

Stress and Burnout as Predictors of Job Satisfaction amongst Lawyers

Anita Sharma

Assistant Professor, Department of Psychology, Himachal Pradesh University, Shimla (India)
E-mail: anitahpu@gmail.com

Shweta Verma

Research Scholars, Department of Psychology, Himachal Pradesh University, Shimla, (India)

Chandraprabha Verma

Research Scholars, Department of Psychology, Himachal Pradesh University, Shimla, (India)

Dalip Malhotra

Professor, Department of Psychology, Himachal Pradesh University Shimla India
E-mail: dalipmalhotra@yahoo.co.in

Abstract

Objectives: To determine the impact of burnout and psychosocial stressors on the job-satisfaction among male and female lawyers from different courts of Himachal Pradesh (India).

Methodology: Three subscales of burnout and psychosocial stressors were used as predictors (independent variables) of job-satisfaction (dependent variables) among 150 equal numbers of male and female lawyers. The statistical treatments included Pearson's product moment co-efficient of correlation along with descriptive data (means, standard deviation and t-test (for gender difference). Regression analysis was also computed to find out the best set of predictors of job satisfaction.

Results: The factors causing job dissatisfaction were (1) emotional exhaustion (2) depersonalization (3) reduced personal accomplishment (4) stress (5) strained interpersonal relationship (6) over-expectation (7) poor economic position (8) jealousy (9) poor social position (10) competition and (11) conflict between values and practice for male and female lawyers.

Conclusion: The stepwise regression analysis indicated that emotional exhaustion, stress due to clients, work underload and economic position have turned out to be the significant predictors of job-satisfaction showing 45% variance for males and 55% variance for females. The t-test analysis revealed higher job-satisfaction for male lawyers as compared to their female counterparts. Whereas female lawyers experienced significantly greater psychosocial stressors and burnout as compared to males.

Keywords: Job-satisfaction, burnout and stress.

1. Introduction

Job-satisfaction is a nebulous concept and many of us talk about it a great deal.

Job-satisfaction is basically an individual matter and refers to what one expects from his or her job and when there is mismatch between what is expected and what is received and if there is some disparity then dissatisfaction occurs. It has been seen that a psychosocial interplay between personality, power, status and service and intellectual challenge, forms the career dilemma of attorneys' conflicts and trade-offs originating with the individual occupational choice are played out in a multitude of settings perpetuating tension as old as profession itself.

It has been concluded in the American Bar Association Survey (1999) that hours of work, competition, time for self and family, financial rewards and gender bias contribute towards the job-dissatisfaction among lawyers.

People in human service profession are often required to spend considerable time in intense involvement with other people. Frequently when the interaction between lawyer and client is centered around the client's current problem and when the solution might not be obvious and easily obtained, the situation may become more ambiguous and frustrating. For the persons who do people work, the chronic stress can be emotionally draining and lead to burnout (Maslach and Jackson, 1981). Today an increasing numbers of lawyers are experiencing burnout, low-productivity, insomnia and stress related illness due to lack of balance in personal and professional lives (Bentsi-Enchill, 2006).

2. Conceptual Framework

Job-satisfaction has been defined as the positive orientation of an individual towards the work role which he is presently occupying (Vroom, 1964). There are a variety of factors that can influence a person's level of job-satisfaction like pay, promotion system, working conditions, leadership, social relationship and the job-itself. The happier the people are within the jobs the more satisfied they are said to be. Job-satisfaction has been defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's values. Both satisfaction or dissatisfaction are seen as a function of perceived relationship between what one wants from one's job and what one perceives it as offering or entailing. Job-satisfaction is actually an attitude which reflects the degree to which an individual is satisfied, gratified or fulfilled in his or her work or job.

2.1. Stress

Stress is an integral part of natural fabrics of life. Any situation in which a person's behavior is evaluated by others as unusual can be stressful. The concept of stress was first introduced by Hans Selye in 1936. It is a concept borrowed from the natural sciences. During the eighteenth and the nineteenth centuries, stress was equated with force, pressures or strain exerted upon a material object or person which resists these forces and attempts to maintain its original state. Stress is said to occur in the face of demands that tax or exceed the resources of system or, to put it in slightly different way, demands to which there is no readily available adaptive responses.

Psychosocial Stress

Psychosocial stress refers to acute or chronic events of psychological or social origin which challenge the homeostatic state of biological systems. These kinds of events are processed in the frontal cortex, the part of the brain that allows one to imagine things and to project oneself into the future. This brain region has extensive connections with the limbic system, the primitive brain areas responsible for emotions and stress responses. The frontal limbic connections are how a threat response is generated to such things as embarrassment if one fails to speak well before an audience. Such events are only meaningful to us because we are a social being that values the esteem of our peers. However, if these frontal-limbic connections are distributed, then one may either fail to psychologically comprehend a potential threat when one encounters it, or one may fail to respond even if one recognizes the threat (Lovallo, 2002).

