

# Impact of Perceived Organizational Support on Employee Turnover Intention: The Mediating Role of Job Burnout

Iftikhar Ali

Assistant Professor

International Institute of Science Art & Technology (IISAT) Gujranwala.

dr.iftikharali@iisat.edu.pk

Romel John

Assistant Professor, Business Department, Forman Christian College University, Lahore, Pakistan

romeljohn@fccollege.edu.pk

Muhammad Hamid Murtza

Assistant Professor, Islamia University Bahawalpur, Pakistan

hamid.murtza@iub.edu.pk

&

Marria Hassan

Lecturer, Islamia University Bahawalpur, Pakistan

marria.hassan@iub.edu.pk **Abstract**

*This study is an investigation into the association between employee turnover intention and perceived organizational support of employees as well as the mediating effect of job burnout. Job burnout has received exceptional attention in business research because it has several negative consequences on employee performance. Although employees from all fields of work get affected but burnout is a critical phenomenon for nursing community. Besides existence of plethora of research related to burnout, limited studies have discussed its role as a mediator between perceived organizational support and the turnover intentions. Current study conducted a cross-sectional analysis of the data to analyze the phenomenon quantitatively. Sample of study contains 212 nurses employed at private hospitals of Pakistan. A questionnaire given out by the researcher was used to gather data in a formal setting. The regression analysis was performed to analyze a linear relationship between the variables of study. Preacher and Hayes technique was used to investigate the mediation effect between the variables (Hayes & Preacher, 2010). Results reported in the study, as supported by the theory, demonstrated that perceived organizational support has statistically significant negative relationship with turnover intention of employees (Galanis et al., 2024). Results also found that job burnout is negatively associated with perceived organizational support and employee turnover intention and mediates the relationship between perceived organizational support and turnover intention in employees.*

**Keywords:** Perceived Organizational Support (POS), Job burnout, Turnover Intention. **Introduction**

Job burnout has received exceptional attention in organizational behavior research because it has several negative consequences. It is a common phenomenon among nursing staff. Hospitals complex and stressful work environment has been considered the basic cause of high burnout ratio among nurses (Saifan et al., 2022). Several studies have focused on work environmental factors contributing in job burnout (Iftikhar Ali, 2022). Moreover, it is found that perceived organizational support may results in reduced burnout among the employees (Saifan et al., 2022). Earlier, it was argued that there is a significant negative correlation between perceived organizational support and job burnout (Akgunduz et al., 2023; Kao et al., 2022). Similarly, turnover intention is also a common phenomenon in workplace having several negative consequences especially in nursing staff. Also, there is a significant negative relation between perceived organisational support and turnover intention (Wu et al., 2023).

A recent study was conducted to investigate the relationship between perceived organisational support and employee turnover intention on employees, where it was found a negative relationship between perceived organisational support and employee turnover intention (Buriro et al., 2022). However, different researchers studied the relationship between perceived organisational support with job burnout and turnover intention

separately, but there is a lack of studies emphasizing on the mediating role of job burnout between perceived organisational support and employee turnover intention.

The effect of social support on job burnout and employee turnover intention was studied where it was concluded that social support is negatively associated with both job burnout and turnover intention (Wu et al., 2023; Yousaf et al., 2020). Moreover, the mediating effect of emotional exhaustion on employee turnover intention in nursing staff was researched, however, other dimensions of job burnout were ignored (Tang et al., 2023). Therefore, there is a need to understand the mediating role of the whole construct of job burnout between perceived organisational support and turnover intention. Furthermore, there is a lack of studies emphasizing the proposed model in nursing staff especially in Pakistan. Therefore, this study will examine the mediating role of job burnout between perceived organisational support and turnover intention.

### **Contextual Analysis**

Study explores the phenomenon of turnover intention as a harm to organization. Study attempts to build a relationship between organizational support and turnover intention. It is argued that if organization is supportive and values its employees they become more loyal and engaged resulting into a stronger bond between employees and the organization. Resultantly, there is a lower intention towards employee turnover. On the other hand, study argues that lower organizational support leads to job burnout and it results into intention to quit. Research question of the study is 2 fold, (1) *to analyze the impact of perceived organizational support on employee turnover intention* (2) *mediation effect of employee burnout between perceived organizational support and employee turnover intention*.

