-0.253**	**-0.649**
Transformation	→	Accomplishment	0.119	0.138	0.173
Transactional	→	Emotional Exhaustion	0.298	0.259	-0.243
Transactional	→	Depersonalization	0.182	0.444	1.347
Transactional	→	Accomplishment	0.072	0.187	0.85
R-Square	Emotional Exhaustion		0.071	0.061	
	Depersonalization		0.070	0.058	
	Accomplishment		0.084	0.160	

Remarks: * $p<0.05$; ** $p<0.01$; *** $p<0.001$

Significant difference of the structural relationships between constructs is tested by the z-score

EXP = Experienced customers; Non-EXP = Non-experienced customers

4.6 Comparisons of Burnout, Locus of Control and Self-monitoring among Groups of the Employees

The last two hypotheses compare the level of three dimensions of burnout, self monitoring and locus of control between different types of employees. Hypothesis 5 proposed the difference of burnout between internal and external locus of control employees. Hypothesis 6 compares the difference of self monitoring and locus of control between employees who work in management and administrative/operating level. The sum score of each construct were focused. The t-test analyses were performed to test both hypotheses. The results are shown in Table 4.11 as follows:

Table 4.11: Difference of Burnout, Locus of Control, and Self-monitoring between Different Types of Employees

Types of Customers	N	Mean	Standard Deviation	Mean Comparison
Emotional Exhaustion*				
Internal Locus of Control	221	25.167	6.509	t= 2.091
External Locus of Control	171	26.462	5.726	p=0.037
Depersonalization**				
Internal Locus of Control	221	21.661	7.807	t = 3.096
External Locus of Control	171	23.918	6.616	p=0.002
Personal Accomplishment***				
Internal Locus of Control	221	32.199	5.065	t= 0.755
External Locus of Control	171	31.795	5.484	p=0.451
Locus of Control****				
Officers/Operators	183	10.907	3.210	t= 0.874
Management	209	10.622	3.232	p=0.383
Self-Monitoring*****				
Officers/Operators	183	8.907	3.109	t = 0.390
Management	209	8.794	2.542	p=0.697

Remark: * Equal variance not assumed; F=6.092; p=0.014
         ** Equal variance not assumed; F=9.998; p=0.002
         *** Equal variance not assumed; F=.758; p=0.385
         **** Equal variance assumed; F=0.000; p=0.984
         ***** Equal variance not assumed; F=6.921; p=0.009

The results indicated the differences of emotional exhaustion and depersonalization between internal and external locus of control. The difference of personal accomplishment between internal and external locus of control as well as the differences of locus of control and self monitoring level of employees who work in management and administrative/operating levels were not found. As such, Hypothesis 5 is partially supported by the data while Hypothesis 6 was not supported by the data. Employees with external locus of control have higher emotional exhaustion and depersonalization then internal locus of control employees, significantly. Personal accomplishment was not different in external and internal locus of control employees. The level of locus of control and self-monitoring were not different between administrative/operating and management level. The results of all hypotheses testing can be concluded in Table 4.12 as follows:

Table 4.12: Hypotheses Testing Results

Hypothesis	Hypothesis Testing Results
H1 Self-monitoring is negatively related to burnout	Partial Support
H1a Self-monitoring is negatively related to emotional exhaustion	*Not supported*
H1b Self-monitoring is negatively related to depersonalization	*Supported*
H1c Self-monitoring is positively related to personal accomplishment	*Not supported*
H2 Transformational leadership is negatively related to burnout.	Partial Support
H2a Transformational leadership is negatively related to emotional exhaustion	*Supported*
H2b Transformational leadership is negatively related to depersonalization	*Supported*
H2c Transformational leadership is positively related to personal accomplishment	*Not supported*
H3 Transactional leadership is negatively related to burnout.	Partial Support
H3a Transactional leadership is negatively related to emotional exhaustion	*Not supported*
H3b Transactional l leadership is negatively related to depersonalization	*Not supported*
H3c Transactional leadership is positively related to personal accomplishment	*Supported*
H4 Locus of control moderates the relationship between self-monitoring, transformational leadership, transactional leadership and burnout	Supported
H5 Employees who have internal and external locus of control have different levels of burnout	Partial Support
H5a Employees who have internal and external locus of control have different levels of emotional exhaustion	*Supported*
H5b Employees who have internal and external locus of control have different levels of depersonalization	*Supported*
H5c Employees who have internal and external locus of control have different levels of personal accomplishment	*Not supported*
H6 Employees with management and operational positions have different levels of self-monitoring and locus of control	Not Supported
H7 Self-monitoring, transformational and transactional leadership styles have different influences on burnout for employees in management and operational/ administrative positions	Supported

4.7 Summary

The data were analyzed and the results were reported in this chapter. Sample profiles and work and company background of the respondents were analyzed descriptively. The reliability of the data was verified by the analysis of the Cronbach's alpha coefficients. Satisfactory results were illustrated. The confirmatory factor analysis was, then, performed. The construct validity of the measurement model was obtained since the good fits of the model were illustrated. The structural equation modeling was developed. Good fits were illustrated and Hypotheses 1-3 were tested. Two multiple group analyses were performed to test Hypothesis 4 and Hypothesis 7. Finally, t-tests for independent groups were performed to test Hypothesis 5 and Hypothesis 6.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

The fast paced life surrounded with high technology and multitasking has become the adage these days because of globalization. Our real lives are dominated by digital lives in which multi screening is popular. Attempts to cope with work-life balance has resulted in optimal levels of stress which untimely leads to complete exhaustion and burnout.

The present work force consists of many persons belonging to generation X and Y and soon in lead will be generation Z. Demographically there are more dual-income families, more working women, more single mothers, more aging population which increases elder care and more babies born to older mothers which increases child care. Increasingly downsizing and cost cutting has burdened employees with more work loads, eventually resulting in disillusionment.

It is imperative for managers and educators to offer stability and security to these generations in order to establish a good foundation for the future. In doing so, it is best for employees to discover their own personality traits at an early stage so as to avoid severe negative health consequences which ultimately lead to higher medical costs for companies.

This chapter provides a concise idea about the entire research project, mainly the problem statements and objective of the research, the scope and delimitations of the study, the design and methodology, the significance of the study, the major findings the study, the conclusions of the study and finally suggestions and implications for future research.

5.1   Problem Statement and Objectives of the Research

Burnout is a pathogenic construct (related to the emergence of illnesses) which has been reformulated and redefined by researchers and theorist over the period of years.

Most researchers agree that burnout occurs when a person feels unable to control any more stressors and is depleted of all energy and experiences a complete state of inadequacy. Rothmann (2008) claimed that burnout is more concerned with the fatigue part of the vigor-fatigue continuum and can cause decline in well-being.

According to Maslach and Jackson (1981) burnout includes 3 dimensions which are emotional exhaustion, which means lack of an emotional response and feeling tired and drained out. Secondly, depersonalization which amounts to treating others with indifference, like objects and thirdly lack of personal accomplishment which indicates having feelings of inadequacy and low self-efficacy. Each of these dimensions are independent of each other but are complementary in that, a person could experience more or less of each of these dimensions or low or high of all three dimensions. Albeit, the disagreement about the sequence of the dimensions of burnout it is obvious that the amount of each of the dimensions is congruent with the persons personality as well the internal and external environments that people are exposed to. It is likely that one's mans food is another man's poison and a stressor that may be detrimental of a person may be exciting for another. The fact remains that the symptoms of burnout can be physical in which the person may experience psychosomatic problems like colds, flu and aches and pains or emotional in which the person acts moody, irritable and aloof or cognitive in which the person may not be able to concentrate and is forgetful or motivational in which the person has no engagement and enthusiasm and finally behavioral in which the person displays procrastination, and is impulsive..

Usually the burnout candidate has been described as feeling trapped and believing that they have no way out of the situation. In total burnout, the individual cannot function on the job or in a relationship due to their feeling completely unable to cope with the distress. They are incapable of functioning normally and can be terminated from the job or the relationship. Burnout can range along a continuum from low to high (Hamann & Gordon, 2000). Globalization has contributed to a change in job demands causes work overload and the stress of being in a high position can overwhelm managers (Strydom & Meyer, 2002). The general theme of all these discussions is

that: (1) burnout is a problem, and (2) Something needs to be done about it. Consequently, the question *"Do certain personality traits and certain leadership styles alleviate burnout?"* needs to be clarified. This study can provide answers to the question above and aid managers and other employees in organizations facing a burnout problem

The general theme of all these discussions is that: (1) burnout is a problem, and (2) Something needs to be done about it. Consequently, the question *"Do certain personality traits and certain leadership styles alleviate burnout?"* needs to be clarified. This study can provide answers to the question above and aid managers and other employees in organizations facing a burnout problem

The Independent variables for this study are self-monitoring and leadership styles and the dependent variable is burnout. The moderating variables are locus of control and working positions. The primary purpose of the study is to investigate the relationship between self monitoring, locus of control, leadership styles and burnout among employees currently working in trading or import-export firms. Five specific objectives were developed which are as follows:

1. To identify the level of burnout, self-monitoring, locus of control of the employees.

2. To examine the influences of self-monitoring and leadership styles on burnout.

3. To examine the moderating effects of locus of control on the relationship between self-monitoring, leadership styles and burnout.

4. To investigate the difference in the levels of self-monitoring and locus of control between middle management and operational/ administrative employees.

5. To investigate the role of self-monitoring and leadership styles on burnout between middle management and operational/administrative employees.

