Impact of Job Burnout and Supervisor Support on Job Satisfaction: Empirical Evidence from Engineering Firms

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Abstract  
Job satisfaction practices adopted by engineering based organizations cast strong impact upon employee burnout ratio. Such practices address many factors related to maintain committed supervisor support and thus, lower employee job burnout. This study examined the relationship between job burnout, job satisfaction and supervisor support in engineering based organization. The intent of the study was to show and prove relationship between the job burnout, job satisfaction and perceived supervisor support. Data was collected from a sample of five engineering based companies. The proposed model was tested by using the regression analysis with SPSS 16.0. Results of this study show significant implications both for academician and practitioners. Organizations adopt many strategies for developing job satisfaction for many reasons. It helps to create the value in mind of employees. Job burnout intentions literature advocates employees consider the job satisfaction is much more important than other facilities. However these factors that influences have been under emphasized in literature. Current study fill this gap to find the impact of job burnout and supervisor support on job satisfaction in single study. The results of this study are contrary to the theoretical model extracted from literature used in this study.

Keywords: Job Burnout, Supervisor Support, Job Satisfaction, Maslach Inventory

I. Introduction  
Today’s changing environmental conditions, degeneration of values, and density of work life which creates the difference between the collective hope and individual tension for employees due to difficulty in time management, lead to job burnout. Engineering based firms in Pakistan are facing the excessive burnout phenomena which
are causing the major effect of employee’s exhaustion and depersonalization. Engineering firms are always in inquire about of activities and concepts that can be a source of conflict and irregularity, different studies have been designed and categories to furnish down the negative effects of these inconsistencies. Provide a sketch of how study will be preceded.

According to Freedenberg (1974), the job burnout has three dimensions which provide the antecedents of Job burnout namely malfunction, tiredness, loss of authority or unmet demand of one’s inner resources. The first dimension of job burnout is regarded as undeveloped stress & pressure that comes to the orthodox strain variable (Maslach, 1993). Furthermore, depersonalization shows the unconcerned, impartial and rigid behavior of employees towards community (Budak et.al., 2005). The employees who suffering bear depersonalization syndrome disregard the other’s demand or ridicule or fail to help others.

Inability to accomplish their work is the third aspect of the burnout which demonstrates the “feelings of incompetence and a lack of achievement and productivity in work,” and employees who identify the individual accomplishments tend to lack confidence to perform work in comprehensive manner (Maslach et al., 2008,).

Job satisfaction is the positive state which is achieved from the individual work or work life (Lawer, 1976). It is a superficial set of scales between individual and organizational achievement. If sense of balance is not established in organization, it gives negative effect of the organizational success and distinct performance (Ozdemir, 2000). Job satisfaction may be effected by organizational and individual factors. Individual factors include age, marital status, educational level, seniority; socio cultural environment and individual characteristics (Ardic et al., 2001; Bektas, 2003; Demir, 2001; Silah, 1997). The relationship between the job satisfaction, recital, devotion and efficient performance are the major part of the social sciences (Moorhead and Griffin, 1989).

High level of job satisfaction may lead to intrinsic enthusiasm in some employees whereas in some cases self-actualization is very important for extraordinary productivity (Carroll et al., 1977). Low level of job satisfaction may force the employees to search an option of other opportunity. This may result in resignation and absenteeism (Bass, 1984). Some employees from different professions may get familiar with high level of anxiety due to the structure of organization and their work condition.

The employees who are more efficient and more risk averse and extraordinarily perform their duties according to their job descriptions are more satisfied than others. On other hands employees are not obtaining justifies earning on comparative identical position feeling of distress likely to occur giving rise to job burnout.

This paper provides further proof in which it is mentioned that employee’s reaction is associated with the job burnout. Lazear (1983) categorization form would better illustrate how job burnout influences workers. A growing body of organization in literature finds that rise in the job satisfaction reduces the job burnout. According to Heywood and Wei (2006), profit division among the employees and dual performance evaluated pay give positively effect to job satisfaction (Green et al., 2008) referred performance extrovert main source to figured out employees satisfactinal level. Furthermore, (Brown...
and Sessions (2006) argue that employees desire the best working environment, where their annual income should be equal to their marginal returns, which they find improve vivid future employment relationships. Additionally, both Goddard, (2001), and Bauer, (2004) explain human resource management practices to be are best known to improve job satisfaction. The globally growing demand for concern has not been equalizing by a proportionate amplify in individual and material possessions.