There are a lot of social and psychological events in the life of a person that affects the course of life in a number of ways. The different psychological stressors can be categorized as follows:

- Interpersonal relationship of an individual with the surroundings.
- Expectations from people around
- Economic status of an individual
- Social status of an individual

2.2. Burnout

Burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who work with people. Burnout was first identified in a paper on probation officers and was further elaborated upon by Freudianberger, (1974) from his observations of the extreme psychological strain often experienced by workers in the human service professions such as nurses, doctors, lawyers, police officers, school teachers and social workers. Burnout is an incoming concept in the realm of psychological stress that has recently gained extensive attention as a separate strain (Jones, 1981). Chronic daily stressors (Cohen and Lazarus, 1973) rather than unique critical life events (Kreitler, Aronson, Berliner, Weissler & Arber and Dohrenwend & Dohrenwend 1980) are regarded as central factors in producing burnout. Burnout has some bearing on the field of job-satisfaction in organizational theory and is linked to extensive literature of occupational stress (Mac Neil, 1981) although definitions about burnout vary but Maslach, (1982) has argued that three core aspects of burnout are commonly included in these definitions- emotional exhaustion, depersonalization and a feeling of low personal accomplishment.

- 1.1.**Emotional Exhaustion**:-Emotional exhaustion is the central quality of burnout and the most obvious manifestation of this complex syndrome. When people describe themselves or others as experiencing burnout, they are most often referring to the experience of exhaustion.
- 1.2.**Depersonalization**:-Depersonalization is an attempt to get distanced between oneself and service recipients by actively ignoring the qualities that make them unique and engaging people.
- 1.3.**Personal Accomplishment**:-Finally, the third component of burnout is characterized by a tendency to evaluate one's behavior and performance negatively

3. Review of Literature

Job satisfaction can be an important indicator of how employees feel about their jobs and predictor of work behavior such as organizational relationship and turnover. (Wegge, Schmidt, Parks & Dick, 2007; Koustelios & Tsigillis, 2005; Organ & Ryan, 1995; Saari & Judge, 2004 and Verma, 2008). Any business can achieve success when the problem of satisfaction and dissatisfaction can be felt, understood and solved. If specialists do not feel supported by colleagues and by organization their satisfaction level falls (Freeborn, 2001). The promotion of personal growth and security in finance and employment influences satisfaction levels positively (Murray, 1997). Lawyers' high internal evaluation of order and projection of this value onto the external world of behavior and institution is more than an intellectual bent. It is an attempt to regulate and distribute power. Values can be constructed and employed in a static, conservative way, to stabilize allocations of power, or in a more dynamic, redistributive fashion to adjust imbalances in power which threaten individuals and institutions. The latter tendency leads to a love of justice (American Bar Association 1995, Verma, 2008) The May, 5, 1991 Wall Street Journal reported figures from a survey that lawyers are motivated by intellectual challenges while monitoring that others are driven by financial ambitions. (American Bar Association, 1990) survey of career satisfaction and dissatisfaction, the majority of attorneys (approximately 75%), reported satisfaction in their work, the remaining 25% reported that they were neutral to very dissatisfied. Moreover, since 1984 there was a 20% reduction in those saying that they were very

satisfied. The 1995 survey reported that reduction in satisfaction was stable through 1990's (American Bar Association Survey 1995, Verma, 2008). 75% of lawyers were very or somewhat satisfied with the practice of law (American Bar Association, 2000).

Most researchers have studied the relationship between job satisfaction and occupational stress and have found that role conflict and role ambiguity are negatively related to job satisfaction (Futrell, 1982, Jagdish & Srivastava, 1984; Moore & Robert, 1984 and Verma, 2008) occupational stress was found to be significantly related to job satisfaction the greater the stress the lower the satisfaction (Sahu & Gole, 2008 and Verma, 2008). Stress is inevitable in the practice of law. In a study of more than 100 occupations, lawyers had the highest rate of depression (Eaton, Mandel & Garrison, 1990 and Verma, 2008). The increase in number of lawyers led to increased competition and diminishing personal relationship with other lawyers. (Daicoff, 1997 and Verma, 2008). Lawyers ranked number 1 on the list of most depressed occupations (Sweeny, 1998 and Verma, 2008).

Job stress and Burnout have become two of the buzzwords of the present century influencing job-satisfaction of the employees. (Banet, Plint and Clifford, 2005, Verma, 2008). There is a negative relationship between burnout and job satisfaction (Verma, 2008, Shukla, 2008). Burnout has some bearing on the field of job-satisfaction and is linked to extensive literature of occupational stress (Mac Neil, 1981 and Verma, 2008)

Intrinsic aspect of job-satisfaction seemed to correlate stronger to burnout than extrinsic aspects. (Koustelios & Tsiglis, 2008 and Skaalvik & Skaalvik, 2009).

Jackson, Turner & Brief (1987) studied correlates of burnout among public service lawyers in US. Results indicated that emotional exhaustion was most strongly associated with role conflict and quantitative workload. Feelings of personal accomplishment were associated with supervisory social support and job level. Depersonalization was associated with role conflict and decision making policies. Each burnout component is significantly related to organizational commitment.

