IMPACT OF EMPLOYEES BURNOUT AND ABSENTEEISM ON THE SUBSEQUENT ITL: A CRITICAL STUDY

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ABSTRACT : *The focus of this study was to evolve a relationship between employee`s burnout, the consequent absenteeism, the employee`s intention to leave and other consequences like switchovers. The phenomenon of burnout originates from a wholesome relationship between the individual and his/her job along with its working environment. In this regard, three major dimensions can be elaborated to comprehend the subject. They are emotional imbalance due to over fatigue, demoralization and last but not least the minimum employee`s achievements. In the professional career, the absenteeism has been perceived as an indicator of the employee`s performance which is below average as well as a sheer violation of the agreement between the employer and employee. The absenteeism depicts the mindset of that employee who hesitates to perform his/her duties with utmost punctuality rather he/she prefers to keep himself/herself aloof from the duties as assigned by the concerned employer. This phenomenon of absenteeism originates from the employee`s burnout and culminates at his/her intention to leave. On the part of an employee, the ITL have a strong bracket with the switchovers while the employee`s exhaustion and absenteeism are highly operative in the backdrop. On the whole, the phenomenon of the ITL has its roots which are nurtured by employee`s exhaustion and absenteeism which results in the switchover. Globally the switchover has certain negative impact upon the organizational disciplines concerning its human resources, their re-employment and the level of productivity which is greatly hampered consequently.*

Keywords: Employee`s burnout, Absenteeism, Intention to leave, Switchovers

INTRODUCTION

Organizations have to face the brunt on a huge scale when an employee leaves and joins another organization. Drain of an employee relies upon the social and financial health of the concerned establishment as it takes ample time and investment for the rehabilitation in this regard. It is a mega issue that directly hits the department of human resource management at the first instance as the vacancy has to be re-filled by appropriate person whose experience and skills should be at par rather better than the one departed. Moreover, the financial losses also go parallel with the others like decline in the production level, low profits and savings ratios, hampers the future development plans, investment in the training and skill related orientation programs. The switchovers at the larger scale has certain implications which may amount to the working relationship, employee`s morale and the job security. On part of employee, his dissatisfaction is multidimensional phenomenon which has a strong impact on the entire organizational setup thus bringing its social and financial credibility at stake. In this regard, the present work is an effort to present a detailed view about employee`s attitudes and feelings those which are operative behind his/her burnout, absenteeism, ITL and finally the switchovers. Firstly, the burnout was diagnosed in the early 1970's by gauging and analyzing the main characteristics of an employee among which his/her behavior and attitude were most significant. The employee`s frustration, resentment, skepticism, frequent outbursts and emotional imbalance are the factors those which manifest that he/she is heading towards the burnout [1]. There are multiple reasons those which are functioning behind the said phenomenon and were tested empirically in the both the developing and the developed countries [2]. It has been observed that the job dissatisfaction has a leading role in absenteeism as the concerned employee prefers to utilize all his sanctioned leaves rather he/she may opt for the leaves without pay [3].

The burnout is the primary reason for the absenteeism. Mostly, the employees in the social sectors are the victims of self-exhaustion due to various reasons related to the organizational policies [4]. Consequently, the employee resorts to absenteeism and virtually the intention to leave the organization grows. Cumulatively, whole phenomenon gets concluded when the same employee decides to switchover [5].

The affiliation of an employee to his/her organization becomes doubtful when he/she intends to leave. The shortcomings in the remedial measures as taken by the organization are very important to be sorted out and analyzed as the same measures can put the future of some very skilled and the experienced personnel at stake. Resultantly, the disgruntled employees decide to opt for a new professional career when he/she feels that their issues cannot be resolved by the high ups [6]. The employees with such feelings cannot deliver to their level best and during the course of time their outlook becomes depressive and illusive. In this perspective, the employee shirks from his/her routine tasks and feels overburdened and fatigued [7]. At this moment the employee becomes victim of self-exhaustion which is titled as Burnout in the contemporary studies. The absence of coherence between the employee`s feelings and those of the organization is the pivot of the conflict which may result in the switchover. On the part of the organization, some timely measures and their implementation may impede the implications arising due to burnout [8].

