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Measuring humane orientation of organizations through social exchange and organizational identification facilitation and control of burnout and intent to quit

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**Measuring Humane Orientation of Organizations through Social
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The paper explores relationship of humane orientation of organizations with members' reactions to such treatment by the organization. Orientation of mangers to form good relationship with subordinates has been reflected through subordinates' perception of quality of leader-member exchange (LMX) and it was expected to predict members' reaction through feeling of exhaustion (burnout). Role of humane orientation of organizational support measured through perceived organizational support (POS) by subordinates and organizational identification (OID) as possible explicators of the relationship between LMX quality and organizational burnout have also been explored. In addition, the relationship of OID and POS with yet another reaction of members' to treatment of organizations through their intent to quit (termed as "turnover intention" in this study) has been explored. Organizational burnout has been considered as explicator of the two relationships.

We conducted three step hierarchical linear regressions on a sample involving data at two time waves. Items on quality of LMX, POS and OID were answered in first wave by participants while those on TI and organizational burnout were answered by same participants in second wave. A total of 192 usable responses were obtained for all items. The analysis was done with SPSS 16.0.

As expected, all the hypotheses were supported. A major contribution of the research to academic literature is the corroboration of directionality of some of the relationship through two time wave design. Also, burnout in this research has been measured at organizational level and the results were in line with burnout measured at job level in some of the earlier studies on burnout. It is hoped that managers will pay increased attention to humane practices as benefits of the same have been supported through this study.

Keywords: Quality of Leader-Member Exchange, Organizational Identification, Perceived Organizational Support, Turnover Intention, Organizational Burnout.

INTRODUCTION

The paper explores relevance of humane orientation of organizations. Contemporary organizational behavior variables have been explored to test the effect of such practices on some of the variables which organizations consider as important. Specifically the study tests the linkage among social exchange theory, social identity theory, and literature on burnout and intent to quit. For example, recognizing the importance of relationships in organizations, academic scholars have stressed on importance of finding out how it associates with important outcomes (Dutton & Ragins, 2007; Gersick, Bartunek, & Dutton, 2000). Particularly, social exchange research has

established importance of quality of leader-member exchange (LMX) for organizational outcomes but research on 'how' aspects of the association are still lacking (Ilies, Nahrgang, & Morgeson, 2007). We would therefore test the relationship of aspects of good relationship between leader and member as manifestation of humane gesture of managers as agents of the organization on members' experiencing exhaustion (burnout) and therefore thinking of quitting the organization. Role of additional measure of humane orientation, i.e., how much supporting the organization is perceived to be; as members perceived organizational support (POS) and how much the members feels a sense of oneness with the organization; as members organizational identification (OID) will also be explored.

We hypothesize that LMX quality will lead to burnout and the relationship will be mediated by OID. In relationships marked by high LMX quality, the increased support by the supervisor may help reduce uncertainty and ambiguity of the subordinate (Harris & Kacmar, 2006). Those in a low-LMX relationship with their supervisor may see it as an additional role stressor (Erdogan & Liden, 2002). Social identity theory emphasizes that individuals self-categorize in order to reduce uncertainty, as uncertainty reduction, specifically about matters of value that are self conceptually relevant, is a core human motivation (Hogg & Terry, 2000).

In addition, OID is likely to predict turnover intention (TI) and the relationship is likely to be mediated by burnout. Identification leads to development of a sense of being a part of something, as one's self-definition relates to membership in a particular firm (Ashforth, Harrison, & Corley, 2008; Ashforth & Mael, 1989; Dutton, Dukerich, & Harquail, 1994). One is therefore less likely to consider work as a burden and hence have less of TI. Individual employees who feel a match between own and organizational values are likely to have higher sense of oneness with the organization (Edwards & Cable, 2009). Individuals with higher identification are likely to experience less emotional dissonance and therefore less of strain and burnout. A burnt-out individual on the other hand is more likely to turnover as a reaction to be able to conserve her energy (see Mishra & Bhatnagar, 2010).

By virtue of their position, the supervisors play an important role in helping employees to deal with work-related stress by providing them with emotional support (e.g., Rego, Sousa, Cunha, Correia & Saur-Amaral 2007). The employees therefore are not only likely to have less motivation and effectiveness but they are likely to react to

the higher job stress by feeling burnt-out; a common reaction to job stress (Ciftcioglu, 2011). POS therefore is likely to mediate the relationship between LMX and burnout. Also, support makes threatening events less frequent as a supporting environment is synonymous with a caring workplace. Organizational support therefore indicates a secure, positive environment (Shore & Shore, 1995). Maslach, Jackson, and Leiter (1996) hypothesized that the presence of job demands such as work overload and personal conflicts and the absence of specific job resources such as social support, autonomy, and decision involvement predicts burnout, which in its turn will lead to various negative outcomes including turnover. Burnout therefore will mediate the relationship between POS and TI.