There has been a dearth of studies on lawyers especially in the South East Asia viz-a-viz job satisfaction with stress and burnout. The lawyers' social prestige is precariously balanced because of uncertainties in the disposal of cases and financial position.

4. Methodology

The methodology includes research design, population and sample, data collection and data analysis. Methodology is the total strategy for the study and it starts from the identification of the problem of the final plans for data collection.

4.1. Need of the Study

Since no such information as of the type reported above for American lawyers, is available for Indian lawyers, the present endeavour is an effort to understand how job-satisfaction is related to burnout and psychosocial stress for lawyers. India is the biggest democracy of the world where judiciary enjoys one of the most powerful and independent status. The legal profession in the present scenario has gained utmost importance which in turn makes the job of a lawyer the most challenging one involving lots of hard work and mental and physical strain. Moreover, the increasing competition, delayed decisions, decision not on merit, lack of evidence and lack of facilities in the courts like proper sitting places and offices can cause early stress and burnout. So the present study focuses on stress and burnout in lawyers viz-a-viz job satisfaction.

4.2. Objectives of the Study

- 1.1. To examine the correlates of job satisfaction in male and female lawyers.
- 1.2. To explore the variance of stress on job satisfaction in male and female lawyers.
- 1.3. To study the variance of Burnout in job satisfaction on male and female lawyers.
- 1.4. To study the significance of difference if any between the gender (male and female lawyers on stress, burnout and job satisfaction).

4.3. Design

A co-relational design was used to find out the pattern of relationship between the variables of job satisfaction, psychosocial stressors and burnout. Further, regression analysis was also computed to predict the most contributing factor. Psychosocial stressors and burnout were used as independent variables and job satisfaction was used as a dependent variable. t-test was also completed to find the significance of difference between the male and female lawyers on stress, burnout and job satisfaction.

4.4. Sample

The sample of the present study consisted of 150 equal number of male and female lawyers from different courts of Himachal Pradesh.

4.5. Test/Tools

- 1.1. Job Satisfaction Scale (Singh & Sharma, 1986): The scale consists of a total of 30 statements. The scores were arrived at on 5-point rating scale ranging from strongly agree to strongly disagree. The reliability and validity of the scale is .97 and .74 respectively.
- 1.2. Maslach Burnout Inventory (Maslach & Jackson, 1986): It is a measure of burnout associated with human service professionals with whom people work. It comprises of 22 items. The MBI gives scores on three dimensions as emotional exhaustion, depersonalization and reduced personal accomplishment. The subjects are asked to describe their feelings in terms never to everyday on a seven point scale. Reliability co-efficient for emotional exhaustion, depersonalization and reduced personal accomplishment is .90, .79 and .71 respectively.
- 1.3. Stress Questionnaire for Lawyers (Verma, 2008): This questionnaire was prepared on the lines of psychosocial stress questionnaire (ICMR Manual of Psychosocial stress questionnaire) which contains 12 items related to lawyers in which scoring was done on a four point scale. Alpha reliability for male and female lawyers for all items (total score) was found to be .73 and .72 respectively.

5. Results and Discussion

The main objective of the present study was aimed at examining the implications of burnout and psychosocial stressors for job-satisfaction among male and female lawyers. The individuals raw scores on job-satisfaction, three subscales of burnout and total stress and its components were subjected to correlational analysis for male and female lawyers and are presented in inter correlational matrix table (Table-1) where the upper half of the diagonal represents males and lower half represents females. The most contributing predicting factors in job-satisfaction were computed through stepwise regression analysis (Table-2 & Table-3). Table-I reveals that in male lawyers, job-satisfaction is significantly and negatively related to emotional exhaustion ($r=-.55^{**}$, $p<.01$), depersonalization ($r=-.29^{*}$, $p<.05$), reduced personal accomplishment ($r=-.39^{**}$, $p<.01$), total stress score ($r=-.58^{**}$, $p<.01$) and its components viz strained interpersonal relationships ($r=-.45^{**}$, $p<.01$), over-expectations ($r=-.37^{**}$, $p<.01$), work overload ($r=-.29^{*}$, $p<.05$), poor economic position ($r=-.45^{**}$, $p<.01$), jealousy ($r=-.36^{**}$, $p<.01$), poor social position ($r=-.35^{**}$, $p<.01$), competition ($r=-.43^{**}$, $p<.01$), proper sitting place ($r=-.34^{**}$, $p<.01$) and conflict between values and practice ($r=-.39^{**}$, $p<.01$).

Whereas, in female lawyers, job-satisfaction has been found to be significantly and negatively related to emotional exhaustion ($r=-.59^{**}$, $p<.01$), depersonalization ($r=-.28^{**}$, $p<.05$), reduced personal accomplishment ($r=-.51^{**}$, $p<.01$), total stress score ($r=-.51^{**}$, $p<.01$) and its components viz strained interpersonal relationships ($r=-.24^{*}$, $p<.05$), non-availability of resources ($r=-.31^{*}$, $p<.05$), poor economic position ($r=-.55^{**}$, $p<.01$), jealousy ($r=-.38^{**}$, $p<.01$), work overload ($r=-.29^{*}$, $p<.05$), social position ($r=-.30^{*}$, $p<.05$), competition ($r=-.31^{*}$, $p<.05$), conflict between values and practice ($r=-.31^{*}$, $p<.05$).

