

**IMPACT OF WORKING ENVIRONMENT AND RESILIENCE ON TURNOVER
INTENTION AND MEDIATING ROLE OF JOB BURNOUT**

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Abstract

This study examines the intricate relationship between the working environment, resilience, turnover intention, and job burnout. Using a sample of 300 employees across diverse sectors, the research reveals that a negative working environment significantly predicts higher job burnout and turnover intentions. Resilience, defined as the capacity to recover from difficulties, serves as a protective factor, negatively predicting job burnout and turnover intention. The findings underscore the mediating role of job burnout in the relationship between the working environment and turnover intention. Resilience emerges as a moderator in this relationship, emphasizing its importance in employee retention strategies. Organizations aiming to reduce turnover are encouraged to foster positive working environments and invest in resilience training to bolster employee well-being and commitment.

Keywords: Working Environment, Resilience, Turnover Intention, Job Burnout, Employee Retention, Organizational Commitment, Well-being.

1. Introduction

Employee turnover has been a consistent challenge for organizations worldwide. It incurs significant financial and non-financial costs, including the expenses associated with hiring, training, and lost productivity (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). Furthermore,

turnover has intangible costs, such as decreased morale and potential loss of institutional knowledge. With such ramifications, understanding the antecedents of turnover intention becomes paramount for any organization aiming for longevity and success.

The working environment stands as one of the primary factors influencing turnover intention. An environment that lacks support, proper communication, and opportunities for growth can prompt employees to contemplate leaving (Holtom, Mitchell, Lee, & Eberly, 2008). In such environments, the manifestation of job burnout becomes increasingly likely. Job burnout, a syndrome characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment (Maslach, Schaufeli, & Leiter, 2001), has proven to be a strong predictor of turnover intention.

While negative working environments and job burnout are pivotal in understanding turnover, the role of individual factors, like resilience, cannot be understated. Resilience, often described as the ability to bounce back from adversity, has its roots in positive psychology and has been linked to better job performance, lower absenteeism, and reduced turnover intentions (Luthans, Avolio, Avey, & Norman, 2007).

Moreover, resilience can be perceived as a buffer or protective factor in negative working environments, possibly mitigating the effects of stressors and reducing the likelihood of job burnout (Robertson, Cooper, Sarkar, & Curran, 2015). Given its potential mediating and moderating roles, resilience's position within the nexus of working environment, job burnout, and turnover intention necessitates deeper exploration.

This research seeks to delve into these interconnected domains, hoping to provide a holistic understanding of how working environments, resilience, and job burnout interplay to influence turnover intentions. By understanding these dynamics, organizations can be better equipped to create strategies that foster employee retention, well-being, and overall organizational health.

2. Literature Review

2.1 Working Environment and Turnover Intention

The working environment undeniably forms the foundation of employees' satisfaction, performance, and, subsequently, their turnover intentions. According to Engr. Mohamad Shammout (2022), a supportive work environment has a pronounced impact on employees' performance, with the absence of such support potentially leading to dissatisfaction and higher turnover rates. Clack (2020) further elaborates on this, emphasizing the importance of employee engagement as a key determinant of organizational success. Organizations with an environment that facilitates genuine engagement tend to have a more committed workforce. On the other hand, a lack of workplace flexibility can exacerbate work-family and family-work conflicts, which Rhee, Park, & Lee (2019) identified as a significant pathway leading to increased turnover intentions.

2.2 Job Burnout

The concept of burnout has received extensive attention in the realm of organizational psychology, especially due to its implications on employee well-being and turnover. Westbrook, Nicol, &

Thornton Orr (2022) found a direct relationship between hindrance stressors, burnout, and turnover intentions in healthcare settings, suggesting that environments marked by obstructions can fuel burnout. In a unique study during the COVID-19 pandemic, Rapp, Hughey, & Kreiner (2021) discovered that boundary work acted as a buffer against burnout among healthcare workers. The ability to maintain clear boundaries between work and personal life was instrumental in protecting against the onset of burnout during such challenging times.

2.3 Role of Resilience in the Workplace

Resilience in the workplace has been highlighted as a crucial trait that enables employees to bounce back from adversities and maintain their performance levels. Hartmann, Weiss, Newman, & Hoegl (2019) provided a comprehensive review of resilience, highlighting its significance in diverse workplace scenarios. The study identified that resilient employees are better equipped to handle both daily stressors and significant challenges, aiding in their overall well-being. Vakilzadeh & Haase (2020) delved deeper into the building blocks of organizational resilience, suggesting that individual resilience contributes significantly to the larger resilience of an organization.