LITERATURE REVIEW

Quality of Leader-Member Exchange

Leader-member exchange theory stipulates that as a leader may not be able to make contact with all the followers, he/she tries to satisfice by forming a special relationship with a small set of followers (Gerstner & Day, 1997). This however is likely to results in two groups of followers; one consisting of members who are part of inner circle of the leader or in-group members and the other consisting of members for whom the relationship with the leader is restricted to formal or superficial relationships, i.e., out-group members. The in-group includes a small number of followers whom the leader trusts and with whom he/she has better exchange relationship (Liden & Graen, 1980).

Quality of leader-member exchange has been found to be positively related to follower's satisfaction, organizational commitment, role clarity, work group cohesiveness, organizational climate, leader power, performance ratings given by leaders, and objective performance, and negatively related to role conflict and turnover intentions (Bauer & Green, 1996; Cogliser & Schriesheim, 2000; Deluga, 1998; Gerstner & Day, 1997; Schriesheim, Castro, & Cogliser, 1999). Overall, a high-quality relationship with one's leader can have a positive effect on performance and affective outcomes (Gerstner & Day, 1997). Please refer to Dulebohn et al. (2011) for a recent meta-analysis of antecedents and consequences of LMX.

4

Perceived Organizational Support

Employees develop general beliefs regarding the extent to which the organization values their contributions and cares about their well-being. The motive for the same is to determine the organization's willingness to reward increased work effort and to facilitate fulfillment of socio-emotional needs of members (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Shore & Shore, 1995). POS is also valued as assurance that help will be available from the organization to do one's job effectively and to face stressful situations (see Rhoades & Eisenberger, 2002). Since its introduction more than two decades ago, perceived organizational support (POS) has become a central construct in the organizational literature (Rhoades and Eisenerger, 2002).

POS has been found to be related to attitudinal variables like commitment (e.g., Chew and Wong, 2008) particularly affective commitment (e.g., Rhoades, Eisenberger, & Armeli, 2001), continuance commitment (e.g., Shore & Tetrick, 1991); job satisfaction (e.g., Duke et al., 2009); organizational characteristics such as leader-member exchange (e.g., Wayne, Shore, & Liden, 1997), procedural justice (e.g., Andrews & Kacmar, 2001) and supervisor support (e.g., Malatesta, 1995), behavior such as citizenship behaviors (e.g., Chen et al., 2009) and turnover intention (see meta-analysis by Rhoades and Eisenerger, 2002) . Organizational practices such as participation in decision-making, fairness of rewards (Allen et al., 2003), developmental experiences and promotions (Wayne et al., 1997), autonomy (Eisenberger et al., 1999), job security (Rhoades and Eisenerger, 2002) and other variables are increasingly being empirically related with POS.

Organizational Identification

Organizational identification concerns the perception of belongingness to or "oneness" with an organization, of which the person is a member (Ashforth & Mael, 1989). OID has been found to be positively associated with performance and organizational citizenship behaviors and negatively related to turnover (Bhattacharya, Rao, & Glynn, 1995; Kreiner & Ashforth, 2004; Mael & Ashforth, 1995; van Knippenberg, 2000). It has also been argued to foster a sense of meaning and belonging at work and positively affect employees' job attitudes and perceptions of their work environment (Ashforth, 2001; Kreiner & Ashforth, 2004). On the organizational level,

perceived external image or construed external prestige, i.e., the perception employees have regarding the way outsiders view their organization (e.g., Bhattacharya et al., 1995; Dutton et al., 1994; Mael & Ashforth, 1992; Smidts et al., 2001) and communication (both communication climate and communication content) (e.g., Weisenfeld, Raghuram, & Garud, 1999; Smidts et al., 2001) have been found to predict OID.