This inequity has been viewed as a prospective source of anxiety and burnout for emotional exhaustion, depersonalization, reduced personal accomplishment (Grunfeld, et al., 2004). For instance, (Coristine et al., 2004), in rare cases research studies of major cause of work stress and clashes attached with insignificant workload of demands. Additionally, work stress has been optimistically associated with absenteeism and turnover among engineering based firms (Vandenberghhe et al., 2001). This study investigate the relationship between job burnout and supervisor support and also investigates the reasons between employee’s conflict and intention to leave organization. (Lloyd et al., 2005), wide superior improvements structure which influences the supervisor support strategies in organization.

Burnout is particularly vital for employees within the engineering based organizations it is compulsory service and many of its occupational groups play vital roles in saving the lives of employees’ jobs (Schaefer & Moss, 1993). Job burnout factors is often stressful and emotionally tough (Bakker et al., 2000; Albrecht et al., 1998; Scalfeli et al., 1999; Jenkins & Elliott, 2004).

In last two decades, different studies estimated supervisor support impact on employees therefore supervisor support is an important source which facilitate psychological stability, psychological, physical and overall well-being individuals (La Rocco et al., 1978).

Work support provided by the abrupt supervisor to resolve problems between them (Galinsky & Friedman, 1996; Repetti, 1987). Moreover, Dunseath, Beehr & King (1995) revealed that supervisor support is tremendously very important in helping the employees to attain satisfaction level and to prevent emotional exhaustion, depersonalization and reduced the personal accomplishment.

Support from immediate supervisor in extreme levels of work has been related with worse levels of burnout (Cronin-Stubbs & Brophy, 1985; Kilfedder, Power, & Wells, 2001; Sullivan, 1993). Employee’s conflict has been observed in different studies as vital aspect of job burnout (Allen et al., 2000; Bacharach, Bamberger and Conley, 1991; Demerouti et al., 2001; Peeters et al., 2003). Employees conflict research has been strongly dominated by the role Strain Theory (Goode, 1960). This suggests that tasks from both domains contend for limited time and energy resources, in contrast of this role, enhancement theory suggests that contribution in multiple roles provides broader opportunities.

In a comprehensive evaluation the consequences of employee’s conflict, (Allen et al., 2000) originate constantly strong relationships between employee’s inconsistency, clashes and stress-related outcomes. Some studies investigate strongest
relationships were between conflict and burnout (Allen et al., 2000; Bamberger and Conley, 1991; Demerouti et al., 2001).

Numerous studies reported low level of supervisor support which contributes the job burnout & turnover intentions among employees. Specifically lack of supervisor support has uninterrupted effect on a (emotional exhaustion, depersonalization & reduced personal accomplishment). The consequence of low level of supervisor support experiences the employees of engineering based companies are well recognized in the research papers (Williamson et al., 1994; Lee and Ashforth, 1993; Leiter & Maslach, 1988). The present study investigate impact of job burnout and supervisor support on Job satisfaction. Moreover emotional exhaustion is dimension of job burnout which is slow but sure loss of compensation between the employees. They are unable to maintain the caring & commitment among the individual employee.

II. Literature Review
The presented literature provides the deepening and foundation which helps to understand the underlying theoretical framework of involved variables in this study. The literature review identifies the studies and works that have been conducted on the variables and also enables to identifying the areas to connect the variables. This literature review also provides insight about the key perspectives of the variables and highlighted the studies in which the variables have been observed to relate and understand the engineering based organizations processes.

It is assumed to increase in work pressure and increase in time, time stress and unbeat able demands that guide to decline the work connected with employees of the organization. The employees should have to focus on their work and put their full efforts for achieving the organizational goal. The employees put their skill for best organizational learning opportunities further supervisor support which helps to control the depersonalization effect. Job satisfaction is the emotional assessment of the international jobs or various features of the job associated with this phenomenon Spector (1997), determined to an important level by work related factors (Elovainio et al., 2000). This makes job satisfaction a pertinent dependent variable and job burnout and supervisor support for the independent variable for this study. In last research studies it provide the clarification of job satisfaction beyond the level of the Individual (de Jonge et al., 1999) average job demands among employees of the organizations and showed that these demands have a positive effect on job satisfaction when ruling power is high.

