Intermediary Role of Job Burnout between Individual-Organization Matching and Turnover Intention Based on Regression Analysis

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Abstract

Lots of researches have been conducted on relationship between individual-organization matching and job involvement at home and abroad, while less are related with job burnout. Under the background of commercial banks in Chinese cultural context, the influence of individual-organization matching on job burnout and turnover intention was studied using multivariate hierarchical regression. The results showed that three dimensions of individual-organization matching and three dimensions of job burnout had significant negative effect on turnover intention; some job burnout behaviors played an intermediary role in the influence of individual-organization on turnover intention. Therefore, individual-organization matching should be improved to reduce the level of employee burnout, thereby reducing their turnover intention. It has important significance for Chinese commercial banks to remain competitive in future financial reform through excellent human resources.

Keywords: Individual-organization matching; job burnout; turnover intention; intermediary role

Introduction

Job burnout refers to a practitioner's comprehensive symptoms of emotional exhaustion, depersonalization and low sense of accomplishment, which is generated by continuing pressures that cannot be effectively dealt with (Maslach & Jackson, 1984) [1].

In recent years, with the rapid development of financial industry, banks have attracted a large number of highly-qualified and highly-educated personnel due to competitive salary. For service industry, the service is not a concrete good, thus professional skills as well as good attitude and spirit of employees are necessary to ensure e work pace with long-term emotional investment and continuous high strength easily leads to job burnout of commercial bank staff. When individuals provide service with cynical attitude, customer experience of high quality cannot be ensured, thus bringing negative impact on satisfaction and loyalty of customers. Therefore, the maintained image and brand will be threatened by the impact of job burnout on employees and customers of commercial banks.

To solve job burnout, individuals should realize his existing conflict–mismatching between themselves and organization. When individual realizes the mismatching with organization, it's worth exploring the paths causing burnout. Therefore, the work analyzed the influence of individual-organization on job burnout under the background in Chinese cultural context, thus exploring its effects on turnover intention.

2 Theoretical analysis and research hypothesis

2.1 RELATIONSHIP BETWEEN INDIVIDUAL–ORGANIZATION MATCHING AND TURNOVER INTENTION

Individual-organization matching can be manipulated as three dimensions: Consistency matching, Demand matching and Ability matching..Individuals with high individual-organization matching degree can be quickly integrated into the organization, while those with lower matching degree tend to have high turnover intention (Chatman, 1991) [3].

2.2 RELATIONSHIP BETWEEN INDIVIDUAL–ORGANIZATION MATCHING AND JOB BURNOUT

Job burnout is not a simple matter of coping ability with personal stress, but psychological and behavioral results generated from interaction of individual and organizations in organizational context, leading to mismatch of individual's knowledge skills, expectations and work requirements with resources provided by organizations (Demerouti, Bakker & Schaufeli, 2001)[4]. Meanwhile, job burnout is not separate effects of individual or environment, but the result of their matching degree (Leiter & Maslach, 1999)[5]. When not reaching sustained matching with organizational environment, individual will generate job burnout.

2.3 RELATIONSHIP BETWEEN JOB BURNOUT AND TURNOVER INTENTION

The mainstream of existing studies supported that job burnout had positive impact on turnover intention–individuals with higher levels of job burnout showed higher level

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of turnover intention (Malakh-Pines, Aronson & Kafry, 1981)[6]; job burnout actually led to final turnover behavior (Jackson, Schwab & Schuler, 1986; Jackson, Turner & Brief, 1987)[7,8].

2.4 INTERMEDIARY ROLE OF JOB BURNOUT BETWEEN INDIVIDUAL-ORGANIZATION MATCHING AND TURNOVER INTENTION

When reaching a good consistency matching with organization, individuals can construct better communication and relationships with colleagues. They will obtain resources form good relationship to reduce job burnout; if complementary matching exists between individuals and organization, they will perceive that their resources obtained from the organization are sufficient to compensate for consumption in the work (Demerouti, Bakker & Schaufeli, 2001)[4]. Individuals with job burnout tend to evaluate the organization with a more negative perspective (Maslach, 1982)[9]. Excessive emotions result in physical and mental exhausttion (Kahili, 1988)[10]. The loss of professional efficacy indicates negative attitude of individuals towards their contribution to themselves, organization, and society, with motivation reduction (Firth & Britton, 1989)[11], thereby generating turnover intention.

Based on above analysis, hypotheses are proposed as follows:

H1: Individual-organization matching has negative impact on turnover intention.