The main causes of absenteeism can be analyzed from different directions as it is multidimensional phenomenon which is related with the employee`s professional career and the life he/she leads as a member of the society [7]. Psychologically, the burnout at the mass level erupts from a feeling of job dissatisfaction, physical and mental exhaustion, pessimism, demoralization, annoyance and last but not the least a lack of confidence on the part of the employee due to

which he/she begins to remain absent from their duties and ultimately the phenomenon of ITL overwhelms. The whole scenario ends at the switchover [2]. The detachment of the employee from his/her assigned job amounts to the absenteeism which is the manifestation of his/her exhaustion ending at the intentions for departure. On the part of the employee, it is entirely unethical and sheer injustice with his/her profession which will negatively affect the organizational goals [9]. Some drastic impact is experienced by the organizations as they have to re-orient the whole format in the spheres of human resource and financial management.

BURNOUT

The phenomenon of burnout is being widely debated to develop theoretical framework in context of contemporary corporate culture where the employee is highly occupied in many respects. On the part of the employee, his/her social and professional environment coupled by physical and financial status and last but not the least the employee`s personal characteristics have some far reaching impact upon his/her attitude and behavior. In this regard, random outbursts, the pessimism, the job sickness, the furloughs, disobedience etc are prominent features of a disgruntled employee which may result in the physical and mental stress. The related emotional imbalance and physical fatigue is the obvious cause of the self-exhaustion i.e. burnout as labeled in the modern literature. The term 'Burnout' can be ascribed to the employee`s emotional and physical exhaustion which has certain serious implications to be analyzed and discussed [10]. From professional point of view, job rivalries like seniority issues, up-gradations, annual bonuses, lucrative job assignments, working hours, attitudes and behaviors of the co-workers, conflicts with the immediate boss on the policy matters and other alike matters are main sources of burnout which are operative within the sphere where the employee pursues his/her job [11].

The employee becomes disgruntled and gets exhausted significantly because of his socio-economic environment which comprises of his/her spouse, children, parents, relatives, property related issues, family feuds, loans etc. Literally, when an employee is professionally, financially, physically and socially consumed, the term burnout can be labeled upon the same employee in the said case. Burnout can also be described as the stress at such a significant level which alters the entire profile of an employee altogether. In this regard there are certain implications which become prominent in the kind of frustration, depression, cynicism, lethargy, absenteeism, inefficiency and disengagement [12]. Burnout is a kind of fallout which directly affects the employees those who work under certain specific conditions as mentioned above which ultimately targets the all over efficiency of the concerned organization. In this case, lot of research work is being pursued to sort out the reasons, implications and the counter measures to enhance sustainability of employee regarding his/her efficiency, skill and the working capacity. The phenomenon of burnout does not only tell upon the professional health of the employee rather the whole system around him/her gets sick in all respects [4].

At the domestic level, the employee has to face many liabilities at various levels. His/her spouse, parents, children, relatives and even the close neighbors are the prime concerns which are directly related with his/her level of frustration and the emotional disruption. In this regard, the monetary status has a pivotal role in reshaping the professional profile of employee as depersonalization and lack of accomplishment takes place if the same employee stands on weak grounds financially [5]. His/her financial status gains a significant level especially when he/she fails to cater the basic amenities regarding his/her nears and dears. Consequently, this socio economic decay results in physical and professional labor. The longevity of this process appears in the form of emotional depletion with symptoms of random outbursts, weird conversations, reduced commitment level, low profile, haggard outlook and odd behavior. All these indications are prominent in a person who is suffering from the disease of burnout [7]. The burnout hits an employee both physically and mentally as this phenomenon is marked with low appetite, weight loss and fatigue. Psychologically, the same person bears low morale, self-esteem to its minima, anxiety to its maxima and last but not the least the emotional decay [13].