For males' sample, (N=75) regression analysis (Table-2) indicates that among the predictors of job-satisfaction, stress due to clients explained the highest variance of 34%, emotional exhaustion 7% and work under-load 4% of variance. On the whole they accounted for 45% of variance in job-satisfaction as all these variables have negative correction with job-satisfaction (See Table-I).

For female lawyers' sample, (N=75) regression analysis (Table-3) indicates that among the predictors of job-satisfaction, emotional exhaustion explained 35% of variance, work under-load 12% of variance and economic position 8% of variance. On the whole, they accounted for 55% of variance in job-satisfaction. All the R^2 changes are significant at .01 level except economic position in male lawyers which is significant at .05 level, for details see table 2 and 3 for genders respectively.

Further, to test the significance of difference t-test was also computed for male and female lawyers (See Table-4).

t-test analysis (Table-4) reveals that male lawyers experienced significantly more job-satisfaction than female lawyers with means being (77.09 v/s 66.25) and t-value being (4.61**, $p < .01$).

Whereas, on rest of the variables females have scored significantly higher. On emotional exhaustion, females have scored significantly higher to that of males with means being (20.25 v/s 14.04) and t-value being (-3.21**, $p < .01$). On depersonalization, females are significantly higher to that of males, means being (9.71 v/s 6.12), t-being (-3.07**, $p < .01$), and females have been found to be significantly higher on reduced personal accomplishment as compared to the males, means being (15.84 v/s 8.06), t-being (-4.93**, $p < .01$). With regard to stress and its components, females have scored significantly higher to that of males. On stress, females have scored significantly higher to that of males with means being (43.02 v/s 36.48), t-being (-4.38**, $p < .01$). On non-availability of resources, females are significantly higher to that of males, means being (2.58 v/s 2.24), t-being (-2.37*, $p < .05$). On stress due to clients, females are significantly higher to that of males, means being (2.01 v/s 1.66), t-being (-2.49*, $p < .05$). On stress due to jealousy females have scored significantly higher to that of males, means being (4.72 v/s 3.58), t-being (-4.63**, $P < .01$). On stress due to work under-load, females are significantly higher to that of males, means being (2.72 v/s 2.13), t-being (-3.20**, $p < .01$). On stress due to poor social position, females have been found to be significantly higher as compared to males, means being (2.38 v/s 2.04), t-being (-2.19*, $p < .05$). On stress due to completion, females have scored significantly higher to that of males, means being (3.89 v/s 3.18), t being (-3.32**, $p < .01$). On stress due to poor sitting place, females have scored significantly higher to that of males, means being (2.09 v/s 1.24), t-being (-4.81**, $p < .01$). With regards to conflict between values and practice, females have scored significantly higher with mean being (2.22) as compared to males with mean being (1.84) yielding a significant t-value of (-2.35*, $p < .05$).

Table 1: Descriptive Statistics, Mean .Standard Deviation and Correlation among all the variables present in the study where the upper half of the diagonal represents Males and lower half represents Females.