H1a: Consistency matching has negative impacts on turnover intention.

H1b: Demand matching has negative impacts on turnover intention.

H1c: Ability matching has negative impacts on turnover intention.

H2: Individual-organization matching has negative impacts on job burnout.

H2a: Consistency matching has negative impacts on job burnout.

H2ai: Consistency matching has negative effect on Emotional exhaustion.

H2aii: Consistency matching has negative impacts on Cynicism.

H2aiii: Consistency matching has negative impacts on professional efficacy.

H2b: Demand matching has negative impacts on job burnout.

H2bi: Demand matching has negative impacts on Emotional exhaustion.

H2bii: Demand matching has negative impacts on Cynicism.

H2biii: Demand matching has negative impacts on professional efficacy.

H2c: Ability matching has negative impacts on job burnout.

H2ci: Ability matching has negative impacts on Emotional exhaustion.

H2cii: Ability matching has negative impacts on Cynicism.

H2ciii: Ability matching has negative impacts on professional efficacy.

H3: Job burnout has positive effects on turnover intention.

H3a: Emotional exhaustion has positive influences on turnover intention.

H3b: Cynicism has positive effects on turnover intention.

H3c: Professional efficacy has negative impacts on turnover intention.

H4: Job burnout is a mediating variable in the influence of individual-organization matching on turnover intention.

H4a: Emotional exhaustion has mediating effect between individual- organization matching and turnover intention.

H4a i : Emotional exhaustion has mediating effect between consistency matching and turnover intention.

H4a ii : Emotional exhaustion has mediating effect between demand matching and turnover intention.

H4a iii : Emotional exhaustion has mediating effect between ability matching and turnover intention.

H4b: Cynicism has mediating effect between individual-organization matching and turnover intention.

H4b i : Cynicism has mediating effect between Consistency matching and turnover intention.

H4b ii : Cynicism has mediating effect between Demand matching and turnover intention.

H4b iii : Cynicism has mediating effect between Ability matching and turnover intention.

H4c: Professional efficacy has mediating effect between individual-organization matching and turnover intention.

H4c i : Professional efficacy has mediating effect between Consistency matching and turnover intention.

H4c ii : Professional efficacy has mediating effect between Demand matching and turnover intention.

H4c iii : Professional efficacy has mediating effect between Ability matching and turnover intention.

3 Data analysis

3.1 QUESTIONNAIRES

Questionnaires used in this study were maturity scales with reliability and validity proven by many scholars, including demographic information, Individual-organization Matching Scale, Job Burnout Scale and Turnover Intention Scale. Meanwhile, Likert 6 was used in the questionnaires to avoid the influence of moderation and collective tendencies of Chinese culture. Grade "1" to "6" represented identity degree of respondents to the questions, where "1" represented "strongly disagree", and "6" was "strongly agree."

3.2 SAMPLE INFORMATION

In this study, 150 questionnaires were given out with 131 returned copies, and 11 were invalid questionnaires. The collecting rate of questionnaires was 87.3%, and that of

valid questionnaires was 91.6%. The age of respondents was mainly concentrated between 20-35 years old; respondents with education level of bachelor and above reached 90%; over half of the respondents worked for state-owned banks, most of whom were frontline staffs; respondents with pre-tax annual income level of 80,000-150,000 RMB reached 69.2%.

3.3 DATA ANALYSIS

Firstly, the reliability of each questionnaire was tested using SPSS19.0 with basic statistical data analysis. Confirmatory factor analysis was used to test construct validity of questionnaires. Then the above hypotheses were tested with Multivariate Hierarchical Regression Analysis.

3.3.1 Variables descriptive statistics, correlation analysis and questionnaire reliability

Table 1 showed that the evaluation of individual-organization matching level of respondents were above the average, namely that respondents agreed there was a matching between themselves and organization. Then, respondents' perception of job burnout level was above the average. Emotional exhaustion level was the highest in three dimensions of job burnout, followed by Cynicism. However, respondents' professional efficacy scores were higher. This indicated that bank employees could serve customers with positive attitude and spirit as well as identity of career

development, while they felt Emotional exhaustion due to greater pressure of work. Finally, the average score of turn-over intention was lower than the median 3.5, indicating that bank employees were less willing to leave current organizations in general.

