Burnout among Traffic Police Officials of Islamabad City: A Report

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Abstract

Industrialization and digitalization have transformed human behavior into complex and fast. Road users have exponentially increased during recent years, especially on the roads of Islamabad. The tasks such as maintaining order and discipline among road users having diverse backgrounds and to deal sudden events, deviant actions, and injuries associated with traffic accidents are very challenging for Islamabad Traffic Police. Some organizational and individual factors along with job commitment may be source of job burnout among the employees of ITP. The current study was carried out to find association between organizational and individual factors (leading antecedents) with burnout among traffic police officials of Islamabad city. Primary data was collected through survey method by using standardized self-report Burnout Questionnaires. A non-probability convenient sampling technique was applied and total 60 subjects up to inspector rank from Islamabad Traffic Police were selected as sample. The obtained data was processed and analyzed through SPSS software and Pearson co-relational analysis technique was also used. The present study analyzed leading antecedents including job demands & job resources, work overload, role conflict & role ambiguity, lack of autonomy & organizational policies, locus of control and work-family conflict with burnout. A positive relationship of leading antecedents with burnout was established. However, a significant correlation was found between role conflict & role ambiguity, lack of autonomy & organizational policies and locus of control with burnout. But statistically insignificant relationship was found between job demand & job resources, work overload and work family conflict with burnout. The findings of the present study cannot be generalized to all traffic police officials of Pakistan. A comparative study with traffic police wardens of Rawalpindi city may be conducted to get broader results.

Key Words: Traffic Police officials, Islamabad Police, Burnout, Police Wardens, Psychology

Introduction:

Human mind is a very precious gift of Allah Almighty and that is why human being is ranked as supreme creature in the universe. But human being is not without limitations. As our body and mind expose to constant strains; we undergo emotional and physical

fatigue. The fatigue leads to burnout. "Burnout is a state of being extremely tired or ill, either physically or mentally, because you have worked too hard" (OALD, 2015). Burnout is an emotional, physical and mental response to persistent levels of stress. Burnout creates feelings of resentment, hopelessness and failure. Maslach (2001) described burnout as a syndrome that is linked with work and stress. He termed burnout as chronic stress that affects individual's effectiveness and efficiency.

The state of burnout reduces working efficiency of the individuals. The signs and symptoms of burnout are emotional exhaustion and negative attitude towards work. Burnout is negative psychological feelings that create frustration and reduces energy level among the employees. Burnout basically is sort of reaction to high level of stress.

Stress is the denial between individual's self-generated perceptions of the demands of the task and the resources. Human mind is stressed due to imbalanced gap between the demands /challenges faced at work with respect to his/her skills. "Stress is a pressure or worry caused by the problems in somebody's life" (OALD, 2015). Psychological strain and distress because of tough job environment widely exists specifically in critical and grave situations related professions (Paton, 2006 & Patterson, 2003). Stress is also termed as dynamic state due to psychological, social and physical demands perceived to be threatening to an individual. Traffic Police profession is highly demanding & very challenging and considered one of extremely stressful jobs.

In 1936, Hans Selye described job stress by indicating its biological aspects which he named as eustress (positive stress) and distress (negative stress) (Hammad, Muhammad *et al*., 2012). Distress causes burnout and lowers down the working efficiency of the individuals.

This research was needed to find out the relationship between leading antecedents (organizational and individual factors) and burnout among the Islamabad Traffic Police Officials.

Background of the Project:

As our society is progressing and developing, it is being transformed from agricultural to industrialization and digitalization. The numbers of road users have exponentially increased during last decade in Islamabad city due to urbanization. The behaviors of road users are also changing into urgency and rapid life styles. Especially, the life at the roads in a city like Islamabad is rapid and fast. To manage traffic on such roads is a very difficult, challenging and demanding task for the traffic police officials. Such challenging tasks provide job stress and that stressful environment further promotes leading antecedents to create burnout. Dr. Hans Selye's in his book "*The Stress of Life"* described the effect of long-term "stressors." Dr. Selye stated that failure to deal with stressors may cause of bodily diseases such as heart disease, high blood pressure, ulcers, digestive disorders, and headaches (Poonam Kapade-Nikam *et al.*,2014). Furthermore, Anshel (2000) stated that acute stress is inherently associated with the police work.

