

Empirical Confirmation of the Mediating Role of Social Support in the Relationship Between Burnout, Working Conditions, and Turnover Intention[#]

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Abstract

The shortage of competent professionals has long plagued the health workforce globally. The increase in workload brought on by the COVID-19 outbreak has made things worse. The factors influencing turnover intention are working conditions and burnout. Social support has been taken as the mediating factor. The hypotheses are formulated among these factors. Significant healthcare system failures occurred during the epidemic's peak, leading to requests for answers to the industry's mounting problem of high employee turnover. Pre-emptive measures should be taken to retain healthcare workers because of the potential for this turnover to worsen given the tremendous strain the healthcare profession has already been under throughout the epidemic. This study looks into the factors that affect healthcare employees' decisions to depart. SMARTPLS is used to adopt structural equation modelling and analyse it. The partially mediated model was supported by the findings. The likelihood of turnover was positively correlated with both burnout and working conditions. The usage of this theoretical framework by leaders of various sorts of organisations should be further investigated in future research utilising more precise measurements for requirements and resources. The usage of this theoretical framework by leaders of various sorts of organisations should be further investigated in future research utilising more precise measurements for requirements and resources.

Keywords: Burnout, Social Support, Turnover Intention, Working Conditions

1. Introduction

Charoensukmongkol, *et al.* (2016) stated that employees are regarded as one of the most significant assets of the corporation and that businesses must create an environment at work that promotes psychological health. Being in a globalised market, the attrition rate is a challenge that every organisation, regardless of its nature or size, must deal with. According to Tett and Meyer (1993), the term turnover intention refers to

a conscious and purposeful willingness to leave the organization. It is a key determinant of real turnover and both types of voluntary and involuntary turnover are possible (Griffeth, *et al.*, 2000). Employees are the ones that start voluntary turnover. According to Bluedorn (1978), it is the method through which an employee voluntarily leaves their association with the company. In contrast, involuntary turnover is the result of employer initiative. Understanding

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employees' intentions towards leaving their jobs can help understand voluntary turnover better.

Employee churn is an expensive endeavour. Even if the cost of losing a trained individual cannot be replaced, the organisation must spend a significant amount of money on acquiring new staff, induction, and training programmes. There are many reasons that affect employee intention. It is well-known because burnout typically emerges as a negative emotional reaction to ongoing situations, and numerous studies have identified context as a contextual determinant of employee performance at work (Payne, 2001). In recent studies, burnout negatively affects the workforce, which can negatively affect employees' attitudes and behaviours (Weigl, *et al.*, 2016). It consists of several interrelated components, such as exhaustion, disconnection from one's work, a sense of ineffectiveness, and a lack of completion (Maslach and Jackson, 1981). For individuals who operate in environments with resources to better manage stress, the effects of stress and strain will be weaker (Cordes and Dougherty, 1993). For individuals who operate in environments with resources to better manage stress, the effects of stored stress-strain will be weaker (Cordes and Dougherty, 1993).

Despite their significant contributions, Lasalvia, *et al.* (2009); Al-Dubai and Rampal (2010) observed that, while there have been many studies on burnout theory and practice, few of them have looked at the primary and interaction impacts of working practices on turnover. To maintain individuals who are suffering from emotional discomfort at work, it is crucial to go beyond burnout and determine how certain working factors influence an employee's decision to leave. Cropanzano and Mitchell (2005), state employee's perspective as supervisor's support, in contrast to empirical studies from the literature that are predicated on the theory of social exchange which identifies turnover as one of the critical deviant behaviours and also the negative effect of their likelihood of deciding to leave their jobs. According to Shanock and Eisenberger (2006), social exchange theory states that strong support from managers can help workers feel more a part of the organization. As a result, they may

help out by helping their managers reach organizational objectives.

The current study attempted to close the gap in healthcare professional behaviours by determining the mediating influence of social support on the relationship between burnout, working circumstances, and turnover intention. The study has addressed the following research question: (1) Does burnout influence a worker's desire to leave? (2) Do working conditions have an impact on an employee's desire to quit? (3) Is there a relationship between burnout, the workplace, and the desire to quit a job that can be resolved by social support?