Mean	77.09	14.04	6.12	8.06	36.48	7.44	6.97	2.24	2.08	2.07	1.67	3.59	2.13	2.04	3.19	1.24	1.84
SD	14.18	9.11	4.83	6.52	8.77	2.63	2.59	.88	.95	.81	.81	1.21	1.11	.95	1.09	.59	1.04
JS		EE	DP	PA	S	IR	OE	NR	WO	EP	C	J	WU	SP	COMP	P	V
J S		-.55**	-.29*	-.39**	-.58**	-.45**	-.37**	-.13	-.29*	-.45**	.18**	-.36**	-.19	-.35**	-.43**	-.34**	-.39**
EE	-.59**		.50**	.35**	.57**	.47**	.47**	.11	.43**	.43**	-.36**	.19	-.16	.36**	.33**	.38**	.41**
DP	-.28*	.66**		.46**	.53**	.49**	.49**	-.70	.30*	.49**	.32**	.13	-.15	.32**	.24**	.31**	.39**
PA	-.51**	.62**	.67**		.47**	.45**	.34**	.01	-.01	.52**	.18	.24**	-.48	.33**	.34**	.49**	.29**
SS	-.51**	.67**	.57**	.47**		.74**	.78**	.25*	.58**	.75**	.59**	.53**	-.17	.61**	.66**	.51**	.44**
IR	-.24*	.53**	.59**	.38**	.69**		.51**	-.99	.32**	.65**	.39**	.29**	-.18	.58**	.34**	.31**	.26**
OE	-.18	.49**	.50**	.31**	.74**	.59**		.01	.39**	.41**	.51**	.21	.08	.36**	.40**	.37**	.35**
NR	-.31**	.27**	.24*	.29**	.46**	.22	.34**		.28	.12	.05	.23**	.37**	.10	.30*	.15	-.02
WO	.12	.19**	.27*	.08	.36**	.13	.21	-.05		.46**	.47**	.23**	-.02	.35**	.28**	.23*	.18
EP	-.55**	.49**	.33**	.53**	.62**	.47**	.41**	.22	.07		.44**	.43**	-.08	.52**	.46**	.39**	.31**
C	-.13	.38**	.41**	.10	.52**	.66**	.44**	.16	.23*	.17		.15	-.02	.28**	.30*	.42**	.19
J	-.38**	.39**	.21*	.13	.57**	.17	.17	.30*	.21*	.28	.23*		.24	.26*	.32**	.29*	.16
WO	-.57**	.46**	.23*	.28*	.41**	.04	.04	.29*	.17	.25*	.04	.44**		-.09	.25*	-.03	-.05
SP	-.30*	.37**	.42**	.32**	.63**	.49**	.49**	.29*	.14	.46**	.41**	.26	.98**		.45	.15	.09
COMP	-.31*	.29**	.19	.28*	.60**	.13	.38**	.26*	.37**	.35**	.02	.38**	.35	.43**		.41**	.24*
P	-.21	.25*	.16	.19	.24*	.12	.05	.08	.02	.12	.15	.20	.21	.03	-.01		.17
V	-.31**	.26*	.21	.09	.49**	.16	.32**	.09	.14	.41**	.23*	.23*	.16	.26	.31	.30**	
Mean	66.25	20.25	9.71	15.84	43.02	8.12	7.65	2.59	2.35	2.28	2.01	4.72	2.72	2.39	3.89	2.09	2.23
SD	14.63	14.04	8.90	12.05	9.49	2.53	2.27	.90	.95	.94	.89	1.74	1.13	.98	1.48	1.41	.97

Abbreviations: JS=Job Satisfaction ;EE=Emotional Exhaustion DP=Depersonalization ;

PA=Personal Accomplishment ;S=Stress; IR=Interpersonal Relationships OE=Over expectations ;

NR=Non-Availability Of resources; WO=Work Overload ;EP=Economic Position ;C=Clients J=Jealousy ;

WU=Work Under load ; SP=Social Position; COMP=Competition, P=Proper Seating Place and V=Conflict between values and practices.

** p< .01

* p< .05

Table 2: Regression Analysis: Predictors of Job Satisfaction in Male Lawyers.

Variables	β	R	R ²	R ² Change	t	F
Stress due to clients	-.58	-.58	.34	.34	-6.81**	46.38**
Emotional exhaustion	-.32	-.64	.41	.07	-2.94**	8.64**
Work under load	-.20	-.67	.45	.45	-2.22*	4.93*

** p<.01

* p<.05

Table 3: Regression Analysis: Predictors of Job Satisfaction in Female Lawyers

Variables	B	R	R ²	R ² Change	t	F
Emotional exhaustion	-.59	-.59	.35	.35	-6.28**	39.44**
Work under load	-.57	-.69	.47	.12	-3.93**	15.44**
Economic position	-.54	-.74	.55	.08	-3.43**	11.76**

** p<.01

* p<.05

Table 4: t-values on Job-Satisfaction, Burnout, Stress And Components of Stress

	Males		Females		t
	Mean	SD	Mean	SD	
JS	77.09	14.18	66.25	14.63	4.61**
EE	14.04	9.11	20.25	14.04	-3.21**
DP	6.12	4.83	9.71	8.90	-3.07**
PA	8.06	6.52	15.84	12.05	-4.93**
SS	36.48	8.77	43.02	9.49	-4.39**
IR	7.44	2.63	8.12	2.53	-1.61
OE	6.97	2.59	7.65	2.27	-1.70
NR	2.24	.88	2.58	.90	-2.37*
WO	2.08	.95	2.35	.95	-1.71
EP	2.06	.81	2.28	.94	-1.49

C	1.66	.81	2.01	.89	-2.49*
J	3.58	1.21	4.72	1.74	-4.63**
WU	2.13	1.11	2.72	1.13	-3.20**
SP	2.04	.95	2.38	.98	-2.19*
COMP	3.18	1.09	3.89	1.48	-3.32**
P	1.24	.59	2.09	1.41	-4.81**
V	1.84	1.04	2.22	.97	-2.35*

** p<.01

* p<.05

Job satisfaction is defined as how well a job as a whole is satisfying a person's various needs (Sinha & Aggarwal, 1972). Therefore, when there is a mismatch between expectancies and rewards, stress occurs (Verma, 2008).