Meanwhile, Table 1 showed that the three dimensions had significant negative correlation with turnover intention; the correlation between Consistency matching and Emotional exhaustion was not significant, while there was significantly negative correlation between Consistency matching and Cynicism as well as Consistency matching and Reduced professional efficacy (reversely-scored professional efficacy); there was significantly negative correlation between Demand matching and three dimensions of job burnout–Emotional exhaustion, Cynicism and Reduced professional efficacy; Ability matching had significantly negative correlation with Emotional exhaustion and Reduced professional efficacy, but had no significant relationship with Cynicism.

The three dimensions of Job burnout were significantly correlated with turnover intention. These results were only significance test for the correlation among variables, thus Multivariate Hierarchical Regression Analysis was used to obtain final conclusion.

In reliability test of questionnaires, Cronbach's α of Individual-organization Matching Scale and Job Burnout was above 0.79, Cronbach's α of Turnover Intention Scale was 0.788, indicating high reliability of questionnaires.

Table 1　Descriptive statistics and Pearson coefficient of variables

Variables	Mean	Standard deviation	1	2	3	4	5	6	7
1 Consistency matching	3.950	1.090							
2 Demand matching	3.722	1.124	.633**						
3 Ability matching	4.331	0.913	.439**	.598**					
4 Emotional exhaustion	3.870	1.118	-0.139	-.419**	-.189*				
5 Cynicism	3.429	1.077	-.215*	-.392**	-0.173	.549**			
6 Reduced professional efficacy	4.585	0.686	.253**	.387**	.399**	-0.091	-.184*		
7 Turnover intention	3.067	1.093	-.259**	-.604**	-.290**	.392**	.408**	-.307**	

Note: * means $P<0.05$,　**means $P<0.01$

3.3.2 Questionnaire validity test

Confirmatory Factor Analysis was used for test of construct validity. Before entering confirmatory factor analysis, each scale had to pass KMO test and Bartlett test.

Then, Principal Component Analysis was used for factor extraction of each construct; meanwhile, orthogonal rotation was conducted through Maximum Variance Method, with factor loading test for each question item. The questionnaires all indicated high construct validity.

3.3.3 Hypothesis testing

Multivariate Hierarchical Regression was adopted to verify direct influencing effect and mediating effect of the hypo-

theses. Intermediary role was tested according to Baron and Kenny[12].

Demographic variables (age, education, work experience, annual income, rank, etc.) might have impacts on main variables, so they should be controlled in veryfication of intermediary role with Multiple Hierarchical Regression. Corresponding control variables were selected in the work based on dependent variables in different models.

Multivariate Hierarchical Regression Analysis results were shown in Table 2, Table 3, and Table 4.

Table 2   Regression results of Demand matching, Ability matching and Emotional exhaustion on Turnover intention

Models	Model1a	Model1b	Model2	Model3a	Model4a	Model3b	Model4b
Dependent variables	Emotional exhaustion	Emotional exhaustion	Turnover intention	Turnover intention	Turnover intention	Turnover intention	Turnover intention
Control variables							
Age	0.079	0.079	-0.446*	-0.205*	-0.209*	-0.224	-0.228*
Education			-0.145	-0.007	-0.020	-0.027	-0.047
Work experience		-	-0.037	-0.050	-0.043	-0.108	-0.081
Annual income	-0.116	-0.171	-0.446	-0.011	0.012	-0.070	-0.011
Rank	0.076	0.035					
Independent variables							
Demand matching	-0.410***			-0.589***	-0.519***		
Ability matching		-0.173*				-0.275**	-0.217*
Intermediary variables							
Emotional exhaustion			0.380***		0.177*		0.346***
F	6.967***	1.961*	5.774***	15.426 ***	14.137***	3.938**	6.560***
R^2	0.195***	0.064*	0.235***	0.404***	0.429***	0.147**	0.258***
adjR^2	0.167	0.031	0.194	0.377	0.398	0.110	0.219
ΔR^2					0.025		0.111***
ΔF					4.991*		16.92***
VIF	1.048-1.166	1.022-1.166	1.045-1.483	1.054-1.810	1.241-1.811	1.033-1.817	1.064-1.817

Note: * means P<0.05， **means P<0.01,*** means P<0.001

Table 3   Regression analysis results of Consistency matching, Demand matching and Cynicism on Turnover intention