Organizational Burnout

Burnout is a state of physical, emotional, and mental exhaustion in employees who work with people in emotionally demanding situations (Maslach, Schaufeli, & Leiter, 2001). At individual level, burnout has been related to outcomes such as organizational commitment, reductions in job satisfaction, health problems, reduced productivity, absenteeism, turnover intentions, and actual turnover (Maslach & Jackson, 1984; Van Dierendonck, Schaufeli, & Buunk, 2001). At the organizational level, burnout has been related to financial losses, accidents, and reductions in the quality of patient care in health care organizations (Demir, Ulusoy, & Ulusoy, 2003). Demands of the job and lack of job resources have been significantly related to burnout (Bakker, Demerouti, & Verbeke, 2004; Demerouti et al., 2001). For more than 25 years, the phenomenon of job burnout has been investigated in general in a variety of occupations and settings and in particular in service industry (Maslach et al., 2001; Boles et al., 2000).

Turnover Intention

Turnover is important because it impacts outcomes such as productivity (e.g., Argote, Insko, Yovetich & Romero, 1995; Firth et al., 2004) and profit (Richardson, 1999). Activities like induction and training of new personnel involve high costs thereby increasing the relevance of turnover (Siong, Mellor, Moore & Firth, 2006). Certain industries, in fact, consider turnover to be important to various aspects of human resource management, such as staffing, training, evaluation, motivation, and planning (Jones et al., 1996). Turnover can be and has been explained with a number of psychological concepts (e.g. Griffeth, Hom, & Gaertner, 2000; Hom & Griffeth, 1995; Lee et al., 1999; Shaw et al., 1998).

HYPOTHESES

Organizational Identification as a Mediator between LMX Quality and Burnout

Social identity theory (Ashforth & Mael, 1989) looks at the degree to which people define themselves in terms of their membership of a collective, and how their feelings of self-worth are reflected in the status of the collective. This is manifested by members' identification with the organization wherein members define themselves in terms of the membership of the collective (Rousseau, 1998). It suggests that the key function served by membership of a collective is to provide members with social identity information that aids in their efforts to develop and maintain a favourable self-concept (Tyler & Blader, 2001). Social identity theory emphasizes that individuals self-categorize in order to reduce uncertainty, as uncertainty reduction, specifically about matters of value that are self conceptually relevant, is a core human motivation (Hogg & Terry, 2000). Certainty derives its important from the confidence it gives in terms of how to behave and what to expect from a given social situation (Marks & Lockyer, 2005).

Positive exchanges increase one's tendency to reciprocate effort as well as increase one's self-worth and therefore enhance one's identity (Graen & Uhl-Bien, 1995). In relationships marked by high LMX quality, the increased support by the supervisor may help reduce uncertainty and ambiguity of the subordinate (Harris & Kacmar, 2006). Social exchange theory argues that the resources provided by the leader when considered beneficial and equitable by the member leads to positive consideration for the relationship by the member. The same consideration is likely to make the member feel obligated to reciprocate through increased effort and commitment thereby resulting in a high quality relationship (Graen & Uhl-Bien, 1995). High quality LMX is considered to provide relevant and significant resources for the subordinate (Sluss, Klimchak, & Holmes, 2008). It therefore significantly increases the perceived value (Wayne et al., 1997). The perceived value in turn, leads to increase in self-worth feelings (Sluss, Klimchak, & Holmes, 2008). Feelings of self-worth and esteem in turn increase self-enhancement through which an individual's identity is enhanced (Sluss et al., 2008).

Research has found out that individuals compare themselves to peers and are observant of the dynamics of LMX in their workgroup (Thomas & Lankau, 2009).

Those in a low-LMX relationship with their supervisor may see it as an additional role stressor (Erdogan & Liden, 2002). OID can act as a coping mechanism for burnout (Carmona et al., 2006).

> ***Hypothesis 1***: *Organizational identification will mediate the relationship between quality of leader-member exchange and burnout.*

Perceived Organizational Support as Mediator between LMX quality and Burnout

Supervisors as representative of wishes of organizations are in a unique position to direct subordinates by clearly defining roles and expectations. By virtue of their position, the supervisors play an important role in helping employees to deal with work-related stress by providing them with emotional support (e.g., Rego, Sousa, Cunha, Correia & Saur-Amaral 2007). In relationships marked by high LMX quality, the increased support by the supervisor may help reduce uncertainty and ambiguity of the subordinate (Harris & Kacmar, 2006). When leaders and members engage in high quality exchanges, leaders tend to provide members with emotional and social support, such as granting favourable work schedules, offering suggestion for how to deal with challenging work situations, or offering supportive comments when tension or conflict occurs (Van Dyne et al., 2002). Therefore, those workers who experience high quality LMX are likely to have more positive perception of roles and have higher similarity to the supervisor (Jensen et al., 1997). Those in a low-LMX relationship with their supervisor may see it as an additional role stressor (Erdogan & Liden, 2002). The employees therefore are not only likely to have less motivation and effectiveness but they are likely to react to the higher job stress by feeling burnt-out; a common reaction to job stress (Ciftcioglu, 2011). LMX quality can act as an 'antidote' to work strain, because subordinates with high LMXs are likely to receive emotional and social support from their supervisors to cope with a stressful working environment (cf. Huang, Chan, Lam, & Nan, 2010). As a result, the experience of burnout can be considerably reduced when employees are supplied with adequate resources and that supervisory support is an important organizational resource that can act as buffer to work strain (Lee & Ashforth, 1996).