The stressful job commitment may be a major cause of physical and mental exhaustion. But organizational and individual factors (leading antecedents) are contributing a lot in creating job burnout among the employees of the organization. Similarly, some organizational factors such as job demand & job resources, work overload & role overload, role conflict & role ambiguity and lack of autonomy & organizational

policies contribute towards job burnout. Notwithstanding of organizational factors, some individual factors such as locus of control and work family conflict may also lead towards the job burnout. These leading antecedents in the presence of stressful job commitment may stimulate the job burnout among the employees.

Irshad (2008) described that violence level has been increased during last decade in Pakistan. Killings of policemen created threatening environment for police officers. This repeatedly exposure of dangerous and threatening situations developed high level of stress. The prevalent stressful environment among police officers may cause severe depression and even suicidal acts. Arrendondo *et al.* (2002) stated that symptoms of stress like psychological strain, discomforts can be seen in police work experiences. Sjoberg (2005) described that nature of police work is to face, handle sudden events, crimes, and injuries due to road traffic accidents.

Job satisfaction is related to the nature of the work as such variety, the degree of autonomy, and the extent to which employees are able to use their skills and abilities. Schaubroeck, Cotton, and Jennings (1989) stated that experiencing incompatible or irreconcilable expectations are related with variety of roles that is assumed to be psychologically uncomfortable for employees and create negative emotional reactions. Oldham, Hackman, and Stepina (1978) defined autonomy as "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out." Lack of autonomy faced by employees in an organization hinders work effectiveness and efficiency. Resultantly, inefficiency gradually leads towards job stress. Weiss and Sherman (1973) described that if the employees with an internal locus of control find gap between acceptable standards of performance and actual performance, they increase their efforts to maintain their actual performance according to the prescribed standards. On the other hand, individuals with external locus of control attribute their deficiencies with external factors and put fewer efforts.

Objectives of the Project:

The major objective of the current study was to find out the association between leading antecedents and burnout among traffic police officials of Islamabad city. This study specifically explained the relationship of job burnout with leading antecedents such as job demands & job resources, work overload, role conflict & role ambiguity, lack of autonomy & organizational policies, locus of control and work-family conflict.

Significance of the Project:

This study lays down the potential benefits by establishing the relationship of leading antecedents and burnout among the Traffic Police Official at Islamabad. The job of Traffic Police officials at Islamabad is very challenging and demanding. They undergo stress while maintaining order and discipline on the roads among various people having different types of personalities and background. Some organizational and individual factors (leading antecedents) create burnout in the presence of such stressful job environment. The significance of the present study was to identify the nature of relationship between leading antecedents and burnout among the traffic police officials of Islamabad city as that was

very important for the individuals as well as for the organization because the burnout employees developed feelings of hopelessness and resentment. These negative feelings lower the efficiency and effectiveness working of the employees. This study helps to identify the stressors and impact of these stressors on the physical, psychological and mental health among the traffic police officials. The present study will not only be vital in formulating the strategies to cope with burnout at individual and organizational level but also will make valuable additions in the existing body of collectivist knowledge on Burnout among traffic police officials. The present study will be helpful for further researches pertaining to job burnout among police officials.

Hypotheses:

The prime objective of present study was to find out the relationship between leading antecedents and burnout among traffic police officials of Islamabad city. Based on the objective, following hypotheses were formulated:

H1. There would be a relationship between job demands & job resources and burnout among ITP officials.
H2. There would be a relationship between work overload and burnout among ITP officials.
H3. There would be an association between role conflict & role ambiguity and burnout among ITP officials.
H4. There would be an association between lack of autonomy & organizational policies and burnout among ITP officials.
H5. There would be a relationship between locus of control and burnout among ITP officials.
H6. There would be an association between work-family conflict and burnout among ITP officials.

Research Methodology:

Data Collection Sources:

In this study, primary data was collected and used to find out the association between leading antecedents and burnout among the Traffic Police Officials of Islamabad city.

Data Collection Tools:

The present study was quantitative in nature in which survey method was applied. Standardized self-report Burnout Questionnaires have been used to assess the relationship of leading antecedents and burnout.

