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ANTECEDENTS AND CONSEQUENCES OF WORK-EXHAUSTION (IT SECTOR)

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ABSTRACT

This research is an attempt to develop an antecedent and consequential framework of Work Exhaustion. This research helps to measure the work exhaustion which depends on Perceived workload, Work family conflicts, Job autonomy and Fairness of rewards. Moreover the subsequent effect which leads towards Turnover Intentions. Study also explores the main factors which can create cause towards turnover intentions. The sample of this research study has chosen from IT sector of Pakistan. Results shows significant correlation of Perceived workload, Work family conflicts and Work Exhaustion on Turnover intentions among employees. Research suggest that Turnover intentions is a significant factor among employees in a working environment in order to overcome this perceived workload and work exhaustion level must be lower as they are major catalyst of turnover intentions. Also work family conflicts can also enhance turnover intentions, so organizational policies also are made in accordance with balancing work-family matters,

KEYWORDS

Turnover intentions, Work exhaustion, Perceived workload, Work family Conflicts, Job autonomy, Fairness of rewards.

INTRODUCTION

Work stress is the major health problems occur these days (Daalen, Willemsen, Sanders, & Veldhoven, 2009). Stress is a human life aspect that can be traced back to almost the evolution of mankind as a reasoning and thinking (Sondhi, Chawla, Jain, & Kashyap, 2008). Turnover at work place has received awareness by many researchers (Noor & Maad, 2008). Turnover of workers is a well-recognized subject of critical importance to the organizations; it's a widely researched phenomenon, a giant quantity of hypothetical and observed literature identified various factors or reasons responsible for turnover (Shah, Fakh, Ahmad, & Zaman, 2010). Employee turnover is global observable fact; many organizations are dealing with turnover issue. In today's business scenario it is difficult to achieve goals until it clearly tackle with turnover problems.(Rana, Salaria, Herai, & Amin, 2009). In addition, employees who feel stress and anxiety at their job are likely to be having higher turnover (Stoner & Kim, 2008). Pressure can enhance turnover it is fundamentally a form of unpleasant feeling and it has got the possibility to increase employee turnover, issues in management of office work and family matters arise big problems, so many organizations keep lenient family friendly policies for employees as they concentrate on their work efficiently (Noor & Maad, 2008). Morgeson, Delaney-Klinger, and Hemingway(2005) finds that job autonomy increased improved the ownership of work but also those employees feel the confidence which is important factor for their work, more power of autonomy in job enhance the motivation power of employees. Work-family conflicts can increase the stress level among professionals; it may also consider an obstacle in job performance.(Ahuja, Chudoba, Kacmar, McKnight, & George, 2006).Strategies implied by employers focusing on work-life matters reflects that it is a significant element.(Noor & Maad, 2008). Sondhi et al (2008) suggest major implication as the organization would need to acknowledge work exhaustion as a principal outcome of the aggravated development and work opportunities that dominate the country today, In order to effectively sustain growth, the detrimental effects of work exhaustion will have to be recognized and curtailed by more effective working conditions and policies.

Many studies focused on the progress of the various predictors and their background of turnover intentions and fully tested theories regarding turnover among employee Western region working environment excluding many developing countries including Pakistan (Jhatial, Mangi, & Ghumro, 2012).

In our research we will find the answers of the following questions. What is impact of job autonomy, work-family conflicts, perceived work overload, fairness in reward on work exhaustion? And how the work exhaustion factor affects turnover intentions among employees?

LITERATURE REVIEW

Work exhaustion is key factor which can lead towards the turnover intension in workers. Turnover intentions are the challenging factors for organizations. Also too many pressure, conflicts between work and family, job autonomy and fairness of reward are the key factors which influence the work exhaustion which further lead to the turnover intension. In the methodological way the work exhaustion is playing intervening role between the turnover intension and other factors. This work exhaustion factor is address through consequently framework validating the through research area.