Griffin (2001) finds that excessive job burnout among organization gives negative effect towards the job satisfaction. According to Morrison et al., (2003), report that the average job demands and ruling power of jobs influence on the job satisfaction. All organization give evidence of the least “enabling capabilities” required proper functioning in their specific sector. SNGPL, OGDCL, Parco & Pak Arab Fertilizer Ltd, PSO is going to focus on department wise and also establishing their identity as a whole. Some nature of jobs is identical in different organization in similar sector.

Organization specifies the different role to specific department according to their job task. Job description defines the structure of the work which is involved for that specific job & set the targets, ethics and rules when specific working organization is going to be designed. In short job description will not be same across the engineering
based organizations because they are formed by the organizational perspective (Batt, 2002; Hunter, 2000; Zoghi et al., 2005).

However, (Morrison et al., (2003), starting that “nature of job depends upon the organizational working environment in which it is located. The given study can also be defined as job X in location Y of Organization Z at time T”.

Depersonalization is the second component of job burnout basically we can say that the depersonalization is response that comes after the emotional exhaustion (Lee & Ashforth, 1990; Leiter, 1990; Maslach 1982).Symptoms of the depersonalization is the situation of strict situation, abusive language towards the individual responses (cordes& doughtery).The third dimension of job burnout is lack of accomplishment which gives the negative feeling partly comes from the depersonalization .care givers experience gives the negative feeling about themselves. Care givers fails to produces the positive response against the reduced personal accomplishment (Maslach, 1982).The observation of self-effectiveness which is defined as “personal judgment of their capabilities to organize and required to execute the designed type of performance, Bandura (1986).

A growing body of literature reported that PRP tends to increase overall job satisfaction between the employees. Heywood and Wei (2006) find that both individual performance pay out and profit sharing are positively related to job satisfaction and negatively associated with job burnout while Green and Heywood (2008) find that PRP employees are more satisfied with their jobs, pay level, job security and hours than non-PRP workers. These findings support the theory that PRP allows.

Employees to more freely optimize on various dimensions without crowding out intrinsic motivation, thereby generating positive rents for employees unavailable in non-PRP jobs. Engineering based firms must compete to attract and retain high quality of employees. Enforcement Law of agencies faces the additional challenge of having to maintain a stable workforce committed to the work in organization. Because of extensive management training costs associated with grooming and enhancing the policies, it has become increasingly important to ensure the adjustment and retention of existing and acquiring of new employees (McElroy et al., 1999).

After some time research generally focus on the environmental factors which will be expecting the job satisfaction and organizational commitment (Bruk-Lee et al., 2009; Erdheim et al., 2006; Judge et al., 2002; Zettler et al., 2011).

In relation to distinctiveness of organizational behavior and job characteristics which majorly determines the level of job satisfaction (Jex, 2002).According to Hackman and Oldham (1980) job which creates the ideal conditions for the employees to get the better performance, satisfaction and motivational level also it helps to find the five important job related components, task oriented, ability to change, distinctiveness, independence, and response. Furthermore he explained the four individual outcome, inner satisfaction level of individual, growth and effectiveness, self-sufficiency.

The proposition of this study is to establish the satisfational level between the employees and matching their need what they are putting their efforts and what they deserve and what they are getting from their current job (Jex, 2002).For example, if
employees of the organization are thinking that his or her annual earnings should be more than $45,000 but they are earning only $43,000 but on the other side the employees should have to receive their annual income above then $53,000 but they are not getting, on this behalf they will be dissatisfied. This difference provides expertise level, priority, promotional effect etc. (Jex, 2002).

Locke (1976), reported there are different preferences among the employees because some of those gave the importance to their pay rate on the other side some of those gave the importance to the relation with management. Consequently, theses above mentioned factors are used to determine the satisfaction level of the employees. For example, if the employee of the organization who gives the importance to the pay rate and also earning according to their expectations, he or she give the positive impact on job satisfaction.