Models	Model1a	Model1b	Model2	Model3a	Model4a	Model3b	Model4b
Dependent variables	Cynicism	Cynicism	Turnover intention	Turnover intention	Turnover intention	Turnover intention	Turnover intention
Control variables							
Age			-0.355*	-0.294*	-0.330**	-0.205*	-0.239*
Education			-0.143	-0.080	-0.038	-0.007	0.008
Work experience	0.070	-0.168	-0.123	-0.142	-0.106	-0.050	-0.041
Annual income			-0.147	-0.084	-0.065	-0.011	-0.010
Independent variables							
Consistency matching	-0.408***			-0.346***	-0.271**		
Demand matching		-0.366***				-0.589***	-0.499***
Intermediary variables							
Cynicism			0.415***		0.370***		0.234**
F	3.552*	11.172***	6.419***	5.138***	8.519***	15.426 ***	15.334***
R^2	0.057*	0.160***	0.254***	0.184***	0.311***	0.404***	0.449***
adjR^2	0.041	0.146	0.215	0.148	0.275	0.377	0.420
ΔR^2					0.128***		0.045**
ΔF					20.929***		9.275**
VIF	1.048-1.126	1.015-1.015	1.059-1.494	1.085-1.886	1.075-1.896	1.054-1.810	1.209-1.837

Note: * means P<0.05， **means P<0.01,*** means P<0.001

Table 2, Table 3 and Table 4 showed that VIFs of variables in models were below 1.9, indicating that there was no serious multicollinearity among variables with good independence.

(1) <u>Model 1a, Model 1b,Model 2:</u> The linear regression equation was significantly effective after controlling variables of age, income, education, etc., with independent variable of Demand matching and dependent variable of Emotional exhaustion. Linear regression equation was significantly effective with independent variable of Ability matching and dependent variable of Emotional exhaustion. The linear regression model was significantly effective, with independent variable of Emotional exhaustion and dependent variable of Turnover intention. Therefore, these results validated Hypothesis H2b[i],H2c[i] and H3a. <u>Model 3a:</u> The linear relationship with independent variable of Demand matching and dependent variable

of Turnover intention reached significant level. Therefore, the results validated Hypothesis H1b.

Model 3b: With the independent variable of Ability matching and dependent variable of Turnover intention, the linear relationship reached significant level. Thus Hypothesis H1c was validated by the results.

Model 4a and Model 4b: Based on Model 3a and Model 3b, Model 4a and Model 4b introduced Emotional exhaustion in the regression model. F test showed that the linear relationship between independent variable and the dependent variable of two regression equations was significant on the whole. Thus, independent variables of Demand matching, Ability matching and Emotional exhaustion could better predict Turnover intention. The influence of intermediary variable Emotional exhaustion on Turnover intention was still significant, indicating that the effects of Demand matching and Ability matching on Turnover intention were achieved through the intermediary variable Emotional exhaustion. Hypothesis H4a[ii] and Hypothesis H4a[iii] were supported by the results.

(2) Model 1a, Model 1b, Model 2: Controlling work experience, age, education and annual revenue , the linear regression equation of Model 1a was significantly effective with independent variable of Consistency matching and dependent variable of Cynicism. The linear regression equation of Model 1b was significantly effective with independent variable of Demand matching and dependent variable of Cynicism. The linear regression model was significantly effective, with independent variable of Cynicism and dependent variable of Turnover intention. Therefore, these results validated Hypothesis H2a[ii], H2b[ii] and H3b.

Model 3a: With independent variable of Consistency matching and dependent variable of Turnover intention, the linear relationship generally reached significant level, thus validating Hypothesis H1a.

Model 3b: The linear relationship, with independent variable of Demand matching and dependent variable of Turnover intention, was significant on the whole, indicating that Demand matching had significantly negative effects on Turnover intention.

Model 4a and Model 4b: Cynicism was included in Model 4a and Model 4b based on Model 3a and Model 3b. F test showed the linear relationship between independent variable and the dependent variable of two regression equations was significant on the whole. Thus, independent variables of Consistency matching, Demand matching and Cynicism could better predict Turnover intention. The influence of intermediary variable Cynicism on Turnover intention was still significant, indicating that the effects of Consistency matching and Demand matching on Turnover intention were achieved through the intermediary variable Cynicism. Hypothesis H4b[i] and Hypothesis H4b[iii] were supported by the results.

(3) Model 1a, Model 1b, Model 1c: Controlling gender and marital status, the linear regression equation was significantly effective, with independent variable of Consistency matching and dependent variable of

Professional efficacy. The linear regression equation was significantly effective, with independent variable of Demand matching and dependent variable of Professional efficacy. With the independent variable of Ability matching and dependent variable of Professional efficacy, the linear relationship reached significant level. Therefore, these results validated Hypothesis H2a[iii], H2b[iii] and H2c[iii].