Work exhaustion

In observation of work exhaustion (or job burnout) study is the combination of two energies emotional and mental which are necessary for job demands (Moore, 2000b). Initially it was addressed as "tedium." Tedium referred as an emotional condition, mental, and physical exhaustion influenced by pro-long participation in demanding conditions, the outcome is that tedium is the effect of consisting much unhelpful and few helpful elements in related environment that is, so much conflicts, stress, and demands in combination with rewards, successes, and acknowledgments, However one might can consider on a demanding place on that point one may feel appreciated and valued, nearly many people feel tedium or exhaustion when their life experience stress rather than healthy support. (Moore, 2000a). Moore discovered in 2000b that people influenced by work exhaustion will not reflect the whole job attitude and reflexes establish to relate with exhaustion factor. Moreover, people are more likely to experience a combination of these, dependent on the perceptions which are related with the cause of exhaustion. Job burnout has been explained as repeated or constant emotional pressure related with a well-built integration with people for a long time period (Moore, 2000a).Stoner & Kim(2008)state that burnout has three major elements: emotional exhaustion, de-personalization exhaustion element and decreased personal accomplishment. Some attitudinal reactions are the direct outcomes of work exhaustion, whereas other attitudinal reactions relay on individual's informal contribution for the work exhaustion (Moore, 2000b).When an employee is not in exhaustion in work environment, greater involvement in job may increase the outcomes of positive factors of the working environment. However, for employees who are in work exhaustion conditions, greater involvement in job can results the negative factors of the working environment and increase their negative effects on the quality level of work life (Moore, 2000a).

Work family conflict

Family and work are two fundamental domains in most adults' lives(NOOR, 2004).Work and family interference is a kind of inter role conflicts that take place as an outcome of unsuited role stress from the work- family issues, work can create interference with the family matters or family can also interfere with the working matters(Yildirim & Aycan, 2008).In consideration of modern organization conflict of work or family is closely relates to exhaustion, lesser organizational

commitment level, job dissatisfaction, work-family conflicts occurs when the time, energy level and behavioral factors of a role in one scenario (choosing work or family) create difficulties to overcome the demanding situation of the other scenario (choosing between family or work)(Bragger, Srednicki, Kutcher, Indovino, & Rosner, 2005). However as Yildirim & Aycan (2008) state, Work-Family Conflicts are closely attached to negative organizational and psychological results, for example high level of depression signs, and increased usage of alcohols, dissatisfaction with life, satisfaction level with job and level of marital satisfaction, and increased turnover intentions. Family-work conflicts occur if work and home matters are unable to establish side by side and it became difficult to manage both at one time. Not only family and home demands have been found as a precaution of daily stress consequences of family to work conflicts it also been found unhealthy for employee's physical and mental conditions(Daalen, Willemsen, Sanders, & Veldhoven, 2009). The view of work-family conflicts arise from examining the level where demands resources effects the performance of work and family domains. Demands are psychological or structural sources connected with role needs, norms and expectations where individuals must react or make adaptation by physical or mental effort (Voydanoff, 2004). More recent conducted study has accepted its nature with more than one dimension, where the demands of family and work are in directly and in equal competition. Specifically, work-family conflicts states that work demands may create interference with individual's ability to bring out family tasks. Family-work conflicts states when family matters interfere with individual's tasks of work Bragger, et al.(2005).

Job Autonomy

Job autonomy clearly stated as the degree of control of an individual has over his or her own preparation, task and arrangements (Stoner & Kim, 2008). Job autonomy is refers to the important decisions in their work over degree of discretion employees, such as the timing and methods of their tasks (Parker, Axtell, & Turner, 2001). Authors conceived that freedom in decisions making on the job or tasks was linked with relatively fewer symptoms of exhaustion, and depression, even when job load were heavy (Kirmeyer & Shirom, 1986). Autonomy can also play a contributing role towards self-esteem through the appraisals of co-workers, because in office culture it can be a symbol of status for an employee (Schwalbe, 1985). Parker, Axtell, & Turner (2001) defined that Job autonomy can be recognized as one of the significant elements of work design tasks for employee outcome like motivation and job satisfaction.

Freedom of movement, can execute plans and create task accomplishment levels, and independence from direct observation are important for providing people an intelligence of control over their work. Clearly this control of intelligence was beneficial psychologically in its own way. Moreover scope of autonomy was significant psychologically for other matters as well, in the environment of workplace they were use as indicators of reliability, symbol, confidence and competence. Large number of people appreciated autonomy because of its meanings in these aspects and concomitantly about the individuals who had meant it (Schwalbe, 1985).