The data obtained in this regard carries a diverse behavior as it varies for the employees regarding their different characteristics according to their intrinsic nature. Obviously, symptoms, as discussed, will also be different and cannot be put in same bracket for all the employees. In most cases, the observations revealed that the same symptoms may vary due to diverse working environments those which prevail in the different organizations [8]. Literally, the burnout is a kind of disease the employee suffers from and further he/she drifts towards a kind of erosion regarding their professional career marked by their physical, social, financial and psychological depletion [5].

ABSENTEEISM

Absenteeism is a multidimensional phenomenon which can be discussed categorically under various heads. The employee resorts to the absenteeism due to multiple reasons which can be analyzed keeping in view his/her social, financial, physical and psychological status. The employee, overwhelmed by phenomena of self-exhaustion prefers to remain absent from the duties assigned to him/her which is the first measure he/she can adopt to disengage themselves from their workplace. In this regard, the people at the helm matter a lot to counter this gesture of the employee by contemplating the core issues behind. Ethically, some downward trends can be easily observed in the attitude and behavior of employee if noticed keenly. As for as, his/her professional assignments are concerned, those are neglected to a large extent due to his/her lack of interest and due attention.

The conducive working environment is always marked with parameters of respect, mutual trust, encouragement, loyalty, balanced workload, task sharing towards accomplishment and last but not least equal opportunities regarding promotions. In this regard, the leadership among other related factors can play a vital role as they are more resourceful in according the due support to said employee and removing the job related

issues [14]. Resultantly, the employee is left with no excuses as such and starts engaging himself/herself in the routine activities as per schedule. The remedial measures on part of management may enhance the productivity level by making the employee abstain from absenteeism [15]. In some cases the employee remains absent from his/her duties without any prior applications which is a kind of non-professional rather unethical approach. This kind of behavior deeply hampers the working capacity and productivity of the organization as well [6]. The short leaves, long leaves and furloughs, all of them signifies that the employee is burnt-out; resultantly he/she resorts to absenteeism serially [16].

On the part of employee, the phenomena of absenteeism is marked with not only the absence from the duties rather there are certain other implications which should be elaborated categorically. The employee often remains absent from the concerned work place and eventually there is work pendency which affect the overall working environment and efficiency of the organization. In this regard, a high level of embarrassment is observed among the high ups, the employee`s co-workers including his/her subordinates [15]. As it is not only the absence from the duties rather the psychological imbalance of the employee is also prominent to such an extent that the environment around him/her gets polluted with his/her outburst, meaningless statements and unethical gestures. Some adverse effects have been reported upon the entire working group as the above said phenomena targets them quite significantly marking the whole scenario with lethargy, emotionally exhausted and burnout [17]. Absenteeism is a marked feature of burnout and its implications are interwoven as this phenomenon may have different origins among them the burnout is most prominent.

The employee remains absent due to physical, social, psychological reasons as all these factors are the basis of his/her exhaustion, commonly known as burnout in the area of social sciences. At this stage, role of his/her bosses, co-workers, subordinates, spouse, relatives, neighbors, family friends and even the grown children become very important. At the organizational level, he/she must be critically observed and treated if he/she is facing certain health related hazards. In this way, the employee's absence from the duties due to his/her illness can be checked and controlled [16]. Apart from medical issues, there may be certain concerns regarding the employee`s seniority and the related perks and privileges which are deemed as very important in his/her professional career. Not finding the opportunities to move forward, the disparity level rises and the phenomena of exhaustion commences. Eventually, the concerned employee prefers to remain absent from his/her job and gradually he/she disengages himself/herself from the assigned tasks. During this period, the employee wants to hibernate himself/herself by remaining aloof from work-place until or unless the management takes measures accordingly [18].

INTENTION TO LEAVE

The phenomenon of intention to leave evolves from certain specific socio-economic and the professional conditions those which prevail persistently and faced by an employee of an organization. It has a multi-dimensional format mainly based upon the disparities pertaining with his/her professional career, service structure, attitudes regarding high ups, colleagues, sub-ordinates, his/her spouse, children, relatives and career related perks and privileges including the salary packages, up-gradation etc. Moreover, his/her family issues especially the education and health of parents, children and other such matters are also operative in nurturing his/her intentions to leave. All these factors accumulatively affect the psychological focus of the employee thus he/she starts thinking over other options, professionally sound and socially stable. Consequently, the employee shows lack of participation and intends to leave the organization seeking better opportunities in other organizations [19]. In result, the concerned organization has to face administrative, professional and financial burden which hampers its credibility and output. In the open market economy where the stakes are high, the talented employees are hunted on any cost therefore most of the skilled and experienced employees are lured due to better options being offered by the employers [20].