Hypothesis 2: *Perceived organizational support will mediate the relationship between quality of leader-member exchange and burnout.*

Burnout as Mediator between Perceived Organizational Support and Turnover Intention

Maslach, Jackson, and Leiter (1996) hypothesized that the presence of job demands such as work overload and personal conflicts and the absence of specific job resources such as social support, autonomy, and decision involvement predicts burnout, which in its turn will lead to various negative outcomes including turnover. However, their model is limited to serving as a heuristic framework (Schaufeli & Bakker, 2004). It is with this background, the present study tests a specific aspect of their model; specific job resource of social support (perceived organizational support) will predict burnout which in turn will lead to negative outcome of turnover intention.

Support makes threatening events less frequent as a supporting environment is synonymous with a caring workplace. Organizational support therefore indicates a secure, positive environment (Shore & Shore, 1995). This should increase satisfaction and reduce stress. Burnout refers to a drain of mental/emotional resources caused by chronic job stress and is considered a work-related indicator of psychological health (Schaufeli & Enzmann, 1998). Also, perceived organizational support is negatively related to turnover intentions (Randall et al.*,* 1994; Wayne et al., 1993). The employees on receiving organizational support may feel obligated to respond to such behaviour in a variety of ways including loyalty (Eisenberger et al.*,* 1986).

Hypothesis 3: *Organizational burnout will mediate the relationship between perceived organizational support and turnover intention.*

Burnout as Mediator between Organizational Identification and Turnover Intention

Congruence between organizational values and personal beliefs and preferences is one form of person-organization fit (Posner, 1992). Value congruence between the worker and the organization is predictive of job satisfaction (Robert et al., 2000). Apart from satisfaction, organizational identification is many a times seen as an outcome of value congruence (see Edwards & Cable, 2009). Employees attempt to change the incongruent situations or may try to get away from the same. Their failure to indulge in

9

changing the situation or staying away from it may make them feel psychologically withdrawn from their jobs (Noe, Hollenbeck, Gerhart, & Wright, 2005) and thus make them feel alienated from the organization. Also, satisfaction acts as mediator between OID and TI relation (e.g., Bedeian, 2007; van Dick, Grojean, Christ, & Wieseke, 2006). On the other hand, studies are now exploring aspects of stress as mediator between OID and TI (e.g., Mishra & Bhatnagar, 2010). Mishra and Bhatnagar (2010) report emotional dissonance as the mediator in the relationship between OID and TI in Indian pharmaceutical industry. Citing earlier studies they state that tension and conflict as a result of emotional dissonance relate with emotional exhaustion such that high levels of dissonance predict high levels of emotional exhaustion. As the person-organization fit affects one's experience of the job, it is therefore likely to affect burnout (Siegall & McDonald, 2004). Inconsistence of emotional labour with one's identity will lead to emotional dissonance (Ashforth & Humphrey, 1993). Mishra and Bhatnagar (2010) use the above logic to state that emotional dissonance, being a stressor, leads to depleted energy, and employees may intend to leave the organization in a drive to conserve their energy. Based on the same, they argued and found support for the hypothesis that in a situation characterized by weak organizational identification, employees' experience of emotional dissonance will be heightened; consequently, they will indicate a greater intention to quit the organization.

At a general level, Maslach and Leiter (1997) model of burnout focuses on the mismatch between the employee and the job environment in terms of workload, control, reward, community, fairness and values. A mismatch in values occurs when the organization makes choices that are inconsistent with their core values and their staff members' values (Siegall & McDonald, 2004). In addition, this model proposes that burnout mediates the relationships between person-organization fit and personal job outcomes (Maslach et al., 2001).

Therefore, OID as manifestation of match/mismatch between individual and organizational values acts as a de-stressor/stressor and dictates the individuals' experience of burnout. A burnt-out individual in turn is likely to intent to quit in order conserving her energy.