In the present study, regression analysis on male lawyers indicates that work underload and stress due to clients have turned out to be the significant predictors of job satisfaction, showing 4% and 34% of variance respectively, a relationship which was not evident in the intercorrelations (See Table - 2). These two factors are acting as suppression variables and are explaining the variance of emotional exhaustion, depersonalization, personal accomplishment, total stress and its components viz. interpersonal relationships, over expectations, work overload, economic position and non-availability of resources because all these factors are significantly related with job satisfaction and predictor variable as well (see Table-1 above the diagonal). Emotional exhaustion was also turned out to be significant predictor of job satisfaction for male lawyers showing 7% of variance (See Table-2).

Regression analysis on females represents emotional exhaustion, work under load and economic position showing 35%, 12% and 8% of variance respectively with job satisfaction (Table-3).

Therefore, it is clear from the regression analysis that emotional exhaustion, economic position and work underload are the common predictors of job satisfaction for male as well as female lawyers.

The law profession is the most depressed one where a good social position and economic reward brings in more satisfaction American Bar Association, 1995.

The lawyer-clients' interaction is centered around the clients current problem and finding out solutions. Sometimes the solution are not easily obtained and the situation becomes more ambiguous and frustrating for the person who works continually in care giving profession and the chronic stress becomes emotionally draining where emotional resources are depleted and people feel that they are unable to give themselves at a psychological level. This state of frustration results in emotional exhaustion, the key aspect of burnout. (Ryan, 1971 and Verma, 2008).

Moreover, it has been found that increasing competition results in stress and low job satisfaction among lawyers (Daicoff, 1997). It may be said that when lawyers have less work to do as compared to their colleagues then the situation ends with job dissatisfaction.

All the above reported studies support the obtained results.

Today an increasing number of lawyers are experiencing burnout, low productivity, insomnia, and stress related illness. Undoubtedly due to a lack of imbalance between their professional and personal lives. One of the main reasons that lawyers consider leaving the profession is the desire to spend more time on personal and family needs (American Bar Association, 1999, Bentsi-Enchill, 2006).

Usually, it is the best and the brightest lawyers who are most vulnerable to burnout and stress. Ambitious, capable people, who have high expectations of themselves are particularly susceptible (Bentsi-Enchill, 2006 and Verma, 2008). Increase in working hours and resulting decrease in personal life results in job dissatisfaction among lawyers (American Bar Association, 1999). In addition to time for self and family, financial reward was taken as the top satisfaction factor (American Bar Association, 1984, 1990, 1995, 2000). A proper place to meet the clients adds to the prestige of lawyers in general. Thus lack of chambers in courts contributed much towards job dissatisfaction (Verma, 2008).

Professional women have same expectations from the job profile as professional men so, when the work load is less as compared to male counterparts and sufficient resources are lacking in finding out solutions to the problem, job dissatisfaction occurs (Chiu, 1998).

The results of t-test reveal that females experience less job satisfaction as compared to males.

Women lawyers have less job satisfaction and more stress and burnout as compared to male counterparts (American Bar Association, 1984, 1990, 1999, 2000; Chiu, 1990; Hagan & Kay, 1995 and Lentz & Laband, 1995). It has been proposed that work setting and gender biases among other factors, must also be taken into account again, despite the influx of women in the profession by 1990, women reported greater dissatisfaction at all levels of private practice, and in 1995 they were still more likely than men to leave employees for reasons of time pressures and gender biases. (American Bar Association, 1999, 2000 and Verma, 2008).

In the present study, it has been found that the mean scores of stress and burnout are also higher for female lawyers as compared to their male counterparts. Working women have more stress and burnout because of stereotyping discrimination, social isolation and work home conflict (Bonita, 2000 and Verma, 2008). It may be said that women are not totally burnt out of stress because they are still continuously working and managing two jobs (Work-Home) at the same time but they feel more stress and burnout because of lack of influence and promotional opportunities, same professional expectations that of men but lack of cases (Work) due to powerlessness, sometimes more work intruding personal life and inequality ending with low job satisfaction as compared to males (Chiu, 1998; Greenglass, 1989 and Jambwal, 2003).

Main Findings

The main findings of the study are:-

- 1.1. Job-Satisfaction is significantly and negatively related to emotional exhaustion, depersonalization, reduced personal accomplishment, stress, strained interpersonal relationship, over-expectations, poor economic position, jealousy, poor social position, competition and conflict between values and practice for both male as well as female lawyers.
- 1.2. Job-Satisfaction is significantly and negatively related to work overload and poor seating place only for male lawyers.
- 1.3. Job-Satisfaction is significantly and negatively related to non-availability of resources and work under load for females.
- 1.4. Male lawyers have more job-satisfaction as compared to female counterparts.
- 1.5. Female lawyers appear to experience more burnout and psychosocial stressors as compared to male counterparts.

6. Conclusion

The productivity of the lawyers is the most decisive factor as far as the success of the practice is concerned. The productivity in turn is dependant on the psychosocial well being of the lawyers in the age of highly dynamic and competitive world. As man is exposed to all kinds of stressors that can affect on all realms of life, the growing importance of interventional strategies is felt more at the hospital level.

Although certain limitations were met with the study, every effort has been made to make it much comprehensive. The research expects to draw attention of the administrators, policy makers, researchers and academicians in related fields to resume further research.