## **Literature Review**

### **Organizational Support**

Perceived organizational support is the extent to which staff members feel their company appreciates their contributions, is concerned for their welfare, and satisfies their socio-emotional needs (Yaghoubi et al., 2014). In workplace literature perceived organizational support has been widely studied with organizational, individual and job-related factors. Organizational behaviour researchers believed that POS is one of the major predictors of job outcomes. POS significantly contributes in psychological well-being of employees (Bravo-Yanez et al., 2016). When studied as a mediator between organizational justice and trust, POS is found to significantly mediate the relationship (Arif et al., 2020). However, psychological well-being is one of the major predictors of burnout among employees (Ilyas et al., 2023). Perceived organizational support has been studied with relation to different job outcomes such as job satisfaction, commitment and employee performance (Haq et al., 2023). POS is the most crucial factors in relation to job satisfaction (Duan et al., 2019). According to POS theory, it contributes in satisfaction of employees regarding their job by increasing their wellbeing (Godinic et al., 2019). However, it is argued that POS is negatively associated with job dissatisfaction and job burnout (Saadeh & Suifan, 2020). Lack of organizational support contributes to high employee dissatisfaction and burnout among the Korean nurses (Galanis et al., 2023).

Relationship between POS and job burnout was studied by taking the frontline hospital employees as unit of analysis (Hameed et al., 2022). It was found significant relationship between POS and all three aspect of burnout during job which include personal accomplishment, emotional exhaustion and depersonalization (Dubose, 2020). Moreover, the relationship between POS and employee turnover intention among child welfare employees was studied, and it was found out that POS is has significant indirect effect on turnover intention among employees (Siddiquei et al., 2022). Moreover, a study analyzed the effect of organizational perceived support made through the employee development training on employee turnover intention. The study found that POS in the form of employee development trainings negatively associated with employee turnover intention (Rawashdeh & Tamimi, 2020).

### ***Job Burnout***

According to Terry (1997), "job depression a malaise of the spirit" is the definition of job burnout (Terry, 1997). Regardless of nature, burnout occurs at work and can lead to dissatisfaction, despair, emotional retreats, and health issues. In workplace literature, there has been discussion of the relationship between job burnout and employee performance, satisfaction, and motivation. The most outstanding research on job burnout has been credited to Christina Maslach (Maslach et al., 2001). She described job burnout as a persistent response to interpersonal and emotional pressures at work (Maslach et al., 2001). Maslach (2001) identified three elements of job burnout: emotional weariness, depersonalization, and personal accomplishment. The primary condition of job burnout, which explains the stress component of job burnout, is emotional weariness, whereas depersonalization is crucially linked to job burnout.

From an organizational perspective, job burnout over time can impair an employee's motivation, productivity, and capacity for critical thinking. Maslach created the Maslach fatigue Inventory (MBI), a tool to measure employee job fatigue. The MBI consists of 22 items, nine of which are concerned with emotional exhaustion, five with depersonalization, while the remaining eight are only concerned with personal achievement. According to Brady et al. (2020), high EE, high DP, and low PA lead to a high level of occupational burnout (Brady et al., 2020).

### ***Job Burnout and Turnover Intention***

There are different outcomes of burnout such as individual health, job attitude, and turnover intentions (Lancaster, 2019). Burnout adversely affect the physical and mental health of a person (Towey-Swift et al., 2022). Many researchers have also identified the same phenomenon in a person suffering from burnout. Burnout has been linked to both turnover and the intention to leave the nursing workforce, according to research on the subject (Liu et al., 2018). The likelihood of nursing staff leaving has a two times stronger correlation with emotional weariness as a symptom of job burnout. Burnout results in high absenteeism and is linked with negative job attitude such as high turnover intentions, low job performance, and lower organisational commitment (Ilyas et al., 2023).