> ***Hypothesis 4***: *Organizational burnout will mediate the relationship between organizational identification and turnover intention.*

METHOD

Sample and Procedure

The purpose of the study along with the approximate time needed to complete the survey was communicated in the introduction. The participants were requested in bold letters to take the survey only when they had some spare time in their hands. A total of 266 respondents took the first survey containing items on quality of LMX, POS and OID. Only these respondents were approached after appropriate gaps in time to consider taking the second wave of survey containing items on organizational burnout and TI. A total of 192 completed responses were considered for the final analysis.

Measures

Leader-member exchange. 12 items from Liden and Maslyn's (1998) measure of multidimensional LMX have been considered to measure leader-member exchange quality. The study uses unidimensional representation of the measure. Only subordinates' responses were collected. A 5-point Likert-type response format was used, with *strongly disagree* (1) and *strongly agree* (5) as the anchors. A sample item of perceived LMX quality is, "My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question."

Perceived organizational support. It was measured using shorter version of Eisenberger et. al's (1986) study. A total of 8 items were taken for this study. The majority of studies on POS use a short form developed from the 17 highest loading items in the SPOS (Eisenberger et al., 1986). However, for practical reasons, many studies use fewer items. Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic (Rhoades & Eisenberger, 2002).

Organizational identification. 5 items from Mael and Ashforth (1992) scale were considered to measure OID with *strongly disagree* (1) and *strongly agree* (5) as the anchors. A sample item of organizational identification is, "When I talk about my organization, I usually say "we" rather than "they"."

Organizational burnout. To measure burnout, we used Maslach Burnout Inventory (Maslach et al., 1996). However, only emotional exhaustion dimension was considered in analysis. Also, the wordings were changed to reflect the organizational and not work context. A total of 8 items were used in analysis. A 5-point Likert-type

response format was used, with strongly disagree (1) and strongly agree (5) as the anchors. A sample item of organizational burnout is, "I feel fatigued when I get up in the morning and have to face another day in the organization."

Turnover intention. Turnover intention measure was based on 5 items from Bozeman and Perrewe (2001). A 5-point Likert-type response format was used, with *strongly disagree* (1) and *strongly agree* (5) as the anchors. A sample item of turnover intention is, "Currently, I am actively searching for another job in a different organization."

Demographics. Demographic variables of gender, marital status, education level, and tenure have been considered as control variables for the purpose of this study.

DATA ANALYSIS AND RESULTS

Common Method Issues

Because quality of LMX, POS, OID, burnout, and TI were collected from the same source, common method variance (CMV) was a concern. Several procedural and statistical remedies suggested by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) were used to minimize potential CMV. First, anonymity and confidentiality of responses were promised to the participants to limit concerns such as participants' evaluation apprehension and social desirability. Second, different sets of instructions were used for each construct. Third, the two waves of survey had an average of 40 days of gap was taken by the participants.

Finally, we tested the potential influence of CMV statistically using Harman's one factor test. The unrotated principal component factor analysis and principal component analysis with varimax rotation both revealed the presence of eight factors with eigenvalue greater than 1.0, rather than a single factor. The eight factors together accounted for 68 percent of the total variance; the first (largest) factor did not account for a majority of the variance (13%). Thus, no general factor is apparent. This suggests common method variance may be of less concern and therefore unlikely to confound the interpretations of results. Thus, CMV did not appear to be a pervasive problem in this study.

Descriptive Statistics and Correlations of Variables

Table 1 presents the means, standard deviations, and zero -order correlations of all key variables. As shown in Table 1, among the demographic variables, only tenure and marital status were significantly correlated (.36). In terms of correlation with constructs, gender was correlated with LMX quality (-.16). Marital status was correlated with TI (-.17). Education level was not correlated significantly with any construct. Tenure was however correlated with both LMX quality (.15 at 5% significance level) and TI (-.20). LMX, POS, OID, organizational burnout, and TI, all five constructs were significantly correlated to each other. The mean scores of all the five measures were in the range of 2.80 (organizational burnout) to 3.33 (LMX quality).