Subjects / Participants:

The target population for this study was Islamabad Traffic Police officials. The quantitative approach was applied in this study. In order to seek information inexpensively and quickly, a non-probability convenient sampling technique was applied. This technique was very effective to obtain basic information pertaining to leading antecedents easily and efficiently. Sixty in number subjects up to inspector rank from Islamabad Traffic Police were selected as sample. All the sixty participants willingly and happily shared their inputs through the structured self-report burnout questionnaires.

Data Processing and Analysis:

A formal approval was obtained from the concerned authorities. The researcher visited the target population at their work places, briefed them about the significance of the study and confidentiality of their shared information. The participants were also briefed and explained about items of the questionnaires. The data was gathered through the questionnaires. The obtained data was processed and analyzed through SPSS software. The Pearson co-relational analysis technique was also used to co-relate the leading antecedents with burnout.

Data Analysis:

The statistical analysis of the quantitative data has been conducted by using the Statistical Package for Social Sciences (SPSS IBM Version 21). Pearson correlation was applied to determine the relationship between leading antecedents and burnout. Higher value means stronger relationship between the variables. If the correlation found exactly 1 or -1, it was known as perfect relationship either positive or negative. When it becomes 0, it meant that there was no relationship between the variables. In order to check the reliability, Cronbach's Alpha was calculated for scale used in the study. The overall reliability of the scale was .80.

Table 1
Reliability Statistics of the Instrument

Cronbach's Alpha	.80
Number of Items	63

Table 1 depicts validity and reliability pertaining to items of the scale. The validity of the items was found 100%. The reliability statistics of Cronbach's Alpha was 0.80.

Table 2
Leading Antecedents and Burnout (N = 60).

	Burnout
Job demand and job resources	.231
Work Overload	.146
Role Conflict & Role Ambiguity	.409**
Lack of Autonomy & Organizational	.433**
Policies	-.271*
Locus of Control	.155
Work Family Conflict	

Table 2 provides relationship of leading antecedents with burnout tested through pearson correlation by utilizing SPSS software. There is statistically significant correlation of role conflict & role ambiguity and lack of autonomy & organizational policies with burnout at 0.01 level **. There is also statistically significant correlation between locus of control and burnout at 0.05 level *. But there is statistically insignificant relationship of job demand & job resources, work overload and work family conflict with burnout.

Discussion:

This present study was to find out relationship between leading antecedents and burnout among Islamabad Traffic Police officials. As the study was quantitative in nature and survey method was used. Primarily, the normality of data was established through reliability and validity. The scale was found valid and reliable as depicted in Table 1. It indicated that the scale can be used to test the hypotheses. All the hypotheses supported the relationship with burnout among the ITP officials.

Thus the Hypothesis one is supported by data and the result of (H_1) shown in Table 2 depicts that there is statistically insignificant relationship between job demand & job resources and burnout. The findings are in line with the previous studies of Schaufeli and Bakker (2004) that job demand are psychological, physical and organizational factors of work environment that become job stressors and produce negative effects, anxiety, depression or burnout.

Hypothesis two is also supported by data and the result of (H_2) shown in Table 2 presents that there is statistically insignificant relationship between work overload and burnout. Landon et el., (2001) defined that work overload and burnout may be associated with job dissatisfaction.

Hypothesis three is supported by data and the result of (H_3) shown in Table 2 depicts that there is statistically significant correlation between role conflict & role ambiguity and burnout. It is obvious through prior studies like Maslach, (1982) as well as Schaubroeck, Cotton, and Jennings, (1989) that stress and burnout may be minimized by reducing organizational antecedents such as role conflict and role ambiguity. Psychological discomforts and negative emotional reactions may be the outcomes if employees experience incompatible expectations with multiple or with a single role.

Hypothesis four is also supported by data and the result of (H_4) shown in Table 2 also indicates that there is statistically significant correlation between lack of autonomy & organizational policies and burnout. It is consistent with the previous findings. As scholars have argued that the ability to decide when, where and how job is to be done (job autonomy & organization policies) is positively linked with employee's well-being and job satisfaction (Bailyn, 1993 and Clark, 2001).