Thus 7 hypotheses were formulated for these studies which were as follows:

H1   Self-monitoring is negatively related to burnout

H2   Transformational leadership is negatively related to burnout

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H3	Transactional leadership is negatively related to burnout.
H4	Locus of control moderates the relationship between self-monitoring, transformational leadership, transactional leadership and burnout
H5	Employees who have internal and external locus of control have different level of burnout
H6	Employees with management and operational (administrative) positions have different levels of self-monitoring and locus of control
H7	Self-monitoring, transformational and transactional leadership styles have different influences on burnout for employees in management and operational (administrative) positions

5.2 Scope and Delimitations of the Study

The researcher confined the study to employees in profit organizations only rather than extending it to non-profit organizations. The data was collected from persons in managerial and administrative positions and not from all levels of employees. The managers for the study were selected from several companies so that the sample is representative of the population.

The study included approximately 400 managers and administrators whose medium of instruction is English and Thai only but will exclude other mediums of instruction. In the present study, structured tools not semi-structured tools were used and the data was collected using quantitative not qualitative methods. It is assumed that employees with certain personality traits and leaderships styles are more susceptible to burnout but other factors like family history, kind of job pressures at work, kind of bosses, culture, economic background, engagement in organizational citizenship behaviors etc were not included but could be factors that influence susceptibility to burnout. The questionnaires were administered to employees are different locations after and during lunch breaks which may not be a congenial setting and timing for answering the questionnaire.

5.3 Significance of the Study

The onset of globalization and the formation of several economic communities like the European Union and the Asean Economic Community can impact stress and burnout levels because of the war for talent and competition. The impact of globalization can be beneficial as well as detrimental. Without doubt, globalization has affected not only education (Kulkarni, 2006; Nayyar, 2008; Vaezi & Ghorouneh, 2010) and educational leadership but also how leaders can deal with burnout (Alon & Higgins, 2005; Farber, 2000; Idris, Dollard, & Winefield, 2011). Burnout can be perceived as a social or a medical problem depending on the situation. It is evident that educators could suffer from higher levels of burnout since they interact more with others and thus burnout could be a social issue (Maslach, 2003a).

A study of burnout in relation to self-monitoring, locus of control and leadership styles can be useful at work, since a variety of strategies to reduce stress levels and alleviate burnout can be considered. Work and family life balance can be successful if tasks can be prioritized properly, secondly support can be given from supervisors, mentors help with advising, social support is given from peers, flexibility with work schedules is implemented and the person is proactive. If stress occurs because of work, the employee can probe into the origins of the stressors and take steps to seek professional help or to change their life styles. Additionally, in day to day activities, it is necessary to train persons to seek out new challenges by portraying the differences of each experience and getting them involved in different activities so as to create variety and excitement (Skovholt, 2001). This involves self- monitoring and locus of control and leaders must be sensitive to situational cues and readily adapt their own behavior appropriately. Self-monitoring and locus of control personality traits are significant for many organizational activities. Employees who are high self-monitors tend to be better conversationalists, better organizational leaders, and better in boundary-spanning positions (i.e., positions in which incumbents work with people in different departments or organizations). They are also more likely than low self-monitors to be promoted within the organization and to receive better jobs and promotions.

The present study is expected to provide feedback to larger society since, society has the right and also duty to know the impact that burnout, self-monitoring, locus of control and leadership styles could have on institutional or organizational effectiveness. This would provide not only theoretical contribution to expand the body of knowledge on burnout and its relation with some individual factors i.e. self-monitoring, locus of control and interpersonal factors i.e. leadership style but also help the practitioners to strategically design some activities to protect their employees from burnout. If self-monitoring, locus of control and leadership styles are found to have significant inverse influences or act as moderators with burnout as hypothesized, enhancing self-monitoring, transformational, and transactional leadership would help protecting the employees from burnout in the long run.

5.4 Design and Methodology

A descriptive research is designed. The main purpose was to investigate the relationship between self-monitoring, leadership styles and burnout as well as the difference of the level of each construct and the relationship of all constructs between people with different locus of control and people with different working positions. Related literature is reviewed while a conceptual framework is proposed. Burnout with three dimensions; emotional exhaustion, depersonalization and personal accomplishment is appointed as the dependent variable of the model. Self-monitoring and two leadership styles, transformational and transactional leadership are proposed as independent variables while locus of control and management positions are included in the model as the moderators. A survey was conducted. Specific questionnaire namely, "Leadership and Burnout Survey" questionnaire was developed and used as major research tools to collect data. The questionnaires are structured in four parts which are as follows:

PART 1:   Burnout with three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment

PART 2:   Transformational and transactional Leadership styles

PART 3:   Self-monitoring and locus of control

PART 4:   Demographic characteristics

To measure burnout level, the Maslach, Jackson, & Leiter, 1996 burnout inventory (MBI) scale was utilized. The MBI consists of 22 statements that measure three dimensions of burnout: 1) emotional exhaustion, 2) depersonalization, and 3) personal accomplishment. Emotional exhaustion refers to the depletion of psychic energy which makes a person feels emotionally drained when interacting with others. Depersonalization refers to the situation in which a person feels detached from work and people become objects, not humans, to be dealt with. Personal accomplishment explains the feeling of being either competent or incompetent burnout people may doubt about their abilities in achieving their goals and aspirations.

Six rating scales varying from 1 (Never Occur) to 6 (Occur every day) were assigned to measure three dimensions of the burnout construct. Seven items were used to measure emotional exhaustion. The summate scale was computed. The score of 30 or more refer to high level of emotional exhaustion; 18 to 29 refer to the moderate level and less than 18 mean low level of the emotional exhaustion. Seven items were used to measure depersonalization. Summate score was also computed. The score of 12 or more refer to high level of depersonalization; 6 to 11 refer to the moderate level and less than 6 mean low level of the depersonalization. The last eight items measure personal accomplishment. Summate score of more than 40 indicate high personal accomplishment i.e. low level of burnout, 34 to 39 refer to moderate level and less than 33 mean low personal accomplishment i.e. high feeling of burnout. The measurement items are shown in Table 3.1. However, the measurement items were mixed in the questionnaire as suggested in the original version of the scales to prevent the respondent from the predicting of the meaning of what is measuring. The Cronbach Alpha to test reliability was 0.801. The order of the measurement items in the questionnaire can be seen in **Appendix A.**

To measure the transformational and transactional leadership, the well-known multifactor leadership questionnaire (MLQ) namely "Leadership dimension instrument" by Den Hartog, Muijen, and Koopmam (1997) and Bass and Avolio

(1995; 2004) were used to measure the perceived leadership styles. Some items were modified to fit well with the Thai business context. The "Leadership dimension instrument" allows the respondents, as followers, to describe leadership style of his/her supervisor in their point of view. The scale contains 16 items that identifies and measures transformational and transactional leadership behaviors. According to the instrument, transformational leadership is measured by the factors of 1) Idealized influence (attributes) which is related to leaders' socialized charisma and mission, 2) Inspirational motivation 3) Intellectual stimulation, and 4) Individual consideration in that the leaders pay attention to the individual needs of the followers i.e. employees for achievement and growth. Transactional leadership is measured by two factors which are Contingent rewards and Management by exception. Seven Likert scales varying from 1 (Strongly disagree) to 7 (Strongy agree) were used. The scores of each leadership style were summed. High score indicates high level of that leadership style. The Cronbach Alpha to test reliability was 0.939. The order of the measurement items in the questionnaire can be seen in **Appendix A.**

The self-monitoring scale used in this study was modified from the original version of Mark Snyder developed in 1974 and modified in 1987. Self-monitoring scale covers three major tendencies: 1) The willingness to be the center of attention, 2) Sensitivity to the reactions of others, and 3) Ability and willingness to adjust behavior to induce positive reactions in others. The willingness to be the center of attention is closely related to some social skills such as the extraverted behavior and emotional expressiveness. The scale consists of 18 dichotomy items i.e. true-or-false questions which can be scored in accordance with the scoring key which indicate that persons who are high self-monitors will obtain a high score but persons with low scores are low self-monitors. The respondents were asked to give "T" if the statement is true or mostly true for them and give "F" if the statement is false or not usually true. The scoring keys were presented in the Table. Answers that are consistent with the key would be given 1 point. The order of the measurement items in the questionnaire can be seen in **Appendix A.**

To measure locus of control, Julian Rotter's scale developed in 1989 which consists of 29, A/B choice items was used The items can be scored in accordance with the scoring key. Those with a high *internal locus of control* believe that events result primarily from their own behavior and actions will obtain low score but those with a high *external locus of control who* believe that powerful others, fate, or chance primarily determine events will obtain a high score. The order of the measurement items in the questionnaire can be seen in **Appendix A.**

As the target population is mostly Thai employees, the Thai version of the questionnaire is required. All question items will be translated into Thai and the four experts, two university lecturers teaching Management, Organizational Behavior, Psychology, or related fields as well as two working people who hold and work in the managerial position will be invited to verify the content validity of the questionnaire in the first draft and revised draft after pre-test.

The questionnaires were pre-tested with 50 employees who are currently working in an organization to verify the reliability and validity of the measurement items. Cronbach's alpha and item-to-total analysis were performed to assess the reliability of the measurement. Then, the Cronbach's alpha analysis is performed again when the survey data is obtained together with the confirmatory factor analysis to verify the construct validity of the scales. Fifty pre-testing data (Thai version) were gathered from employees of a firm who volunteered to join the research. Satisfactory pre-test results were shown since the Cronbach's alpha coefficients of all constructs exceeded the cutoff point of 0.7 as recommended by Nunnaly (1978).