Table 1

Means, Standard Deviations, and Correlations

Sl. No.	Variable	1	2	3	4	5	6	7	8	9
1	Gender									
2	Marital Status	.11								
3	Education	.09	-.01							
4	Tenure	-.04	.36**	.00						
5	LMX	-.16*	.02	.04	.15*	(.85)				
6	POS	.04	.11	-.03	.13	.60**	(.86)			
7	OID	-.04	.05	-.00	.14	.46**	.56**	(.85)		
8	Burnout	.13	-.09	.09	-.08	-.41**	-.52**	-.36**	(.89)	
9	TI	-.13	-.17*	.13	-.20**	-.38**	-.47**	-.43**	.49**	(.87)
10	M					3.33	2.98	3.31	2.80	3.25
11	S.D.					.71	.83	.90	.83	1.01

Note: **N = 192. The Cronbach's alpha internal consistency reliability estimates are on the diagonals.**
$*p < .05.$ $**p < .01.$

Test of Hypotheses

To test our hypotheses, we conducted a three-step hierarchical multiple regression analysis (Cohen, Cohen, West, & Aiken, 2003). For first hypothesis, first the control variables were entered into the regression equation followed by LMX in the second step. Mediating variable of OID was entered in the third step. Table 2 presents results of the hierarchical regression analyses.

Table 2

Mediation of Organizational Identification (OID) on Leader-Member Exchange (LMX) and Organizational Burnout

Dependent Variable: Organizational Burnout								
	Model 1			Model 2			Model 3		
	B	**S.E.**	**β**	**B**	**S.E.**	**β**	**B**	**S.E.**	**β**
Control Variables								
Gender	1.96	1.12	.13	.99	1.04	.06	1.10	1.02	.07
Marital Status	-1.33	1.14	-.09	-1.47	1.04	-.10	-1.42	1.02	-.10
Educational Level	.72	.70	.07	.95	.64	.10	.89	.63	.09
Tenure	-.01	.01	-.04	.00	.01	.03	.01	.01	.04
Independent variables								
LMX				-.32**	.05	-.41	-.24**	.06	-.31
Mediator								
OID							-.32**	.11	-.22
R^2	.03			.19			.23		
F	1.64			8.87			9.18		
ΔR^2	.03			.16**			.04**		
ΔF	1.64			36.53			8.87		
*Note: N = 192. *p < .05, **p < .01.*								

As shown in Table 2, after controlling for effect of demographic variables, LMX (ß = -.41, *p* < .01, Model 2) is significantly negatively related with organizational burnout. Also controlling for LMX, OID is significantly negatively related to organizational burnout (ß = -.22, *p* < .01, Model 3). The relation between LMX and burnout dropped

from (ß = -.41, $p < .01$, Model 2) to (ß = -.31, $p < .01$, Model 3) on entering OID into the model. This supported hypothesis 1 of mediation of the relationship between LMX and burnout by OID. For second hypothesis, first the control variables were entered into the regression equation followed by LMX in the second step. Mediating variable of POS was entered in the third step. Table 3 presents results of the hierarchical regression analyses.

Table 3

Mediation of Perceived Organizational Support (POS) on Leader-Member Exchange (LMX) and Organizational Burnout

Dependent Variable: Organizational Burnout								
	Model 4			Model 5			Model 6		
	B	S.E.	β	B	S.E.	β	B	S.E.	β
Control Variables									
Gender	1.96	1.12	.13	.99	1.04	.06	1.87	.98	.12
Marital Status	-1.33	1.14	-.09	-1.47	1.04	-.10	-.95	.97	-.07
Educational Level	.72	.70	.07	.95	.64	.10	.65	.60	.07
Tenure	-.01	.01	-.04	.00	.01	.03	.00	.01	.03
Independent variables									
LMX				-.32**	.05	-.41	-.11	.06	-.14
Mediator									
POS							-.44**	.08	-.44
R^2	.03			.19			.31		
F	1.64			8.87			13.81		
ΔR^2	.03			.16**			.12**		
ΔF	1.64			36.53			31.32		
Note: N = 192. *p < .05, **p < .01.									

Table 3 shows that after controlling for demographic variables LMX (ß = -.41, $p < .01$, Model 5) is significantly negatively related to organizational burnout. Also, as expected POS was negatively related to burnout (ß = -.44, $p < .01$, Model 6) even after controlling for effect of LMX. The relation between LMX and organizational burnout dropped from (ß = -.41, $p < .01$, Model 5) to (ß = -.14, $p = n.s.$, Model 6) on entering

POS into the model. This supported our hypothesis 2 of mediation of the relationship between LMX and burnout by POS. For third and fourth hypotheses, first the control variables were entered into the regression equation followed by POS and OID in the second step. Mediating variable of organizational burnout was entered in the third step. Table 4 presents results of the hierarchical regression analyses.