Presently, the issue of intention to leave has become a challenging topic both for researchers and organizational high ups. On the part of the employee, his/her lack of participation incurs huge losses to the concerned organization which is a breach of agreement between the employee and the employer [5]. The phenomenon of intention to leave can be categorized under different heads. The employee leaves the organization voluntarily for some reasons and involuntarily for some other reasons. The employees can be abstained from their intention to leave if the reasons behind are discussed, analyzed and the remedial measures in this regard must be implemented. The organizational commitment and the employee`s engagement are the main factors which boost the moral and the psychological power and stability by which the employee can sustain his/her professional career for a longer period. To enhance the commitment level, to reduce the employee`s burnout, to bring down the frequency of absenteeism are the parameters those which are significant in inducing the ITL [18].

In this regard, the job environment must be conducive and supportive enough to such an extent that the employee prefers not to remain absent from the duties so that his/her participation has a positive impact upon his/her colleagues and the output level is also multiplied. If the employee is not burnt out, he/she prefers not to remain absent from their duties. Resultantly his/her participation level reflects his/her level of interest thus enhancing the trust between the employee and the organization. Consequently, the employee does not entertain any lucrative offers if any as he/she possesses no intentions to leave whatsoever [21]. The impact of job atmosphere is for reaching in shaping the attitude and behavior of an employee. The negative aspect, in this regard, may exhaust the employees physically and psychologically. The magnitude of this impact is so high that the employee prefers to remain absent and gradually he/she starts intending to leave [18]. These intentions culminate upon the switchovers when the employee is overwhelmed and prefers to opt for another organization.
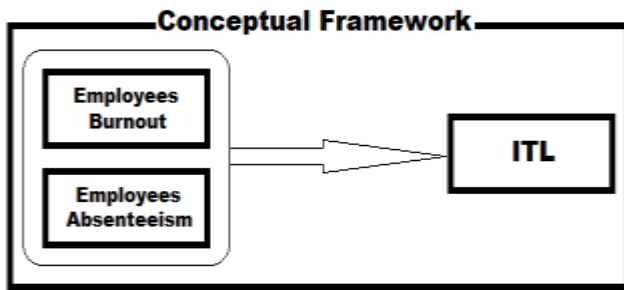
Figure 1.1 The Conceptual Framework

DISCUSSION

In the contemporary corporate culture, marked with competitive marketing, monopoly and exploitation, the most appropriate utilization of the organizational resources is an important issue for organizational success. Besides, it is an established fact that the management of the human resources is the main spheres of importance in the entire organizational pursuits. In services sector, the experienced, skilled and committed human resources make most significant difference regarding organizational credibility and productivity. In the prevailing situation, the employee' burnout and his/her disengagement has become a matter of high concern for the people at the helm [6]. Being persistently exposed to a high level of strain, employees become disillusioned with their job which leads to certain interpersonal conflicts, intention to transfer oneself, to apply for the casual leaves on different pretexts and consequently the level of intention to leave touches its maxima at this stage. This phenomenon has a cumulative impact as the whole working environment gets vulnerable to it. All the employees working as a team get burnt-out which results in ITL. The burnout inflicts a huge loss by dragging the employee away from his/her assigned duties as he/she resorts to consistent absenteeism [13]. In this regard, the organization is the main loser as both the burnout and absenteeism may challenge its integrity and authority in all respects.