### ***Turnover Intention***

Employee turnover intention is the workplace issue which has to be managed for proper execution of organizational affairs because employees are the scare competitive assets of organisations (Dysvik et al., 2010). Researcher reported that turnover intention is negatively associated with organizational profit (Sija, 2021). Employee thinking about leaving the organisation gradually loses interest in job duties and ultimately his/her performance goes down which could lead to higher training cost or termination (Lin & Huang, 2020). On the other hand hiring a new employee is also an overhead cost for the organisation as well. There are several consequences of turnover including high replacement cost (Kang et al., 2018).

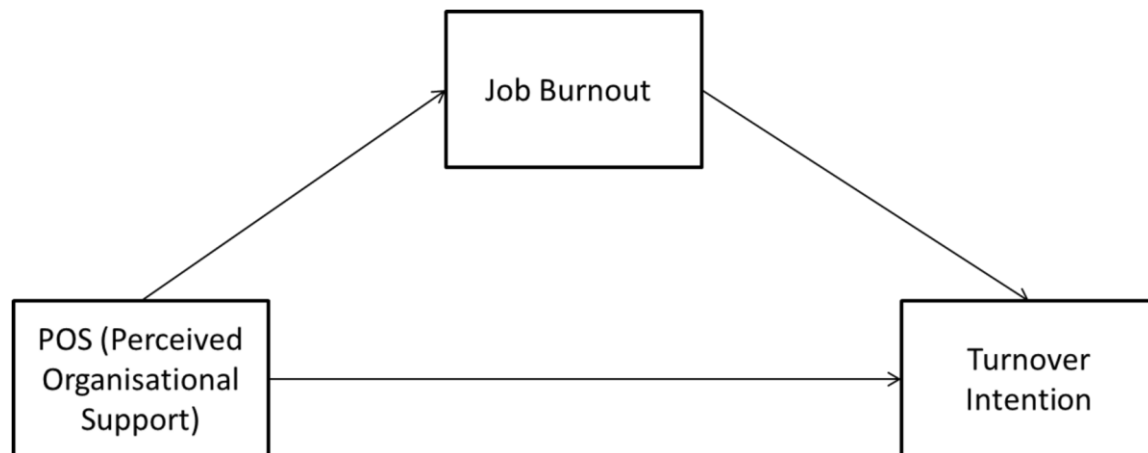
According to one analysis, the apparent or direct recruiting expenses are roughly equal to 21% of compensation, however the hidden costs of lost productivity are equal to 79% of income (Kang et al., 2018). These expenses cover missed productivity as well as the price of hiring and orientation.

According to Wen et al. (2020), employee turnover intention is significantly predicted by workplace stress. In addition to researching the direct effects on workers' intentions to leave, researchers have also looked into the mediating elements in this phenomenon. In workplace literature, intention is used as a stand-in for turnover, particularly about nurses. In one study, instructor communication and turnover intention were found to be significantly correlated in a sample of 231 newly licensed nurses (Chegini et al., 2019).

### ***Theoretical Framework***

The perceived organizational support idea was put forth by Eisenberger et al. in 1986. Employees usually believed, in accordance with the POS theory, that the company valued their contributions to organizational performance (Ali et al., 2022) and cared about their well-being to meet their socio-emotional needs. In organizational behaviour research, the researchers argued that perceived organizational support contributes to employee performance and also decreased negative job outcomes such as turnover intention. Therefore, this study proposes that decreased/less organisational support may lead towards decreased well-being and likely to

contribute in burnout. And in case of high burnout employee intention to leave would be high; therefore job burnout mediates between POS and turnover intention.



**Variables:** **Dependent:** Turnover Intention (TI) **Independent:** Perceived Organisational Support (POS) **Mediating:** Job Burnout (JB) **Research Methods**

## Respondents and Sampling

Using a proportionate stratified sampling technique, a sample of 215 female registered nurses employed in private hospitals and clinics within the Faisalabad District was gathered. There are 18 private hospitals in Faisalabad and several private clinics exist; but in this study clinics having more than 6 nurses have been included. Total of 610 registered female nurses in total were included in the sampling frame. The type of organization was the basis for the development of two strata. i.e. Private Hospitals (n=167) and Private Clinics (n=48). Of 199 completed questionnaires (92%), 157 female nurses (78.9%) worked in private hospitals and 42 female nurses (21.1%) worked in private clinics.

