

# Emotional Exhaustion and Employee Turnover Intention

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## ABSTRACT

*Human resources play essential role in establishing and sustaining a firm's success. Labour turnover is one of serious issues that need considerable attention from the organization's management. Labour turnover is a serious issue in Perk Clothing Pvt Ltd in Eravur in the district of Batticaloa, Sri Lanka, which impacts on efficiency, effectiveness and high productivity. The study mainly aims at illustrating the relationship between Emotional Exhaustion and Employee Turnover Intention in Perk Clothing Pvt Ltd. The study based on the primary data gathered through questionnaire from a sample of 50 employees.*

*Key findings of the study indicate that there is significant positive relationship between emotional exhaustion and turnover intention and Emotional exhaustion explains 92.5 percent of variation in turnover intention. Further, turnover intention has been most strongly influenced by fatigue, frustration, work hard, stress and end of rope while drained, used up, strain and burned out have not been identified as key factors that makes influence on employee turnover intention significantly. Further, it concludes that frustration is the most critical factor towards employee turnover intention.*

**Key words: emotional exhaustion, turnover intention, Human Resource**

## 1.0 Research introduction

### 1.1. Research Problem

A major human resource management problem faced by many organizations is that of understanding and managing labour turnover, (Martin G. Evans, 2006). Though the apparel industry provides greater employment; the labour turnover is the serious issue in the industry because, it causes negative impact on performance of the industry. Employees also working for long hours which increases the stress related problems and mental health problems. As stress is one of the reasons for employee turnover, the question arises whether emotional exhaustion of employee's impact on turnover intention of employees, in the context of apparel industry in perks clothing Pvt Ltd. Further emotional exhaustion is significantly associated with turnover intentions (Russell Cropanzano, Zinta S. Byrne, 2000) in medical service industry, which illustrates a sense to think that whether it is applicable in the perspective of Perks Clothing Pvt Ltd in Eravur.

### 1.2. Importance of the Study

At present the garment of Perk clothing Pvt ltd provides direct employment since 01.04.2016. This clothing garment exhibits its contribution to the economic growth the area of Eravur, Batticaloa. This developing area has positive features which are labour availability, unemployed resources persons, availability of educated level employees and quick transportation and electricity facilities. Though, employee turnover issues can be affecting to its revenue generation activities. The industry is highly depending on the labour force. Therefore, it is important to consider stress related issues and workload problem among the labour force within it.

On this basic conclusion, have identified reasons behind inefficiency of perks industry, such as barrier on adaptation of advance technology, cultural issues relates with night time works to women workers, social status of marriage impacts into women life etc. Yet, increased turnover can cause several problems such as loss of productivity, replacing qualified employees, recruiting cost, time wastage etc. anyhow Employee turnover will increase when employees highly emotionally exhausted. As one of the contributor to employee turnover, emotional exhaustion should understand in correct way to maintain labour friendly image in the industry.

This sense ensures the significance of conducting this study. Therefore, this study has been conducted to provide assist for Perk

clothing Pvt ltd to preserve labour issues within the industry.

### **1.3. Research Objectives**

#### **1.3.1. Primary Objective**

1. To identify the current degree of emotional exhaustion and employee turnover intention in apparel industry

#### **1.3.2. Secondary Objectives**

2. To identify the relationship between emotional exhaustion and employee turnover intention in apparel industry
3. To identify the influence of each factors of emotional exhaustion on employee turnover intention in apparel industry
4. To identify most critical emotional exhaustion factor that predict the turnover intention.

## 2.0 LITERATURE REVIEW

### 2.1. Emotional exhaustion.

#### 2.1.1. Emotional exhaustion as a component of burnout.

Job burnout is defined as “a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do ‘people-work’ of some kind”, (Maslach, Jackson 1981). Job burnout consists of three sub-constructs emotional exhaustion, depersonalization, and diminished personal accomplishment. Emotional exhaustion refers to a lack of energy and a feeling that one’s emotional resources are used up due to excessive psychological demands, (Maslach, 2000).