Individuals who were working as full time employees in organizations were targeted as the population of the survey. To avoid the influence of the socialization process of the new employee who may have to adjust and adapt themselves to the work place, one-year work experience was required. Two work positions, operation/ administrative positions and management level were selected. The management level included the entry-level supervisors, mid-level and upper level managers as well as business owners who perform a leadership task. Four hundred sample sizes were

targeted as suggested by Zikmund et al (2013). The formula $n=Z^2pq/E^2$ was adopted. At 95 percent level of confidence ($Z_{95\%}=1.96$) with 5 percent error acceptance and the worse case that proportion of success equals proportion of failure ($p=q=.05$), the sample size of 385 is yielded. Thus, the round-up of 400 sample size was used in this study. Convenience sampling was applied since the population was infinite by nature.

Data were collected via in-person drop-off technique at the public areas. Customers who were shopping at eight shopping malls i.e. the Siam Paragon, the Emporium, The Mall Department Store- Bangkapi Branch, The Mall Department Store- Ngamwongwan Branch, Central World, Central Department store- Chidlom Branch, Central Department store- Bangna Branch, and Mega Bangna were approached. Fifty data sets were targeted for each place. A total of 400 data sets were targeted. The respondents were approached by a screening question whether they are working in an organization for more than one year or not. The questionnaires were handed to the respondents who met the required criteria. The data collection was done on the volunteer basis. A copy of the self-administered questionnaire was distributed to the respondent where the immediate response was required. The surveyors allowed the time for the respondents to complete the questionnaire and then collect the questionnaire at the point of the drop-off. Small souvenirs were given to each respondent after returning the questionnaire to the surveyor.

For the data analysis plan the level of burnout and all of its influencing factors is analyzed descriptively. Reliability of the survey data are checked again with the Cronbach's Alpha and item-to-total analysis to ensure the quality of the data. Confirmatory factor analysis is planned to utilize to examine convergent and discriminant validity of the survey data.

Then, the structural equation modeling is to be performed to examine the fits of the proposed research model and identify the structural relationships among constructs with the utilization of the SPSS and AMOS program. Hence, all hypotheses can be tested. Structural equation modeling analysis is selected based on its specific property on the simultaneous detection of all structural relationships of all constructs in the

model. The multiple group analysis is planned to be performed to compare the relationships among constructs between groups of people i.e. internal VS external locus of control and operation VS management positions. In addition, the t-tests for independent sample groups are to be utilized to test the difference of the level of the main constructs between external and internal locus of control people and between people with operation and management positions.

5.5 Major Findings of the Study

Hypothesis 1, self-monitoring is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment (c), was partially supported by the data, since a significant negative relationship between self-monitoring and depersonalization ($\beta= -0.356$; $p<0.01$) is illustrated but that of emotional exhaustion ($\beta=-0.184$; $p>0.05$) and personal accomplishment ($\beta=0.146$; $p>0.05$) were not found. Hypothesis 1b was supported by the data while hypothesis 1a and 1c were not. This indicates that the higher the self-monitoring the lower the depersonalization.

Hypothesis 2, transformational leadership is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment(c) was partially supported by the data, since significant negative relationships between transformational leadership and emotional exhaustion ($\beta-0.17=$; $p<0.05$) and depersonalization ($\beta=-0.242$; $p<0.01$) were found. Hypothesis 2a and Hypothesis 2b were supported by the data. Significant relationship between transformational leadership and personal accomplishment ($\beta0.104=$; $p>0.05$) was not found. Therefore, Hypothesis 2c was not supported by the data. This indicates that when a leader is transformational lower levels of emotional exhaustion and depersonalization are experienced.

Hypothesis 3, transactional leadership is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment (c) was partially supported by the data, since significant positive relationships between

transactional leadership and all three dimensions of burnout were found (β=0.297; p<0.001 for emotional exhaustion and (β=0.038; p<0.001 for depersonalization; β=0.156; p<0.001 for personal accomplishment). However, as the relationships between transactional leadership and emotional exhaustion and depersonalization were proposed to be negative, the positive relationship found in the model were appear to be opposite in direction. As such, it could be concluded that Hypothesis 3a and 3b were not supported by the data while Hypothesis 3c was supported. This indicates that when a leader is transactional the higher will be his personal accomplishment.

Hypothesis 4, locus of control moderates the relationship between self-monitoring, transformational leadership, transactional leadership and burnout was partially supported by the data, since the structural relations of a pair of the key constructs were compared, one by one. However, only one structural relation was found to be significantly different. The strength of relationship between transformational leadership and depersonalization of the internal locus of control employees was found to be significantly higher than that of external locus of control employees (β internal LOC=-0.360; β external LOC=-.012; CR difference = 2.084; p<0.05). The relationships of these two constructs of both groups were in the negative direction as proposed. Thus, locus of control moderates the relationship between transformational leadership and depersonalization. This indicates that transformational leaders who have internal locus of control will experience lower depersonalization.

Hypothesis 5, there is a difference of burnout between internal and external locus of control employees is partially supported by the data, since the results indicated the differences of emotional exhaustion (t=2.091) and depersonalization (t=3.096) dimensions of burnout, between internal and external locus of control, with internal locus of control employees having a lower mean of 25.16 compared to external locus of control employees with a mean of 26.46, for emotional exhaustion. Internal locus of control employees also possess a lower mean of 21.66 compared to external locus of control employees with a mean of 23.91 for depersonalization. Personal

accomplishment was not different in external and internal locus of control employees. This indicates that employees with internal of control surely experience less burnout overall.

Hypothesis 6, employees with management and operational (administrative) positions have different levels of self-monitoring and locus of control was not supported by the data. The difference of personal accomplishment between internal and external locus of control as well as the differences of locus of control and self monitoring level of employees who work in management and administrative/operating levels were not found.

Hypothesis 7, self-monitoring, transformational and transactional leadership styles have different influences on burnout for employees in management and operational (administrative) positions was partially supported by the data. Structural relations of each relationship of the employees in management and administrative /operating level were compared, one by one. The multiple group analysis results were considered. The difference of the strength of the relationship between transformational leadership and depersonalization between the two groups was found. Higher strength of this relationship of the employees who worked in management level than those who work in administrative/operating level was found (β $_{management}$=-0.253; β $_{administration}$=-.0148; CR difference = 2.112; p<0.05). However, other differences were not illustrated. Therefore it can be said that employees who displayed transformational leadership styles in management position had higher levels of depersonalization dimension of burnout.

5.6 Conclusions of the Study

Hypothesis 1, self-monitoring is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment (c), was partially supported by the data, since a significant negative relationship between self-monitoring and depersonalization (β= -0.356; p<0.01) is illustrated but that of emotional exhaustion (β=-0.184; p>0.05) and personal accomplishment (β=0.146;

p>0.05) were not found. Hypothesis 1b was supported by the data while hypothesis 1a and 1c were not. This indicates that employees with higher the self-monitoring experienced lower levels of depersonalization.

High self-monitors behaviors can be better predicted by the environment while low self-monitors can be predicted by traits. High self-monitors are likely to behave differently towards members of different groups with whom they interact. As such, they are expected to be able to avoid burnout than workers who do not adjust themselves (Stets & Turner, 2007; Wharton, 1993). Yukiko and Yuko (2006) also found that employees who had low-self monitoring with unstable interpersonal relationships reported higher burnout experience. Those employees who have better skills to adjust the way they treat others and do what the situation demands may "sweet talk" and treat people pleasantly to enhance their social value and adjust their behaviors rather than "lose it" easily and treat people with indifference and aloofness. Priority is given to being the preferred employees by high self-monitors (Day & Schleicher, 2006). In professional networks, high self-monitors can develop a better social exchange (Mehra et al, 2001), display more organizational citizenship behaviors (Blakery, Andrews, & Fuller, 2003) and focus on making an appearance leading to impression management (Turnley & Bolino, 2001), compared to low self-monitors.

Flynn. Reagans, Amanatullah and Ames (2006) supported this view and discovered that high self-monitors were perceived as more generous than low self-monitors and as a result were given higher status levels, were better at exchange relations and better at judging others' interpersonal exchange even though, displaying generosity may not always be with the intention of helping, the investment is made with a some expectation of return, which could be some elevated position from their peers and colleagues with who they work. Segrin and Taylor (2007) agreed that possessing social skills can help high self-monitors with better satisfaction in life, self-efficacy of different situations, happiness, hope and better quality of life. In view of the above situation it is obvious that high self-monitors will experience lower levels of depersonalization.

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Hypothesis 2, transformational leadership is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment(c) was partially supported by the data, since significant negative relationships between transformational leadership and emotional exhaustion ($\beta-0.17$=; p<0.05) and depersonalization (β=-0.242; p<0.01) were found. Hypothesis 2a and Hypothesis 2b were supported by the data. Significant relationship between transformational leadership and personal accomplishment ($\beta 0.104$=; p>0.05) was not found. Therefore, Hypothesis 2c was not supported by the data. This indicates that when a leader is transformational lower levels of emotional exhaustion and depersonalization are experienced.

Transformational leaders provide **idealized influence (attributed and behavior)** (Bass, 1990). These kinds of leaders "walk the talk" and need to posses not only good interpersonal skills and charisma to inspire people to achieve the mission using high moral and ethical standards but also take charge of their emotions in order to deal with ambiguity, uncertainty and complexity. Transformational leaders are **intellectually stimulating** (Bass, 1990) since they motivate followers to go much further than their own interests in order to attain new performance levels. Transformational leaders have a proactive style of managing encourages followers to share ideas collectively and trust them (Lo, Ramayah, Wei & Songan, 2010; Lyons & Schneider, 2009). Transformational leaders are **inspirational** (Bass, 1990) and have the ability to motivate followers by requesting them to participate in activities that can stimulate new ideas and different ways of thinking, it was found that transformation leaders are less prone to experience emotional exhaustion and depersonalization (Bass & Avolio, 1994; Huang & Liao, 2011). Transformational leaders have **individual consideration** (Bass, 1990).Paying attention to each follower individually and expressing the goals of the organization is a priority, making it arduous for the leader to be detached or manifest callous or indifferent behaviors with followers who need to be constantly mentored.