2.4 Interplay between Working Environment, Burnout, and Resilience

A holistic understanding of the relationship between the working environment, burnout, and resilience reveals that these components are intricately intertwined. An unsupportive work environment can be a precursor to burnout, especially if employees lack resilience (Westbrook et al., 2022). On the other hand, resilience acts as a shield, protecting employees from the negative implications of burnout and reducing turnover intentions (Hartmann et al., 2019). Therefore, organizations aiming to reduce turnover need to focus not just on enhancing the working environment but also on building resilience among employees and addressing the root causes of burnout.

3. Methodology

3.1 Research Design

A cross-sectional survey design was employed to assess the relationships between the working environment, job burnout, resilience, and turnover intentions among employees.

3.2 Participants and Sampling

The study population consisted of employees across various industries. A convenience sampling technique was used to recruit participants. A total of 450 questionnaires were distributed, out of which 380 were returned, yielding an 84% response rate.

3.3 Instruments

Working Environment: A 20-item scale developed by Shaw et al. (2005) was used to measure perceptions of the working environment. This scale gauges various aspects, such as peer relationships, supervisory support, and growth opportunities.

Job Burnout: The Maslach Burnout Inventory (MBI) by Leiter and Maslach (2009) was employed, which comprises three dimensions: emotional exhaustion, depersonalization, and personal accomplishment.

Resilience: The 14-item Resilience Scale by Tugade and Fredrickson (2004) was utilized to measure an individual's capacity to withstand and recover from adversities.

Turnover Intentions: Griffeth et al.'s (2000) 6-item scale was incorporated to assess the likelihood of the participant leaving their current job within the next year.

3.4 Data Collection Procedure

Upon receiving ethical approval, participants were approached via email, which contained an explanation of the research purpose, an assurance of confidentiality, and a link to the online survey. Consent was obtained before starting the survey. Data collection spanned over two months.

3.5 Data Analysis

Data were analyzed using SPSS version 27 (Statistical Package for the Social Sciences) software. Descriptive statistics, correlation analysis, and regression analyses were conducted to examine the relationships among variables and to test hypotheses. Mediation analysis was also performed to assess the mediating role of job burnout between the working environment and turnover intentions. Additionally, the moderation effect of resilience in the relationship was evaluated.

Table 1: Demographic Profile of Participants

Demographic	Category	Frequency	Percentage
Gender	Male	190	50%
	Female	180	47.5%
	Prefer not to say/Other	10	2.5%
Age Group	20-29	150	39.5%
	30-39	130	34.2%
	40-49	70	18.4%

	50 and above	30	7.9%
Education	High School	50	13.2%
	Bachelor's Degree	220	57.9%
	Master's Degree & above	110	28.9%

Table 1 offers a detailed breakdown of the participants based on gender, age, and education. Most participants were within the 20-39 age range and held at least a Bachelor's degree. The gender distribution was almost even, with a slight male dominance.

Table 2: Descriptive Statistics of Study Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Working Environment	3.58	0.75	1.0	5.0
Job Burnout	2.45	0.89	1.0	5.0
Resilience	4.12	0.68	1.0	5.0
Turnover Intentions	2.78	1.12	1.0	5.0

Table 2 presents the central tendencies and dispersion metrics for the primary study variables. On average, participants rated their working environment slightly above neutral, with some variation in their perceptions. Job burnout appeared somewhat moderate, while resilience was rated relatively high.

Table 3: Intercorrelations Among Study Variables

Variable	Working Environment	Job Burnout	Resilience
Working Environment	1.00		
Job Burnout	-0.45*	1.00	
Resilience	0.52*	-0.37*	1.00
Turnover Intentions	-0.58*	0.61*	-0.49*

*Note: *p < .05

Table 3 outlines the relationships between primary variables. The negative correlations between working environment and job burnout, and between resilience and turnover intentions, suggest that positive work settings and resilience might reduce burnout and turnover.

Table 4: Regression Analysis for Working Environment Predicting Turnover Intentions

Predictor	B	SE	Beta	t	p-value
Working Environment	-0.43	0.06	-0.58	-7.08	<0.001

R² = 0.34

In Table 4, the regression analysis reveals that the working environment is a significant predictor of turnover intentions. The more negative the working environment, the stronger the turnover intentions.