#### 2.1.2. Emotional Exhaustion: Definition

Emotional exhaustion is a specific stress-related reaction that refers to a state of depleted energy caused by the excessive psychological and emotional demands that occur among individuals who work with people in some capacity (Jackson et al at 1987). It describes feelings of being emotionally overextended and exhausted by one’s work, since emotions are not an inexhaustible resource (Frijda, 1994). Exhaustion is feelings of emotional emptiness, overtaxing from work, strong need for rest and a state of physical exhaustion,

(Evangelia Demerouti, 2010). Finally emotional exhaustion is a particularly slowly developing process, which does not develop within a week but more likely within a year.

### 2.2. Turnover and turnover intention.

Tett et al (1993) defined turnover intentions as conscious wilfulness to seek for other alternatives in other organization.

Griffeth, Hom, Gaertner, (2000) stated that in their work, and have measured counselors’ turnover intention because it is the strongest predictor of actual turnover and avoids the methodological problems of valid retrospective data on actual turnover. Further results on the study of the relationship between turnover intentions and actual turnover have given support and evidence on the significant relationship between these variables (Lambert, E.G., Hogan, N.L, Barton, S.M, 2001). Therefore Price (2001) suggested turnover intentions construct as alternative in measuring actual turnover.

### 2.3. Emotional Exhaustion and Turnover Intention

Eventually, when considered the relationship between Emotional Exhaustion and Turnover Intention, it shows a positive relationship. Armstrong - Stassen, M. al-Ma Aitah, R.Cameron, and S. Horsburgh, M (1994), examined the relationship between nurses’ job satisfaction dimensions, burnout, and

intention to quit. Results demonstrated that career future and burnout (emotional exhaustion) predicted the levels of nurses' intention to quit. Wright and Cropanzano (1998) found that Emotional exhaustion predicted job performance and voluntary turnover.

Therefore, the above overview illustrated that emotional exhaustion is one of the predictor of turnover intention and most of the studies consider the service sector for this research area. Meanwhile, apparel industry has the highest turnover rate among the industries in Sri Lanka and there are few significant studies with related to Emotional Exhaustion and Turnover Intention. As a result, this study is going to identify the relationship between Emotional Exhaustion and Turnover Intention in apparel companies of perks clothing pvt ltd in eravur.

### **3.0 METHODOLOGY**

#### **3.1. Sampling**

This research is going to measure Emotional Exhaustion and Employee Turnover Intention in Apparel industry. Population of the study is all the floor level employees in Apparel industry in perks clothing pvt ltd in eravur. 50 sample is selected through applying random sampling technique.

Primary data is collected through self-administered from questionnaires among the employees which were consisted of three parts. First part for acquire demographic information about employees such as gender, age, income, etc. This part is used to get overall view about employees. Other part is consisted questions regarding Emotional Exhaustion. These questions prepared for gathering data about Drained, Used up, Fatigue, Strain, Burned out, Frustration, Hard work, Stress and End of rope. Those questions have created based on five-point Likert Scale in order to identify the feeling that employees are having about Emotional Exhaustion. The third part is consisted questions about regarding Thinking of quitting, Intention to search and Intention to quit. This also measures based on five point Likert Scale with the same scale used for Emotional Exhaustion.