A cross-sectional survey was used in this investigation. Data were gathered using questionnaires that were given out by researchers. The method was applied to help the responders understand the questions. The majority of respondents filled out the questionnaires that the researcher gave them in a classroom setting; very few respondents were contacted one-on-one to gather data. The high response rate was due to the adoption of researcher-administered questionnaire survey approach.

## Instrumentation

Validated scales were utilized to measure every construct in the investigation, guaranteeing the excellent reliability and validity of the questionnaire. Additionally, a four-step translation approach developed by the World Health Organization (2015) was used to translate the adopted scales into Urdu, allowing respondents to better comprehend the underlying meanings of each question and item.

Perceived organizational support among registered female nurses was measured through SPOS 8-items scale developed by Eisenberger (1997). The items were rated on 7-point Likert scale (0=Strongly Disagree to 6=Strongly Agree). In this study, the value of Cronbach's Alpha Coefficient for SPOS 8-item is 0.601. On the other hand, registered female nurses employed in teaching hospitals had their job burnout measured using the 22-item ( $\alpha=0.921$ ) Maslach Burnout Inventory (Maslach et al., 1986). A 7-point Likert scale (1 = Never to 7 = Always) was used to rate the responses. At last, Vigoda (2000) designed a 3-item ( $\alpha=0.949$ ) measure to ascertain the intention of employee turnover. A 5-point Likert scale was used to assess the replies (1 being strongly disagree and 5 being strongly agree).

**Ethical Considerations**

Approval for data collection was acquired from relevant hospital and clinic authorities in accordance with research ethics. Additionally, prior to data collection, the respondent consent statement, the research purpose, and the estimated time to complete the questionnaire were communicated. Research participants received no incentives. In addition, nurses were notified that their personal information would be kept private and their consent was obtained.

**Data Analysis**

Following completion of the questionnaire survey delivered by the researcher, data were entered using data processing software (Microsoft Excel 2010) in a predetermined format. To undertake data analysis, professional Statistical software (SPSS Version 20) was employed. The study employed descriptive statistics to examine the demographic factors of participants, while inferential statistics was utilized to examine the correlation between the variables under investigation. Additionally, the study instrument's validity and reliability tests were carried out. Preacher and Hayes (2004) used a bootstrap technique to evaluate the mediation role of job fatigue between perceived organizational support and turnover intention. It is the most up-to-date and precise method for mediation analysis (Beatriz et al., 2020). **Reliability and Validity**

The relevant validated scales were used in this study to guarantee high standards of validity and reliability. Table 1 provides the Cronbach's Alpha Coefficient value for each scale. A high degree of internal consistency is indicated by values greater than 0.70 (Taber, 2018).

However, the Principle Component Analysis method was applied to guarantee the validity of the constructions. The numbers in Table 2, which demonstrate that the KMO values for each construct are over 0.60 at the significance level of  $p < 0.05$ , indicate that the instrument has good validity and that there is a substantial association between each construct's item.

**Table 1: KMO Measure of Sample Adequacy**

“Constructs”	“Number of Items”	“KMO Measure of Sample Adequacy”	“Barlett’s Test of Sphericity” Sig.
Perceived Organizational Support	08	0.853	0.000
Job Burnout	22	0.809	0.000
Employee Turnover Intention	03	0.776	0.000

Results of factor loadings of items of all constructs found greater than 5 (threshold) which authenticate the construct validity including discriminant and convergent validity. **Results**

**Descriptive Statistics**

Approximately 76% of the 199 registered female nurses who responded are under 30 years old, and 78.9% of them work in private institutions. About one-third of the participants acquired both a nursing diploma and a degree from graduation. Nonetheless, the majority of respondents 68.8% work as "Staff Nurses," followed by "Midwives" (14.1%) and "Head Nurses" (15.2%). While 17.6% of respondents have 10 to 20 years of experience, 60.8% of respondents said they have less than five years of work experience.