Hypothesis five is also supported by data and the result of (H_5) shown in Table 2 also presents that there is statistically significant correlation between locus of control and burnout. The study result is consistent with the findings of Specter, (1982) who found that employees with an internal locus of control are less likely to be dissatisfied and are more likely to be successful in organizations moreover, it is also concluded that internal locus of control employees perform better than externals.

Hypothesis six is also supported by data and the result of (H_6) shown in Table 2 also depicts that there is statistically insignificant correlation between work family conflict and burnout. Earlier study conducted by Thompson et al., (1999) suggests that an organizational supportive friendly work family environment uplifts the employees wellbeing and they are hardly to worry about possible negative job consequences. Work family conflict prevents the employees to perform their assigned duties satisfactorily.

Table 2 presented that Hypotheses Three (H_3), Four (H_4) and Five (H_5) have statistically significant relationship with burnout. These leading antecedents are the main factors that are creating burnout among the ITP officials. Hypotheses One (H_1), Two (H_2) and Six (H_6) have also relationship with burnout but insignificantly. These leading antecedents are also the source of burnout among the ITP officials. In this study, it is found that role conflict & role ambiguity, lack of autonomy & organizational policies and locus of control are playing significant role to create burnout among the traffic police official of Islamabad city. The current study supported all the hypotheses and revealed the presence of burnout among the targeted population. The study has made valuable additions in the existing body of collectivist knowledge on Burnout among traffic police officials.

Summary:

The data was analyzed through SPSS software. Pearson correlation was applied to determine the relationship between leading antecedents and burnout. Validity and reliability of the scale was tested. Alpha reliability of the scale was found. There was statistically significant relationship found between role conflict & role ambiguity, lack of autonomy & organizational policies and locus of control with burnout. These three leading antecedents have significant correlation with burnout. However, there was statistically weak and insignificant relationship found between job demand & job resources, work overload and work family conflict with burnout. These three leading antecedents have insignificant correlation with burnout.

Conclusion:

This study analyzes the association between leading antecedents and burnout among traffic police officials of Islamabad city. The leading antecedents included job demands & job resources, work overload, role conflict & role ambiguity, lack of autonomy & organizational policies, locus of control and work-family conflict.

Based on the analysis, it is concluded that statistically weak and insignificant relationship was found between job demand & job resources, work overload and work family conflict with burnout. These three leading antecedents have insignificant correlation with burnout among traffic police officials of Islamabad city.

But statistically significant relationship was found between role conflict & role ambiguity, lack of autonomy & organizational policies and locus of control with burnout. These three leading antecedents have significant correlation with burnout among traffic police officials of Islamabad city.

Recommendations:

In light of the present study on relationship between leading antecedents and burnout among traffic police officials of Islamabad city, it is suggested that additional research is needed to identify other factors in a broader spectrum. The present study could be reflective of traffic police officials. Similar studies are required in other professions to confirm the job burnout among the employees.

This study relies on self-report questionnaires; however, for future studies observational measures and other standardized tests are suggested. It is also suggested that a large sample size be adapted.

It would be a better option to understand the differences by changing antecedents and by conducting comparative study with traffic police wardens of Rawalpindi city.

Limitations:

Present Research Project has certain limitation which can be valuable to overcome in future research. The study relies on 'Burnout Questionnaires'; other assessment measures such as direct observation and structured interview might be more useful.

The data for the study was collected by applying a non-probability convenient sampling technique from sixty Traffic Police officials of Islamabad city; therefore, findings of the present study cannot be generalized to all traffic police officials of Pakistan. However, it might be possible that traffic police officials from other cities of other provinces would give similar answers. Sample size should be increased. Officials from different ranks must be involved.