The scales are;

1. Strongly agree - SA
2. Agree - A
3. Moderate -M
4. Disagree - D
5. Strongly disagree -SD

### 3.2. Conceptual framework

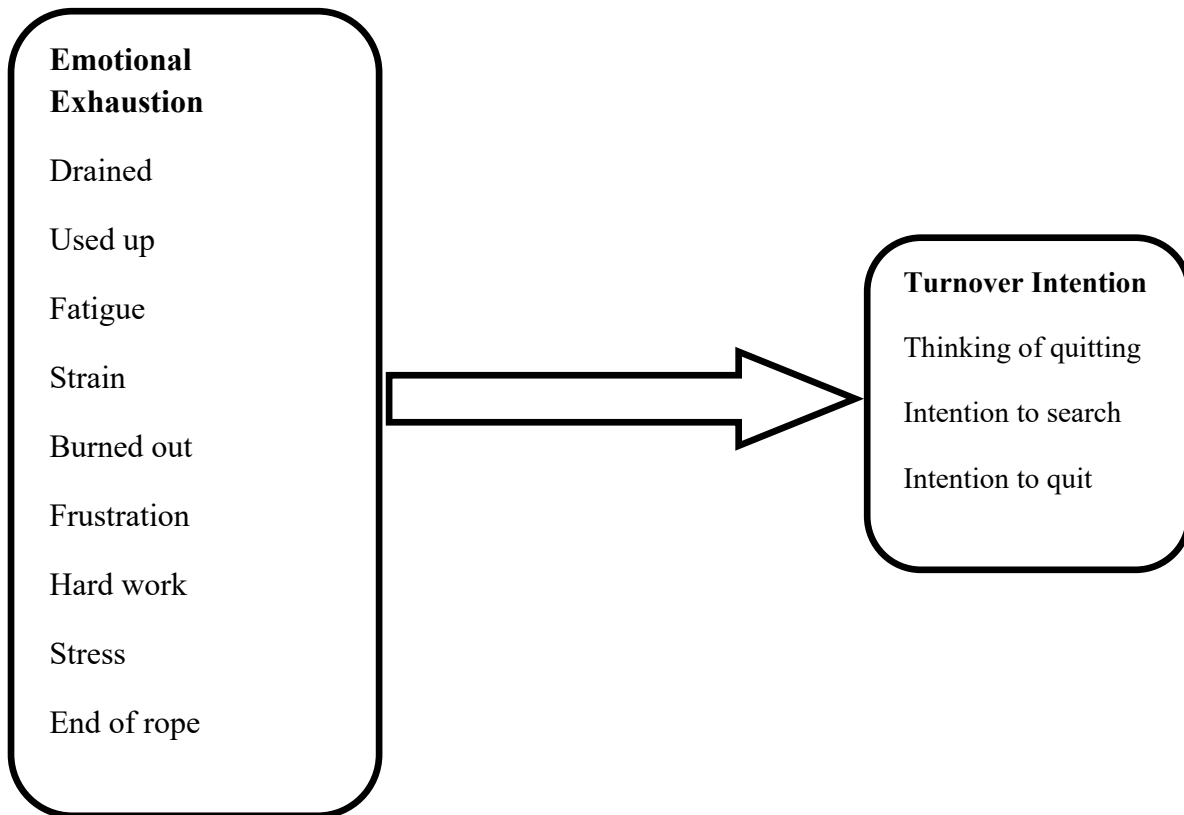


Figure: 3.2 Conceptual Frameworks.

#### 3.2.1 Emotional Exhaustion

This is the independent variable emotional exhaustion consists following measurements based on Dutch version of the Maslach Burnout Inventory (Schaufeli, Van Dierendonck 1993).

1. Drained: A condition where someone feel physical or mentally exhaust form continuous work, exams, hard study, etc.
2. Used up: Someone feel that he has lost all of his energy and feel too tired and restless.
3. Fatigue: Someone feels that he is extreme tired or weariness condition which because he feel that he is having too much of work load or excessive activities.
4. Strain: Someone feels that he is giving great or painful mental or physical effort to do some work.
5. Burned out: A condition when someone feels extremely tired, either physically or mentally because of stress or hard work.
6. Frustration: Someone feels disappointment or wear when the things are not getting success or rapid loses or unsatisfied desires.