In the research question, the objectives have been framed. The research objectives are: (i) To identify the effect of burnout on turnover intentions. (ii) To investigate how working conditions, affect turnover intention. (iii) To investigate how social support influences the relationship between burnout and turnover intention. (iv) To explore how social support affects the relationship between working conditions and turnover intention.

Structural Equation Modelling (SEM) methods are used to empirically assess a model of proposed relationships. This study aims to investigate the major impacts and interactions of burnout, working conditions and social support and the intention to leave employment.

2. Review of Literature

2.1 Burnout Effect on Social Support

Burnout was first recognized by Freudenberg (1974) as a weariness among workers who interact with people daily. Maslach (1986) made a distinction between emotional weariness, scepticism or depersonalization, as well as a lessened sense of personal success as three distinct aspects of burnout on the job. Emotional weariness, derealisation, with decreased personal accomplishment were the three components of burnout as identified (Maslach, *et al.*, 2001). Despite

numerous studies on the subject, it appears there is broad consensus over the definition of burnout.

Physical depletion, emotional weariness, and cognitive exhaustion have all been referred to as examples of conditions with the term ‘burnout’. More significantly, a state of emotional, physical and mental fatigue has been described as burnout. The very first component of emotional exhaustion measures how worn out a person is after work. The second component of depersonalization is brought on by the worker’s weariness about the service recipient. The third component of personal achievement deals with a shortage of resources. Depression, stress, and burnout are frequently used interchangeably. In truth, the symptoms of burnout may vary (Abdollahi, *et al.*, 2021).

Burnout symptoms are now referred to be changes in behaviour, emotions, thoughts, and health (McCormack and Cotter, 2013). Physical exhaustion and emotional ejaculation are allegedly signs of burnout. Additionally, there is some evidence that supports the hypothesis that people may feel large degrees of emotional exhaustion and depersonalization without a proper work-life balance (Dignam, *et al.*, 1986). The following hypothesis was developed using previous literature.

H1: Burnout has an impact on social support among employees.

2.2 Working Conditions and Social Support

Previous research has found that depersonalization and emotional weariness both have a significant impact on correctional personnel’s desire to leave their positions (Arnoux-Nicolas *et al.*, 2016). Individuals who feel burnout may have a chance to leave their organisation. A measure established and later refined was used to investigate perceptions of social support (Soelton M. and Atnani M., 2018).

Working circumstances are divided into two categories: physical and psychosocial. Three physical elements were extracted from the NEXT questionnaire to

quantify heavy lifting, bending, and prolonged standing positions that are specific to the nursing profession. Hence, the hypothesis was framed as follows:

H2: Working conditions have an impact on social support among employees.

2.3 Social Support Effect on Turnover Intention

Mostert and Pienaar (2020) found a strong correlation between burnout and social workers’ intention to leave their jobs. Rani Thanacoody, *et al.* (2009) discovered a strong connection between burnout and the nation’s desire to leave. Burnout was a factor in ambulance staff turnover intentions. Cynicism and emotional exhaustion are positively correlated with older workers. If the document itself cites a collective agreement as the source for modifications to the terms and conditions, this could be avoided (Gkorezis, *et al.*, 2015). The causes of turnover were divided into three categories: internal, external, and personal (Cotton and Tuttle, 1986). Personal characteristics that affect turnover intention include age, gender, education, employment history, and others. Turnover intention is also found to be impacted by aspects associated with the workplace, including job satisfaction, rudeness, the ethical climate of the workplace, organisational commitment, and perceived organisational support. External influences like social support from family, job opportunities, etc. are also likely to have an impact on turnover intention.

The expectation is that high Work Social Support (WSS) and Family Social Support (FSS) levels will reduce employee Turnover Intentions (TI). WSS (from managers and co-workers) and turnover intention were shown to be negatively correlated for software engineers in Singapore; however, there was no association between FSS and turnover intention. However, he found that a significant moderating factor in this association was the social needs of the workers. Nohe and Sonntag (2014) found that TI and work-to-family friction are moderated by the leader’s social support. Additionally, Fong, *et al.*, (2018) discovered that social support from co-workers reduced the TI

of casino hosts. The below-mentioned hypotheses are framed from past pieces of evidence:

H3: Social support has an impact on turnover intentions among employees.