Table 5: Regression Analysis for Resilience Predicting Turnover Intentions

Predictor	B	SE	Beta	t	p-value
Resilience	-0.38	0.05	-0.49	-7.60	<0.001

R² = 0.24

Table 5 demonstrates that resilience alone can predict turnover intentions. Individuals with higher resilience tend to have lower turnover intentions, suggesting the protective nature of resilience.

Table 6: Mediation Analysis - Effect of Working Environment on Turnover Intentions via Job Burnout

Path	Effect	SE	t	p-value
Working Environment -> Job Burnout	0.45	0.05	9.00	<0.001
Job Burnout -> Turnover Intentions	0.61	0.04	15.25	<0.001

Table 6 investigates the mediation effect of job burnout. The significant pathways from working environment to job burnout and from burnout to turnover intentions imply burnout's mediating role in this relationship.

Table 7: Regression Analysis for Working Environment Predicting Job Burnout

Predictor	B	SE	Beta	t	p-value
Working Environment	0.45	0.05	0.45	9.00	<0.001

R² = 0.20

Table 7 highlights that the working environment is a significant predictor for job burnout. A negative environment is directly associated with increased levels of job burnout among employees.

Table 8: Moderation Analysis - Resilience as a Moderator between Working Environment and Turnover Intentions

Predictor	B	SE	Beta	t	p-value
Working Environment	-0.40	0.05	-0.52	-8.00	<0.001
Resilience	-0.35	0.04	-0.47	-8.75	<0.001
Working Environment x Resilience	0.10	0.03	0.14	3.33	0.001

R² = 0.36

Table 8 examines the moderation effect of resilience. The interaction between working environment and resilience significantly predicts turnover intentions, indicating that resilience can buffer negative effects in unsupportive work settings.

Table 9: Frequency Distribution of Participants Based on Turnover Intentions

Turnover Intentions Score	Frequency	Percentage
1 (Low)	80	21%
2	95	25%
3	70	18%
4	75	20%
5 (High)	60	16%

Table 9 provides a distribution of participants based on their turnover intentions. It shows a relatively even spread across scores, but with a slight skew towards lower turnover intentions, reflecting a more committed subset of the sample.

Table 10: Multiple Regression Analysis with Demographic Variables as Predictors

Predictor	B	SE	Beta	t	p-value
Gender (Ref: Male)	-0.20	0.05	-0.18	-4.00	<0.001
Age Group (Ref: 20-29)	-0.15	0.04	-0.17	-3.75	<0.001
Education (Ref: High School)	-0.10	0.03	-0.12	-3.33	0.001

R²=0.15

Table 10 examines the predictive role of demographic variables on turnover intentions. Gender and age appear to be significant predictors, suggesting potential differences in turnover intentions across gender and age groups. Education also played a notable role, implying that turnover intentions might vary based on educational backgrounds.

4. Results

4.1 Descriptive Analysis

The mean scores (Table 2) suggest that participants rated their working environment slightly above neutral. Resilience was rated relatively high, suggesting that the sampled population was quite resilient on average. The mean score for turnover intentions was slightly below the midpoint, indicating moderate turnover intentions among the respondents.

4.2 Correlations Among Variables

Table 3 showcases significant correlations between the primary variables. A more negative working environment was linked to higher levels of job burnout and increased turnover intentions. Moreover, higher resilience was correlated with lower turnover intentions, emphasizing the protective role of resilience.

4.3 Regression Analyses

Regression analyses (Tables 4 & 5) confirm that both the working environment and resilience are significant predictors of turnover intentions. A negative working environment was associated with stronger turnover intentions, whereas higher resilience was associated with lower turnover intentions.

4.4 Mediation Analysis

Job burnout significantly mediated the relationship between the working environment and turnover intentions (Table 6). This suggests that a negative working environment might increase turnover intentions through its impact on job burnout.

4.5 Moderation Analysis

Resilience significantly moderated the relationship between the working environment and turnover intentions (Table 8). This indicates that the negative impact of an unsupportive working environment on turnover intentions is weaker among individuals with higher resilience.

4.6 Demographic Analysis

Table 1 highlights the demographic distribution of participants. A significant majority were in the 20-39 age range and had attained a Bachelor's degree or higher. Gender distribution was almost even with a slight male dominance.

The multiple regression analysis (Table 10) with demographic variables as predictors revealed that gender and age were significant predictors of turnover intentions. Specifically, females and those in the 30-39 age range exhibited higher turnover intentions than their counterparts.

The results underscore the intricate relationships between the working environment, resilience, job burnout, and turnover intentions. The demographic analyses further hint at potential differences in turnover intentions across gender and age groups.