7. Hard work: Someone feels that he is having more works at the same time or having lots of responsibilities.
8. Stress: Someone feels too much of mental, physical strain due to anxiety or over work. It will raise blood pressure and cause depression.
9. End of rope: Someone feels that he has no any way to continue his plan, further he feel that everything is finished and ultimately lost the hope.

### 3.2.2 Turnover Intention

Turnover intention is the dependent variable of this study and this was measured by three items; desires to quit, seriously thinking about quitting, and the intention to search, (Mobley et al., 1978).

1. Thinking of quitting: whether someone thinking of leaving from organization or not.
2. Intention to search: whether someone has intention to search other alternative employment or no intention.
3. Intention to quit: whether someone has intention to leave from current employment or no intention.

## 4.0 DATA INTERPRETATION AND ANALYSIS

In order to achieve the objective of the study

data analysis have to finish in any research. In the study various analysis have been taken place to identify the current degree of Emotional Exhaustion and Employee Turnover intention, to identify relationship between dependent and independent variables, and to identify most critical factor that affects to Employee Turnover intention. This study has been mainly focus on descriptive statistic, correlation analysis and regression analysis. Further, data have been interpreted to understand the analysis.

### 4.1. Overall views of sample employees in Perks Clothing pvt ltd in Eravur

#### 4.1.1. Sex

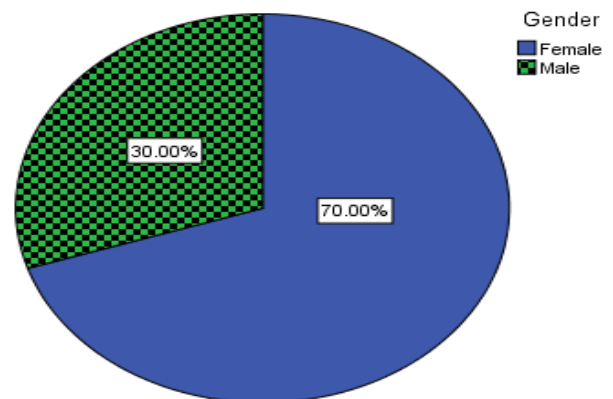


Figure 4.1 – Sex

Source: Survey Data

The pie chart shows the gender proportion in GIB. In generally apparel industry in Sri Lanka consists higher female proportion than male. According to that sample also represents 70percent and 30percent of female and male respectively which counts for 35 female

employees and 15 male employees.

#### 4.1.2. Age

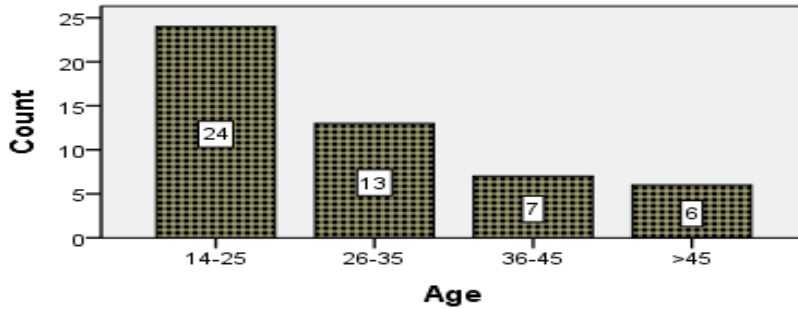


Figure 4.2 – Age

Source: Survey Data

The above chart shows age variation among employees in Perks Clothing pvt ltd in Eravur. It consists 24 employees under 14-25 years, 13 employees under 26-35 years, 7 employees under 36-45 years and one employee under more than 6 years category among the 50 sample employees. Which represents higher accounts for the category 14-25 years and then for 26-35 years category.