7. Recommendations/Suggestions

On the basis of the data analysis we can provide the following suggestions for reducing and coping stress among the lawyers working in different courts of Himachal Pradesh, India.

- 1.1. It may not be possible to decrease the demands of the job but some issues could be addressed in the first instance by providing support and improving working conditions and counseling services after stressful events and stress management training are amongst the approaches that may be beneficial in reducing the stress levels among the lawyers working in the courts.
- 1.2. Adequate resources i.e. material technical and human should be extended to perform the job effectively. Availability of resources is an important component of working conditions provided to a lawyer. Apart from this, proper bar rooms should also be made available in the courts. Therefore, adequate working conditions can help reduce stress among lawyers.
- 1.3. Clarifying the role and performance expectations.
- 1.4. Promoting prompt, constructive resolution of conflicts.
- 1.5. Psychological counseling and therapy that can recognize stress should be easily accessible and available for troubled lawyers. Extend the counseling practices at family levels including dependents and relatives

7. Acknowledgement

We would like to record our gratitude to the lawyers working in different courts of Himachal Pradesh who participated in the study and made this work a success.

References

- [1] ABA Young Lawyers 'Division Survey' (1984). Career Satisfaction: [www./new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc](http://www.new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc).
- [2] ABA Young Lawyers 'Division Survey' (1990). Career Satisfaction: [www./ new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc](http://www.new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc).
- [3] ABA Young Lawyers 'Division Survey' (1995). Career Satisfaction <http://new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc>.
- [4] ABA Young Lawyers 'Division Survey' (1999). Career Satisfaction [www./new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc](http://www.new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc).
- [5] ABA Young Lawyers 'Division Survey' (2000). Career Satisfaction [www./new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc](http://www.new.abanet.org/marketresearch/PublicDocument/satisfaction800.doc).
- [6] Banet, Plint and Clifford, (2005). Reducing stress and avoiding burnout. *A collection of activities for preschoolers*, 11(2): 28-32.
- [7] Belcastro, P.A and Gold, R.S. (1982). Teacher stress and burnout implications for school personnel. *Journal of School Health*, 53(1): 404-407.
- [8] Bentsi-Enchill, J. (2006). Cases and Chaos: Life balancing Strategies for Busy Lawyers. Canadian Bar Association. *National Magazine. Legal insights and practice trends*, 15(2): 1-59.
- [9] Bonita. C. (2002). Women and Work Place Stress. *Unpublished Doctorial Thesis*, Himachal Pradesh University, Shimla, (India).
- [10] Boyenga, K.W. (1979). Job stress and coping behaviour of married male and female university faculty members. *Dissertation Abstracts International*, 39(9A): 5749.
- [11] Bradely, V.L. (1969). Coping, perceived burden and burnout syndrome in caregivers to people with cancer (p.167). *Dissertation Abstracts International*, 61(5B): 2747.
- [12] Chiu, L. (1998). Do Professional Women have...Job Satisfaction than Professional Men? Lawyers as a case Study. *Journal of Sex Roles*, 3(8): 7-8.
- [13] Cohen, F. and Lazarus, R.S. (1973). Active coping process, coping disposition and recovery from surgery. *Psychosomatic Medicine*, 35(5): 375-389.
- [14] Daicoff (1997), Lawyers, know thyself: A review of empirical research on Attorney attributes bearing on professionalism. *American University Law Review*, 46(1): 3-14.