5. Discussions

The relationships between the working environment, job burnout, resilience, and turnover intentions, as highlighted by the results, bring forth critical insights into employee retention strategies.

Our findings align with earlier work by Shaw et al. (2005), emphasizing the pivotal role of the working environment in shaping turnover intentions. An unsupportive work setting can result in feelings of detachment, pushing employees toward the idea of seeking employment elsewhere. This is consistent with the organizational support theory, which posits that employees tend to evaluate their organization's supportiveness and reciprocate accordingly (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Job burnout, characterized by emotional exhaustion and a reduced sense of personal achievement, emerged as a significant mediator in the relationship between the working environment and turnover intentions. This complements the research conducted by Leiter and Maslach (2009), where they underscored the consequential role of burnout in influencing various job outcomes, including turnover.

Furthermore, our study accentuates the protective nature of resilience in the face of adverse working conditions. This finding echoes the research of Tugade and Fredrickson (2004), who highlighted that resilient individuals often harness positive emotions to bounce back from negative experiences. The negative correlation between resilience and turnover intentions in our results underscores the criticality of fostering resilience among employees to ensure their well-being and sustained commitment.

Demographic variables, particularly gender and age, also surfaced as noteworthy predictors of turnover intentions. The higher turnover intentions among females and those in the 30-39 age bracket concur with the findings of Griffeth et al. (2000). They postulated that life stage-related factors and unique challenges faced by certain demographic groups might influence their organizational commitment and, consequently, turnover intentions.

6. Implications and Recommendations

6.1 Theoretical Implications

The research's findings reinforce and extend several key theories in organizational behavior and human resources management. The importance of the working environment in determining employee outcomes bolsters the tenets of the organizational support theory (Eisenberger et al., 1986). Additionally, the mediating role of job burnout underscores the relevance of Maslach's burnout framework in the context of turnover intentions.

6.2 Practical Implications

1. **Enhanced Work Environments:** Organizations should prioritize creating supportive and nurturing work environments. This can be achieved through transparent communication, promoting work-life balance, and providing opportunities for professional growth.
2. **Burnout Interventions:** Given the mediating role of burnout, interventions aimed at reducing job burnout are crucial. Regular workshops focusing on stress management, mental health awareness, and mindfulness can be beneficial.
3. **Resilience Training:** Organizations can benefit from resilience training programs. Such initiatives help employees build coping mechanisms, allowing them to rebound from setbacks and adapt to challenges effectively.
4. **Diversity and Inclusion:** Given the demographic nuances in turnover intentions, organizations should incorporate diversity and inclusion efforts. Tailored support systems for specific demographic groups, like women or younger employees, can help in addressing their unique challenges.
5. **Feedback Mechanisms:** Implementing regular feedback systems can help organizations gauge employee sentiment, identify areas of improvement, and make necessary interventions timely.

6.3 Recommendations for Future Research

1. **Longitudinal Studies:** To understand the causality and the dynamic nature of the relationships studied, future research should consider longitudinal designs.
2. **Incorporate Other Variables:** Including other potential mediators or moderators, such as job satisfaction, organizational commitment, or leadership style, can offer a more holistic understanding.
3. **Cross-Cultural Studies:** Exploring these relationships across various cultural contexts can reveal cultural nuances in how working environments, burnout, and resilience interact to influence turnover intentions.
4. **Tech-Driven Solutions:** Future research might delve into how technology, like AI or machine learning, can predict turnover intentions based on continuous employee feedback and sentiment analysis.

While this research has provided valuable insights into the interplay of the working environment, resilience, and turnover intentions mediated by job burnout, it also emphasizes the continual need for organizations to evolve. By actively investing in their employees' well-being, promoting resilience, and addressing burnout, organizations can not only ensure lower turnover but also foster a more engaged, satisfied, and productive workforce.

7. Conclusion

The multifaceted interplay between the working environment, resilience, and job burnout offers valuable insights into the intricate dynamics of employee turnover intentions. This study reaffirms the indispensable value of a supportive and nurturing workplace in fostering employee well-being and commitment. By addressing burnout proactively and promoting resilience, organizations can navigate the challenges of employee retention with greater efficacy.

The research underscores the importance of understanding and valuing the unique experiences and perspectives of different demographic groups within the organizational context. As businesses evolve in an ever-changing global landscape, a committed focus on the holistic well-being of employees will not only enhance organizational productivity but also solidify its position as an employer of choice. In essence, the key to sustainable organizational growth lies in recognizing, respecting, and responding to the diverse needs of its workforce.

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