#### 4.1.3. Civil status

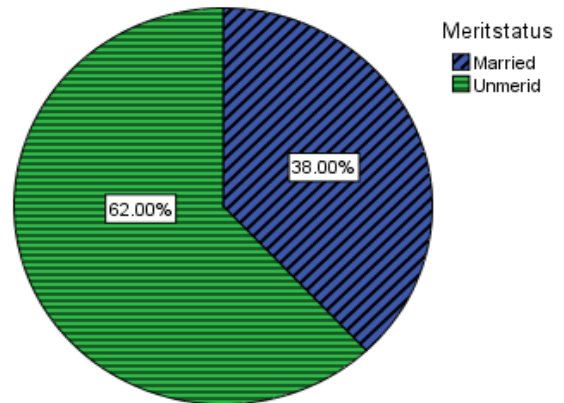


Figure 4.3 – Civil Status

Source: Survey Data

Further the pie chart represents, 68percent of employees were unmarried and 38percent of employees were married in selected sample. The civil status of employees highly affects the turnover intention.



#### 4.1.4. Education level

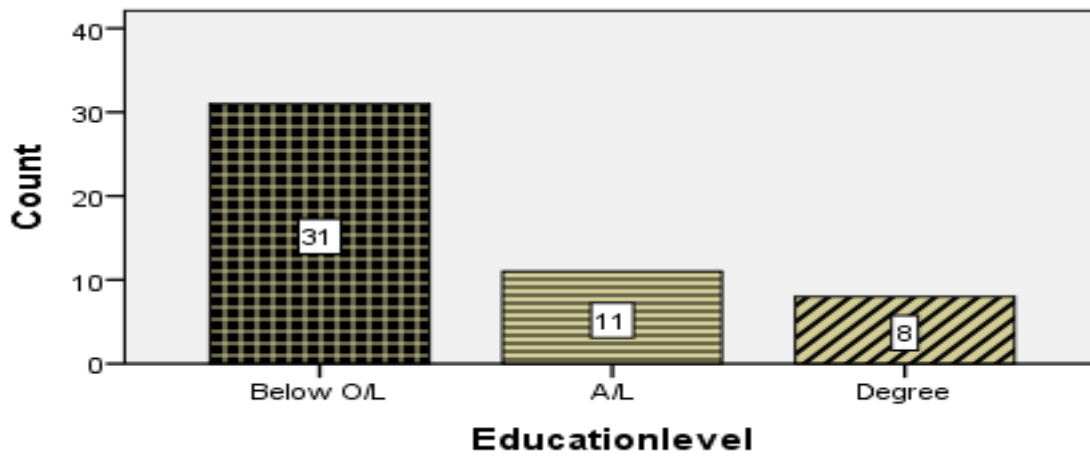


Figure 4.4

Source: Survey Data

Education level among the selected sample shows more employees are having GCE O/L qualification, GCE A/L qualification and degree qualification are having small amount of employees.

#### 4.1.5. Monthly income

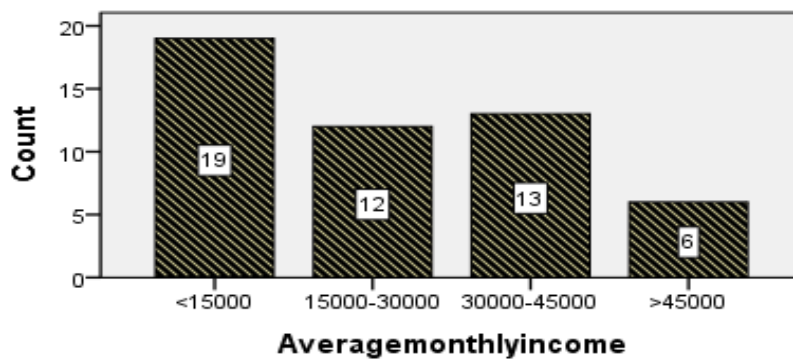


Figure 4.5 – Monthly Income

Source: Survey Data

Most of the employees are getting monthly salary of lower than Rs 15000 which represents 19 employees of the sample. Further, 12 employees are getting monthly income between Rs 15000-30000. Less number of employees is getting more than Rs 30000.

