

A Study of the Effects of Job Burnout on Organizational Effectiveness and Turnover Intention

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직무소진이 조직유효성과 이직의도에 미치는 영향에 대한 연구

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Abstract This study attempted to investigate an efficient human resources management plan by enhancing organizational performance and reducing the factors which influence turnover intention after analyzing the effects of job burnout on organizational effectiveness and turnover intention. To test a research model, after explaining the purpose of the study to them at work, data were obtained through a standardized questionnaire survey. To figure out the effects of job burnout on organizational effectiveness and turnover intention, causality was analyzed using the Structural Equation Model (SEM). According to hypothesis testing, a total of five hypotheses were chosen, and the following results were obtained: Job burnout had a significant effect on organizational commitment (-0.456), job satisfaction (-0.488) and turnover intention (0.501). In terms of relations between organizational effectiveness and turnover intention, organizational commitment (-0.350) and job satisfaction (-0.199) decreased turnover intention. Therefore, it is important to discover and analyze these obstacles which hinder employees from being absorbed in their work with attachment.

Key Words : Job burnout, Organizational commitment, Job satisfaction, Turnover intention, Organizational Effectiveness

요약 본 연구는 직무소진이 조직유효성과 이직의도에 어떠한 영향을 미치는가를 분석하여 조직성과를 높이고 이직의도에 영향을 미치는 요인을 감소시켜 효율적인 인적자원관리 방안을 살펴보았다.

연구모형을 검정하기 위해 직무소진과 조직유효성(조직몰입, 직무만족) 및 이직의도, 인구 통계학적특성에 관한 설문 조사를 연구자가 해당기업을 방문하여 연구의 목적을 설명하고, 표준화된 설문지를 통하여 수집하였으며, 직무소진과 조직유효성과 이직의도에 미치는 영향을 파악하기 위하여 구조 방정식 모형(Structural Equation Model)을 사용하여 인과관계를 분석하였다.

가설검정 결과는 총 5개의 가설 모두 채택되었고 분석한 결과는 다음과 같다.

직무소진은 조직유효성의 조직몰입(-0.456), 직무만족(-0.488)과 이직의도(0.501)의 매우 높은 영향을 조직유효성과 이직의도의 관계에서 조직몰입(-0.350)과 직무만족(-0.199)은 이직의도를 감소시키는 역할을 수행하고 있다. 직무소진이 조직유효성과 이직의도에 매우 높은 영향을 미치고 있으며, 노동시간의 단축을 통한 직무소진을 감소하기 위한 노력이 필요하다.

주제어 : 직무소진, 조직몰입, 직무만족, 이직의도, 조직유효성

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1. INTRODUCTION

Recently, rapid changes in business environment have caused a considerable amount of stress to employees. Organizational changes such as introduction of a team organization, in particular, have asked them to carry out their duties through collaboration with people from diverse classes. In fact, this kind of burnout in the process of fulfilling duties decreases organizational performances and makes them leave their job. In fact, employees' burnout could be a big barrier for the organization to attain the organizational goal as well. Therefore, it is important to enhance organizational performances through job burnout management. Hence, this study aims to i) investigate the effects of employees' burnout on organizational effectiveness and turnover intention ii) reduce the burnout and improve organizational performances by figuring out structural relations between organizational effectiveness and turnover intention. and iii) we examine whether job burnout has any mediating effect to job satisfaction and organizational commitment in influencing the turnover intention

2. THEORETICAL BACKGROUND AND HYPOTHESIS PRESENTED

2.1 Job burnout

Burnout is created by diverse causes, not by just a single cause, as a result of continuous and repetitive emotional tension in maintaining relationship with various people for a long time. After all, it occurs due to accumulation of stress at work such as heavy workload, excessive job demand and uncomfortable work environment. Therefore, burnout is not a temporary phenomenon but a consequence of continuous and ceaseless activities.

Burnout is influenced by social atmosphere and work environment as well as personal circumstances. It

is important to prevent burnout and study the influential factors in terms of organizational effectiveness. Maslach & Jackson (1981) conceptualized the components of burnout into emotional exhaustion, low personal accomplishment and depersonalization[1].

'Emotional exhaustion' refers to psychological burnout caused by excessive interactions with people. The symptoms include weariness, lack of energy, fatigue, loss of interest and lack of confidence. 'Low personal accomplishment' means a diminished willingness to accomplish or attain a particular goal at work. Lastly, 'depersonalization' is a kind of negative response to other people[2].

