

Study on Employees' Job Burnout in Lutong Driving School

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Abstract. The paper investigates the status of employees' job burnout in driving school through the method of questionnaire survey based on the subject investigated of employees in Luting driving school, thus putting forward the corresponding solutions to the causes of job burnout through the data analysis, with the purpose to take effective intervention for the job burnout of employees. It is found that job burnout is a common problem among employees in Luting driving school. This paper puts forward the corresponding countermeasures for the employees' job burnout from the aspects of optimization of the HRM system, reduction of workload appropriately, rational distribution of work and life time, appropriate enhancement of employees' sense of participation in organization, and enrichment of amateur life.

1. Introduction

With the rapid development of social economy, job burnout is a common phenomenon among professional workers at home and abroad. Particularly for some service industries, the impact of job burnout is more serious. Luting driving school has been created by the entrepreneurial team of laid-off workers. After more than twenty years of development, the driving school now owns the training base of about 300000 square meters, more than 1000 learner-driven vehicles and more than 300 coaching staff. It is the driving school with the largest vehicle scale, training ability and number of examinations in driving training industry of Jilin Province and has also become the leading enterprise in the driving training industry throughout the country no matter in scale of the enterprise or the economic strength. As a service enterprise, the degree of coaches' job burnout directly affects the quality of training and students' satisfaction. Therefore, it is of strong practical significance to have a comprehensive understanding of employees' job burnout and its causes in Luting driving school, and to put forward effective measures for improvement

2. Overview of the Investigation Process

2.1 Selection of Questionnaires.

This study adopts the MBI-GS job burnout scale [1], which is widely used in academic circles. The scale has high reliability and validity, and the three core dimensions of the scale are emotional exhaustion, dehumanization and reduced personal accomplishment respectively. Among them, emotional exhaustion and dehumanization adopt positive scoring while reduced personal accomplishment adopts reverse scoring. Related demographic variables are supplemented in order to understand the overall situation of the sample [2].

2.2 Questionnaire Distribution and Recovery.

A total of 200 copies questionnaires have been distributed and 195 copies have been recovered within two weeks through the method of questionnaire survey and convenience sampling both in network questionnaire and paper questionnaire with recovery rate of 97.50%. 180 copies of effective questionnaires are obtained in order to ensure the objective authenticity and integrity of the data to the maximum extent and to eliminate the questionnaire with obvious regular answers and missing items. The effective percentage of questionnaire is 92.31%.

2.3 Data Analysis Tool.

The sample data of SPSS Chinese version (IBM SPSS Statistics) carries out the correlation analysis of the data and the methods used include statistical analysis of sample description, independent sample T test and single factor variance analysis.

3. Analysis on the Status and Causes of Employees’ Job Burnout in Luting Driving School

3.1 Data Analysis of Samples.

Table 1 is the overall job burnout situation of coaches in driving school. The average score of job burnout is 45.50. It can be seen that coaches in driving school has a relatively high degree for job burnout. We can know from Table 2 that the average score of coaches with emotional exhaustion dimension is 17.96, which ranks the highest among the three dimensions. That is to say, coaches have strong job burnout in emotional exhaustion dimension, which is closely related with the unfixed working time and unreasonable salary structure. They have high working pressure and feel exhausted both physically and mentally. However, reduced personal accomplishment and dehumanization occupy a relatively low proportion. The average value of dehumanization is 13.59 and variance is 9.573, which is more stable with less strong data fluctuation than reduced personal accomplishment dimension. The data show that most coaches in the driving school are suffering from job burnout. Unhealthy working mood will have bad effect on the enterprise development, such as the teaching attitude and bad atmosphere as mentioned previously.

Table 1. Description List of Job Burnout Scale

	Total	Minimum value	Maximum value	Mean data		Standard deviation	Variance
				Data	Standard error of the mean data		
Emotional exhaustion	180	8	24	17.96	.265	3.555	12.635
Dehumanization	180	5	22	13.59	.231	3.094	9.573
Reduced personal accomplishment	180	4	28	14.26	.289	3.871	14.985
Job burnout	180	31	62	45.80	.458	6.141	37.714

3.2 Analysis on the Cause of Employees’ Job Burnout.

3.2.1 Social Environment.

As a special service industry, the driving school is characterized by the purpose to seek profits and undertakes the social responsibility to educate people on car driving. There will be no “road killer” on road in the future if this responsibility is undertaken well. In this way, the development of driving school is not only influenced by the government related policies but also accepts the supervision of public opinion at any time at the same time. It also faces pressure and challenges from other service industries in its development.

The driver's license reform in 2015 can be registered independently. This reform has broken the monopoly of driving school and the choice of flexible examination methods makes some medium and small sized driving school go bankrupt after the implementation of this policy, which results in the unemployment of a number of coaches. As a powerful big driving school, Luting driving school did not go bankrupt like medium and small driving schools. However, coaches who fail to complete the recruitment task are continuously resigning or dismissed. The development trend of such examination still makes coaches feel anxious, uneasy and lack of stability for their occupation.