#### 4.2. The Current Degree of Emotional Exhaustion and Turnover Intention in Perks Clothing Pvt Ltd in Eravur

The first objective of this study is to observe the existing trend of turnover intention and evaluate the degree of existing emotional exhaustion among the employees in Perks



Clothing pvt ltd in Eravur. Initially the current degree of turnover intention among employees has been discussed. This can be analysing

based on the descriptive Illustration. The current degree turnover intention among the employees has been illustrated below in table

#### 4.2.1 Current degree of Turnover Intention

**Table 1 – Descriptive Statistic Related to Turnover Intention**

Variable	Mean	Mode	Standard deviation
<b>Turnover Intention</b>	3.5051	4.00	.73229

Source: Survey Data

In the case of turnover intention, almost employees agree the intention about turnover. Turnover intention among the employees indicate the mean value of 3.505 and this coming under the rule of  $3.5 \leq X < 5$  where it says is almost agree. Further, most of the employees agreed their turnover intention since the mode is 4 and fall  $3.5 \leq X < 5$ . The turnover intention disperses from the mean about 0.73229.

The existing degree of emotional exhaustion among employees in Perks Clothing pvt ltd in Eravur has been discussed as follows.

When consider the mode of each drained, used up, fatigue, burned out fall under the almost agree category by representing 4 as mean. Meanwhile other factors such as strain, frustration, work hard, stress and end of rope takes the mean value of 3. This comes under the moderately agree rule. Finally it can be clear that the employees are suffering from emotional exhaustion.

**Table 2 – Descriptive Statistic Related to Emotional Exhaustion**

Variables	Mean	Mode	Standard deviation
<b>Emotional Exhaustion</b>	3.5049	3.04	.73214
<b>Drained</b>	3.6727	4.00	.76978

<b>Used up</b>	3.5167	4.00	.81788
<b>Fatigue</b>	3.4697	4.00	.82367
<b>Strain</b>	3.4000	3.00	.85451
<b>Burned out</b>	3.6136	4.00	.77814
<b>Frustration</b>	3.4515	3.00	.86605
<b>Work hard</b>	3.4545	3.00	.75949
<b>Stress</b>	3.4924	3.00	.79855
<b>End of Rope</b>	3.4727	3.00	.83843

Source: Survey Data

#### 4.3. Emotional Exhaustion and Employee Turnover Intention in Apparel companies Perks Clothing pvt ltd in Eravur

The second objective of this study is to evaluate the relationship between Emotional

Exhaustion and Employee Turnover Intention in Apparel industry.

The simple linear regression analysis method, the relationship Emotional Exhaustion and Employee Turnover Intention as it mentioned.

**Table 3 – Simple Linear Regression Analysis of Emotional Exhaustion and Employee Turnover Intention**

Predictor	B	Standard Error	T - value	P - value
<b>Constant</b>	0.262	.092	2.874	0.005
<b>Emotional Exhaustion</b>	0.925	.026	35.947	0.000

Source: Survey Data

According to the table, following equation is arrived.

$$\text{Turnover Intention} = 0.262 + 0.925 \text{ Emotional Exhaustion}$$

The value 0.925 explains that when emotional exhaustion increased by one unit, then the employee turnover intention is expected to be increased by 0.925. The value 0.262 suggests that the value of employee turnovers intention when there is no emotional exhaustion.