Most of the different studies about the advancement of burnout have emerged from the literature. However, one development seems clear, burnout, job satisfaction, the work environment and perceived supervisor support has an influence on engineering based organization in Multan district and the quality of service delivery. Engineers and managerial level experience burnout due to the nature of the job itself and it may develop the emotional exhaustion and eventual depersonalization and reduced personal accomplishment while their efforts have not been enough to attain their goals. According to theory the job burnout is the last stages of extended job stress or pressure (Peiro et al., 2001). In either case, job burnout has been noted as having serious matters for human service professionals, the consumers they serve and for the quality of service provided. Job satisfaction is the core success of the organization further employee’s area of interest is also included in it. Job satisfaction has three dimensions (Intrinsic, Extrinsic and general).

Therefore, the organizations who are stable and have pragmatic that they are supported by their supervisor and may have a higher sense of job satisfaction and ultimately perform better at their jobs. The emotionally charged nature of direct contact with people, dysfunctional circumstances, difficult organizational characteristics, rigid legislative.

III. Methodology

In current study, the level of the job satisfaction has been examined against dimensions of job burnout and supervisor support. The figure 1 represents the relationship between dependent and independent variables. Emotional exhaustion depersonalization and reduced personal accomplishment negatively related to the job satisfaction whereas supervisor support is positively related to the job satisfaction.

H1: Emotional exhaustion is negatively related to job satisfaction.

Emotional exhaustion is adversely bad effects on job satisfaction. Emotionally exhausted employees disconnected with their colleagues, consumers and seniors.

H2: Depersonalization is negatively related to job satisfaction.

Depersonalization state is very harmful for the job satisfaction. Due to depersonalization employees have negative approach and face complex situation by achieving the performance.
**H3: Reduced Personal Accomplishment is negatively related to job satisfaction.**

According to the Leiter (1993) he proposed modified the relationship between the three dimensions, emotional exhaustion come first, and it follows the depersonalization and third one is reduced the personal accomplishment.

**H4: Supervisor support is positively related to job satisfaction.**

In this study supervisor support as independent variable. Supervisor support has direct link towards job satisfaction. Supervisor support is positively associated with job satisfaction.

**Figure 1: Conceptual framework of model**

![Conceptual framework of model](image)

**A. Measurement**

The scale used in this study to measure the construct for the emotional exhaustion given by Maslasch, (1982). The number of items in this scale is 5. The responses was measured on 5 point likert scale where the dimension of job burnout. The scale used in this study to measure the construct for the depersonalization given by Maslasch, (1982). The no of items in this scale is 4. The responses was measured on 5 point likert scale where the dimension of job burnout.

The scale used in this study to measure the construct for reduced personal accomplishment given by Maslasch, (1982). The no of items in this scale is 5. The responses was measured on 5 point likert scale where the dimension of job burnout.

The Scale used in this study to measure the construct for the supervisor support given by Eisenberg, (2001). The scale has been utilized in different studies in order to capture the essence of organizational culture with reference to functioning of the organization (Carmeli, 2005, Pool, 2000). The number of items in this scale is 12.

The Scale used in this study to measure the construct for job satisfaction given by Weiss, (1967). The no of items in this scale is 19. Responses are gathered by using a 5-point Likert scale ranging from strongly agrees to strongly disagree. Reliability check is very important aspect of this study. The reliability of prediction and criterion variable is satisfied, the overall value 0.7 is considered as reliable through Cronbach’s alpha value of.
present scale 0.893 which indicates that the observation is reliable in order to measure the constructs of the study.

<table>
<thead>
<tr>
<th>Table 1: Reliability Statistics</th>
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<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>.893</td>
</tr>
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</table>

B. Data Collection and Sampling

The collection of data was made by self-administered questionnaire which was based on the observed items identified above. Four independent and one dependent variable are studied and some are measured in questionnaire.

Target population for the study is employees of engineering based companies in Multan. For this study the convenient sampling is used and data is collected from five engineering based companies of Multan such as Parco, Pak Arab Fertilizer, PSO, SNGPL, and OGDCL. The technique of convenient sampling is applied keeping in view the confidentiality and difficulty of data collection as it is collected from executive level Cadre (Gr-I to III), executives from the middle management and executives from the senior management.

In regression study different views have been gathered on the number of respondents, some have preferred 5 cases per predictor (Bentler and Chou, 2006), in this study number of cases per predictor is 5 leading to a sample size 235 for this study, I have gathered 301 useful respondents which is well above of required responses.