Previous studies support the findings above and Harjinder (2008) found the negative relationship between transformational leadership and employees' stress and burnout

in service sectors. Moreover, Zopiatis and Constanti (2010) found positive relationship between transformational leadership and employees' accomplishment as well as the negative relationship between this leadership style and emotional exhaustion and depersonalization. Anastasios and Panayiotis, 2010, found that hospitality managers in Cyprus who were transformational leaders had lower levels of emotional exhaustion and depersonalization. A recent study on doctorate students by Stokes (2013) in Liberty University, Lynchburg found that students who had attributes of being transformational had lower levels of burnout. It is the characteristics of transformational leaders that make them less susceptible to burnout.

Hypothesis 3, transactional leadership is negatively related to emotional exhaustion (a) and depersonalization (b) and positively related to personal accomplishment (c) was partially supported by the data, since significant positive relationships between transactional leadership and all three dimensions of burnout were found ($\beta=0.297$; $p<0.001$ for emotional exhaustion and ($\beta=0.038$; $p<0.001$ for depersonalization; $\beta=0.156$; $p<0.001$ for personal accomplishment). However, as the relationships between transactional leadership and emotional exhaustion and depersonalization were proposed to be negative, the positive relationship found in the model appear to be opposite in direction. As such, it could be concluded that Hypothesis 3a and 3b were not supported by the data while Hypothesis 3c was supported. This indicates that when a leader is transactional, the higher will be his personal accomplishment.

Transactional leaders are more concerned with "give and take"/ exchange relationships and seem more focused on accomplishment of the goals and contingent rewards, assuming that if followers achieve the goals, they are rewarded for good performance in a timely way (Bass, 1985). Secondly, transactional leaders are concerned with the present and increase efficacy by following existing organizational rules and paying attention to the existing structure (Tucker, Georgia, Russell, College, & Emory, 2004) that appeals to the self-interest of the employees rather than the group. Thirdly, for the transactional leader extrinsic rewards are more appealing and emphasis on manipulating employees to achieve the tasks is more important than motivating them (Tucker et al, 2004).

Scrutinizing the characteristics of transactional leaders, it is obvious that these leaders are very resourceful when the task demands time and resource restraints. These leaders will pay careful attention to on lower level needs and how employees are performing the task (Hargis et al, 2001). Transactional leaders are beneficial for getting specific task completed by managing each portion individually. Wang (2011) agreed that although transformational leaders predicted better contextual performance, where workers go beyond the call of duty, transactional leaders predicted better individual task performance, where workers stayed within the boundaries of the job role because of the contingent rewards, a dimension linked to positive organization rewards. Schimmoeller and D'souza (2010) agreed that Thai managers utilize contingent rewards and employees like to receive good rewards in an organization. Besides, contingent rewards had the highest correlation (0.80) correlation with extra effort, much more than any aspects of transformational leadership Transactional leaders could experience a sense of worthiness and fulfillment at work.

Hypothesis 4, locus of control moderates the relationship between self-monitoring, transformational leadership, transactional leadership and burnout, was partially supported by the data, since the structural relations of a pair of the key constructs were compared, one by one. However, only one structural relation was found to be significantly different. The strength of relationship between transformational leadership and depersonalization of the internal locus of control employees was found to be significantly higher than that of external locus of control employees (β internal LOC$=-0.360$; β external LOC$=-.012$; CR difference $= 2.084$; $p<0.05$). The relationships of these two constructs of both groups were in the negative direction as proposed. Thus, locus of control moderates the relationship between transformational leadership and depersonalization. This indicates that transformational leaders who have internal locus of control will experience lower depersonalization.

Internal locus of control persons, often referred to as **Internals,** believe that their own actions can determine what happens to them and they can control the situation. On the other hand, external locus of control persons, often referred to as **Externals ,** perceive

very little connections between their own actions and what happens to them and are more likely to blame factors like fate and luck for their outcomes (Snyder, 1974).

Transformational leaders urge people to achieve more than is expected of them and tries to bond them by shared values and the mission of the organization in manner that is ethical (Fu, Tsui, Liu, & Li, 2010; Ismail, Mohamad, Mohamed, Rafiuddin, & Zhen, 2010; Li, Chen, Ying, & Barnes, 2010). Transformational leaders possess charisma and are a personal example for followers since they are fair and ethical, communicating with employees in order to empower them, motivating employees by creating significance of the goals, providing intellectual stimulation in which employees can speak and make decisions without fear and individualized consideration where employees can grow and develop themselves as leaders (Bass, 2003). Research indicates that managers who are internals are more supportive and involved (Byrne, 2011). The incidence of internals having traits similar to that of transformational leaders is plausible since transformational leader are ethical role models and use personal example ,believing that their actions can create outcomes.

Mohapatra and Gupta (2010) stated that characteristics like participatory involvement, communication, support and collaboration are shared with internal locus of control persons. Hence, it is practical to claim that locus of control can moderate the relationship between transformational leadership and depersonalization. A study conducted by Myers (2014) on employee locus of control and engagement in nonprofit organizations, validated the previous studies that internal locus of control employees have characteristics that overlap with transformational leaders and that these leaders are more engaged. Therefore locus of control could act as a buffer for depersonalization in transformational leaders.

Hypothesis 5, there is a difference of burnout between internal and external locus of control employees is partially supported by the data, since the results indicated the differences of emotional exhaustion (t=2.091) and depersonalization (t=3.096) dimensions of burnout, between internal and external locus of control, with internal locus of control employees having a lower mean of 25.16 compared to external locus

of control employees with a mean of 26.46, for emotional exhaustion. Internal locus of control employees also possess a lower mean of 21.66 compared to external locus of control employees with a mean of 23.91 for depersonalization. Personal accomplishment was not different in external and internal locus of control employees. This indicates that employees with internal of control are more inclined to experience less burnout overall, especially for the dimensions of emotional exhaustion and depersonalization

Persons with high internal locus of control believe that their behaviors can result in the reward because of their own actions but external locus of control persons do not see the connection and believe that what happens in their lives is beyond their control (Rotter, 1966). Internals believe that they are in charge of their fate (Boone, van Olffen & van Witteloostuijn, 2005) in contrast to externals who believe that supervisors, mangers, the organization and the universe are in control of their actions (Tillman et al, 2010).

Emotional exhausted persons experience fatigue and possess low levels of energy in contrast to persons who experience depersonalization and treat others in an uncaring and indifferent way (Maslach & Jackson, 1981). Leiter and Maslach (1988) found that stressful situations can possibly lead to both emotional exhaustion and less to depersonalization, but may not impact personal accomplishment. The results of this study also confirm that personal accomplishment/ feeling worthless was not different for both internal and external locus of control persons.

Persons with internal locus of control may find that a situation can act as a stimulus since they believe that they can have control over the situation (Owusu-Ansah, 2008). These persons may not lack energy levels and also go out of the way to treat employees well (Taylor, 2010). Qiang, Bowling and Eschleman (2010) also discovered that internal locus of control person have a tendency to be proactive and find feasible solutions to problems in contrast with external locus of control persons who tend to avoid conflict. Ali, Pormosa, & Ali (2015) recently indicated that internal locus of control persons have more confidence in their ability to communicate which leads to

higher levels of individual capabilities. A study on auditors in Taiwan (Hsieh & Wang, 2013) showed that although being in the same situation, auditors with internal locus of control, were capable of taking actions to cope with job stress and eventfully suffered from less perceived job burnout. The studies indicate that the characteristics of internals make them more hardy and capable of dealing with stressors since they attempt to change the factor which causes the stress in the workplace eventually impacting burnout (Rydell & Henricsson, 2004).

Hypothesis 6, employees with management and operational (administrative) positions have different levels of self-monitoring and locus of control was not supported by the data. The difference of personal accomplishment between internal and external locus of control as well as the differences of locus of control and self monitoring level of employees who work in management and administrative/operating levels were not found.

This indicates there are no differences in self-monitoring, locus of control and personal accomplishment in either management or administrative positions.

Hypothesis 7, self-monitoring, transformational and transactional leadership styles have different influences on burnout for employees in management and operational (administrative) positions was partially supported by the data. Structural relations of each relationship of the employees in management and administrative /operating level were compared, one by one. The multiple group analysis results were considered. The difference of the strength of the relationship between transformational leadership and depersonalization between the two groups was found. Higher strength of this relationship of the employees who worked in management level than those who work in administrative/operating level was found (β management$=-0.253$; β administration$=-.0148$; CR difference $= 2.112$; $p<0.05$). However, other differences were not illustrated. Therefore it can be said that employees who displayed transformational leadership styles in management position had higher levels of depersonalization dimension of burnout than employees who worked administrative operating levels.

Transformational leaders portray five behaviors; firstly, **idealized influence (attributed)** which is much the leaders are trusted, admired and revered because the leader possesses charisma and is a role model for followers. Secondly, **idealized influence (behavior)** which means that the leader is driven by the mission and goals and has high moral and ethical standards. Thirdly, **inspirational motivation** is when the leader expresses the significance of the goal and provides meaning to work. Fourthly, **intellectual stimulation** in which the leader promotes the followers to increase creativity and innovation. Finally, **individual consideration** is the extent to which leaders promote growth and on the basis of the individual specific needs and developing followers into leaders themselves (Bass, 1990).