2.4 Burnout Effect on the Turnover Intention

Xiaoming *et al.*, (2014) discovered that there is a significant correlation between family social support as well as a variety of different factors, such as performance, behaviour, psychosocial functioning, well-being and consciousness, coping mechanisms, stress, and quality of life, the majority of the different factors are well-documented significant predictors of turnover intention. According to a study, there is a connection between burnout as well as various forms of job disengagement. For example, actual turnover, intention to quit the job, and absenteeism. Garcia-Carmona M., *et al.*, (2019) stated that people who suffer from burnout have a propensity the quit their jobs. However, those who experience burnout but continue to work in their jobs are likely to display low productivity and ineffectiveness (Henkens & Leenders, 2010).

According to the regulation, the employer is required to give information on all essential aspects of the working relationship (Demerouti, *et al.*, 2010). One problem is that employees might not have accurate knowledge of their working circumstances, to begin with. Changes in working conditions, as well as other aspects of the

job relationship, may lead to serious concerns with industrial relations.

H4: Burnout has an impact on turnover intentions among employees.

2.5 Working Condition and Turnover Intention

According to Bajaba, *et al.*, (2022), the document containing the necessary information must be prepared by the employer and provided to the employee two months after the beginning of the employment relationship. A new document that incorporates any modifications to the fundamental working conditions must also be published (Li N *et al.*, 2022). When such changes fall outside of management's purview, simply notifying the employee in writing does not prove that the terms have been changed as agreed (Fox M L *et al.*, 1993). The employee must give their consent before the employer can make changes to pay rates, work schedules, or an employee's status or grade when the employer does not have the authority to do so under the terms of the contract.

H5: Working conditions have an impact on turnover intentions among employees.

2.6 Mediating Effect of Social Support

Wang, *et al.*, (1998), stated social support from the family and the business acting as a defensive measure that might also prevent negative attitudes as well as

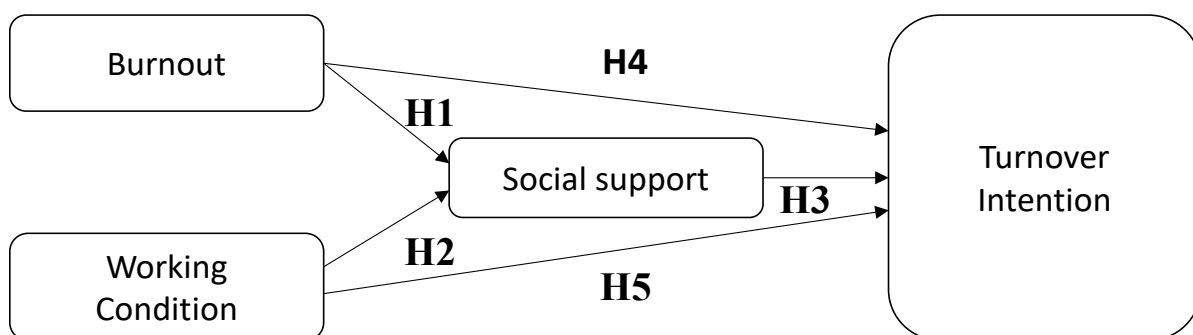


Figure 1. Hypothesized conceptual model.

behaviour in the workplace may avoid role conflict, job participation, and other undesirable workplace stress-related feelings. This social exchange hypothesis suggests that social support offers workers great comfort and a sense of safety and in return, they form an emotional connection with the company.

According to the employment Demand-Control-Support (JDSCS) model, receiving emotional and physical support from one's internet community, such as family and co-workers, is likely to improve an employee's morale and help them cope with work stress and help them develop a favourable attitude toward their job and/or organization. By asking participants to provide feedback on four different items for each relationship context, the measure allowed Co-Rumination at Work 14 participants to examine three distinct contexts for social support, including supervisors/managers, co-workers, and friends, family, and relatives (Kurniawaty K., *et al.*, 2019).

A written statement does not automatically imply that it has been agreed upon and is therefore binding. If the employer draughts the written material independently, questions about the veracity of the document that claims to meet the standards of the directive may emerge in the absence of any worker input.

From this evidence, the following hypothesis has been framed.

H6: Burn Out, Social support as a mediating factor has a significant impact on Turnover intention.

