

THE IMPACT OF JOB BURNOUT ON EMPLOYEES' PERFORMANCE

Nicoleta ISAC¹, Areej Majdi Ahmad HAJ SALEH²

¹ Istanbul Zaim University, nicoleta.isac@izu.edu.tr

² Istanbul Zaim University, saleh.areej@std.izu.edu.tr

Abstract: *This study is proposed to examine the effects of job burnout on employees' performance, job satisfaction, turnover intention, and employee engagement in the commercial industry in Istanbul/Turkey. Due to the consequences of job burnout, organizations need to observe factors that lead to burnout to avoid the impact of the job burnout on the performance of employees. Exploring the impact of job burnout phenomenon on employees' performance was essential in organizations. The primary data was collected via Online Google forms which included 177 participants residing in Istanbul city. Data was collected based on virtual snowball sampling. Spearman correlation analysis was applied to primary data to investigate the job burnout's impact on the previously mentioned variables. The results find that job burnout had a statistical influence on employee performance, job satisfaction, turnover intention, and employee engagement. According to our results and findings, a negative relationship was found between job burnout and the performance of employee, it was also found a negative relationship between job burnout and job satisfaction, a positive relationship between job burnout and turnover intention, and a negative relationship between job burnout and employee engagement. The conclusion of the research will assist organizations in understanding the causes of job burnout and considering any possible impact burnout may have on employee performance, job satisfaction, turnover intention, and employee engagement.*

Keywords: Job burnout, employee performance, job satisfaction, employee engagement, turnover intention.

JEL Classification Codes: J28, M12

1. INTRODUCTION

Organizations seek higher productivity and efficiency in the workplace; therefore, it is essential to highlight the needs of employees and to make their satisfaction higher. (Barzegary, Zamini, & Zamini, 2011). According to studies regarding employees' psychological health, awkward conditions which happen in the workplace have left undesirable effects on both the mental and psychological health of workers. (Gorji, 2011). It is common that jobs in which employees have direct contacts with customers or often spend times with clients may highly include burnt-out employees. (Clutterbuck, 2009).

This study makes some contributions to the phenomenon of burnout while explaining the relationship between job burnout and employees' performance. The study intends to provide burnout's consequences for employees. The Findings of this study will contribute to preventing possible future burnout symptoms and help organizations execute strategies to handle burnout. In addition, maintaining a convenient work environment to obtain better outcomes and efficient employees.



This is an open-access article distributed under the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>).

Most of the previous studies were conducted in education, medical institutions, and banks. Thus, a gap has been found in conducting the study in the commercial industry. Though burnout has been experienced by employees working in different sectors, there is lack of studies exist on employees relative to commercial industries.

The study aims to find the impact of burnout on employee performance, employee engagement, turnover intention, and job satisfaction in the commercial industry.

2. LITRATURE REVIEW

2.1 Job burnout

The Maslach Burnout Inventory (MBI) was developed by Maslach and Jackson. (1981, p. 2) by dividing burnout into three dimensions. Burnout is the outcome of the repeated emotional tension in keeping a sustained relationship with people for a long time. (Kwon, 2015). Maslach (1981) defined a structure state that burnout which comes out of continuous work pressures that are not efficaciously processed involves these three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment.

Table 1 Burnout Dimension

Dimension	Definitions
Emotional Exhaustion	It identifies the exhaustion feelings and sensations caused by various psychological efforts at the workplace. Moreover, it's described as tiredness, weariness, fatigue, and weakening. People who have that sense of feelings, suffer from the work environment while trying to adapt to it as they have a scarcity of emotional energy to deal with tasks at work.
Cynicism or Depersonalization	This dimension, which is burnout's interpersonal component, acts as a response to indifference, detachment, and concern against the performed work or the received people. It contains loss of idealism, negative attitudes, and avoidance of dealing with others (service users, patients, or clients).
Reduced personal achievement	This dimension mentions how an employee senses doubts about his /her ability to execute tasks and negatively evaluate results, which is about negative professional self-evaluation. It indicates lower capabilities, productivity, coping skills, and morale.