Most prior studies have stated the positive outcomes of transformational leadership style and under researched the psychological impact of being transformational. Transformational leaders in managerial positions may encounter more stress since they need to play an active rather than a passive role in aiding followers to achieve their goals by increasing the intrinsic motivation of followers with the view that the organization's success is as important as their own success (Kalar & Wright, 2007). Transformational leaders focus on long-term rather than short term goals which are related to higher order needs of self-esteem, self-actualization and best-interest of followers (Judge and Piccolo, 2004). The very fact of being in a senior position and being responsible for what the subordinate delivers may cause disillusionment for managers which can lead to stress (Strydom & Meyer, 2002). Senior managers could be more vulnerable to burnout because of their constant exposure of organizational stressors. Transformational leadership is concerned with "**People Work**" and preoccupation with task can also cause managers to be callous and them to separate themselves from employees or treat employees in an inferior manner. Thus establishing a direct relationship between transformational leaders in management positions and burnout in isolation, without regard for levels of self-efficacy and internal work environment is questionable Yaroslava Belenk (2011) in a recent study found that when self-efficacy is higher, the negative relationship between transformational leadership and burnout is higher. Beauchamp (2007) agreed that higher self-efficacy could be increased by enriched environments.

Kumar et al., (2010, p. 173) also agreed that lack of management support and aggressive administrative systems were the topmost variables that could lead to burnout. Keeping this in mind transformational leaders may also have limited thresholds which could limit their ability to deal with stressors, which eventually results in burnout.

5.7 Suggestions and Implications for Future Research

It is no panacea that globalization has resulted in a confusion between work and family life-balance. Today, most theorist focus on maintaining a work and life balance for physical and psychological well-being. An individual spends most of his life at work therefore it is necessary to consider factors externally and internally that could affect the persons sense of control. Strümpfer (1990) agreed that persons with a high sense of coherence in the work place could experience higher levels of adaptability, may be more recognized, have higher productivity and get promoted faster than persons with a low sense of coherence who may not be able to adapt to changes in the business world and suffer from disillusionment.

Salutogenic traits like self-monitoring, hardiness, self-efficacy, hardiness, locus of control and emotional stability could actually promote health rather than have a debilitating affect. On the other hand, burnout which is considered a pathogenic factor could result in fatigue and eventually exhaustion resulting in several outcomes like lack of vigor and enthusiasm, .anxiety, displeasure and eventually a break down.

The present study has examined self-monitoring, locus of control and leadership styles as salutogenic constructs that could help to alleviate burnout levels in employees. After examining the gaps in literature (chapter 2) it was evident that most research was limited one organization which so it was not feasible to make too many generalization. A sample size of 400 with persons from different contexts is more multilevel and can better predict the aspects of personality that could help to cope with burnout at both the managerial as well the administrative level.

A larger study examining more personality characteristics like emotional quotient and self-efficacy etc as well as external environmental factors like organizational politics and work over-load could be included in the study so that individual differences that result in burnout can be investigated. Plenty of precautions can be undertaken to alleviate the impact of burnout by promoting an "atmosphere of caring" about employee needs.

This study could be replicated on the basis of the major findings above and a broad avenue for future research can recommended after the formation of the Asean Economic Community (AEC). A cross-cultural as well as longitudinal study can provide relevant knowledge about the factors in different cultures that can predict burnout. Furthermore an in-depth study that provides an insight about the kinds of leadership styles that promote organizational effectiveness needs to be dissected to help with the recruiting and selection process, Expats who possess more cultural intelligence and who could be attributed to experiencing less burnout in this global and technologically driven society. The impact of tenure and cultural socialization could also be analyzed to determine adjustment.

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APPENDIX

APPENDIX A

"Leadership and Burnout Survey" Questionnaire

Leadership and Burnout Survey Questionnaire

Dear Respondents

Martin de Tours School of Management, Assumption University is conducting a research to study the relationship between Leadership and employee's burnout. We would like to request you to complete this questionnaire. The information and opinion gathering from you would be beneficial to the school. All data will be analyzed in the aggregate picture. All individual and personal data will be kept confidentially.

The questionnaire is composed of 4 major parts:

      Part 1 Work stress
      Part 2 Leadership behavior
      Part 3 Perception on the situational factors
      Part 4 Personal Data

Martin de Tours School of Management would like to thanks for your kind cooperation.

Martin de Tours School of Management,
Assumption University

Part 1 Work stress

Please read the following statements and consider how much experience, you have on each item. Your experience may vary from "Never" to "Everyday." Please make a ✓ in the box that most represents yourself.

	Statement	Level of Experience					
		Everyday	←	→		Never	
1	I feel emotionally drained from my work.	6	5	4	3	2	1
2	I feel used up at the end of the day.	6	5	4	3	2	1
3	I feel fatigued when I get up in the morning and have to face another day on the job.	6	5	4	3	2	1
4	I can easily understand how my employees feel about things.	6	5	4	3	2	1
5	I feel I treat some employees as if they were impersonal objects.	6	5	4	3	2	1
6	Working with people all day is really a strain on me.	6	5	4	3	2	1
7	I deal very effectively with the problems of my employees.	6	5	4	3	2	1
8	I feel burned out from my work.	6	5	4	3	2	1
9	I feel I am positively influencing other peoples work through my work.	6	5	4	3	2	1
10	I have become very callous (feel no emotion towards people)	6	5	4	3	2	1
11	I worry that the job is hardening on me emotionally.	6	5	4	3	2	1
12	I feel energetic.	6	5	4	3	2	1

	Statement	Level of Experience					
		Everyday		$\leftarrow$ $\rightarrow$		Never	
13	I feel frustrated in my job.	6	5	4	3	2	1
14	I feel I am working hard on my job.	6	5	4	3	2	1
15	I don't really care what happens to some of my employees.	6	5	4	3	2	1
16	Working with people directly puts too much stress on me.	6	5	4	3	2	1
17	I can easily create a relaxed atmosphere with my employees.	6	5	4	3	2	1
18	I feel exhilarated (stimulated / refreshed) after working with my employees.	6	5	4	3	2	1
19	I have accomplished many worthwhile things in this job.	6	5	4	3	2	1
20	I feel like I am at the end of my rope.	6	5	4	3	2	1
21	I deal with emotional problems very calmly.	6	5	4	3	2	1
22	I feel employees blame me for some of their problems.	6	5	4	3	2	1

Part 2 Leadership behavior

Read each of the statements below and give your opinion from "strongly agree" to "strongly disagree" that you believe best describes your supervisor. You may substitute "supervisor" with anyone else to whom you are accountable, such as a team leader, manager, CEO, business owner, and etc. Put a ✓ in the box that most represents your opinion

	My supervisor........	Level of Opinion						
		Strongly agree $\leftarrow$ $\rightarrow$ Strongly disagree						
1	Focuses attention on irregularities, mistakes, expectations, and deviations from what is expected of me.	7	6	5	4	3	2	1
2	Engages in words and deeds that enhance his/her image of competence.	7	6	5	4	3	2	1
3	Monitors performance for errors needing correction.	7	6	5	4	3	2	1
4	Serves as a role model for me.	7	6	5	4	3	2	1
5	Points out what I will receive if I do what is required.	7	6	5	4	3	2	1
6	Instills pride in being associated with him/her.	7	6	5	4	3	2	1
7	Keeps careful track of mistakes.	7	6	5	4	3	2	1
8	Can be trusted to help me overcome any obstacle.	7	6	5	4	3	2	1
9	Tells me what to do to be rewarded for my efforts.	7	6	5	4	3	2	1
10	Makes me aware of strongly held values, ideals, and aspirations which are share in common.	7	6	5	4	3	2	1
11	Is alert for failure to meet standards.	7	6	5	4	3	2	1
12	Mobilizes a collective sense of mission.	7	6	5	4	3	2	1
13	Works out agreements with me on what I will receive if I do what needs to be done.	7	6	5	4	3	2	1
14	Articulates a vision of future opportunities.	7	6	5	4	3	2	1
15	Talks about special rewards for good work.	7	6	5	4	3	2	1
16	Talks optimistically about the future.	7	6	5	4	3	2	1

Part 3 Perception on the situational factors

Read each pair of the statements below and select the one response, either "a" or "b" you believe best describes your opinion. Make a ✓ in column **"a"** if you agree more on the first statement or put a mark in column **"b"** if you agree more on the second statement

	Statement	a	b
1	a. Children get into trouble because their parents punish them too much.		
	b. The trouble with most children nowadays is that their parents are too easy with them.		
2	a. Many of the unhappy things in people's lives are partly due to bad luck.		
	b. People's misfortunes result from the mistakes they make.		
3	a. One of the major reasons why we have wars is because people don't take enough interest in politics.		
	b. There will always be wars, no matter how hard people try to prevent them.		
4	a. In the long run people get the respect they deserve in this world.		
	b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.		
5	a. The idea that teachers are unfair to students is nonsense.		
	b. Most students don't realize the extent to which their grades are influenced by accidental happenings.		
6	a. Without the right breaks, one cannot be an effective leader.		
	b. Capable people who fail to become leaders have not taken advantage of their opportunities.		
7	a. No matter how hard you try, some people just don't like you.		
	b. People who can't get others to like them don't understand how to get along with others.		
8	a. Heredity plays the major role in determining one's personality.		
	b. It is one's experiences in life which determine what they're like.		
9	a. I have often found that what is going to happen will happen.		
	b. Trusting fate has never turned out as well for me as making a decision to take a definite course of action.		
10	a. In the case of the well prepared student there is rarely, if ever, such a thing as an unfair test.		
	b. Many times, exam questions tend to be so unrelated to course work that studying in really useless.		
11	a. Becoming a success is a matter of hard work; luck has little or nothing to do with it.		
	b. Getting a good job depends mainly on being in the right place at the right time.		
12	a. The average citizen can have an influence in government decisions.		
	b. This world is run by the few people in power, and there is not much the little guy can do about it.		
13	a. When I make plans, I am almost certain that I can make them work.		
	b. It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune anyhow.		