H7: Working Condition, Social Support as a mediating factor has a significant impact on Turn intention.

3. Research Methodology

3.1 Strategy of Research

The study made the underlying assumption that social support has a mediation role in the association between burnout and working conditions on turnover intention. This study adopts the positivist paradigm, which was used to test the hypotheses. To efficiently get

the data, we created a questionnaire and performed a survey.

3.2 Sample Frame and Data Collection

This study used a survey to collect primary data from health professionals working in hospitals in Cochin, Kerala. A simple random sampling method was chosen for collecting the sample. The sample selection criteria were: "Do you work in the healthcare sector under any stress?" and those who responded with a "No" were excluded from the sample. Participants are enlisted from among the health professionals working in hospitals in Cochin, Kerala. Through an online questionnaire data was gathered. Totally, 324 usable responses (response rate 72%) were collected.

3.3 Measurement Development

To improve the reliability and validity of the research, all the measured items for the proposed model's components were taken from previously published works, as indicated in Table 1. Multiple dimensions can be found in several research constructs. Burnout and working conditions are the independent variables, turnover intention is the outcome variable and social support is the mediator. From the past literature, the measurement scale of items was adopted.

Burnout is measured on a scale using terms like depersonalization and emotional depletion. Adopted from Maslach C. and Jackson S. E. (1981). Working Condition items were adopted from Swamy L., *et al.*, (2020). In this study, social support served as the mediating variable, and the scale was adopted from Yoon J. and Thye S. (2000). Social support is measured using terms like social support, co-worker support, and organization support. The scale for measuring turnover intention was adapted from Kim H. and Stoner M. (2008). A 5-point Likert scale was used (which "1" indicating strongly disagree and "5" indicating strongly agree) in the questionnaire to collect the response.

3.4 Sample Size

Health professionals who worked in a variety of hospitals in Cochin, Kerala, comprised the respondents.

The information was gathered between January 2020 and May 2021. The sample size needed for the investigation was determined using a prior sample size formula for structural equation models (Soper D. S., 2017). By adopting a statistical level of power of 0.8, the model's observable and latent variable counts were set to 4 and 5, respectively, along with the desired probability and expected effect size, which were both set at 0.05. Given the model's structural complexity and the minimal sample size needed to detect the requested effect, the calculator came up with 137 and 288 respectively.

Of the total, 340 responses received, 16 were disregarded because they had significant gaps in information or had missing values. In total, 324 replies were used for the analysis. For statistical analysis, such as structural equation modelling, a sample size of 250 is considered fair, while 350 is considered good (Kline R. B., 2016; Hoelter J. W., 1983; Roscoe J. T., 1975). As a result, the sample size of 324 satisfied these criteria and was substantial enough to produce reliable results following analysis.

3.5 Statistical Analysis

The likelihood that categorical data will occur (percentages) and the averages, as well as the Standard Deviations (SD) of the dependent variable, were all summarized using descriptive statistics.

Structural equation modelling is the finest statistical method for assessing a priori models, finding mediators, and identifying directed indirect relationships between variables (SEM). Using SEM, we investigated the connections among burnout working conditions, turnover intention, and social support as mediating processes. A subtype of structural model analysis is called mediation. The relationships between exposure, result, and mediating factors were investigated using analysis.

3.6 Factor Analysis

To find indicators having weak loadings for such latent constructs, the factor loadings for the formative indicators were investigated. With all components loading above 40, the factor analysis reveals a four-

factor structure that explains 53.20 percent of the variation. The above sample of 324 has an appropriate item loading of 0.40. (Nitzl C *et al.*, 2016). The first component included things relating to burnout (13 items), the second included items about working conditions (5 items), the third included items relating to social support (9 items), and the fourth included items relating to turnover intention (3 items). Table 1 clearly shows the factor loading of the hypothesised constructs such as burnout, working conditions, social support and turnover intention.

