

10th International Strategic Management Conference

The Moderating Effects of Motivating Job Characteristics on the Relationship between Burnout and Turnover Intention

Gönül Kaya Özbağ^{a*}, Gökçe Çicek Ceyhun^b, Hülya Gündüz Çekmecelioğlu^c

Kocaeli University, Kocaeli, 41500, Turkey

Abstract

The aim of this paper is to examine the moderating role played by three motivating job characteristics (autonomy, feedback, skill variety) in the relationship between burnout and turnover intention in a sample of 161 respondents. Data obtained from questionnaires will be analyzed through the SPSS statistical packet program. The Sobel test is used to measure the significance of moderating effects of motivating job characteristics. The findings revealed that employees who reported that they were more exhausted, more cynical, feel less professional efficacy had more intention to leave their organization. However, the findings also indicate that there is no significant moderation effect relationship between motivating job characteristics and turnover intention.

© 2014 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/3.0/>).

Peer-review under responsibility of the International Strategic Management Conference.

Keywords: burnout, turnover intentions, role conflict, role ambiguity

1. Introduction

Research evidence suggests that burnout is detrimental not only to the individual, but also to the organization, since it could result in absenteeism (Schaufeli et al., 2009; Iverson et al., 1998) poor job performance and reduced citizenship behavior (Cropanzano & Byrne, 2003; Iverson Olekalns & Erwin, 1998; Parker & Kulik, 1995), high turnover intention and low job satisfaction (Himle, Jayaratne and Thyness, 1986; Jayaratne and Chess, 1984; Abu-Bader, 2000), low morale, loss of productivity and efficiency (Maslach and Jackson, 1981; Schaufeli 2003). It pose a challenge to both employees and organizations since it is likely to reduce the organization's performance and threaten its long-term competitiveness. Therefore, academicians and practitioners have focused on exploring antecedents and consequences of burnout for the last three decades.

On the other hand, employee turnover is one of the other areas most widely researched in organizational analysis because losing competent employees can negatively affect an organization's competitive advantage. The positive relationship between job burnout and turnover has been demonstrated by several empirical studies (e.g., Moore, 2000;

* Corresponding author. Tel. + 90-262-4544750 fax. +90-262-4544072

Email address: gonulozbag@gmail.com

Maslach et al. 2001; Harrington et al., 2001; Huang, Chuang, & Lin, 2003; Houkes et.al, 2003; Lee and Shin 2005). Previous empirical studies have confirmed that workers who feel burned out and frustrated with their jobs are more likely to have higher turnover intentions. However, the key contribution of the present study is that it expands on prior research by examining the moderating effects of motivating job characteristics in the relationship between burnout and turnover intentions. Hackman & Oldham (1975)'s job characteristics model proposes that positive job characteristics will provide employees with positive feelings and experiences and these in turn will affect work outcomes, such as intrinsic work motivation (Hackman and Oldham; 1980), job satisfaction (Tiegs, Tetrick, & Fried, 1992; Goldstein, 1989; Becherer, Fred and Lawrence, 1982) organizational commitment (Hunt, Chonko and Wood; 1985, Ramaswami, Agarwal and Bhargava; 1993) and thus decreased turnover intentions (Hackman & Oldham, 1975,1980; Bluedorn's, 1982; Evans, Kiggundu, & House, 1979; Michaels & Spector, 1982).

To sum up, in accordance with previous studies, we expect to find significant relationships among burnout, job characteristics and turnover intentions. First, we present the relevant literature leading to our specific research hypotheses. This is followed by discussions of the method and results of our study. We conclude the article with the implications of the study with regard to existing literature and suggestions for future research.

2. Literature Review And Hypotheses

2.1. Burnout and Turnover Intentions

Since Freudenberg (1974) uttered the term 'burnout' to indicate an inclination to become exhausted by consuming the emotional and physical resources, it has become the focus of researches. Then, Maslach and colleagues (1996) conceptualized burnout as a psychological syndrome composed of emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion refers the depletion of one's emotional resources mainly as result of a demanding job or stress in the work environment. Cynicism is characterized by a negative, unconcern attitude toward various aspects of the job or people (Koeske and Koeske 1989). Maslach and Pines (1977) stated that employees suffering from cynicism behave like bureaucrats whose duties are routine and uncreative. They are prone to give apathetical responses rather than solving problems and fulfill a request or requirement. The third component of burnout, reduced personal accomplishment is the tendency to evaluate oneself negatively, particularly in relation to one's work with clients or interactions with people at work.

Research evidence suggests that burnout is associated with negative outcomes for both individuals and organizations. At the individual level, burnout has been correlated significantly with the experience of psychological distress, anxiety, depression and drops in self-esteem (Maslach et al., 2001). It also has a negative impact on physical health and positively related to morbidity and bodily disorders (Toker et.al. 2005), cardiovascular disease (Appels and Schouten, 1991; Tennant, 1996; Melamed et.al., 2006), Type 2 diabetes (Melamed, Shirom, & Froom, 2003), and some psychosomatic symptoms such as poor appetite, headaches and chest pains (Burke and Deszca, 1986). It also leads to undesirable organizational outcomes such as reduced job performance, satisfaction, productivity, organizational commitment, and creativity (Freundenberg, 1974; Maslach et al. 2001; Lee and Shin 2005; Shirom, 2003; Cordes and Dougherty 1993; Hackman). Perhaps more importantly it is confirmed by many researches as one of the most significant variable that could predict turnover intent (Leiter and Maslach 2009; Knudsen, and Roman, 2008; Harrington et al., 2001; Huang, Chuang, & Lin, 2003; Lingard, 2003; Jung & Kim; 2012). It's evident that burnout and turnover intent might have a negative impact on organizational efficiency as well as welfare of an employee understanding the relationship between them could help minimize their negative impact.

Meyer & Allen (1984) defined turnover intent as an employee's intention to quit his or her present job or organization. According to Carmeli and Weisberg (2006) it starts thinking about leaving an organization, finding another alternative, and finally having turnover intent. If such alternatives do not exist, employees may involuntarily stay in their job, which leads to the problem of a change in attitude and effort and possible decline in performance (Lingard, 2003, p.78). Anyway, for people who stay on the job because of a lack of an attractive alternative, burnout leads to lower productivity and effectiveness at work (Maslach et.al, 2001). When employees leave, companies lose their knowledge, skills, and abilities which can have a detrimental impact upon organizational effectiveness. It involves tangible and intangible costs since critical organizational competencies often are embedded in human resources, who includes individuals' non-codified body of expertise and skills accumulated through experience, and so are highly rare and difficult for competitors to imitate (Wei and Lou, 2005: 1902). For that reason, enterprises' success

Download English Version:

<https://daneshyari.com/en/article/1113346>

Download Persian Version:

<https://daneshyari.com/article/1113346>

[Daneshyari.com](https://daneshyari.com)