Burnout is very contagious. Once it occurs, it spreads across the organization fast. After all, burnout is the result of employees' emotional exhaustion, depersonalization and low personal accomplishment[3].

2.2 Organizational effectiveness

Organizational effectiveness is a concept viewed from multiple levels and aspects, which can be divided into economic & financial effectiveness and psychological & behavioral effectiveness. Profitability, growth and total sales are the typical examples of the economic & financial effectiveness indexes while psychological & behavioral effectiveness indexes include employees' morale, job satisfaction, organizational commitment and turnover intention. Mowday (1979) insisted that organizational effectiveness is employees' belief to accept organizational goal and values through work achievement, voluntariness and degree of desire to stay as a member of the organization[4]. He said that it is expressed through loyalty and devotion to the organization. In this study, the psychological & behavioral effectiveness indexes 'job satisfaction' and 'organizational commitment' were examined.

Organizational commitment is a concept relating to mindset or psychological state which refers to employees' attachments to their organization. In his study(1979), Mowday defined that organizational

commitment is employees' determination to stay with their organization with the willingness to attain the organizational goal. Organizational commitment is a concept which represents relationship between individuals and organization. In general, it refers to employees' strong belief and attachment to the organizational goal and value, determination to work hard for the organization and willingness to stay as a member of the organization. Therefore, high organizational commitment enhances organizational performances and reduces turnover intention.

Ivancevich & Matteson (1983) said that job satisfaction is a series of attitude that an individual poses against his/her duties[5]. If job satisfaction is a desirable or positive emotional state to employees as the complex of perception, emotion and behavioral tendency, job dissatisfaction could be a discomfort or negative emotional state. If job satisfaction is the result of satisfaction, it could have an effect on the improvement of productivity or organizational commitment[6]. On the contrary, job dissatisfaction may cause undesirable results such as decline in work performances, absence, tardiness and job change.

Employees have a direct effect on corporate performances. From a long-term perspective, they also have a significant influence on corporation-customer relationship. Meyer & Allen(1990) defined turnover intention as a degree of employees' willingness to leave their current job[7]. In other words, they want to leave the organization voluntarily because of a certain reason. Even though turnover intention is not a complete indicator of leaving a job, it is very important to manage turnover intention because it is used as a sign of quitting a job in many businesses[8].

2.3 Hypothesis Presented

In [Fig. 1], the model has been developed and analyzed to figure out the effects of job burnout on organizational effectiveness.



[Fig. 1] Research Model

Employees are less satisfied with their job when they feel burnout at work. Jones, E., et al.(2007) said that employees experience work burnout when they are assigned with heavy workload or work that they cannot handle in the relationship between job burnout and turnover intention[9]. Therefore, job burnout and organizational effectiveness are closely related to each other, and the following hypotheses were developed:

Hypothesis 1: Job burnout has a negative effect on organizational commitment.

Hypothesis 2: Job burnout has a negative effect on job satisfaction.

Hypothesis 3: Job Burnout has a positive effect on turnover intention.

As employees have stronger organizational commitment, they are less willing to leave their job. In other words, unless they have an obvious complaint against the organization or decide to leave their job because of personal reasons, they wouldn't leave the organization. In their previous study (1990), Meyer and Allen explained that there is a negative relationship between organizational commitment and turnover intention.

Job dissatisfaction means low compensation by the organization. According to exchange theory, it means that there is a high possibility that employees may leave their job[10]. Angle and Perry (1981) said that job satisfaction is correlated with turnover intention[11]. Therefore, the following hypotheses were developed:

Hypothesis 4: Organizational commitment has a negative effect on turnover intention.

Hypothesis 5: Job satisfaction has a negative effect on turnover intention.

3. EVIDENTIARY ANALYSIS

3.1 Sampling and Research Method

In this study, a questionnaire survey was conducted against workers in Seoul and Gyeonggi area. After explaining the purpose of the study to them at work, data were obtained through a standardized questionnaire survey. A total of 232 copies of questionnaires were used for analysis from March 2 to 31, 2015. To figure out the effects of job burnout on organizational commitment, job satisfaction and turnover intention, causality was analyzed using the SEM.

To test the goodness-of-fit of the research unit and model, the following indexes were used: Chi-squared statistic (X²), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), root mean square residual (RMR), normal-fit index (NFI) and comparative fit index (CFI)[12].