4 Conclusions and discussion

4.1 CONCLUSIONS

Job burnout was selected as intermediary role in the work, exploring the mediating effect of Job burnout between individual-organization matching and turnover intention. Main important conclusions were drawn as follows:

(1) Individual-organization matching had negative impacts on turnover intention of employee.

(2) Job burnout had positive impacts on turnover intention.

(3) Ability matching and Demand matching had effects on turnover intention by Emotional exhaustion; Consistency matching and Demand matching had effects on turnover intention by Cynicism; Consistency matching, Demand matching and Ability matching had effects on turnover intention of employee by Professional efficacy. Thus, job burnout played a partial intermediary role in the effects of individual-organization matching on employee's turnover intention.

4.2 DISCUSSION

The above analysis showed the influence of Demand matching on job burnout was the largest among variables. Three dimensions of job burnout will be significantly decreased when individuals perceive more social support from organizations, performance evaluation and treatment level. The explanation of Professional efficacy was largest, followed by Cynicism and Emotional exhaustion. Self-esteem level of individuals can be improved when they perceive more recognition from outside world, thereby reducing the level of job burnout (Li Liying & Liu Huijun, 2008) [13]. The recognition of colleagues and supervisors can help employees relieve work stress caused by job burnout, thus an atmosphere of openness should be promoted in organizations. Mechanisms should be established to promote contacts and exchanges within the organization, which is a possible way reducing employees' job burnout.

When employees enter a new organization, they would face new organizational values and goals with new work norms. Thus, they have to adjust own attitudes, behavior and even values to integrate into the group (Chao, O'Leary-Kelly & Wolf et al. 1994) [14]. In this process of the adjustment, organizations can improve the ability of employees through training and mentoring programs; meanwhile, employees should be promoted to identify corporate values, integrating their own professional development with organizational goals.

The results of this study show that promotion of individual-organization matching can reduce impacts of stress,

anxiety and roles for staff, especially for new staff of organization. Meanwhile, sense of uncertainty and reality shock can be eliminated to reduce job burnout and turnover intention resulted from work pressure and value conflicts. For organizations, best employees can be retained through successful organizational socialization, helping organizations gain competitive advantages, and eventually realizing common development of employees and organizations.

Table 4   Regression results of Individual-organization matching and Professional efficacy on Turnover intention

Models	Model1a	Model1b	Model1c	Model2	Model3a
Dependent variables	Professional efficacy	Professional efficacy	Professional efficacy	Professional efficacy	Professional efficacy
Control variables					
Age				-0.403*	-0.294*
Education				-0.086	-0.080
Work experience				-0.085	-0.142
Annual income				-0.232	-0.084
Gender	0.327**	0.226	0.238*		
Marital status	-0.019	0.048	-0.018		
Independent variables					
Consistency matching	0.161**				-0.346***
Demand matching		0.241***			
Ability matching			0.276***		
Intermediary variables					
Professional efficacy				-0.459**	
F	5.410**	8.687***	9.046***	3.924**	5.138***
R^2	0.123**	0.183***	0.190***	0.172**	0.184***
adjR^2	0.100	0.162	0.169	0.128	0.148
ΔR^2					
ΔF					
VIF	1.003-1.040	1.003-1.040	1.021-1.044	1.096-1.486	1.085-1.886

Table 4   continued

Models	Model4a	Model3b	Model4b	Model3c	Model4c
Dependent variables	Professional efficacy	Professional efficacy	Professional efficacy	Professional efficacy	Professional efficacy
Control variables					
Age	-0.285*	-0.205*	-0.207*	-0.224	-0.226
Education	-0.010	-0.007	0.014	-0.027	0.033
Work experience	-0.122	-0.050	-0.047	-0.108	-0.097
Annual income	-0.095	-0.011	-0.018	-0.070	-0.087
Gender					
Marital status					
Independent variables					
Consistency matching	-0.283**				
Demand matching		-0.589***	-0.563***		
Ability matching				-0.275**	-0.197*
Intermediary variables					
Professional efficacy	-0.196*		-0.170*		-0.208*
F	5.176***	15.426 ***	15.947***	3.938**	4.160***
R^2	0.216***	0.404***	0.407***	0.147**	0.181***
adjR^2	0.174	0.377	0.436	0.110	0.137
ΔR^2	0.032*		0.059*		0.034*
ΔF	4.562*		4.731*		4.641*
VIF	1.207-1.889	1.054-1.810	1.229-1.812	1.033-1.817	1.216-1.817

Note: * means P<0.05,   **means P<0.01,*** means P<0.001

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