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Appendices

A. Burnout Questionnaire

Use following scale to record your response (1= Strongly Disagree) (2= Disagree) (3= Neutral) (4=Agree) (5=Strongly Agree)							
1	My Job requires long working hours.	1	2	3	4	5
2	I am unable to spare time for my family due to my job nature.	1	2	3	4	5
3	I am glad to have some spare time from my job for relaxation.	1	2	3	4	5
4	I have access to all the resources necessary to perform my duties.	1	2	3	4	5
5	My supervisor does not freely share the resources required to perform my duties.	1	2	3	4	5
6	I receive assignments without adequate resources and material to execute them.	1	2	3	4	5
7	Sometime it is difficult for me to contact key people to complete the task.	1	2	3	4	5
8	I am overloaded with work.	1	2	3	4	5
9	The deadlines to complete the task are unrealistic.	1	2	3	4	5
10	I have too much pressure to meet the deadlines even if these are not realistic.	1	2	3	4	5
11	I possess all the skills required to perform the job.	1	2	3	4	5
12	I need to upgrade my skills as my job is getting dynamic.	1	2	3	4	5
13	My skills do not match with my job requirement.	1	2	3	4	5
14	I find plenty of time to socialize with my colleagues.	1	2	3	4	5
15	I get bore in office as I have very little to do.	1	2	3	4	5
16	I receive multiple requests at one time.	1	2	3	4	5
17	I have to do things that should be done differently.	1	2	3	4	5
18	I do things that are accepted by one person and not accepted by others.	1	2	3	4	5
19	There is a conflict between my job description and actual duties.	1	2	3	4	5
20	I know exactly what is expected of me.	1	2	3	4	5
21	I am sure what my supervisor exactly requires from me.	1	2	3	4	5
22	I am clear about goals and objectives to be achieved.	1	2	3	4	5
23	My supervisor always confuses me about my duties.	1	2	3	4	5
24	I am free enough to take decision to perform my duties well on time.	1	2	3	4	5
25	In my job I have control over events.	1	2	3	4	5
26	I have to consult my supervisor for every single task.	1	2	3	4	5
27	In my organization every small decision is taken by higher management.	1	2	3	4	5
28	I am not allowed to take even tiny decisions at job.	1	2	3	4	5
29	All the time I face negative competition which is discouraging.	1	2	3	4	5
30	Favoritism in my office really frustrates me.	1	2	3	4	5
31	Illegitimate political behaviors are uncontrollable and frustrate me.	1	2	3	4	5
32	My performance depends mostly on my ability and is not controlled by others.	1	2	3	4	5
33	I feel like what happens at job is mostly determined by my attitude.	1	2	3	4	5
34	When I make plans, I am almost certain to make them work.	1	2	3	4	5
35	My job performance is chiefly controlled by powerful people.	1	2	3	4	5
36	I am usually able to protect my personal interests and job.	1	2	3	4	5
37	In my case, getting what I want has little or nothing to do with luck.	1	2	3	4	5
38	Sometimes I feel that I don't have enough control over the direction my life is taking.	1	2	3	4	5
39	No matter how hard you try, some people just don't like you.	1	2	3	4	5

40	Getting the job you want is mostly a matter of luck.	1	2	3	4	5
41	I am good enough to manage the time between work and family.	1	2	3	4	5
42	My work prevents me spending sufficient quality time with my family.	1	2	3	4	5
43	There is no time left at the end of the day to do the things I'd like at home.	1	2	3	4	5
44	My work performance suffers because of my personal and family commitments.	1	2	3	4	5
45	Family related concerns or responsibilities often distract me at work.	1	2	3	4	5
46	I am not willing to accept overtime work or part-time work to make more money as it disturb my family life.	1	2	3	4	5
47	After work, I come home too tired to do some of the things I would like to do.	1	2	3	4	5
48	On the job I have so much work to do that it takes away from my personal interests.	1	2	3	4	5
49	Because my work is so demanding, at times I am irritable at home.	1	2	3	4	5
50	My pay is inadequate for the work I do.	1	2	3	4	5
51	Communication with key people at work is difficult for me.	1	2	3	4	5
52	I feel indifferent about my work.	1	2	3	4	5
53	Since there is no future or advancement in my position, I will probably seek another job.	1	2	3	4	5
54	The activities and tasks of my work bring me little or no enjoyment or satisfaction.	1	2	3	4	5
55	I am leaving my job as soon as possible.	1	2	3	4	5
56	My future is limited in my current position.	1	2	3	4	5
57	I am not self-motivated to do my work effectively.	1	2	3	4	5
58	The organization's mission is vague or unknown to me.	1	2	3	4	5
59	Even when given the opportunity, I have little association with my colleagues at work.	1	2	3	4	5
60	I receive appropriate compensation for the work that I do.	1	2	3	4	5
61	My work is boring.	1	2	3	4	5
62	It is difficult to get my work done because my supervisor is hardly available to talk with.	1	2	3	4	5
63	I would prefer working for someone else other than my immediate supervisor.	1	2	3	4	5
64	My work is part of a process with no identifiable beginning and end.	1	2	3	4	5