The burnout of an employee is considered as a psychological process that shows what an employee is going through as an outcome of personal experience and job-related. (Schuler & Jackson, 1983).

2.2 The relationship between burnout and employee performance

One of the significant matters for HRM is employee performance. Employee performance is considered one of the most important issues in organizations. Institutions seek high-performance employees to fulfil their duties otherwise downsize will be expected soon. Thus, it's preferable for institutions to avoid factors that negatively affect the performance of employees.

Burnout may have a huge impact on an employee's mood. The efficiency of employees gets worse which leads them to work ineffectively. (Manochehri & Malekmohammadi, 2015). The willingness and openness of an employee to perform new aspects of the job are in some way tied to job performance which increases the productivity of an individual. (El-Sabaa, 2001). Work stress and workload which came out of job burnout led to a decrease in the performance

of an employee. (Laeque , 2014). The organization will have obstacles in achieving its desired goals beside a reduction will occur in employee performance if job burnout isn't immediately addressed. (Wulantika, Ayusari, & Wittine, 2023). Thus, we propose the first hypothesis as:

H1: Job burnout has a negative impact on employee performance.

2.3 The relationship between burnout and job satisfaction

Burnout is a serious issue in all sectors, as it is in the commercial sector. Several outcomes are influenced by job burnout such as disengagement, weak work performance, workplace, and depressed job satisfaction (Rožman, Treven, & Cingula, 2018). Burnout induces harm to job satisfaction. Job satisfaction combines employee's physiological, psychological, and environmental factors at the workplace (Bourne, 2020).

According to the study's finding, parameters that are related to work such as low job satisfaction, extra workload, problematic relationships with co-workers, misbalance between professional and personal life, besides different personal traits, lifestyle parameters, disorders such as stress and sleep, and stress-copying methods are all closely have a relationship with burnout (Boutou, Pitsiou, Sourla , & Kioumis, 2019). Several studies have emphasized the negative correlation of burnout with job satisfaction, and that the relationship between different dimensions of job burnout and job stress is mediated by job satisfaction (Wu , Ren , & Wang , 2020). Extreme workload causes less motivated employees and increases work pressures, which by its role leads to face difficulties in balancing between work and life, and ultimately produces burnout and leads to a reduction in job satisfaction (Song , Xiang , Liu, & Yu, 2020). Thus, we propose the second hypothesis as:

H2: Job burnout has a negative impact on job satisfaction.

2.4 The relationship between burnout and turnover intention

Liu, Zhu, Wu, and Mao (2019) indicated that a positive impact of work stress on the employees' turnover intentions. Burnout is likely to cause a reduction in job satisfaction and an increase in turnover intention (Kahill, 1988). When burnout is having high levels in a specific industry, the staff starts to leave, employees are easily searching for new opportunities in the tight labour market in other industries or within the industry (Chan, Wan, & Kuok, 2015). Burnout and turnover intention relationship is positive significantly; emotional employees who confront perceived higher stress levels, report higher turnover rates (Chan, Wan, & Kuok, 2015). Several studies showed that employees and organizations are facing considerable costs because of burnout, on account of absenteeism, reduced productivity, and job turnover (Jackson & Maslach, 1982; Maslach & Jackson, 1981; Leiter, 1988). Thus, we propose the third hypothesis as:

H3: Job burnout has a positive impact on turnover intention.

2.5 The relationship between burnout and employee engagement

It refers to employee engagement as the satisfying and positive state of mind, which have relation to the dedication, vigour, and absorption-related work, in which mental endurance, high energy, the effort of investing in the work, besides persistence when facing adversity are characteristics of vigour; enthusiasm, inspiration, and sense of importance are characteristics of dedication; being engrossed, fully concentrated, having difficulty getting away from work, and time-pass quickly are characteristics of absorption (Schaufeli, Salanova, González, & Bakker , 2002). A negative influence is caused by employee engagement on turnover intention, which indicates that highly engaged employees have a lower tendency to leave the organization