3.2.2 Corporate Environment.

1) Enterprise internal working environment

As a large size driving school, Luting driving school is equipped with adequate learner-driven vehicles, training sites, staff canteen and training sites, which has created a comfortable hard environment for employees. But the soft environment is inadequate. Employees are facing fierce competitions and great pressure. It is known from survey and investigation that some coaches have to work for 14 hours in order to reach achievement. The high-pressured work environment and

occurrence of similar incidents make the work environment in driving school in a tense, anxious and impatient atmospheres.

2) Enterprise system environment

The salary system in Luting is not fixed but related with performance, which makes the employees work with overload and have no time for amateur interest. Moreover, coaches who teach Subject 2 and 3 have to bear the responsibility of accident damage to the car and the maintenance fee will be borne by the coaches. The dull and dry work and life and low guarantee are easy to makes employees have job burnout.

The performance system and performance indicators are exam pass rate, the number of enrollment, the number of teaching hour, which are almost quantitative indicators. Employees in the work usually measure their work value with numbers and the other values of work itself are neglected for the long-term. In fact, the emotional labor salary of the service industry is very important, but the driving school does not attach importance to it. Employees are insensitive to work and the phenomenon of no feeling becomes more serious.

In addition, the training system and employees' career planning in Luting are not implemented. Instead, many coaches merely regard driving school as a tool to make money and all are measured whether they can make profit. They are unclear about whether it is the long term development of their career planning. This kind of occupational career lack of sense of direction is easy to make people have a sense of job burnout, which is bad to the long-term development of the enterprise.

3.2.3 Job Characteristics

The subjects of driving license examination are divided into four categories, namely, theoretical knowledge examination (Subject 1), field driving skill test (Subject 2), road driving skill test (Subject 3) and civilized driving theory test (Subject 4). Therefore, coaches are divided into four categories according to different subjects and job contents. But the teaching of any subject is single with no innovation on the whole and the everyday routine of coaches is to repeated the same knowledge points and skills to trainees and to endure the un-pleasure in the teaching process, which requires a large amount of patience and endurance of them and causes a series of bad mood, such as exhaustion, dullness and lack of sense of achievement and even job burnout among employees. Heavy workload is the most important feature of this job. They need not only carry out skills training, but also arrange the job contents of the next day as well as promotions for driving school in various information channels. The workload has put forward higher requirements for their professional competence, marketing ability and communication ability, which will make them have exhaustion. If the training effect of trainees is not good, they may produce a depressing and disappointing negative mood and even job burnout.

4. Measures to Solve Job Burnout of Employees in Luting Driving School

4.1 Mutation of Human Resource Management System.

Firstly, driving schools should add some fixed salary to the salary appropriately and they can ask professional consulting team for rational design of salary structure through job analysis. In addition, employees' expectation for salary should be added through questionnaire. This kind of salary system is stable, competitive and scientific, which is beneficial to prevent job burnout and directly enables employees to feel the happiness of work. Secondly, if some indicators are designed to reflect the coaches' value of emotional labor and to make the job more humane, it can not only effectively alleviate the job burnout of employees, but also guarantee the service attitude in teaching process. Finally, the increase of occupational skill training of the employees can not only improve their teaching ability but also enable employees to constantly grow up, face new challenges in study and effectively scatter the dullness and constriction that are brought to them from work. The improvement of ability will make people have a sense of achievement.

4.2 Reduction of Workload Appropriately.

Driving school can reduce the workload from the following aspects. First, driving school can change the standard of their performance indicators appropriately, such as the higher performance-related pay with long work time. Instead, they should set a high standard, which will adopt the trainees' satisfaction and random observation of working status as the audit indicators rather than the time duration so as to ensure the work status of trainees. Second, driving school can increase some activities with the enterprise so as to strengthen communication of employees, release un-pleasure and pressure in work and reduce burnout. Third, driving schools can make a subdivision of the work in the organization structure and enable coaches to concentrate on skill training. They can set special promotion department to be responsible for enterprise promotion or promote some mental health knowledge to coaches regularly, which can burnout caused by emotional exhaustion.

4.3 Enhancement of Employees' Sense of Participation in Organization.

On the one hand, In addition to written labor contract, enterprise should establish psychological contract with employees [3]. Good psychological contract is a kind of balance between supply and demand. Enterprises can understand employees' real demand through questionnaire and random interview and provide high demand supply, such as improvement of working environment, in accordance with enterprise development. To fully understand the demand of the employees and to have targeted supply will bring sense of satisfaction to employees and reduce burnout. At the same time, the enterprise should also carry out career talks among employees to tell them what they should and can bring to enterprise so as to enable them to know their value to the organization. On the other hand, Enterprises can help employees to establish sense of worth matching enterprise [4]. The strong cohesive force will constantly infect their employees so as to enable their employees to feel confident of their work and greatly reduce the probability of job burnout.

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