- [15] Kritiler, S., Aronson, M., Berliner, S., Weissler, K., and Arber, N. (1974). Life events and personal problems: Their physiological and emotional effects. *Personality and Individual Differences*, 18(1): 101-106.
- [16] Dohrenwend, B.S. and Dohrenwend, B.P. (1980). What is a stressful life event? In H.Selye (ed) *Selye's Guide to Stress Research*. New York: Van Nostrand Reinhold, 1: 1-20.
- [17] Eaton, W.W., Mandel, W. and Garrison, R. (1990). Occupations and the Prevalence of Major depressive Disorders". *Journal of Occupational Medicine*, 32: 1083-1132.
- [18] Freeborn, D.K. (2001). Satisfaction, commitment, and psychological well-being among HMO physicians. *Journal of West Medicine*, 174: 9-13.
- [19] Freudianberger, H.J. (1974). Staff burnout. *Journal of Social Issues*, 30(1): 159-165.
- [20] Futrell, C. M., and Schuller, R.S. (1982). Impact of clarity of goals and role perceptions on job-satisfaction. *Perceptual and Motor skills*, 52(1): 27-32.
- [21] Gole, S.V. and Sahu, R. (2008). Effect of job stress and job satisfaction on performance: *An Empirical Study*, 2(3):237-246
- [22] Greenglass, E.R. (1989). A gender role perspective in role conflict, work stress and social support. Theory, Research and Application. In E.B. Goldsmith (ed.) *Work and Family*, 310-328. Newbury Park, CA: Sage, 310-328.
- [23] Hagan, J. and Kay, F.L. (1995). Law and inequality: Race, gender...and, of course, Class. *Annual Review of Sociology*, 22(1): 186-212.
- [24] Hagan, J. and Kay, F. (1999). Even lawyers get the blues: Gender, depression and job satisfaction in legal practice. *Law and Society Review*, 41(1): 51-78.
- [25] Jackson, S.E., Turner, J.A. and Brief, A.P. (1987). Correlates of burnout among public services lawyers. *Journal of Occupational Behaviour*, 8(4): 339-349
- [26] Jagdish and Srivastava, A.K. (1984). Perceived role stress and job satisfaction. *Perspective in Psychology Researches*, 6: 101-104.
- [27] Jambwal, R (2003). Management of job related stress and burnout among married female school teachers. *Unpublished Doctoral Thesis*, Himachal Pradesh University, Shimla, (India).
- [28] Jones, M.C. (1981). Midlife drinking patterns, Correlates and antecedents In D.H. Eichorn (ed.). *Present and Past in Middle Life*. New York: Academic.
- [29] Jones, P. and Crowley, M. (1998). I wish I would have called you before... depression and suicide: make sure you don't utter those words. American Bar Association. *Bar Leader Magazine*, 16(1): 5.
- [30] Koustelios, A. and Tsigilis, N. (2005). The relationship between burnout and job-satisfaction among physical education teachers: a multivariate approach. *European Physical Education Review*, 11(2): 189-203
- [31] Laband, D.N. and Lentz, B.F. (1998). The effect of sexual harassment on job satisfaction, earning and turnover among female lawyers. *Industrial and Labour Relations Review*, 51(4): 594-607.
- [32] Lovallo, W.R. (2002). Alcoholics have Blunted responses to psychological stressors such as public speaking www.scienceblog.com/community/older/2002/g/2002143.html.
- [33] Mac Neil, D. (1981). The relationship of occupational stress to burnout. In J.W. Jones (Eds.). *The Burnout Syndrome* (68-88). Park Ridge, I.L. London House Management Press.
- [34] Maslach, C. (1982). Burnout (The cost of caring). Englewood Cliffs, Prentice – Hall, New Jersey.
- [35] Maslach, C. and Jackson, S.E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2: 99-113.
- [36] Maslach, C. and Jackson, S.E. (1986). *Maslach Burnout Inventory: Manual* (2nd ed).
- [37] Murray, J.E., (1997). Physician job satisfaction: developing a model using qualitative data. *International Journal of Medicine*, 12: 14-71.

- [38] Moore, J. and Robert (1984). The effect of role conflict and role ambiguity on the use of pioneer, job-satisfaction and casual attributions. *Dissertation Abstracts International*, 42: 233.
- [39] Organ, D.W., and Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behaviour. *Personnel Psychology*, 48: 775-802.
- [40] Ryan, W. (1971). *Blaming the victim*. New York Pantheon.
- [41] Saari, L.M., and Judge, T.A. (2004). Employees' attitudes and job satisfaction. *Human Resource Management*, 43: 395-407.
- [42] Selye, H. (1956). The general adaptation syndrome and disease of adaptation. *Journal of Clinical Endocrinology*, 1: 1-20.
- [43] Shukla, I. (2008). Burnout and stress among secondary school teachers in relation to their teaching effectiveness. *European Journal of All India Association for Educational Research (erjiaer)*, 20: 3-4.
- [44] Singh, A. and Sharma, T.R. (1971). Job Satisfaction Scale. National Psychological Corporation, Kachehri Ghat, Agra (India).
- [45] Sinha, D. and Aggarwal, V.M. (1972). Job satisfaction and general adjustment of Indian white collar workers. *Indian Journal of Industrial Relations*, 6: 357-367.
- [46] Skaalvik, E.M. and Skaalvik .S. (2009) Does school context matter? Relationship with teacher burnout and job-satisfaction. *Teaching and Teacher Education*, 25(3): 518-524.
- [47] Sweeny, J. (1998). The devastation of depression: Lawyers are at greater risk. It is an impairment to take seriously. American Bar Association. *Bar Leader Magazine*, 22(11): 3.
- Verma, S. (2008a). Implications of burnout and psychosocial stressors for the job-satisfaction among male and female lawyers. *Unpublished M. Phil Dissertation*; Himachal Pradesh University, Shimla, (India).
- [48] Verma, S. (2008b). Stress Questionnaire for Lawyers. Implications of Burnout and Psychosocial Stressors for the job satisfaction among male and female lawyers. *Unpublished M. Phil Thesis*, Himachal Pradesh University, Shimla, (India).
- [49] Vroom, V.H. (1964). Ego-involvement, job-satisfaction and job performance. *Personnel Psychology*, 2(2): 159-177.
- [50] Wegge, J., Schimedit, K. Parker, E., and Van Dick, K. (2007). Taking a sickie: job satisfaction and job-involvement as interactive predictor of absenteeism in a public organization. *Journal of Occupational and Organizational Psychology*, 80: 77-89.