B. Determinants of Job Burnout among Police Officials

A. Organizational Factors		SD	D	N	A	SA
I. Job demands and Job resources						
1	My Job requires long working hours.	1	2	3	4	5
2	I am unable to spare time for my family due to my job nature.	1	2	3	4	5
3	I am glad to have some spare time from my job for relaxation. (R)	1	2	3	4	5
4	I have access to all the resources necessary to perform my duties. (R)	1	2	3	4	5
5	My supervisor does not freely share the resources required to perform my duties.	1	2	3	4	5
6	I receive assignments without adequate resources and material to execute them.	1	2	3	4	5
7	Sometime it is difficult for me to contact key people to complete the task.	1	2	3	4	5
II. Work overload/Role overload						
1	I am overloaded with work.	1	2	3	4	5
2	The deadlines to complete the task are unrealistic.	1	2	3	4	5

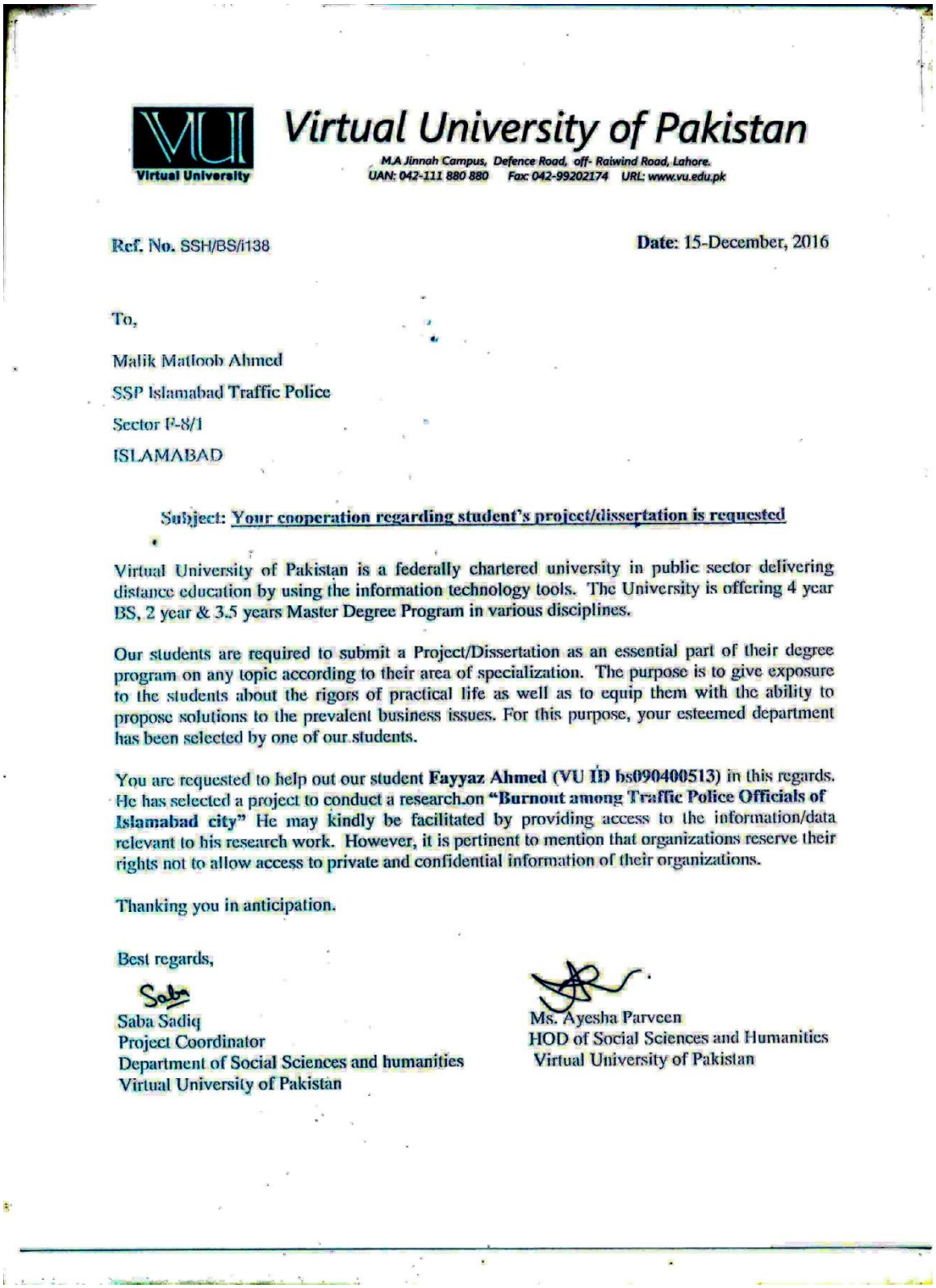
3	I have too much pressure to meet the deadlines even if these are not realistic.	1	2	3	4	5
4	I possess all the skills required to perform the job. (R)	1	2	3	4	5
5	I need to upgrade my skills as my job is getting dynamic.	1	2	3	4	5
6	My skills do not match with my job requirement.	1	2	3	4	5
7	I find plenty of time to socialize with my colleagues. (R)	1	2	3	4	5
8	I get bore in office as I have very little to do. (R)	1	2	3	4	5
III. Role conflict and Role ambiguity						
1	I receive multiple requests at one time.	1	2	3	4	5
2	I have to do things that should be done differently.	1	2	3	4	5
3	I do things that are accepted by one person and not accepted by others.	1	2	3	4	5
4	There is a conflict between my job description and actual duties.	1	2	3	4	5
5	I know exactly what is expected of me. (R)	1	2	3	4	5
6	I am sure what my supervisor exactly requires from me. (R)	1	2	3	4	5
7	I am clear about goals and objectives to be achieved. (R)	1	2	3	4	5
8	My supervisor always confuses me about my duties.	1	2	3	4	5