3.7 Reliability and Validity Test

To assess the efficacy of the measurement approach, it is imperative to look at the constructs of the study's construct validity and reliability. The dependability of the constructs was evaluated using Cronbach's alpha (CA) and composite reliability (CR). The Cronbach's alpha test yields results between 0 and 1, with a value greater than 0.7 indicating strong internal consistency. The result of intermediate consistency is a value between 0.5 and 0.7 (Hinton, *et al.*, 2014). The outcomes of the tested items are sufficiently dependable to warrant this research because all of Cronbach's alpha values in Table 2 are greater than 0.5 (Kock, 2014) but also Kock and Lynn (2012) state that when assessing the validity of a construct. All constructs, including emotional exhaustion (CR = 0.536, CA = 0.642), depersonalization (CA = 0.897, CR = 0.915), working condition (CA = 0.927, CR = 0.938), social support (CA = 0.902, CR = 0.918), and turnover intention (CA = 0.853, CR = 0.882), are below the acceptable level, as shown in Table 2. Although the emotional tiredness levels are below 0.7, they are not excessively low and are still considered reliable indicators for the conclusions.

3.8 Convergent Validity

The convergent validity of the study is examined using factor analysis, or whether the questionnaire responses are reliable enough to corroborate the findings of the research (Fornell and Larcker, 1981). This study investigates a total of five components and 30 questions for their correlations measured on the Likert scale using a crucial index for CFA's convergent

Table 1. Factor loadings of the model constructs

Factors	Constructs	Items	Factor Loading
Burnout	Emotional exhaustion	My work has emotionally exhausted me.	0.889
		At the end of the working day, I feel drained out	0.764
		When I wake up in the morning and realise that I have to face another day at work, working with people all day is incredibly taxing for me.	0.821
		I feel exhausted from work	0.575
		I feel unfulfilled by my job	0.875
		I feel I'm working too hard on my job	0.851
		I feel I'm working too hard on my job working with people directly puts too much stress on me	0.734
		I feel like I'm at the end of my rope	0.494
	Depersonalization	I feel I treat some recipients as if they were impersonal "objects"	0.711
		I have become more callous toward people since I took this job	0.435
		I worry that this job is hardening me emotionally	0.74
		I don't care what happens to some recipients	0.729
		I feel recipients blame me for some of their problems	0.682
Working Conditions	My company work environment is good and highly motivating	0.302	
	Working conditions are good in my company	0.736	
	It is hard to take time off during our work to take care of personal or family Matters	0.588	
	My company offers sufficient opportunities to develop my abilities	0.708	
	The company provides enough information to discharge my responsibilities	0.839	
Social Support	Supervisor support	My supervisor can be relied upon when things get tough on my job	0.586
		My supervisor is willing to listen to my job-related problems	-0.056
		My supervisor does not care about my well-being (reverse coded)	0.058
	Co-worker support	My co-workers are helpful to me in getting my job done,	0.48
		My co-workers are willing to listen to my job-related problems	-0.111
		My co-workers can be relied upon when things get tough on my job	0.681
	Organization support	The organization cares about my well-being	0.826
		The organization is willing to help me when I need a special favour	0.818
		The hospital does not value my contribution to its well-being (reverse coded)	0.717
Turnover Intention	In the next few months, I intend to leave this organization	0.64	
	In the next few years, I intend to leave this organization	0.862	
	I occasionally think about leaving this organization	0.638	

All item loadings of burnout, working conditions, social support and turnover intention are significant, $p < 0.001$.

Table 2. Construct reliability and validity

Constructs	Cronbach's Alpha	Composite Reliability
Emotional exhaustion	0.642	0.536
Depersonalization	0.897	0.915
Working Condition	0.927	0.938
Social support	0.902	0.918
Turnover intention	0.853	0.882

validity analysis the Average Variance Extracted (AVE). In demonstrating that a latent concept exhibits convergent validity, each item loading must be at a minimum of 0.5 as well as relevant, which indicates that the correlated p-value must be equal to or less than 0.05. Additionally, each latent construct's AVE needs to be at least 0.5. (Fornell and Larcker, 1981; Hair, *et al.*, 2009; Kock, 2014; Kock and Lynn, 2012). Table 3 displays the AVE values for the five factors, where a value greater than 0.5 is seen as more effective (Dos Santos and Cirillo, 2021). Even though the AVE value of 0.5 has not yet been reached by emotional exhaustion, the figures are not excessively low and are

nevertheless considered to be reliable indicators of the findings.