IV. Analysis and Findings

It is statistical technique which is used to see the effect of one variable on another variable. It includes many techniques for modeling and analyzing several variables, when it is required to see the impact of an independent variable on dependent variable. It helps to understand how the dependent variable is changes when any one of the predictor variable is changed; even the other predictor variables remain the same. One function of predictor variables is estimation of target that is known as regression function. For forecasting and prediction regression analysis is widely used. To understand which of predictor variables are related to the dependent variables and which form of relationship they have, the regression analysis is used. The success of this analysis method depends on data generating process and how it is related with regression approach which is used.

This research investigate the relationship between supervisor support and job burnout have any the impact on the job satisfaction. This research looked at two predictive variables that included the following (a) Job burnout which has three dimensions (I) emotional exhaustion (II) depersonalization (III) reduced personal accomplishment, the second independent variable is (b) Supervisor support. The dependent variable for this study is job satisfaction.

Data from this has been collected from original population of engineering based firms in Multan. In this section different demographic factors are studied such as femininity, age, education and etc. This section is discussed to provide a generalized view.
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in terms of male and female participation in research process. Table 4.1 depicts demographics studied in this study.

Table 2: Distribution of respondents with respect to gender

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>287</td>
<td>95.3</td>
<td>95.3</td>
<td>95.3</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>4.7</td>
<td>4.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>301</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 2 reports that majority of respondents in this study have postgraduate qualification. According to Kim and Fraizer, (1997), the quality of data is enhanced with high profile participation therefore in this research the key informant’s of respondents educational qualification signifies the quality of data as the respondents provided the responses by understanding the key constructs asked through questionnaire.

Table 3: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.430</td>
<td>.100</td>
<td>4.287</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>SS_COM</td>
<td>.542</td>
<td>.042</td>
<td>.584</td>
<td>13.047</td>
</tr>
<tr>
<td></td>
<td>JB_E.E</td>
<td>.101</td>
<td>.032</td>
<td>.149</td>
<td>3.158</td>
</tr>
<tr>
<td></td>
<td>JB_DP</td>
<td>.103</td>
<td>.032</td>
<td>.158</td>
<td>3.269</td>
</tr>
<tr>
<td></td>
<td>JB_RP</td>
<td>.004</td>
<td>.024</td>
<td>.007</td>
<td>.180</td>
</tr>
</tbody>
</table>

Dependent Variable: JS_Com

This research design of this study is to find the relative impact of dependent and independent variable through the regression analysis by using the SPSS 16.0. Basic goal of this analysis is to measure the values and establish the relationship between the observations which has been collected to fit the best set of the data. In this study the dependent variable is taken as job satisfaction which gives the impact of independent variable which are job burnout and supervisor support.

Job burnout and supervisor support are displayed in this model. The R square in a multiple regression represents explained variance that can be contributed to all predictors in progression. The R square gives explanatory power. In Table 3 Model summary shows the R squared of .575 (.575 x 100=57.5 %) or 57.5 of the variance in dependent variable (job satisfaction), the score or percentage of employees who scored ‘proficient’ or better in 2010-2011.

Table 4: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.758a</td>
<td>.575</td>
<td>.569</td>
<td>.29253</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), JB_COM, SS_COM
b. Dependent Variable: JS_COM

Table 4 reports the model is fit means how well variables relates with each other. The value of $R^2$ (or coefficient of determination) explains the degree of variation in the reliant variable and how the data is best fitted to the regression line. The $R^2$ in this study
is .575 and the adjusted $R^2$ is use to compensate the addition and deletion of the variable in this study and its value is .569. After running the Regression Analysis, the results show the relationship between the dependent and independent variables and significant. The hypothesis of the study was:

**Hypothesis 1 (H1): Emotional exhaustion is negatively associated to job satisfaction.**

Hypothesis 1 is accepted as the results shows that predictor variable is significant at .000 and it is negatively related with job satisfaction.

**Hypothesis 2 (H2): Depersonalization is negatively associated to job satisfaction.**

Hypothesis 2 is accepted as the results shows that predictor variable depersonalization is dimension of job burnout significant as its value $P<.05$ and it is negatively associated with job satisfaction. So, Hypothesis 2 is accepted.