**Correlation Matrix**

Table 4 presents the correlation matrix of study variables . Perceived organizational support negatively associated with job burnout (-0.689) consistent with previous studies (Zeng et al., 2020). Perceived organizational support

also negatively associated with turnover intention (-0.541) consistent with past studies (To & Yu, 2023); whereas job burnout and turnover intention are also positively correlated (0.734).



**Table 2: Correlation Matrix**

Organizational Support	Job Burnout	Turnover Intention
Organizational Support 1	Job Burnout -.689**	1
Turnover Intention	-.541**	.734**
		1

\*P < 0\_05; \*\*P < 0\_01; \*\*\*P < 0\_001

**Mediation Analysis**

In order to ascertain the mediation between the research variables, direct and indirect effects were examined. Five thousand bootstrap samples were taken in order to implement the Preacher and Hayes (2004) mediation technique. Moreover, calculations were made for the upper confidence limit (UCL) and lower confidence limit (LCL). The combined direct and indirect effects are displayed in Table 5.

**Table 3: Preacher and Hayes 2014) Mediation Results**

Perceived Organizational Support → Job Burnout → Turnover Intention	Effect	LCL	UCL	Significance
<b>Total Effect</b>	-0.7151	.6015	.8287	0.000
<b>Direct Effect</b>	-0.3841	.2525	.5158	0.000
<b>Indirect Effect</b>	-0.3309	.1963	.5105	

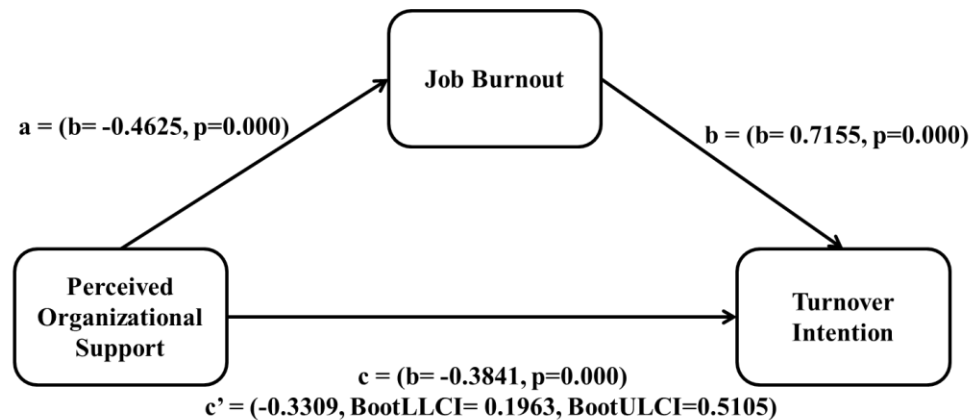
Note. N= 199. Bootstrap sample size 5,000. Unstandardized regression coefficients are reported. LCL = lower Confidence Limit UCL= upper Confidence limit .

**Independent Variable = Perceived Organizational Support**

**Dependent Variable = Turnover Intention**

**Mediating Variable = Job Burnout**

Table 5's findings demonstrate that turnover intention is predicted by perceived organizational support (POS) (b=0.7151). Additionally, both path "a" and "b" are significant because job burnout and perceived organizational support strongly predict burnout (b= -0.4625, p=0.000) and turnover intention (b= 0.7155, p=0.000), respectively. Because the indirect effect's LCL (0.1963) and UCL (0.5105) values do not contain zero, indicating that the association between perceived organizational support (POS) and turnover intention is partially mediated by job fatigue. According to the Direct Effect's significant value (b=-0.3841), there is a partial mediation. Preacher and Kelley (2011)'s high value (K2 = 0.3032, BootLLCI = 0.18932, and BootULCI = 0.4462) ultimately validates the partial mediation and lends partial support to the proposed model.



### Discussion

Descriptive statistics were employed in this study to analyze respondent demographics in connection to study variables.