Table 4

Mediation of Organizational Burnout on Perceived Organizational Support (POS) and Organizational Identification (OID) relating with Turnover Intention (TI)

Dependent Variable: Turnover Intention									
	Model 7			Model 8			Model 9		
	B	S.E.	β	B	S.E.	β	B	S.E.	β
Control Variables									
Gender	1.43	.83	.12	1.46*	.72	.13	.98	.70	.08
Marital Status	-1.43	.84	-.13	-1.18	.74	-.11	-.98	.71	-.09
Educational Level	.86	.52	.12	.78	.45	.11	.65	.43	.09
Tenure	-.02*	.01	-.15	-.01	.01	-.09	-.01	.01	-.09
Independent variables									
POS				-.24**	.06	-.32	-.14*	.06	-.18
OID				-.26**	.08	-.23	-.23**	.08	-.20
Mediator									
Burnout							.22**	.05	.29
R^2	.08			.31			.37		
F	4.21			14.15			15.62		
ΔR^2	.08**			.23**			.06**		
ΔF	4.21			31.30			17.05		
*Note: N = 192. *p < .05, **p < .01.*									

As presented in Table 4, after controlling for effect of demographic variables, POS (ß = -.32, *p* < .01, Model 8) is significantly negatively related to TI. Also, as expected burnout was positively related to TI (ß =.29, *p* < .01, Model 9) even after controlling for effects of POS and OID. The relationship between POS and TI dropped from (ß = -.32, *p* < .01, Model 8) to (ß = -.18, *p* < .05, Model 9) on entering burnout into the model. This supported hypothesis 3 of the mediation of the POS and TI relation by organizational burnout. For fourth hypothesis, analysis has been presented in Table 4 itself. As presented in Table 4, after controlling for effect of demographic variables, OID (ß = -.23, *p* < .01, Model 8) is significantly negatively related to TI. Also, as

expected burnout was positively related to TI (ß =.29, *p* < .01, Model 9) even after controlling for effect of POS and OID. The relationship between OID and TI dropped from (ß = -.23, *p* < .01, Model 8) to (ß = -.20, *p* < .01, Model 9) on entering burnout into the model. This supported hypothesis 4 of the mediation of the OID and TI relation by organizational burnout.

The above findings on mediation were arrived at by including Sobel (1986) test of indirect effect to assess significance of mediation. The test involves employing a *z* test of the product of two direct path coefficients relative to the product of their standard errors. Statistics confirmed the significance of mediation analysis for OID mediating relation of LMX quality (z = -2.74, p=.006 for LMX as independent variable) and burnout. Similar was the case for LMX quality and burnout being mediated by POS (z = -4.93, p<.001). Mediation by burnout on the relation of TI with OID as independent variable (z = -3.80, p<.001) and POS as independent variable (z = -3.84, p<.001) also had significant values. Based on these, al the mediation effects were found to be significant.

DISCUSSIONS

The results of this study through temporal evidence confirm the four hypotheses. High quality of relationship with supervisor decreases burnout of subordinate because members then have higher identification or they perceive greater support as a result of better relationship. Higher support or higher identification lead to less intent to turnover as individual feels less burnout. The study done in Indian setting is likely to add to the generalizability of works. For example, although not explicitly part of the focus of the work, evidences from the results like support of relationship between LMX and POS, POS and OID etc. reaffirmed the applicability of earlier findings in Indian setting.

Implications for Research

There is not much work relating LMX and OID (see Sluss, Klimchak, & Holmes, 2008 for exception) and similarly not much work relating OID and burnout (see Das, Dharwadkar, & Brandes, 2008 for exception) and particularly none that we could come across which envisioned OID as a mediator between LMX and burnout. Similarly, LMX and POS (e.g., Wayne et al., 1997, 2002) as well as POS and burnout (e.g., Armstrong-Stassen, 2004; Jawahar, Stone, & Kisamore, 2007) although related in some earlier works, we did not come across any study on POS mediating the

relationship between LMX and burnout. Regarding mediation of OID and TI relationship by burnout, there are plenty of studies relating OID and TI (see meta-analysis on OID by Riketta, 2005) and even in Indian context (Das, Dharwadkar, & Brandes, 2008; Mishra & Bhatnagar, 2010). However dearth of studies relating OID and burnout further increases the significance of our study on mediating role of burnout on OID and TI relationship as it adds to the list of possible explanations for relationship between OID and TI. Similarly, mediating role of burnout on the relationship between POS and TI adds to the list of possible explanations for relationship between POS and TI. In general, the findings of the study are likely to add to the streams of research on theories like social identity theory, social exchange theory and conservation of resources theory.