Fairness of Rewards

Rewards is the conspicuous of a slightly balance between the intrinsic rewards (for example autonomy, variety, and challenge) and the extrinsic rewards (for example fringe benefits, pay, promotion, and physical working conditions) that have a powerful effect on the employees' attitude towards their job and the company (Sondhi et al, 2008). The reward issuance structural method in economy is constructed by the planner. In "post-Reform" proper planned economies rewards are presented as bonus, the size and amount of which is related to such success indications like profit rate and value of output (Tam, 1981). Cate, Lloyd, Henton, and Larson (1982) state that employee don't focus on the subject of distributive fairness when there levels of rewards in a relationship are high. Fairness in rewards can be stated as the ability to which making decisions in work environments are considered as reflect equitable and fair (Maslach & Leiter, 2008). (huja, Chudoba, Kacmar, McKnight, and George(2006) gave suggestions that employees are willing to form social exchange bonds with others ones as they consider they are fairly and inversely receiving perks of value to them as an outcome of the social exchange element. On other hand, social exchange commitments affect the level of organizational commitment.

Perceived Work Load

Managerial level work in which work load was reported to be the main element of seeming stress in work, strongly followed by ambiguity role and the role of conflict (Moore, 2000a). The correlation between an individual and group human operator and task demands, it is the amount of work hand over to or expected from an employee in a specified time(Sondhi et al, 2008). In 2000 Moore describe Perceived work overload reflected more variance in the exhaustion level of information technology professionals than the other more commonly cited workplace individuals, and it was also shown in the strong majority of problems explained by the exhausted technology executives, it is suggested that employee in organizations are constantly asked to take on unachievable workloads and deadlines, In fact, work overload condition and less time to complete the work have been reported as most common demands in the working environments of employees.

Turnover Intention

Turnover described as one's propensity to depart the job that the individual is currently pursuing(Sondhi et al, 2008). Harris, James and Boonthanom (2005) state that strain is a psychological response created by a Stressor that may contain frustration, nervousness, depressed feelings, and other symptoms of physical disturbance as well. Generally authors of stress address Stressors in sense the strains and predictors as the result of these Stressors. However in some scenarios organizational politics are seems as threatening. When the individuals experience strain and the resulting emotional feelings of willing to stop or go away from organization that is turnover intentions.(Rehman, 2012) State that turnover purely refer to the leaving phenomenon of workers of an organization, This is a harmful situation, might lead towards the disappointment of worker sustainability in the organizations, skipping a job appears to show significant work place troubles, in spite of opportunities to go for better jobs, employee's turnover disrupt steams, increases costs, lower productivity, and leads in lost knowledge. So, it is necessary for the policy makers to realize the significance of employee's job satisfaction level.

Perceived Work overload and Work Exhaustion

The degree of work exhaustion changes with perceived work overload in a same pattern as increase in perceived workload results relative increase in work exhaustion. In fact perceived work over-load is the perception that one has too much ability to do (Ahuja et al, 2006). Moore (2000a) observed that work overload is the strongest contributing factor towards exhaustion. Therefore perceived workload has positive influence on work exhaustion.

H1: Perceived work over-load will influence the work exhaustion (WE) positively.

Work Family Conflicts and Work Exhaustion

More work family conflicts among the workers results in high level of work exhaustion. The work family conflicts might be a factor of stress condition in working environment (Ahuja et al, 2006). High level of Work family conflicts can affect the behavior of worker badly which may results towards work exhaustion. Hence work exhaustion and work family conflicts are positively related.

H2: Work family conflict will effect work exhaustion positively.

Job Autonomy & Work Exhaustion

Autonomy on job has negative effect on work exhaustion. As job autonomy increase in the work exhaustion factor decreases and vice versa. Job autonomy give a power to worker to control its tasks by own. Job autonomy associated with work exhaustion as well as autonomy on job also has been found to be related with turnover intentions among employees (Stoner & Kim, 2008).

H3: Job autonomy will negatively influence work exhaustion.

Fairness of Rewards and Work Exhaustion

(Ahuja, Chudoba, Kacmar, McKnight and George(2006) suggest employees are willing to construct social exchange relations with one another as they perceive that they are receiving benefits fairly and reciprocally as a result of the social exchange. In this manner, social exchange relationship affects work exhaustion.