**Hypothesis 3 (H3): Reduced the personalization accomplishment is negatively associated to job satisfaction.**

Hypothesis 3 is rejected as the results shows that predictor variable is not significant and its value $P> .05$ and negatively related to job satisfaction.

**Hypothesis (H4): Supervisor support is positively associated to Job satisfaction.**

Hypothesis 4 is accepted as the results shows that predictor variable Supervisor support is significant at .000 and positively related with Job satisfaction.

The overall model fit assesses the individual parameters. From the model above, three variables found to be significant as there, $p<0.05$ and one variable is not significant a $P> 0.05$. In the Standardized Coefficients column, the positive or negative sign tells us about the relationship among variables. Table shows that supervisor support is optimistically linked to the job satisfaction. Job burnout and it three dimensions emotional exhaustion, depersonalization and reduced personal accomplishment is narrowly linked to the job satisfaction, table represent it is clear that supervisor support is (0.546) has the strongest relationship with the job satisfaction The Unstandardized Coefficients column tells us that what would happen if we increase any one predictor variables by one unit, for example, if Supervisor support increases, the job satisfaction is also increases by 0.51 units. The t-values are calculated by the standard errors. If the standardized coefficient of supervisor support (0.525) is divided by its standard error (0.050), the value which is obtained is approximately its t-value that is 10.493 and slight difference is due to rounding.

**V. Conclusion**

The study has involved a pragmatic investigation of the aspect of impact of job burnout and supervisor support on job satisfaction. This phenomena attempt to constructs new organizational conduct and adopting the new technique and provide such settings that enables to make their employees work more effectively and to produce quantative work for the engineering based organization. The basic objective of the study was to develop a conceptual framework showing that the impact of job burnout and supervisor support on job satisfaction. To address this issue raised through the research question and also discussed the achievement of the research objective, detailed assessment of the theories related to the constructs quoted in literature have been consolidated to establish the linkages for the conceptual framework. Stating the proposed model, competing model
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and a comparison of both through analysis of model fit, it also emphasize on the detail on hypothesis providing account from which of this hypothesis have been accepted or rejected by the quantitative measures followed in the research.

The roles and behaviors are perceived in various ways by employees and supervisors (Morrison, 1994) and it is these behavioral patterns that lead to forming the in-role and extra role duties, Supervisor support plays a significant role in enriching engineering base organizations with employee effectiveness. Despite of the literature that has produced a few works has done on the impact of job burnout and supervisor support on job satisfaction.

The research question can be pointed out simply that how Job Burnout and supervisor support can bring changes for achieving the satisfaction level in engineering based organization in Multan district. An extensive assessment of literature was carried out in order to support the theoretical relationship among the constructs and to identify the possible works that have identified the relationships.

A research model was anticipated to state the proposed effects the variables may have on each other though the theoretical support from literature defining the interrelationship among variables as defining their roles. On the basis of literature evidence a research model was proposed stating conceptual framework. The data was collected from the self administered questionnaire.

This study investigates the impact of Job burnout and supervisor support on job satisfaction. The study carries the effectiveness and exclusivity in its aspects and constructs studied in present research. Although the study has identified the concepts of originality of its contents. This section proposes the limitation that can be seen in the study and which might affect the generalization of the findings that need to view carefully. However the research has been conducted through a vigilant and contemplated process still it provides further areas to be approached and application of advanced research work. The study was limited to the five engineering based organizations of the Multan district. Perhaps the future research could examine the all organizations in Multan district, while looking at the continuity in supervisor support have a significant impact on job satisfaction.

Future research examine the impact of supervisor ability to assess the skills and knowledge to measured the satisfaction level of employees. As with the present study should have the same Weiss et al (1958) data. A comparison between result of a study with the present study could be done the result should be shared with the entire district.

The leadership responsibilities identified by Marzano & waters (2009) on district level, leadership related issues, matters and effectively emphasize to creating the goal oriented district which includes the followings, goal setting for achieving and instructions, board alignment, support of district goals.

It is recommended that future research have look at supervisor behavior and attitude as they impact the satisfaction level of employees. The proposed study could focus on the day to day operation.
The last recommendation for further research would be to examine the relationship and the impact of supervisor support that influence the job satisfaction. This would make for phenomenal future research study.

References