Implications for Practice

The results of this study offer several implications for practitioners. The perceived quality of leader member exchange, perception of organizational support, and how much the employees feel the sense of oneness with the organization are likely to predict the feeling of exhaustion and turnover intention of employees. It is therefore essential for organizations to design interventions directed at improving organizational support for employees, aspects of oneness of employees with the organization and quality of interpersonal relation of subordinates with boss. Involving members in decisions regarding issues likely to affect members, organizations can increase the participation of members. Similarly, sensitizing members on the possible impact of their behavior on employees' perception of relationship between the two is likely to reduce the turnover intention of employees. More importantly, organizations and members are likely to benefit from the fact that when they are concentrating on improving the relationship of boss with the subordinates, the results are likely to be favorable mainly when organization is perceived by the subordinate to be supportive. As the mediation of LMX quality and burnout relationship by POS was fully mediated by POS, the managers need to practice improving relationship and support in tandem and desist from improvising with only having good relationship with subordinate at the cost of providing support to the subordinate.

Strengths and Limitations

Data was collected at two time intervals. Responses for measures of exchange quality and OID were collected in one wave while for organizational burnout and turnover intentions were taken at another wave of time. This approach limits potential problems associated with CMV.

The study also suffers from several limitations. The sample size was small. In addition, the LMX measures did not take the supervisor perspective on quality of exchange. Also, the measures of POS and OID were filled with LMX quality and similarly burnout and TO measures were filled simultaneously. Causality therefore cannot be attributed to these relationships (LMX leading to POS and OID and burnout leading to TI).

Future Scope

More research needs to be taken to explore relationship among the variables. Relating POS and OID in the relationship of LMX with burnout could further simplify the model. Use of tools like structural equation modeling may be very useful in such situations. The overall model can therefore be condensed as single one starting from LMX leading to POS which in turn leads to OID, which then leads to burnout, leading to TI. In addition other streams of works can be added to results of this study. For example, earlier works have used satisfaction as mediator between OID and TI, while we have used burnout as mediator. A more comprehensive model using satisfaction and burnout at the same time as explicators is therefore likely to add to growth of literature. In addition, temporal separation of constructs further is likely to corroborate the causality of the model.

Conclusion

The study tested the role of social exchange mechanisms of LMX quality, and POS along with OID in explaining the variations in feelings of exhaustion and intention to turnover on part of organizational members. The humane orientation of organizations was expected to be captured through their practices of what kind of relationship the managers have with their subordinates, and what kind of support systems the organization provides to its employees. It was expected that if the managers treat their members humanly, the members would identify more with the organization. The members in such cases are less likely to feel exhausted as they will not view aspects of

job and organization as burden. Similarly, humane treatment directly represented through perceived support or indirectly through members' identification with the organization, will predict members' intention to stay with the organization. If the treatment is less humane, the members will feel exhausted and will think of quitting the organization.

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Title: **Measuring humane orientation of organizations through social exchange and organizational identification facilitation and control of burnout and intent to quit**	

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Abstract:

The paper explores relationship of humane orientation of organizations with members' reactions to such treatment by the organization. Orientation of mangers to form good relationship with subordinates has been reflected through subordinates' perception of quality of leader-member exchange (LMX) and it was expected to predict members' reaction through feeling of exhaustion (burnout). Role of humane orientation of organizational support measured through perceived organizational support (POS) by subordinates and organizational identification (OID) as possible explicators of the relationship between LMX quality and organizational burnout have also been explored. In addition, the relationship of OID and POS with yet another reaction of members' to treatment of organizations through their intent to quit (termed as "turnover intention" in this study) has been explored. Organizational burnout has been considered as explicator of the two relationships.

We conducted three step hierarchical linear regressions on a sample involving data at two time waves. Items on quality of LMX, POS and OID were answered in first wave by participants while those on TI and organizational burnout were answered by same participants in second wave. A total of 192 usable responses were obtained for all items. The analysis was done with SPSS 16.0.

As expected, all the hypotheses were supported. A major contribution of the research to academic literature is the corroboration of directionality of some of the relationship through two time wave design. Also, burnout in this research has been measured at organizational level and the results were in line with burnout measured at job level in some of the earlier studies on burnout. It is hoped that managers will pay increased attention to humane practices as benefits of the same have been supported through this study.

Key Words/Phrases: Quality of Leader-Member Exchange, Organizational Identification, Perceived Organizational Support, Turnover Intention, Organizational Burnout.