H4: Fairness of reward among workers will negatively influence work exhaustion.

Work Exhaustion and Turnover Intentions

Work exhaustion factor positively influences the turnover intentions in a positive way. More work exhaustion level affect high turnover intentions. Turnover intentions can also be address as burnout which means the outcome of stable or frequent pressure on emotions linked with tense attachment with people over long time (Moore, 2000a). So turnover intentions are positively related with work exhaustions.

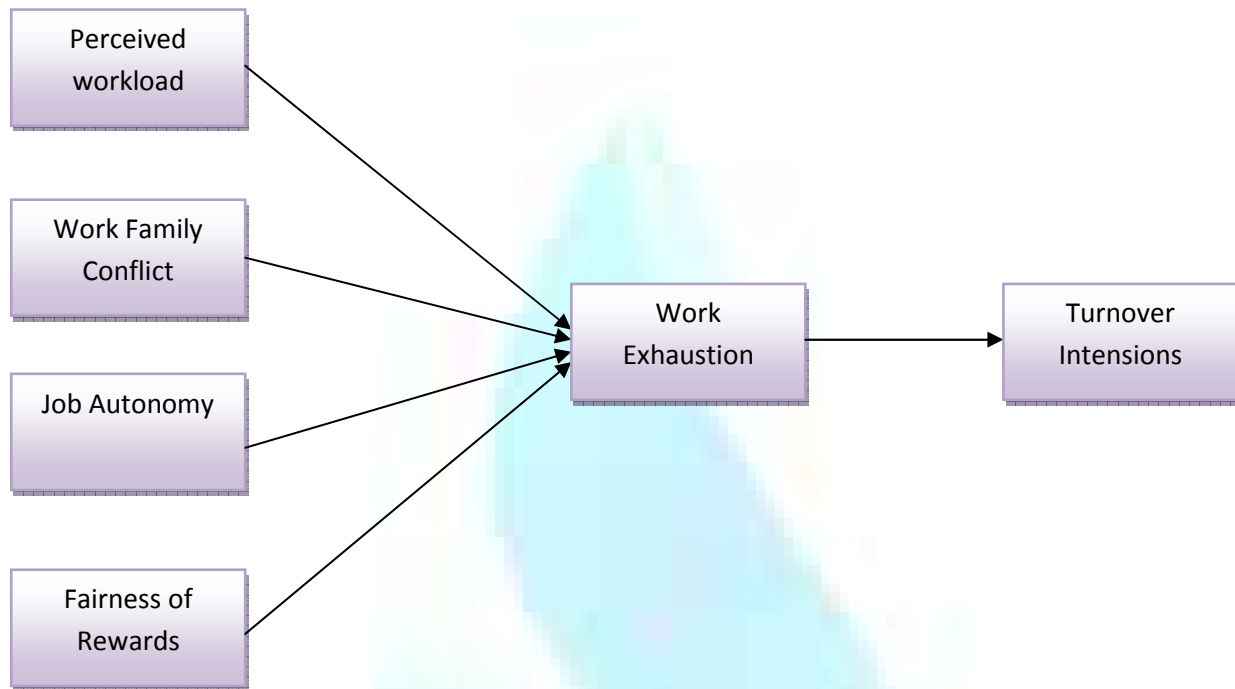
H5: Work exhaustion (WE) will influence turn over intentions among workers positively.

THEORETICAL FRAMEWORK

The purpose of understudy research is to use the framework of research on work exhaustion faction and turnover intension by analyzing elements which inhibits work-life integrations. In concerning research model six variables are present. One is dependent which turnover intension is. Work exhaustion is the intervening variable between dependent and independent variables. Four independent variables are present in research models are; perceived workload, work-family conflicts, autonomy at job and fairness of reward.

In research model perceived workload and work-family conflicts have positive influence on work exhaustion factor while the job autonomy and fairness of reward have negative influence on work exhaustion. More over work exhaustion has positively influence on turnover intension.

FIGURE 1



PARTICIPANTS AND DATA COLLECTION

This study is conducted in the IT sector, various kinds of institutions were involved for the purpose of data collection. All the responders were conveniently involved by whole – hearted. All our targeted population was free and frank to us in the process to the collection of data. The IT institutions were basic target and we found a lot of experiences and dynamic results from this sector.