	Statement	a	b
14	a. There are certain people who are just no good.		
	b. There is some good in everybody.		
15	a. In my case getting what I want has little or nothing to do with luck.		
	b. Many times we might just as well decide what to do by flipping a coin.		
16	a. Who gets to be the boss often depends on who was lucky enough to be in the right place first.		
	b. Getting people to do the right thing depends upon ability - luck has little or nothing to do with it.		
17	a. As far as world affairs are concerned, most of us are the victims of forces we can neither understand, nor control.		
	b. By taking an active part in political and social affairs the people can control world events		

		a	b
18	a. Most people don't realize the extent to which their lives are controlled by accidental happenings.		
	b. There really is no such thing as "luck."		
19	a. One should always be willing to admit mistakes.		
	b. It is usually best to cover up one's mistakes.		
20	a. It is hard to know whether or not a person really likes you.		
	b. How many friends you have depends upon how nice a person you are.		
21	a. In the long run the bad things that happen to us are balanced by the good ones.		
	b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.		
22	a. With enough effort we can wipe out political corruption.		
	b. It is difficult for people to have much control over the things politicians do in office.		
23	a. Sometimes I can't understand how teachers arrive at the grades they give.		
	b. There is a direct connection between how hard I study and the grades I get.		
24	a. A good leader expects people to decide for themselves what they should do.		
	b. A good leader makes it clear to everybody what their jobs are.		
25	a. Many times I feel that I have little influence over the things that happen to me.		
	b. It is impossible for me to believe that chance or luck plays an important role in my life.		
26	a. People are lonely because they don't try to be friendly.		
	b. There's not much use in trying too hard to please people, if they like you, they like you.		
27	a. There is too much emphasis on athletics in high school.		
	b. Team sports are an excellent way to build character.		
28	a. What happens to me is my own doing.		
	b. Sometimes I feel that I don't have enough control over the direction my life is taking.		
29	a. Most of the time I can't understand why politicians behave the way they do.		
	b. In the long run the people are responsible for bad government on a national as well as on a local level.		

In the following list, if a statement is true or mostly true as it applies to you, select the T. If a statement is false or not usually true as it applies to you, select the F. Mark a ✓ in either column "T" or "F" that most represents your opinion.

	Statement	T	F
1	I find it hard to imitate the behavior of other people.		
2	At parties and social gatherings, I do not attempt to do or say things that others will like.		
3	I can argue only for ideas that I already believe.		
4	I can make impromptu speeches even on topics about which I have almost no information.		
5	I guess I put on a show to impress or entertain others		
6	I would probably make a good actor.		
7	In a group of people, I am rarely the center of attention		
8	In different situations and with different people, I often act like very different persons.		
9	I am not particularly good at making other people like me.		
10	I'm not always the person I appear to be.		
11	I would not change my opinions (or the way I do things) in order to please someone or win his or her favor.		
12	I have considered being an entertainer.		
13	I have never been good at games such as charades and improvisational acting.		
14	I have trouble changing my behavior to suit different people and different situations.		
15	At a party I let others keep the jokes and stories going.		
16	I feel a bit awkward in company and do not come across quite as well as I should.		
17	I can look anyone in the eye and tell a lie with a straight face (if for the right end).		
18	I may deceive people by being friendly when I really dislike them.		

Part 4 Personal Data

1. Gender

☐ Male   ☐ Female

2. Age

☐ < 30 years old   ☐ 30-45 years old   ☐ 46-60 years old   ☐ > 60 years old

3. Education

☐ Below Bachelor's   ☐ Bachelor's   ☐ Above Bachelor's

4. Work tenure with this current organization

☐ < 5 years   ☐ 5-10 years   ☐ 11-20 years   ☐ > 20 years

5. Your position
- [ ] Officers/operators
- [ ] Immediate supervisor
- [ ] Manager
- [ ] Top manager/CEO
- [ ] Business Owner
- [ ] Others...

6. Your organization
- [ ] Government sector
- [ ] State enterprise
- [ ] Education
- [ ] Bank/Finance
- [ ] Public Company
- [ ] Private Company
- [ ] Family business
- [ ] MNEs
- [ ] Others...

7. Overall employees [including all types of employees]
- [ ] < 50
- [ ] 50-100
- [ ] 101-500
- [ ] > 500

-------- Thanks in advance for your kind cooperation --------

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แบบสอบถามพฤติกรรมผู้นำและความเครียดของผู้ปฏิบัติงาน

เรียน ท่านผู้ตอบแบบสอบถาม

    คณะบริหารธุรกิจ มหาวิทยาลัยอัสสัมชัญ กำลังทำการวิจัยเกี่ยวกับพฤติกรรมผู้นำและความเครียดของพนักงาน/ผู้ปฏิบัติงานในบริษัท/หน่วยงานต่างๆ ทางคณะฯ จึงใคร่ขอความร่วมมือจากท่านในการตอบแบบสอบถามฉบับนี้ ตามความคิดเห็นและความรู้สึกที่แท้จริงของท่าน ซึ่งข้อมูลที่ได้จะนำไปวิเคราะห์ในภาพรวมโดยไม่มีเปิดเผยข้อมูลเป็นรายบุคคล

    แบบสอบถามฉบับนี้ แบ่งออกเป็น 4 ส่วนคือ

        ส่วนที่ 1 ความเครียดของผู้ปฏิบัติงาน

        ส่วนที่ 2 พฤติกรรมผู้นำของหัวหน้างาน

        ส่วนที่ 3 มุมมองเกี่ยวกับสถานการณ์รอบตัว

        ส่วนที่ 4 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

    คณะผู้วิจัยใคร่ขอขอบพระคุณ ในความร่วมมือจากท่านมา ณ โอกาสนี้

<div align="right">คณะบริหารธุรกิจ มหาวิทยาลัยอัสสัมชัญ</div>

ส่วนที่ 1 ความเครียดของผู้ปฏิบัติงาน

กรุณาอ่านข้อความด้านล่างแต่ละข้อและพิจารณาว่าท่านมีประสบการณ์ดังกล่าวมากน้อยเพียงใด จาก "แทบทุกวัน" ถึง "แทบไม่มีเลย" และทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับท่านมากที่สุด

	ข้อความ	ระดับประสบการณ์					
		แทบทุกวัน	←	→		แทบไม่มีเลย	
1	หลังจากทำงานแต่ละวันฉันรู้สึกเหนื่อยจนหมดกะจิตกะใจจะทำอะไรต่อ	6	5	4	3	2	1
2	เมื่อทำงานเสร็จแต่ละวันฉันรู้สึกหมดเรี่ยวหมดแรง	6	5	4	3	2	1
3	ฉันรู้สึกเหนื่อยตั้งแต่ตื่นนอน เมื่อเริ่มคิดถึงงานที่ทำต้องในวันนั้น	6	5	4	3	2	1
4	ฉันเข้าใจได้ไม่ยากว่าลูกน้องของฉันรู้สึกอย่างไร	6	5	4	3	2	1
5	ฉันรู้สึกว่าฉันปฏิบัติกับลูกน้องฉันเหมือนเป็นสิ่งของที่ไม่มีชีวิตจิตใจ	6	5	4	3	2	1
6	การทำงานกับคนทั้งวันทำให้ฉันรู้สึกตึงเครียดมาก	6	5	4	3	2	1
7	ฉันสามารถจัดการทุกปัญหาของลูกน้องได้ดี	6	5	4	3	2	1
8	งานที่ทำทำให้ฉันรู้สึกเหนื่อยจนไม่อยากจะทำอย่างอื่นเลย	6	5	4	3	2	1
9	ฉันรู้สึกว่าวิธีการทำงานและผลงานของฉันช่วยให้คนอื่นทำงานได้ดีขึ้น	6	5	4	3	2	1
10	ฉันเริ่มกลายเป็นคนที่ไม่สนใจความรู้สึกของใคร	6	5	4	3	2	1
11	ฉันเริ่มกังวลว่างานจะทำให้ฉันเป็นคนแข็งกร้าว ไร้อารมณ์	6	5	4	3	2	1
12	ฉันรู้สึกมีพลัง กระชุ่มกระชวยเสมอ	6	5	4	3	2	1
13	ฉันรู้สึกวิตกกังวลกับงานของฉัน	6	5	4	3	2	1
14	ฉันรู้สึกว่าฉันทุ่มเททำงานหนัก	6	5	4	3	2	1
15	กับลูกน้องบางคน ฉันก็ไม่สนใจว่าอะไรจะเกิดขึ้นบ้าง	6	5	4	3	2	1
16	การที่ต้องทำงานพบปะติดต่อกับผู้คน สร้างความเครียดให้ฉันมากเกินไป	6	5	4	3	2	1
17	ฉันสามารถสร้างบรรยากาศที่ผ่อนคลายให้กับลูกน้องของฉันได้	6	5	4	3	2	1
18	ฉันรู้สึกมีกำลังใจอยากทำงานเพิ่มขึ้นทุกครั้งหลังจากที่ได้ทำงานกับลูกน้อง	6	5	4	3	2	1
19	ฉันได้ทำอะไรที่มีคุณค่าหลายอย่างในงานของฉัน	6	5	4	3	2	1
20	ฉันรู้สึกว่าฉันพยายามจนสุดความสามารถแล้ว จนไม่รู้ว่าควรจะทำอย่างไรต่อไปอีกที่จะทำให้งานดีขึ้น	6	5	4	3	2	1
21	เวลาเกิดอารมณ์โกรธ หงุดหงิด โมโห ฉันสามารถควบคุมตัวเองได้อย่างสุขุม	6	5	4	3	2	1
22	ฉันรู้สึกว่าลูกน้องมักจะโทษฉันทั้งๆที่สิ่งที่เกิดขึ้นเป็นปัญหาของลูกน้องเอง	6	5	4	3	2	1