3.9 Discriminant Validity - Fornell-Larcker criterion

To further support the discriminant validity of the Fornell-Larcker criterion, the Heterotrait-monotrait (HTMT) ratio has been used. Discriminant validity requires that the Amount of Variance Extracted (AVEs), or diagonal values in Table 4, have greater square roots than the off-diagonal coefficients (Kock, 2015; Kock and Lynn 2012; Fornell and Larcker 1981). The results

Table 3. Convergent validity

Constructs	Average Variance Extracted (AVE)
Emotional exhaustion	0.248
Depersonalization	0.581
Working Condition	0.559
Social support	0.557
Turnover intention	0.442

Table 4. Discriminant validity - Fornell-Larcker criterion

Constructs	Emotional Exhaustion	Depersonalization	Working Condition	Social Support	Turnover Intention
Emotional exhaustion	0.498				
Depersonalization	-0.354	0.762			
Working Condition	0.532	-0.44	0.748		
Social support	-0.071	0.2	0.083	0.746	
Turnover intention	-0.179	0.288	-0.433	-0.343	0.665

Table 5. Fornell – Larcker - higher order discriminant validity

Constructs	Working Condition	Burnout	Social Support	Turnover Intention
Working Condition	0.577			
Burnout	0.621	0.747		
Social Support	-0.49	0.401	0.332	
Turnover Intention	-0.612	0.522	0.498	0.479

demonstrate that the three-factor loadings exhibit discriminant validity. The below mention table 4 and table 5 shows the discriminant validity.

3.10 HTMT – Higher order Discriminant Validity

Using HTMT ratios, we also examined the discriminant validity of a study's latent constructs. The HTMT ratios perform the best when the values are smaller than 0.85, according to Henseler, *et al.*, (2015). Additionally, it was asserted by Gold, *et al.*, (2001) that HTMT ratios have to be lower than 0.90. Table 6 shows that every construct has discriminant validity.

3.11 Structural Equation Modelling

The research framework shown in Figure 2 was examined by using the Structural Equation Modelling (SEM) technique, which assesses the psychometric properties of measurement models. It also evaluates the structural model's variables. Smart PLS creates a component-based solution to structural equation

modelling by using the bootstrapping technique. The Smart PLS route design also needs two parts: an outside model (a structural equation) as well as an interior framework. The working research model's hypotheses for determining the correlation between IV and DV as well as any intervening factors are listed below. These theories are supported by a range of RF intensities. In addition to these hypotheses, several working hypotheses examine how the different dimensions of the primary constructs relate to those of the intermediate constructs.

With path coefficients of = 0.521, respectively, Figure 2 illustrates the statistically significant relationship between burnout and social support. The results show that health professionals are much more likely to request support from others when they are burned out from their jobs. H1 is therefore supported. Additionally, the results demonstrate that working conditions with a turnover purpose have a statistically significant impact with a path coefficient of 1.340. The results show that the intention to leave the healthcare industry will diminish

Table 6. HTMT – higher order discriminant validity

Constructs	Working Condition	Burnout	Social Support	Turnover Intention
Working Condition	-	-	-	-
Burnout	0.33	-	-	-
Social Support	0.21	0.57	-	-
Turnover Intention	0.528	0.46	0.49	-