We used the Paper – and – Pencil Technique to collect the data for the study and their analysis. We distributed 300 questionnaires in various IT institutions in our target audience, but the 237 questionnaires were returned back and 19 questionnaires were unsatisfactory for the analysis due to response biasness. We got the effective response rate as 72.67%. This study is based on the 218 questionnaires. We have used 6 different demographics and 37 questions as measuring scale to understand the behavior of our respondents. The brief summaries of demographic variables are as under:

In our study there are 129 were males (59.17%) and 89 were females (40.83%). Estimated age of respondents' ranges from 20-25 years were 76 (34.86%), 26 – 30 years were 62 (28.44%), 31 -35 years were 49 (22.48%) and 36 – 40 years were 31 (14.22%). In marital status variable there are 139 respondents were married (63.76%) and remaining 79 were single (36.24%). Other demographic variables organization name, income, experiences were asked from respondents.

VARIABLE AND MEASURES

TURNOVER INTENSIONS

The dependent variable Turnover described as one's propensity to depart the job that the individual is currently pursuing (Sondhi et al, 2008). Five items is to measure this variable, a sample item being "I will probably look for a job in a different organization in coming year." The measure of Cronbach's alpha for five items for this sample was 0.952. However the Cronbach's alpha value of this research is 0.886. All five items are present and all items are selected while no item is dropped.

WORK EXHAUSTION

It is the intervening variable. In observation of work-exhaustion study is the combination of emotional energy level and mental energy level required to fulfill job demands (Moore, 2000b). It is generally regarded as the core component of job burnout. Seven items is to measure this variable like "I feel burned out from my work." The value of Cronbach alpha for seven items was 0.791. But the Cronbach's alpha value for this research is 0.810. All seven items are present and all items are selected while no item is dropped.

WORK FAMILY CONFLICT

Work-family conflict is the independent variable. (WFC) happen when involvement in the work and the family role is unsuited in some aspect. As a result, contribution in one either role is made more complex by virtue of involvement the other role (Sondhi et al, 2008). Eight items are to measure this variable such as "The demands of my work interfere with my home and my family life." Cronbach's alpha value of this variable was 0.779. However the Cronbach's alpha value for this research is 0.849. Eight items are presented while all items are selected and no items is dropped.

JOB AUTONOMY

Job autonomy is independent variable. Job autonomy can be stated as the job gives freedom of substantial, independent and judgment in kept organizing the work and choosing the systematic procedures to be used further (Sondhi et al, 2008). Four items are asked like "I have the authority it initiate projects at my job." Cronbach alpha value of this variable was 0.690. However the Cronbach's alpha value for this research is 0.334. Four items are presented while all items are selected and no item is dropped.

PERCEIVED WORKLOAD

Perceived Work Load is the independent variable. It is the association between a group and individual human operator and task demands, In addition, it is the amount of work assigned or expected from an employee in a specified time. (Sondhi et al, 2008). Seven items are asked like "I usually bring work home with me". The value of Cronbach's alpha for seven items was 0.740. But the Cronbach's alpha value for research is 0.789. All seven items are present and all items are selected while no item is dropped.

FAIRNESS OF REWARDS

Fairness of Rewards is independent variable. Rewards is the conspicuous of a slightly balance between the intrinsic rewards (for example autonomy, variety, and challenge) and the extrinsic rewards (for example fringe benefits, pay, promotion, and physical working conditions) that have a powerful effect on the employees' attitude towards their job and the company (Sondhi et al, 2008). Six items is to measure this variable, a sample item being "My organization has processes that assure that all team members will be treated fair and equal." The measure of Cronbach's alpha for six items for this sample was 0.870. However the Cronbach's alpha value of research is 0.723. All six items are present and all items are selected while no item is dropped.

ANALYSIS AND RESULTS

RELIABILITY ANALYSIS

We Computed Cronbach's Alpha's to analyze the reliability of the scales. The Alpha coefficient values fulfilled the suggested cutoff level of 0.70 (Nunnally, 1978). The Alpha coefficient of Job Autonomy is 0.734, Work-family conflict is 0.849, work exhaustion is 0.810, perceived work overload is 0.789, fairness of rewards is 0.723 and of turnover intention is 0.886.