IV. Lack of autonomy and organizational policies						
1	I am free enough to take decision to perform my duties well on time. (R)	1	2	3	4	5
2	In my job I have control over events. (R)	1	2	3	4	5
3	I have to consult my supervisor for every single task.	1	2	3	4	5
4	In my organization every small decision is taken by higher management.	1	2	3	4	5
5	I am not allowed to take even tiny decisions at job.	1	2	3	4	5
6	All the time I face negative competition which is discouraging.	1	2	3	4	5
7	Favoritism in my office really frustrates me.	1	2	3	4	5
8	Illegitimate political behaviors are uncontrollable and frustrate me.	1	2	3	4	5

B. Individual Factors		S I	D	N	A	SA
I. Locus of control						
1	My performance depends mostly on my ability and is not controlled by others.	1	2	3	4	5
2	I feel like what happens at job is mostly determined by my attitude.	1	2	3	4	5
3	When I make plans, I am almost certain to make them work.	1	2	3	4	5
4	My job performance is chiefly controlled by powerful people. (R)	1	2	3	4	5
5	I am usually able to protect my personal interests and job.	1	2	3	4	5
6	In my case, getting what I want has little or nothing to do with luck.	1	2	3	4	5
7	Sometimes I feel that I don't have enough control over the direction my life is taking. (R)	1	2	3	4	5
8	No matter how hard you try, some people just don't like you. (R)	1	2	3	4	5
9	Getting the job you want is mostly a matter of luck.	1	2	3	4	5
II. Work family conflict						
1	I am good enough to manage the time between work and family. (R)	1	2	3	4	5
2	My work prevents me spending sufficient quality time with my family.	1	2	3	4	5
3	There is no time left at the end of the day to do the things I'd like at home.	1	2	3	4	5
4	My work performance suffers because of my personal and family commitments.	1	2	3	4	5
5	Family related concerns or responsibilities often distract me at work.	1	2	3	4	5