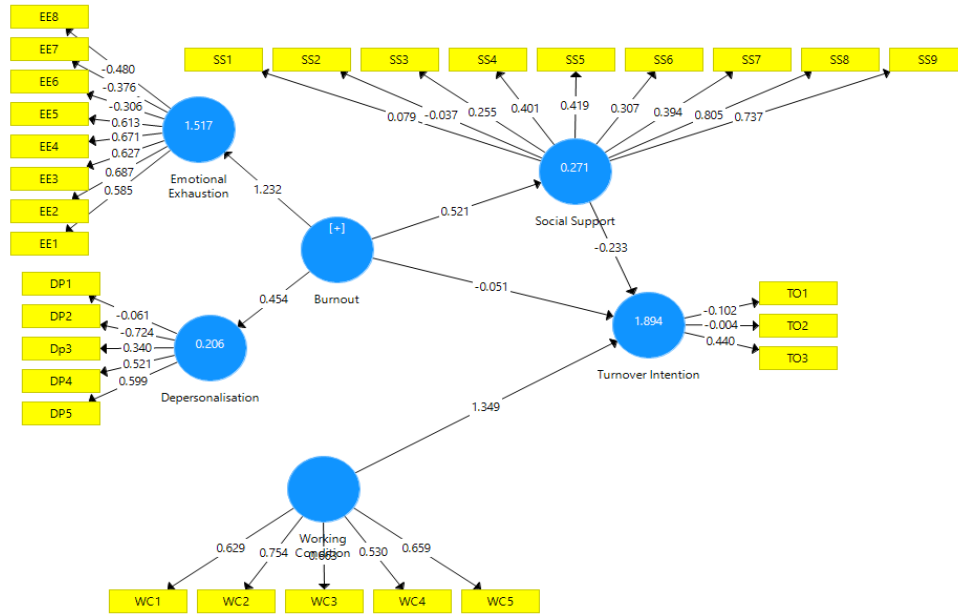


Figure 2. Structural equation model of the proposed model.

when employees are looking for better working conditions. H2 is therefore supported. The statistical significance and positivity of each path coefficient (β) are both high ($p < 0.05$). In contrast, social support and burnout with turnover intention were shown to have no discernible impact, with path coefficients of burnout of -0.233 and -0.051, respectively. H3 was not supported and H4 was supported negatively. With the path coefficient of work, conditions were 0.407, which proved that work conditions have an impact on social support among the employees, hence H5 supported.

The result clearly shows that social support plays a partial mediating role between burnout and turnover

intention. Because the path coefficient of the indirect effect between burnout and turnover intention is 0.521 (significant) and -0.233 (not significant). H6 is partially accepted. Considering the relevant research hypotheses, we performed path analysis with all latent variables to assess the associations between latent variables. Additionally, we used Smart PLS to run a bootstrapping analysis to assess the validity of the path coefficients and determine the t-test results.

Instead of 0, the value needs to fall between 1 and -1. This will be the indications' outer weight, and it provides a clue as to what is crucial (Nitzl, 2010). (Hair, J. F *et al.*, 2012). We generated path coefficients (β),

Table 7. The Outcome of Direct Effect

	Hypothesis	Original Sample (β)	Sample Mean (M)	(STDEV)	T-test	P Value
H ₁	Burnout -> Turnover Intention	-0.49	-0.488	0.153	3.209	0.001
H ₂	Working Condition -> Turnover Intention	-0.469	-0.454	0.185	2.537	0.011
H ₃	Social Support -> Turnover Intention	0.292	0.299	0.116	2.528	0.012

t-values (t), and p-values (p) to assess the suitability of the hypotheses once the measurement model had been validated. The computed route coefficients as well as t-values between both latent variables are displayed in Table 7.

4. Discussion

This study provided critical data on the existing profiles of burnout, working conditions, social support, turnover intention, and how these factors relate to healthcare workers in Cochin, Kerala. According to our findings, social support and burnout go hand in hand, and those who are unsatisfied with their burnout are more likely to consider leaving their jobs. However, both direct and indirect influences contributed to this association. Burnout significantly affected turnover intentions indirectly through social support. Additionally, the path through social support acted as a mediator in the interaction between burnout and turnover intentions.

The findings of this research shed light on a previously unknown beneficial effect of social support, such as mediating between the adverse effects of burnout and turnover intention among health care professionals in Cochin. These findings are consistent with past research showing significant levels of burnout among foreign healthcare professionals (Zaghini, *et al.*, 2020).

Burnout rates among medical professionals working in critical care in Indian communities were lower than those previously disclosed for these different populations (Embriaco, *et al.*, 2007). Contrary to the initial findings, Maslach and Jackson (1981) stated that the burnout rates were surprisingly greater among males than among women. In addition, women in the health professions reported considerably higher degrees of neuroticism, which past studies have linked to a lower intention to leave (Kelly, *et al.*, 2020). This discovery is interesting because it suggests that neuroticism, and burnout, may be distinct concepts, even if burnout is tied to neuroticism only as a personality attribute associated with such a sensitivity to psychological stress. Surprisingly, social support and general health showed no gender differences.

These findings diverge from other research that found gender disparities among healthcare workers.