TABLE 1

Sr. #	Variable	Total no. of items	Alpha
1	Job autonomy	04	.734
2	Work-family conflict	08	.849
3	Work exhaustion	07	.810
4	Perceived work overload	07	.789
5	Fairness of reward	06	.723
6	Turnover intention	05	.886

CORRELATION ANALYSIS

TABLE 2: CORRELATION RESULTS

			Estimate
H ₁	Perceived Work Overload <--- -->	Work Exhaustion	0.505**
H ₂	Work family Conflict <-- --->	Work Exhaustion	0.429**
H ₃	Job Autonomy <-- --->	Work Exhaustion	-0.357**
H ₄	Fairness of Rewards <-- --->	Work Exhaustion	-0.614**
H ₅	Work Exhaustion <-- --->	Turnover Intention	0.422**

** Correlation is significant at the 0.01 level (2-tailed).

Correlation Analysis shows the relationship of independent variable with dependent variable. There is significant positive relationship between perceived work overload and work exhaustion having value (r = 0.505, p < 0.01) and confirms our hypothesis 1. Results shows the significant positive relationship between work family conflict and work exhaustion (r = 0.429, p < 0.01] and supports our hypothesis 2. Work exhaustion has significant negative relationship with job autonomy (r = -0.357, p < 0.01) and supports our hypothesis 3. Fairness of rewards has significant negative relationship with work exhaustion (r = -0.614, p < 0.01) and supports our hypothesis 4. Work exhaustion has significant positive relationship with turnover intention (r = 0.422, p < 0.01) and supports our hypothesis 5.

REGRESSION ANALYSIS

TABLE 4: REGRESSION RESULTS

	Work Exhaustion		Turnover Intention		Estimate
	β	R ²	β	R ²	
Perceived Work Overload	.505	.344	----	----	.000**
Work family Conflict	.429	.257	----	----	.000**
Job Autonomy	.357	.325	----	----	.000**
Fairness of Rewards	.614	.380	----	----	.000**
Work Exhaustion	----	----	.422	.332	.000**

DISCUSSION

Perceived Work overload

Our hypothesis predicts that Perceived work overload will positively predict Work Exhaustion. Regression result prove our hypothesis and shows the positive impact of Perceived Work overload on Work Exhaustion (β= 0.505, p < .01). Results explain that Work Exhaustion can be determined by perceived work overload.

Work Family Conflict

Our hypothesis predicts that work family conflict will positively predict work exhaustion. Regression result prove our hypothesis and shows the positive impact of work family conflict on Work Exhaustion (β= 0.429, p <.01). Results explain that Work Exhaustion can be determined by work family conflict.

Job Autonomy

The hypothesis predicts that Work Exhaustion will be negatively related to the job autonomy. To test this hypothesis, we regressed job autonomy on Work Exhaustion. We found that job autonomy has significant negative impact on work exhaustion (β=-0.357, p<.01).

Fairness of Rewards

Hypothesis predicts that fairness of rewards will negatively influence work exhaustion. To prove the hypothesis we regressed fairness of rewards on work exhaustion and found that fairness of rewards negatively influence work exhaustion (β=-0.614, p < .01).

Work Exhaustion

Our Hypothesis predicts that turnover intention will be positively influenced by Work Exhaustion and Relationship Quality. And results confirm our hypothesis (β=0.422, p < .01).

CONCLUSION AND FUTURE RESEARCH

Turnover intentions among employees in working environment is a significant issue, according to this research study elements such as work exhaustion, perceived work-overload and work family conflicts are major causes and effect of employees turnover intentions. In accordance of this research organizations must form and implement strategies through which turnover intentions level can controlled.

Future research can be conducted in other sectors like banking sector, educational sector etc. Moreover, a comparative study can also be conducted between two or more countries or between males and females.

LIMITATIONS

This research study has various limitations. Such as this research is conducted on the working environment of IT sector with one country. No other sectors or other countries are part of this research. Further in presence of six variables it is quite difficult for subject to response questionnaire in efficient manner. Gender difference can also add significant change in results specifically in work-family life balance factor. As work exhaustion, perceived workload, work family conflicts are major cause of turnover intentions so individually a comprehensive research on these elements can be conducted.

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