(Saks, 2015). That shows us in another way the negative relationship between burnout and employee engagement and how burnout has a negative impact on employee engagement, as burnout positively influences turnover intentions. The view of burnout-antithesis developed by Leiter and Maslach (1997) on engagement, suggests the opposite ends for burnout and engagement of a continuum. While features of burnout are cynicism, exhaustion, and reduced accomplishment; engagement is about energy, efficacy, and involvement. Instead of personal engagement, work engagement is referred to by the Utrecht team, besides their suggestion about the performance of engaged workers compared to disengaged peers (Schaufeli, 2013). According to Maslach and Leiter (1997), the engagement's characteristics (involvement, energy, and efficacy) are the direct opposite of burnout's three dimensions. Conforming to the argument of these authors, in the burnout case, involvement turns into cynicism, energy into exhaustion, and efficacy into effectiveness. Thus we propose the fourth hypothesis as:

H4: Job burnout has a negative impact on employee engagement.

3. RESEARCH METHODOLOGY

It's a qualitative and deductive research to investigate the burnout's impact on employee performance, turnover intention, job satisfaction, employee engagement in the commercial industry. Employees working in commercial industry which have been involved in the study are living in Turkey. The survey has been distributed to more than 350 employees; only 170 participants completed the questionnaire. The sampling technique selected to this study was snowball sampling technique, as the questionnaire was shared on many groups in social media. An online survey was applied to get a higher and easier access to the targeted sample and to save time. The survey used as an instrument to have these collected data from participants. The researcher formed the questionnaire derived from similar studies' review. To guarantee the validation of the questionnaire, it has been shown to some expert. The questionnaire was written in English in a simple and understandable language to avoid any misunderstanding.

There are three sections of the questionnaire:

- The background of participants (Their age, gender, level of education, and type of organization)
- Measuring the burnout level of participant
- Measuring the independent variables response to burnout for participants

After the designing process of questionnaire is done, an implement pre-testing should be conducted before starting in the data collection process. We make sure that the presented questions in the survey are understandable, clear, for participants by investigation them, beside correct them in case a problem found. After the pre-tested process of the questionnaire and making sure that everything is working perfectly, we move to next stage which is data collection.

3.1 Result analysis

SPSS Statistics Software version 29 is used to implement statistical techniques to the obtained primary data when the findings are interpreted and extracted to test hypothesized research. The demographic characteristics of the participants are: The gender of the respondents is highly close, representing 50.6% of male, and 49.4% of female. The dominant age group of respondents is between 18-28 representing 50%. Participants with bachelor's degree represents 50%, and 30% of respondents have a postgraduate level of education.

3.2 Correlation analysis between variables

Correlation analysis is applied between the independent variable (job burnout) and each of the dependent variable(s). Correlation analysis is applied to determine the relationship between the variables. Spearman correlation analysis is used in this study.

Our research hypotheses will be tested by using correlation.

Research hypothesis to be tested:

Hypothesis 1: Job burnout has a negative impact on employee performance.

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

Hypothesis 3: Job burnout has a positive impact on turnover intention.

Hypothesis 4: Job burnout has a negative impact on employee engagement.

Table 2 Correlation Analysis of Job Burnout and Employee Performance

Spearman's rho		Job burnout	Employee Performance
Job burnout	Correlation Coefficient	1.000	-.411**
	Sig. (2-tailed)	.	<.001
	N	170	170
Employee performance	Correlation Coefficient	-.411	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

As the significant value is less than 0.05, there is a significant correlation between job burnout and employee performance. Job burnout and employee performance have a relationship and are connected.

Result shows that the performance of employees is influenced by the level of job burnout. It is not surprising to see that the performance of employees is likely to be low when they have symptoms of job burnout, as it may affect their concentration level and make them feel exhausted during the work.

Table 3 Correlation analysis between Job burnout and Job satisfaction

Spearman's rho		Job burnout	Job satisfaction
Job burnout	Correlation Coefficient	1.000	-.285**
	Sig. (2-tailed)	.	<.001
	N	170	170
Job satisfaction	Correlation Coefficient	-.285**	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

There is a significant correlation between job burnout and job satisfaction.

Result shows that burned employees are likely to show lower level of job satisfaction. Employees experience pressures and high workload, tend to be less motivated and exhausted. Thus, they start to show lower level of job satisfaction.