3.2 Reliability and Validity Testing

In this study, covariance matrix-based confirmatory factor analysis was conducted using a four factor-included measurement model. According to the analysis, the model fit satisfied the reference level (GFI ≥ 0.9, AGFI ≥ 0.9, NFI ≥ 0.9, IFI ≥ 0.9, CFI ≥ 0.9, RMSR ≤ 0.05) proposed by Hair et al. (2006). In addition, the factor loadings of measurement items on the four factors were all statistically significant (p < 0.01). To investigate convergent validity, addition, construct reliability (C.R.) and average variance extracted (AVE) were calculated. In terms of C.R., all factors exceeded the threshold. In terms of AVE, they were all at least 0.5.

<Table 1> Reliability Verification

Variable	Sub measurement	Numbers of questions	Cronbach's Alpha
Job Burnout		3	0.817
organizational effectiveness	Organizational Commitment	4	0.933
	Job Satisfaction,	4	0.923
Turnover Intention		4	0.919

<Table 2> Validity Verification

Variable	Sub measurement	Numbers of questions	C. R.	AVE
Job Burnout, ,		3	0.81	0.66
organizational effectiveness	Organizational Commitment	4	0.94	0.78
	Job Satisfaction,	4	0.95	0.69
Turnover Intention		4	0.91	0.71

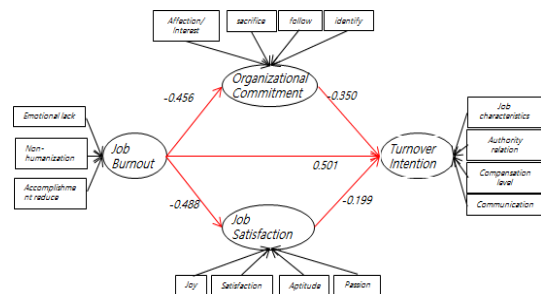
X²=323.028, df=462, p=0.000, GFI=0.911, AGFI=0.902, NFI=0.910, IFI=0.972, TLI=0.953, CFI=0.971, RMSR=0.045

3.3 Hypothesis Testing

To test the research model, the structural equation modeling was conducted using the AMOS 18.0. The analysis results (X²=312.028, df=459, GFI=0.903, AGFI=0.901, NFI=0.905, IFI=0.955, TLI=0.949, CFI=0.964 and RMR=0.049) mostly satisfied the goodness-of-fit judgment standards proposed by Hair et al. (2006). The structural equation results unveiled in [Fig. 2].

The said analysis results can be summarized in <Table 3>

Job burnout influences turnover intention by 0.50, and organizational commitment and job satisfaction also influences by 0.777. Therefore job burnout, job satisfaction and organizational commitment have partially mediating effects in turnover intention.



[Fig. 2] Structure Equation Model Analysis Result

<Table 3> Hypothesis Verification Result

Hypothesis	Hypothesis Direction	Path Coefficient	t	p	Result
H 1	-	-0.456	-3.975	***	Adoption
H 2	-	-0.488	-4.015	***	Adoption
H 3	+	+0.501	+4.125	***	Adoption
H 4	-	-0.350	-5.144	***	Adoption
H 5	-	-0.199	-2.767	***	Adoption

*** : p<0.01, ** : p<0.05 =317.028, df=440, GFI=0.906, AGFI=0.827, NFI=0.908, IFI=0.963, TLI=0.948, CFI=0.951 RMR=0.045

4. CONCLUSION

The hypothesis testing results found that job burnout has a considerable effect on organizational commitment (-0.456), job satisfaction (-0.488) and turnover intention (0.501). Considering the reality that Korea is the second highest among OECD member countries with 2,163 hours (2013, yearbook of labor statistics) in terms of average annual work hours, it is urgent to correct the high influence of job burnout on organizational effectiveness and turnover intention[13]. In relations between organizational effectiveness and turnover intention, organizational commitment (-0.350) and job satisfaction (-0.199) decrease turnover intention. It's been known that negative attitude against the organization such as cynicism, heavy stress and loss of health have a critical effect on job satisfaction and organizational commitment. Therefore, it is important to discover and analyze these obstacles which hinder employees from being absorbed in their work with attachment. Organization effectiveness, that is job satisfaction and organizational commitment shows mediating effect that job burnout decrease partially the influence of turnover intention, so job development and replacement corresponding to personal aptitude is needed to enhance organization loyalty. Because collaboration with people from diverse classes causes stress at work and could eventually generate work burnout[14]. Therefore, there should be efforts to improve coordination and unity and promote communication among groups[15].

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