Along with the recruitment and management of the human resources, catering the needs and wants of the employees is a great challenge for the organization to subside the phenomenon of burnout. The employee who is fatigued starts remaining absent from his/her duties which increases the pendency thus aggravating the situation to the point of no return. This phenomenon pollutes the entire working environment around and affects the efficiency level as a whole. Both the burnout and the absenteeism tell upon the health of the concerned employee as well. He/she not only becomes mentally sick rather his/her physical decay also starts alongside [22]. In this regard, the observations and analysis of the employer is a very important matter to be reckoned with. The employer must feel the liability to make his/her employee as comfortable as can be by providing the most conducing working atmosphere along with all the possible amenities. In the recent most related literature the scholars have notified the most feasible remedial measures which could be taken up to comprehend and harness the multi-dimensional phenomenon of burnout, absenteeism and the resulting ITL. The causes and results of the burnout shackle the level of employees' commitment toward his/her

organization which is the core requirement for the organizational success [13].

The studies revealed that the transparency level of the burnout phenomenon is very low as it does not occur at any specified moment rather it gets matured gradually through an evolutionary process. In the organization, mostly there are very few people upon those the employer repose their trust in the pursuit administrative and the academic affairs. The same employee, consequently, become under a sort constant stress and they have to comply and perform for the best interests of their institution [22]. In the wake of such burdens and excessive work, the concerned employee starts suffering from exhaustion and fatigue. They become victim of boredom and exhaustion which may result both in their mental and physical decay. Resultantly, employees starts remaining absent from his/her chair (workplace) which become unavoidable for him/her due to the reasons mentioned above. On the other hand, the employees those who are not assigned with the high profile duties may also become the victims of burnout and the consequent absenteeism due to a sense of disparity and the ultimate state of lethargy. In both cases, the said employees become mentally and physically exhausted and enter into such state which induces the intentions to leave [23].

The concerned institution has to bear the cost of the above said phenomenon in the kind of ITL. The employee who is exhausted from the ongoing status attains the highest level of burnout and vehemently aspires to bring an immediate change in his/her occupational status. This kind of psychological stage is the main operator behind the ITL. The dynamics of ITL cannot be explained categorically as it is a cumulative impact originating from the different sources of diverse nature. It can be the employees' wages, nature of work, bosses' attitude, working relations with the colleagues, his/her age and health, children's education, spouse occupation, linguistic barriers, seniority issues, family feuds and other job related perks and privileges. The ITL has certain lasting effects upon both the employee and the concerned institution simultaneously. On the part of the employee, he/she has to lose the working environment they had been used to and faces numerous difficulties getting accommodated in the new working frame. In the due course, his/her corporate knowledge, skills, competency and productivity can become at stake. On the other hand the institution has to endure the brunt of employees ITL in the kind of pendency and low output. The overall environment gets polluted by lethargy and weariness as the workforce become conscious about their interests in the institution.

CONCLUSION

The exact narrative of ITL must be explained in its retrospective as it is directly linked with the phenomenon of burnout and absenteeism. In the due process, both the burnout and absenteeism act like the operators whereas the employees' commitment behaves like a function. The ITL appears as a result in the whole process which is the main theme of the present work. In this regard, it is pertinent to say that employees' commitment is the major component of the institutional success. It is the commitment which induces the

sense of loyalty and dedication leading to market credibility and financial viability of the institutions. Finally, research has shown that administrators can implement programs to intervene in the burnout process and inspire their employees to reach their full potential and their utmost efficiency level. An effective professional development program that focuses on the successful orientation, participatory management and the continued education can be very effective in preventing burnout.

Furthermore, psychologists, social workers, psychiatrists, counselors, human services officers and organizational consultants offer a wide array of interventions, ranging from individual treatment programs, via preventive workshops to organizational consultancy. A concrete example with special relevance for career development is the burnout reducing effect of employee mentoring. The negative consequences of burnout are well documented. For instance, the burnout decreases organizational commitment, job performance, contextual performance and increases turnover intentions. Based on a comparative analysis of three measures of burnout, it showed that physical and mental burnout components were significant in explaining employees' intention to leave, while emotional burnout was not. The results indicated that higher satisfaction, lower burnout and lower turnover were a function of higher collegial relationship, greater supervision, adequate working conditions, greater opportunities for promotion and ethnicity.

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