Table 4 Correlation Analysis between Job Burnout and Turnover Intention

Spearman's rho		Job burnout	Turnover intention
Job burnout	Correlation Coefficient	1.000	.495**
	Sig. (2-tailed)	.	<.001
	N	170	170

Turnover intention	Correlation Coefficient	.495**	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

There is a significant correlation between job burnout and turnover intention.

As expected, respondents reported higher turnover intentions when they experience job burnout in their organizations. If we observe what emotions employees feel when they are experiencing burnout, or when they have symptoms of burnout, then it's expected that they may have intentions to quit their job.

Table 5 Correlation Analysis between Job Burnout and Employee Engagement

Spearman's rho		Job burnout	Employee engagement
Job burnout	Correlation Coefficient	1.000	-.328**
	Sig. (2-tailed)	.	<.001
	N	170	170
Employee engagement	Correlation Coefficient	-.328**	1.000
	Sig. (2-tailed)	<.001	.
	N	170	170

While features of burnout are cynicism, exhaustion, and reduced accomplishment; engagement is about energy, efficacy, and involvement. Based on the correlation result job burnout and employee engagement have a relationship and are connected.

4. CONCLUSION

Job burnout may cause serious harm to the organization as it can have strong effects on the whole workplace which in the end may lead to poor organizational performance and this case is undesired for all organizations.

The objectives of this research were to clarify the impact of job burnout on employees such as their performance, satisfaction level, engagement, and turnover intention level. The study was conducted in Istanbul, Turkey. The research framework and hypothesized relationships evolved through synthesis and summary of previous research. This study used primary data to investigate the impact of job burnout on mentioned dependent variables. An Online Google form was used to collect the primary data. The Spearman correlation analysis was used to analyse the impact of job burnout on the previously mentioned variables in commercial organizations in Istanbul.

It has been found that job burnout has negative effects on both employee and organizational performance. Negative effects job burnout caused on both the employee and the organization were shown by previous research (Leung, Chan, & Olomolaiye, 2008).

Results show that burnt-out employees are likely to show lower levels of job satisfaction and that burned employees are likely to quit their jobs. According to previous studies, the existence of stress in an organization affects job satisfaction as well as it may lead to absenteeism and turnover (Kumar, Fisher, Hatcher, & Bhagat, 2007).

Results suggest that employee who experiences job burnout is likely to be less efficient in his/her engagement at work. Previous studies have shown that highly engaged employees tend to perform better and have a lower tendency to leave the organization (Saks, 2015).

The contribution of this research is to assist organizations in determining and finding reasons that lead their employees to burn out. When the organization discovers these reasons or factors in an early stage, they can control them and avoid future issues.

According to our study's results, most employees have experienced and suffered from job- burnout, and it affects their performance, satisfaction level, turnover intention, and engagement level. Based on these conclusions, employers must adopt new actions when they observe job burnout in the organization considering factors that lead their employees to burn out. To understand the results' implications in a better way, future studies could mark the impact of applying new policies in dealing with the phenomenon of job burnout in commercial organizations and other sectors.