**Table 4: Demographics to POS , Turnover Intention and Job Burnout Ratio**

		POS	Job Burnout	Turnover Intention
		Mean	Mean	Mean
<b>Age</b>	<b>Less than 20 Y</b>	2.75	2.72	3.28
	<b>21 to 30 Y</b>	3.03	2.40	2.32
	<b>31 to 40 Y</b>	3.05	2.58	2.65
	<b>41 to Above</b>	2.83	2.87	3.07
<b>Qualification</b>	<b>Matriculation</b>	3.15	2.50	2.57
	<b>Intermediate</b>	2.75	2.62	2.83
	<b>Graduation</b>	3.00	2.47	2.50
<b>Organization</b>	<b>Private Hospitals</b>	2.93	2.54	2.66
<b>Type</b>	<b>Private Clinics</b>	3.03	2.55	2.58

Young nurses have been shown to express high levels of burnout and a relatively high intention to leave their jobs, based on the data presented in Table 6. However, the results show that nurses above the age 41 years also reported turnover intention and burnout. This might be the fact of age factor as mental ability has decreased in that particular age. Interestingly, burnout and turnover intention persists among nurses and there is no association with education. This indicates that their amount of education has no bearing on their capacity to manage stress and burnout at work. This implies that there is a need of proper training for the nurses to handle work stress and burnout. Nurses working in private hospitals report more turnover intention than private clinics. This may be the cause of the longer workdays, unstructured occupations, and additional duties in private hospitals. Additionally, analysis reveals that 37% of respondents had moderate to severe burnout. This suggests that about one-third of nurses experience burnout at work. This corroborates the comparable results of earlier research (Tang et al., 2023b).

Furthermore, the study's outcomes and conclusions demonstrate that POS has a strong correlation with both job burnout and intention to leave. High burnout nurses are more likely to want to quit. however, nurses experienced



high POS reported less burnout and also have less turnover intention as compared to nurses reported decreased/less POS. Therefore, by controlling burnout the healthcare managers can minimize the turnover intention among nurses. Additionally, the study demonstrates a strong correlation between the intention to leave one's employment and job burnout. The greater job burnout score suggests that nurses are highly likely to quit. This supports the proposed theoretical framework. Significant results of total, direct and indirect effect indicates that job burnout partially mediates between POS and turnover intention. So, the significant results of mediation analysis also support the theoretical framework that job burnout mediates between POS and turnover intention. By improving the perception of organizational support, healthcare managers can reduce the intention of female nurses to leave, which in turn reduces the likelihood of burnout among nurses.

### ***Limitations***

There are certain restrictions with this study. First of all, there are restrictions associated with the use of cross-sectional research design. By looking at the link between study variables over time, longitudinal research design allows for the inference of more contemporaneous and real outcomes. Additionally, the study only examines a limited sample of female nurses working in private clinics and hospitals. Therefore, it is advised that the proposed model be retested in subsequent research using a sizable sample size in various environments and circumstances.

This study looks at job burnout as a single construct to investigate the relationship between POS and turnover intention; nevertheless, it is recommended that future research look at the study variables dimension wise for a deeper analysis of the proposed model.

### ***Implications***

In order to maintain organizational goals and objectives, job fatigue and turnover intention are significant workplace elements that must be addressed for optimal performance (Ali & Waqas, 2022). Research indicates that burnout negatively affects a number of job outcomes, including performance and job satisfaction. According to this study, one of the main factors influencing nurses' intentions to leave their jobs is their perception of organizational support. As a result, managers of healthcare facilities must make sure that this perception of support permeates their employees' intentions to leave. This study adds in existing literature that job burnout mediates between POS and turnover intention. Moreover, POS is negatively associated with job burnout; and job burnout is positively related with turnover intention. The study's empirical results indicate that healthcare managers can enhance nurses' perceptions of the organization's concern for their well-being by implementing POS initiatives. This could lead to a decrease in burnout and a decrease in nurses' desire to leave the profession.

### **Conclusion**

This study was among the first to examine the function of job burnout as a mediating factor in the relationship between employee turnover intention and perceived organizational support. The survey comes to the conclusion that burnout and staff turnover intention are the main workplace issues Pakistani hospitals are dealing with. Hospitals and clinics in the public and private sectors both experience this issue. It is also established that there is a favorable correlation between turnover intention and job fatigue and POS. Additionally, it acts as a partial mediator in the connection between POS and turnover intention.

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