6	I am not willing to accept overtime work or part-time work to make more money as it disturb my family life.	1	2	3	4	5
7	After work, I come home too tired to do some of the things I would like to do.	1	2	3	4	5
8	On the job I have so much work to do that it takes away from my personal interests.	1	2	3	4	5
9	Because my work is so demanding, at times I am irritable at home.	1	2	3	4	5

C. Burnout		S	D	N	A	SA
1	My pay is inadequate for the work I do.	1	2	3	4	5
2	Communication with key people at work is difficult for me.	1	2	3	4	5
3	I feel indifferent about my work.	1	2	3	4	5
4	Since there is no future or advancement in my position, I will probably seek another job.	1	2	3	4	5
5	The activities and tasks of my work bring me little or no enjoyment or satisfaction.	1	2	3	4	5
6	I am leaving my job as soon as possible.	1	2	3	4	5
7	My future is limited in my current position.	1	2	3	4	5
8	I am not self-motivated to do my work effectively.	1	2	3	4	5
9	The organization's mission is vague or unknown to me.	1	2	3	4	5
10	Even when given the opportunity, I have little association with my colleagues at work.	1	2	3	4	5
11	I receive appropriate compensation for the work that I do. (R)	1	2	3	4	5
12	My work is boring.	1	2	3	4	5
13	It is difficult to get my work done because my supervisor is hardly available to talk with.	1	2	3	4	5
14	I would prefer working for someone else other than my immediate supervisor.	1	2	3	4	5
15	My work is part of a process with no identifiable beginning and end.	1	2	3	4	5

C. Reference Letter



Virtual University of Pakistan

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UAN: 042-111 880 880 Fax: 042-99202174 URL: www.vu.edu.pk

Ref. No. SSH/BS/i138

Date: 15-December, 2016

To,

Malik Matloob Ahmed
SSP Islamabad Traffic Police
Sector F-8/1
ISLAMABAD

Subject: **Your cooperation regarding student's project/dissertation is requested**

Virtual University of Pakistan is a federally chartered university in public sector delivering distance education by using the information technology tools. The University is offering 4 year BS, 2 year & 3.5 years Master Degree Program in various disciplines.

Our students are required to submit a Project/Dissertation as an essential part of their degree program on any topic according to their area of specialization. The purpose is to give exposure to the students about the rigors of practical life as well as to equip them with the ability to propose solutions to the prevalent business issues. For this purpose, your esteemed department has been selected by one of our students.

You are requested to help out our student **Fayyaz Ahmed (VU ID bs090400513)** in this regards. He has selected a project to conduct a research on **"Burnout among Traffic Police Officials of Islamabad city"** He may kindly be facilitated by providing access to the information/data relevant to his research work. However, it is pertinent to mention that organizations reserve their rights not to allow access to private and confidential information of their organizations.

Thanking you in anticipation.

Best regards,

Saba Sadiq
Project Coordinator
Department of Social Sciences and humanities
Virtual University of Pakistan

Ms. Ayesha Parveen
HOD of Social Sciences and Humanities
Virtual University of Pakistan

LETTER OF UNDERTAKING

I FAYYAZ AHMED Student VU ID BS 090400513 hereby confirm that the **Project/Dissertation** I have provided is solely my own effort. I did not copy my report partially or completely from any other student or from any other source either against payment or free and I did not provide any plagiarized material in any section of my report. I further confirm that the documents (Job Confirmation Letter, etc.) that I have provided are genuine (i.e. not forge/fake) and have been issued by the authorized person in the organization. If I am found guilty of misstating, misleading or concealing the facts about my activities (either academic or non-academic but relevant to this course) at any stage, the university is authorized to take disciplinary action against me according to university policies and regulations.

I hereby also confirm that I have carefully read and understood all the guidelines, rules and regulations provided by the course instructor on VULMS. I assure that I will follow the instructions regarding presentation & viva voce and will appear on the scheduled date for presentation & viva voce which will be intimated to me at my VU-email ID by the Course Instructor. In case of any negligence, I shall be held responsible.

Name FAYYAZ AHMED

Signature

Date 30-01-2017

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