5. REFERENCES

1. Barzegary, L., Zamini, S. S., & Zamini, S. S. (2011). *The relationship between organizational culture and job burnout among the professors and employees in the University of Tabriz*. *Procedia - Social and Behavioral Sciences*, 30, 1964 – 1968.
2. Bourne, J. (2020). *What Is Job Satisfaction and Why Is It Important?* Retrieved from Positive Psychology. Retrieved from <https://positivepsychology.com/job-satisfaction/>.
3. Boutou, A., Pitsiou, G., Sourla, E., & Kioumis. (2019). *Burnout syndrome among emergency medicine physicians: an update on its prevalence and risk factors*. *Eur Rev Med Pharmacol Sci.*, 23, 9058-9065.
4. Chan, S. H., Wan, Y. P., & Kuok, O. M. (2015). *Relationships among burnout, job satisfaction, and turnover of casino employees in Macau*. *Journal of Hospitality Marketing & Management*, 24(4), 345-374.
5. Clutterbuck, D. (2009). *Learning from Burnout*. *International Journal of Evidence Based Coaching and Mentoring*, 7(1), 188-189.
6. El-Sabaa, S. (2001). *The skills and career path of an effective project manager*. *International Journal of Project Management*, 19(1), 1-7.
7. Gorji, M. (2011). *The Effect of Job Burnout Dimension on Employees' Performance*. *International Journal of Social Science and Humanity*, 1(4), 243-246.
8. Jackson, S. E., & Maslach, C. (1982). *After-effects of job-related stress: Families as victims*. *J. Organ. Behav.*, 3(1), 63-77.
9. Kahill, S. (1988). *Symptoms of professional burnout: A review of the empirical evidence*. *Canadian Psychology/Psychologie canadienne*, 29(3), 284-297.
10. Kwon, Y. M. (2015). *A Study of the Effects of Job Burnout on Organizational Effectiveness and Turnover Intention*. *Journal of Digital Convergence*, 165-170.
11. Kumar, S., Fisher, J., Hatcher, S., & Bhagat, R. N. (2007). *Burnout and job satisfaction in New Zealand psychiatrists: a national study*. *Int J Soc Psychiatry*, 53(4).
12. Laeeque, S. H. (2014). *Role of Work-Family Conflict in Job Burnout: Support from the Banking Sector of Pakistan*. *International Letters of Social and Humanistic Sciences*, 40, 1-12.
13. Leiter, M. P. (1988). *Burnout as a Function of Communication Patterns: A Study of a Multidisciplinary Mental Health Team*. *Group Organ. Stud.*, 13(1), 111-128.
14. Leung, M., Chan, Y., & Olomolaiye, P. (2008). *Impact of Stress on the Performance of Construction Project Managers*. *Journal of Construction Engineering and Management*, 134(8), 644-652.
15. Liu, J., Zhu, B., Wu, J., & Mao, Y. (2019). *Job satisfaction, work stress, and turnover intentions among rural health workers: A cross-sectional study in 11 western provinces of China*. *BMC Fam. Pr.*, 20, 1-11.
16. Manochehri, M. A., & Malekmohammadi, M. (2015). *The Relationship between Job Burnout and Job Performance in Employees of Sepah Bank, Gorgan, Iran*. *Journal of Applied Environmental and Biological Sciences*, 5(8), 166-170.
17. Maslach, C., & Jackson, S. E. (1981). *The measurement of experienced burnout*. *Journal of Occupational Behaviour*, 2(2), 99-113.
18. Maslach, C., & Leiter, M. P. (1997). *The Truth About Burnout: How Organizations Cause Personal Stress and What to do About it*. San Francisco: CA: Jossey-Bass.

19. Rožman, M., Treven, S., & Cingula, M. (2018). *The impact of behavioral symptoms of burnout on work engagement of older employees: the case of Slovenian companies*. *Naše gospodarstvo/Our economy*, 64(3), 3-11.
20. Saks, A. M. (2015). *Antecedents and consequences of employee engagement*. *Journal of Managerial Psychology*, 21(7).
21. Schaufeli, W. B., Salanova, M., González, V., & Bakker, A. B. (2002). *The measurement of engagement and burnout: A two sample confirmatory factor analytic approach*. *J Happiness Stud*, 3(1), 71-92.
22. Schaufeli, W. B. (2013). *What is Engagement?'* in *Employee Engagement in Theory and Practice*, eds. London: Routledge.
23. Schuler, R. S., & Jackson, S. E. (1983). *Preventing employee burnout*. *AMACOM Periodicals Division*, 60(2), 58-67.
24. Song, X., Xiang, M., Liu, Y., & Yu, C. (2020). *Relationship Between Job Satisfaction and Burnout Based on a Structural Equation Model*. *Journal of occupational and environmental medicine*, 62(12).
25. Wu, F., Ren, Z., & Wang, Q. (2020). *The relationship between job stress and job burnout: the mediating effects of perceived social support and job satisfaction*. *Psychol Health Med.*, 26(2), 1-8.
26. Wulantika, L., Ayusari, R. M., & Wittine, Z. (2023). *Workload, social support and burnout on employee performance*. *JOURNAL OF EASTERN EUROPEAN AND CENTRAL ASIAN RESEARCH*, 10(1), 1-9.