The greatest indicator of intention to quit among healthcare professionals was the burnout dimension, described as emotional weariness and depersonalization. Compared to the other two aspects of burnout, emotional weariness and depersonalization explained three times as much variance in turnover intention—more than one-third. Additionally, depersonalization and emotional weariness were greater predictors of turnover intention than just the overall burnout score. This is in line with earlier research that identified depersonalization and emotional weariness as the major aspects of burnout (Pavlakis, *et al.*, 2010; Abraham and Jacobowitz, 2020).

Therefore, hospital administrators must consider the role conflict, as well as how to address emotional exhaustion and decreased depersonalized achievement. Our findings also showed that social support could, with a relatively small impact, increase turnover intention directly or indirectly. This discovery sheds light on previously hidden relationships between burnout, social support, and turnover because the majority of earlier research concentrated on social support's direct effects on turnover rather than its role as a mediator. Burnout would, to a very small extent, enhance the tendency for turnover by lowering the levels of social support, as seen by the partial mediating influence of social support. In other words, burnout is the primary cause of turnover propensity, with insufficient social support accounting for only 5.32 percent of cases. Improvements in working conditions, welfare, possibilities for further learning, and reward systems are therefore important but have a limited impact.

The most efficient strategies to deal with this issue are to comprehend how burnout develops and concentrate on the physical and psychological alterations in workers.

According to our understanding, this was the first population-based investigation of healthcare professionals that looked at the connections between burnout, working conditions, and the desire to leave

the profession, as well as the mediation effects of social support. Burnout hurt both female and male health professionals' intentions to leave the field, but social support mitigated that impact. The different dimensions of burnout were discovered to have a strong impact on each other. It was found that the stated burnout level accounted for more than 25 percent of the overall difference in social dysfunction and anxiety symptomatology. More research is necessary to fully understand how social support offsets healthcare professionals' intentions to leave the industry (Panagioti, *et al.*, 2018). However, considering the findings of this investigation, prospective randomised controlled trials that aim to reduce burnout, like the current study from Medisauskaite, *et al.*, (2019), should include social support therapies that are founded in previous research studies.

A significant benefit of this research is the use of SEM, an analytical approach suitable for measuring and assessing that can reduce measurement errors for elements that are difficult to analyse, such as burnout, social support, work conditions, and turnover intention. This is the first time this has happened among medical professionals, and this study also showed a direct correlation between four study parameters and the mediation linking turnover intention to burnout.

5. Conclusion

This study had a few limitations. First, the limitation of this study self-administered questionnaires were used to measure burnout, working conditions, turnover intention, and social support, the results may have been impacted by self-report bias. Second, this study was cross-sectional, and it is difficult to draw firm conclusions about the causes of the findings. Third, the reliability of our findings may be impacted by the absence of work-related co-variables. The sample was only drawn from one region, thus extrapolating the results to the national scale may be challenging. Further study is required to address these restrictions. The cross-sectional methodology of this study limited its ability to evaluate structural models, including mediating models, even if it improved the understanding

of burnout and the intention to leave among healthcare personnel (Cole and Maxwell, 2003).

Future studies should use a longitudinal design to shed light on the causal links between burnout and the intention to leave one's job. Furthermore, it is uncertain how successfully these results can be applied to the larger community of healthcare workers. Although chosen at random, the sample was only comprised of healthcare workers from a particular region. As a result, a larger sample of healthcare professionals from other regions will be used. Researchers need to re-evaluate the conceptual model to comprehend the desire of healthcare workers to leave their jobs. Other factors like rewards, co-worker involvement, and financial support also influence the employee's decision to leave the company, even though social support is simply considered one of the mediating variables.

Social support, working conditions and burnout can all increase the likelihood of turnover. Additionally, social support influences the link between burnout and turnover intention. Our study explores potential connections between burnout and turnover intentions, which could have a bearing on lowering turnover intentions among healthcare professionals. In the end, the results of our study may contribute to reducing the scarcity of healthcare professionals and enhancing the calibre of healthcare professionals. To improve the pay of healthcare professionals, first compensation methods must be devised; for instance, pay could be based on workload or amount of experience. Second, effective organizational management mechanisms must be developed to promote professional turnover among healthcare professionals. A reduction in workloads and an improvement in organizational standing for healthcare personnel are necessary strategies to promote social support as well as decrease burnout.

6. References

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