#### 4.4. Factors of Emotional Exhaustion versus Employee Turnover Intention in Apparel companies in Perks Clothing pvt ltd in Eravur

The third objective of this study is to evaluate the each factors of emotional exhaustion that makes influence on Turnover Intention in Perks Clothing pvt ltd in Eravur. Based on the correlation coefficient analysis method, the influence of each factors of emotional exhaustion on turnover intention

**Table 4 – Correlation Coefficient Analysis**

Variables	Pearson Correlation	P-value
<b>Emotional Exhaustion</b>	0.925	0.000
<b>Drained</b>	0.814	0.000
<b>Used Up</b>	0.821	0.000
<b>Fatigue</b>	0.834	0.000
<b>Strain</b>	0.719	0.000
<b>Burned Out</b>	0.833	0.000
<b>Frustration</b>	0.884	0.000
<b>Work Hard</b>	0.863	0.000
<b>Stress</b>	0.870	0.000
<b>End of Rope</b>	0.873	0.000

Source: Survey Data

The emotional exhaustion correlates with employee turnover intention is 0.925. It explains that according to correlation rule, it has strong positive correlation with the employee turnover intention the factors also have positive relationship with the employee turnover intention and the test is highly

significant. There is an enough evidence to say that when emotional exhaustion increases employee turnover intention also increases.

#### 4.7. Most Critical Factor of Emotional Exhaustion that Makes Impact on Employee Turnover Intention in Perks Clothing pvt ltd in Eravur.

The final objective of this study is to evaluate the most critical factors of emotional

exhaustion that makes influence on Turnover Intention. Based on the multiple linear regression analysis method, the influence of most critical factor of emotional exhaustion on employee turnover intention were included.

**Table 5 - Multiple Linear Regression Analysis of factors of Emotional Exhaustion versus Employee Turnover Intention**

Predictor	B	Standard Error	T - value	P – value
Constant	0.35454	0.09960	3.56	0.000
Drained	0.01612	0.05428	0.30	0.767
Used Up	0.08615	0.04520	1.91	0.058
Fatigue	0.11323	0.04717	2.40	0.017
Strain	0.01776	0.03572	0.50	0.620
Burned Out	0.03663	0.05742	0.64	0.524
Frustration	0.17617	0.05865	3.00	0.003
Work Hard	0.13698	0.05826	2.35	0.020
Stress	0.17459	0.05532	3.16	0.002
End of Rope	0.14735	.05728	2.57	0.011

Source: Survey Data

When consider the most critical factor of emotional exhaustion that makes impact on employee turnover intention in, fatigue, frustration, work hard, stress and end of rope are highly effects on employee turnover intention since those factors are significant at 0.05 level. Other factors such drained, used up, strain and burned out are not critically effect on employee turnover intention since those are not significant at 0.05 levels. Among

the factors frustration is highly contribute to turnover than other factors.

### 5.0 Findings and conclusions

Emotional exhaustion and employee turnover have been identified as existing factors in a considerable degree in Perks Clothing pvt ltd in Eravur. The study aims at illustrating the relationship between emotional exhaustion

and employee turnover intention in in Perks Clothing pvt ltd in Eravur. The key findings of this study through data analysis, shows as follows;

Initially, the result of this study indicates that there is a significant positive degree in employee turnover intention and emotional exhaustion in Perks Clothing pvt ltd in Eravur. Further it shows that the existing degrees of emotional exhaustion factors such drained, used up and burned out are identified strongly where mean value is 4.2. Though, factors such fatigue, strain, frustration, work hard, stress and end of rope are showing the degree of moderately agree, where mean value is less than 3.5.

In advance the results of this study conclude that there is a strong positive relationship between overall emotional exhaustion and employee turnover intention. Similarly, the result of this study gives the sense to conclude that employee turnover intention is most strongly influenced by the factors of emotional exhaustion such as **fatigue, strain, frustration, work hard, stress and end of rope**. However, factors such as drained, used up, strain and burned out have not been identified as a key factor of emotional exhaustion that makes influence on employee turnover intention. Finally the results of this study conclude that frustration is identified as

most critical factor of emotional exhaustion towards turnover intention in Perks Clothing pvt ltd in Eravur where it has contribution towards turnover intention when compared with other variables. Therefore, emotional exhaustion is one of the main factors that lead to employee turnover in the Perks Clothing Pvt Ltd in Eravur.

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