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ส่วนที่ 2 พฤติกรรมผู้นำของหัวหน้างาน

กรุณาแสดงความเห็นว่าข้อความด้านล่างแต่ละข้อตรงกับหัวหน้างานของท่านมากเพียงใด โดยทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด จาก "เห็นด้วยอย่างยิ่ง" จนถึง "ไม่เห็นด้วยอย่างยิ่ง" โดยหัวหน้างานในที่นี้หมายถึง หัวหน้าโดยตรงของท่าน ซึ่งอาจเป็นหัวหน้าหน่วยงาน ซุปเปอร์ไวเซอร์ ผู้จัดการ ซีอีโอ เจ้าของกิจการ ฯลฯ ก็ได้

	หัวหน้างานของฉัน	ระดับความคิดเห็น						
		เห็นด้วยอย่างยิ่ง ← → ไม่เห็นด้วยอย่างยิ่ง						
1	มักสนใจมองหาความผิดปกติ ความผิดพลาด และสิ่งที่ไม่ได้เป็นไปตามที่คาดหวังเกี่ยวกับฉัน	7	6	5	4	3	2	1
2	ชอบมีคำพูดหรือการกระทำที่ทำให้ภาพลักษณ์ในการทำงานของเขาดีขึ้น	7	6	5	4	3	2	1
3	ค่อยสอดส่องหาข้อผิดพลาดที่จะต้องแก้ไขอยู่เสมอ	7	6	5	4	3	2	1
4	เป็นต้นแบบการทำงานสำหรับฉัน	7	6	5	4	3	2	1
5	บอกให้ทราบชัดเจนว่าฉันจะได้อะไรถ้าทำงานได้ตามที่กำหนด	7	6	5	4	3	2	1
6	ทำให้ลูกน้องรู้สึกภูมิใจที่ได้ทำงานร่วมกับเขา	7	6	5	4	3	2	1
7	ให้ความสำคัญกับการระมัดระวังไม่ให้เกิดการผิดพลาด	7	6	5	4	3	2	1
8	เชื่อใจได้ว่าอย่างไรก็จะช่วยให้ฉันผ่านอุปสรรคต่างๆไปได้	7	6	5	4	3	2	1
9	คอยบอกว่าฉันต้องทำอะไรบ้างเพื่อจะได้ได้ผลตอบแทนตามที่ทุ่มเททำงาน	7	6	5	4	3	2	1
10	ทำให้ฉันตระหนักถึง ค่านิยม แนวคิด และ ปณิธานซึ่งคนส่วนใหญ่ยึดถือ	7	6	5	4	3	2	1
11	คอยตื่นตัว ระวังไม่ให้ผลงานต่ำกว่าระดับมาตรฐาน	7	6	5	4	3	2	1
12	ระดมให้ทุกคนรู้สึกร่วมกับพันธกิจขององค์กร	7	6	5	4	3	2	1
13	ทำข้อตกลงว่าฉันจะได้รับอะไรเมื่อทำงานที่ได้รับมอบหมายสำเร็จ	7	6	5	4	3	2	1
14	สร้างและพัฒนา วิสัยทัศน์ที่เกี่ยวกับโอกาสในอนาคตที่ชัดเจน	7	6	5	4	3	2	1
15	พูดถึงผลตอบแทนพิเศษเมื่อสามารถทำงานได้ดี	7	6	5	4	3	2	1
16	พูดถึงในอนาคตในแง่บวก	7	6	5	4	3	2	1

ส่วนที่ 3 มุมมองเกี่ยวกับสถานการณ์รอบตัว

กรุณาอ่านข้อความด้านล่างแต่ละคู่ แล้วเลือกข้อความที่ท่านเห็นด้วยเพียงข้อเดียวในแต่ละคู่ ทำเครื่องหมาย ✓ ลงในช่อง "a" หากท่านเห็นด้วยกับข้อความแรกมากกว่า หรือทำเครื่องหมายลงในช่อง "b" หากท่านเห็นด้วยกับข้อความที่สองมากกว่า

	ข้อความ	a	b
1	a. เด็กๆ มีเรื่องมีราวแย่ๆ เพราะผู้ปกครองเอาแต่ลงโทษมากเกินไป b. การที่เด็กๆ มีเรื่องมีราวทะเลาะกัน เป็นเพราะพ่อแม่ตามใจเด็กมากเกินไป		
2	a. สิ่งเลวร้ายต่างๆที่เกิดขึ้นในชีวิตมนุษย์เป็นเรื่องของความโชคร้าย b. ความโชคร้ายของคน เป็นผลที่เกิดจากการกระทำของเขา		
3	a. การที่ประชาชนไม่สนใจในเรื่องการเมืองเท่าที่ควร เป็นเหตุผลหลักอันหนึ่งที่ทำให้เกิดสงคราม b. สงครามเกิดขึ้นเสมอ ไม่ว่าประชาชนจะพยายามป้องกันไม่ให้มันเกิดขึ้นเพียงใดก็ตาม		
4	a. คนที่ทำความดีแม้ไม่มีใครรู้ตอนนี้ แต่สักวันโลกจะรับรู้และสรรเสริญคุณความดีนั้นในที่สุด b. โชคร้ายที่คนมักจะลืมหรือไม่เคยรับรู้ในคุณความดีมากมายที่คนบางคนทำไว้		

	ข้อความ	a	b
5	a. ความคิดที่ว่าอาจารย์ไม่ยุติธรรมกับเด็กนักเรียนเป็นเรื่องไร้สาระ b. นักเรียนส่วนใหญ่ไม่เคยรู้ว่าเกรดที่เขาได้มา มักเป็นผลมาจากปัจจัยต่างๆที่บังเอิญเกิดขึ้นในเวลานั้น		
6	a. ถ้าไม่มีเหตุการณ์วิกฤติก็จะไม่มีผู้นำที่เก่งๆเกิดขึ้น b. คนเก่งที่ไม่ได้เป็นผู้นำ เป็นเพราะเขาไม่รู้จักใช้โอกาสที่มีให้เป็นประโยชน์		
7	a. ไม่ว่าคุณจะพยายามขนาดไหนก็ยังมีบางคนไม่ชอบคุณอยู่ดี b. คนที่ไม่สามารถทำให้คนอื่นชอบ คือคนที่ไม่เคยเข้าใจการอยู่ร่วมกับคนอื่น		
8	a. บุคลิกภาพของคนมาจากปัจจัยทางพันธุกรรม b. คนจะมีอย่างบุคลิกอย่างไร เป็นคนแบบไหนขึ้นอยู่กับประสบการณ์ในชีวิตที่เจอ		
9	a. ฉันพบว่าอะไรที่มันจะเกิดมันก็ต้องเกิดขึ้น b. การเชื่อในโชคคงไม่ทำอะไรให้ดีได้เท่ากับการคิดวิเคราะห์ หาโอกาส ด้วยเหตุและผลอย่างรอบคอบ		
10	a. ความรู้สึกว่าข้อสอบไม่ยุติธรรมเกิดขึ้นได้น้อยมากกับนักเรียนที่เตรียมตัวมาดี b. การเข้าเรียนอาจจะเปล่าประโยชน์ เพราะหลายครั้งที่คำถามในข้อสอบไม่เกี่ยวข้องกับสิ่งที่เรียนในห้องเรียนเลยดังนั้น		
11	a. ความสำเร็จมาจากการทำงานหนักโชคมีส่วนน้อยมาก b. การที่จะได้งานดีๆ ขึ้นอยู่กับการที่คนอยู่ถูกที่ถูกเวลา		
12	a. เสียงของประชาชนมีผลต่อการตัดสินใจของรัฐบาล b. โลกนี้บริหารโดยคนกลุ่มเล็กๆที่มีอำนาจ ประชาชนทั่วไปมีโอกาสที่จะเข้าไปมีส่วนร่วมน้อยมาก		
13	a. เวลาฉันวางแผนทำอะไรฉันมักแน่ใจว่าฉันสามารถทำตามแผนนั้นได้ b. การวางแผนล่วงหน้านานๆ อาจไม่ใช่สิ่งฉลาดที่ควรทำ เพราะปัจจัยเกี่ยวข้องต่างมักเปลี่ยนแปลงไปไม่ทางดีก็ทางร้ายอยู่เสมอ		
14	a. คนบางคนหาข้อดีไม่ได้เลย b. คนทุกคนมีคุณงามความดีอยู่ในตัวเอง		
15	a. สำหรับฉัน โชคไม่เคยช่วยให้ฉันได้สิ่งที่อยากได้เลย b. หลายๆครั้ง เราก็ควรตัดสินใจว่าจะทำอะไรโดยใช้วิธีโยนเหรียญเสี่ยงทายว่าจะออกหัวหรือก้อย		
16	a. การขึ้นเป็นหัวหน้า ขึ้นอยู่กับว่าใครโชคดีพอที่ได้อยู่ถูกที่ถูกเวลา b. การที่คนทำสิ่งต่างๆได้ถูกต้อง ขึ้นอยู่กับว่าเขามีความสามารถแค่ไหน ไม่เกี่ยวกับการมีโชคหรือไม่มีโชค		
17	a. ไม่ว่าโลกจะไปไกลแค่ไหน ประชาชนก็ยังคงเป็นเหยื่อของอำนาจที่ไม่เคยเข้าใจและไม่สามารถควบคุมได้ b. ถ้าประชาชนเข้าไปมีส่วนร่วมในเรื่องสังคมและการเมือง เหตุการณ์ต่างๆ ในโลกก็จะสามารถควบคุมได้ด้วยพลังประชาชน		
18	a. คนส่วนใหญ่มักไม่รู้ว่าที่จริงแล้วชีวิตถูกกำหนดด้วยสิ่งต่างๆที่เกิดขึ้นโดยบังเอิญ b. คำว่า "โชค" ไม่มีจริง		
19	a. คนเราควรจะต้องยอมรับในสิ่งที่เขาทำผิดพลาดไป b. การออกมาปกป้องเวลาใครทำอะไรผิดพลาด นับเป็นสิ่งที่ดี		

	ข้อความ	a	b
20	a. การจะรู้ว่าคนรอบข้างคุณชอบคุณจริงแค่ไหนเป็นเรื่องยาก		
	b. การจะมีเพื่อนมากน้อยแค่ไหนขึ้นอยู่กับว่าคุณเป็นคนน่าคบเพียงใด		
21	a. ถึงจะเจอสิ่งร้ายๆมากมาย แต่ในระยะยาวสิ่งร้ายๆที่เกิดขึ้นก็จะสมดุลกับสิ่งดีๆในชีวิต		
	b. เหตุการณ์ร้ายๆในชีวิตมักเกิดจากการขาดความสามารถ ขาดความใส่ใจ ความขี้เกียจ หรือทั้งสามอัน		
22	a. พวกนักการเมืองคอรัปชั่นจะถูกกำจัดบางได้ ถ้าทำกันอย่างจริงจัง		
	b. การควบคุมสิ่งที่นักการเมืองทำเป็นสิ่งที่เป็นไปได้ยาก		
23	a. บางครั้งฉันก็ไม่เข้าใจว่าอาจารย์ให้เกรดแบบนี้ได้อย่างไร		
	b. เกรดที่ฉันได้สัมพันธ์โดยตรงการทุ่มเทเรียนหนักในแต่ละวิชา		
24	a. ผู้นำที่ดีคาดหวังว่าประชาชนจะบอกให้เขาทำอะไร		
	b. ผู้นำที่ดีจะบอกประชาชนว่าควรจะทำอะไร		
25	a. หลายๆครั้งที่ฉันรู้สึกว่าสิ่งที่เกิดขึ้นกับฉัน ฉันแทบไม่มีส่วนทำให้มันเกิดขึ้น		
	b. ฉันไม่เชื่อว่าโชคหรือความบังเอิญมีความหมายกับชีวิตของฉัน		
26	a. คนที่รู้สึกเดียวดาย เป็นเพราะเขาไม่พยายามเป็นมิตรกับใคร		
	b. คนชอบฉันเพราะอยากจะชอบ ไม่เกี่ยวว่าฉันจะพยายามเอาอกเอาใจ ทำให้เขาชอบแค่ไหน		
27	a. โรงเรียนมัธยมให้ความสำคัญกับเรื่องกีฬามากเกินไป		
	b. การเล่นกีฬาเป็นทีมเป็นวิธีการที่ยอดเยี่ยมในการสร้างบุคลิกภาพของคน		
28	a. สิ่งที่เกิดกับฉันเป็นผลของการกระทำของฉัน		
	b. บางครั้งฉันก็รู้สึกว่าฉันไม่สามารถที่จะควบคุมให้ชีวิตเดินไปตามทิศทางที่ฉันต้องการได้		
29	a. ส่วนใหญ่ฉันไม่เคยเข้าใจว่าทำไมพวกนักการเมืองถึงได้มีพฤติกรรมแบบนี้		
	b. ในระยะยาวประชาชนจะต้องเป็นคนรับผิดชอบกับสิ่งแย่ๆ ที่นักการเมืองทำทั้งในระดับชาติและระดับท้องถิ่น		

กรุณาอ่านข้อความด้านล่างแต่ละข้อ แล้วพิจารณาว่าข้อความนั้นตรงกับตัวท่านเพียงใด ทำเครื่องหมาย ✓ ลงในช่อง "T" หากท่านคิดว่าข้อความนั้นตรงกับตัวท่าน หรือตรงกับตัวท่านเป็นส่วนใหญ่ หรือทำเครื่องหมายลงในช่อง "F" หากท่านคิดว่าข้อความนั้นไม่ตรงกับท่าน หรือไม่ตรงกับท่านเป็นส่วนใหญ่

	ข้อความ	T	F
1	ฉันพบว่าการเลียนแบบ ทำพฤติกรรมตามคนอื่นเป็นสิ่งที่ทำได้ยาก		
2	ในงานสังสรรค์หรืองานสังคมฉันไม่เคยคิดจะพูดหรือทำสิ่งที่จะทำให้คนอื่นชอบ		
3	ฉันสนทนาโต้ตอบกับคนอื่นเฉพาะในเรื่องที่ฉันเชื่อเท่านั้น		
4	ฉันสามารถที่จะพูดหรือกล่าวบรรยายได้ทันที แม้ในหัวข้อที่ฉันเกือบไม่มีข้อมูลเลย		
5	ฉันเดาว่าสิ่งที่ฉันแสดงสามารถทำให้คนรู้สึกเพลิดเพลินหรือประทับใจได้		
6	ฉันอาจจะเป็นนักแสดงที่ดีได้		
7	ฉันไม่เคยเป็นศูนย์กลางความสนใจเมื่ออยู่ในกลุ่ม		
8	ในสถานการณ์ที่แตกต่างกับคนที่แตกต่างฉันมักจะทำตัวแตกต่างไปจากปกติที่ฉันเป็น		

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	ข้อความ	T	F
9	ฉันไม่ค่อยมีความสามารถที่จะทำให้คนอื่นรู้สึกชอบฉัน		
10	ฉันไม่ได้เป็นอย่างที่แสดงออกเสมอไป		
11	ฉันจะไม่ยอมเปลี่ยนความคิดหรือการกระทำเพียงเพื่ออยากชนะใจใคร หรืออยากให้ใครมาชอบ		
12	ตัวฉันก็ถือได้ว่าเป็นเอนเทอร์เทนเนอร์คนหนึ่ง		
13	ฉันไม่มีความสามารถในการเล่นเกมมากนัก โดยเฉพาะเกมทายปัญหา ทายบุคคล ใบ้คำ		
14	ฉันมีปัญหาในการปรับเปลี่ยนพฤติกรรมให้เหมาะกับสถานการณ์ หรือกับคน		
15	ในงานสังสรรค์ฉันมักจะนิ่งเงียบแล้วให้คนอื่นพูดคุยทั้งเรื่องขำๆ และเรื่องเล่าต่างๆ		
16	ฉันมักรู้สึกอึดอัดเล็กน้อยในที่ทำงาน จนไม่ได้ทำสิ่งที่ควรจะทำ		
17	ฉันสามารถสบตาและพูดโกหกซึ่งหน้า เพื่อให้ได้สิ่งที่ต้องการ		
18	ฉันสามารถทำตัวสนิทสนมเป็นมิตรกับใครๆ ทั้งๆที่ฉันไม่ชอบพวกเขาเลย		

ส่วนที่ 4 ข้อมูลทั่วไป

1. เพศ ☐ ชาย ☐ หญิง

2. อายุ
☐ น้อยกว่า 30 ปี ☐ 30-45 ปี ☐ 46-60 ปี ☐ มากกว่า 60 ปี

3. การศึกษาสูงสุด
☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรี ☐ สูงกว่าปริญญาตรี

4. ระยะเวลาที่ท่านทำงานในองค์กรนี้
☐ น้อยกว่า 5 ปี ☐ 5-10 ปี ☐ 11-20 ปี ☐ มากกว่า 20 ปี

5. ตำแหน่งงานของท่านในองค์กร
☐ พนักงาน/เจ้าหน้าที่ ☐ ผู้บริหารระดับต้น ☐ ผู้บริหารระดับกลาง
☐ ผู้บริหารระดับสูง ☐ เจ้าของกิจการ ☐ อื่น ๆ.......................................

6. ลักษณะองค์กรของท่าน
☐ หน่วยงานของรัฐ ☐ หน่วยงานรัฐวิสาหกิจ ☐ สถาบันการศึกษา
☐ ธนาคาร/สถาบันการเงิน ☐ บริษัทมหาชน ☐ บริษัทเอกชน
☐ บริษัทเอกชนซึ่งเป็นธุรกิจครอบครัว ☐ บริษัทข้ามชาติ/ร่วมทุน ☐ อื่นๆ.......................................

7. จำนวนพนักงานทั้งหมดทุกประเภทรวมทั้งพนักงานรายวัน
☐ น้อยกว่า 50 คน ☐ 50-100 คน ☐ 101-500 คน ☐ มากกว่า 500 คน

-------ขอขอบพระคุณในความร่วมมือของท่าน-------