

## **EMPLOYEE BURNOUT AND EMPLOYEES' TURNOVER INTENTIONS IN FEDERAL UNIVERSITY DUTSIN-MA, KATSINA STATE**

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### **Abstract**

Employee turnover intention is a complex and multifaceted challenge that organizations frequently face, often stemming from dissatisfaction with workplace conditions, perceived inequities, and inadequate support systems. Effective management practices play a pivotal role in shaping employee satisfaction, mitigating turnover intentions, and sustaining organizational performance. This study explores the effect of employee burnout measured through emotional exhaustion, depersonalization, and reduced personal accomplishment on turnover intentions among employees at the Federal University Dutsin-Ma (FUDMA), Katsina State, Nigeria. Adopting a quantitative approach, data were collected via a structured questionnaire administered to 362 purposively sampled employees from a population of 3,356. Descriptive statistics and multiple regression analysis were employed to evaluate the relationship between burnout dimensions and turnover intentions. The findings reveal that emotional exhaustion, depersonalization, and reduced personal accomplishment significantly predict increased turnover intentions, underscoring the detrimental impact of burnout on workforce stability. The study recommends proactive strategies for FUDMA management, including fostering work-life balance, providing access to psychological support, enhancing job satisfaction, and implementing continuous leadership development programs. Practical implications extend to adopting robust employee wellness initiatives, recognition frameworks, and workload optimization to improve employee retention and overall organizational resilience.

**Keywords:** employee burnout; emotional exhaustion; depersonalization; reduced personal accomplishment; turnover intention.

### **Introduction**

Employee turnover has long been a pressing challenge for organizations across various sectors, particularly in academic institutions, where the loss of skilled professionals disrupts institutional operations and academic performance (Salau et al., 2020). Globally, employee turnover is often attributed to factors such as dissatisfaction with organizational policies, poor work-life balance, limited career progression, and stress-inducing environments (Kim et al., 2021). Additionally, employee turnover has reached alarming levels globally,

with organizations struggling to retain skilled employees due to factors such as job dissatisfaction, stress, and burnout. According to a report by Gallup (2023), approximately 52% of employees globally are disengaged, and 14% are actively disengaged, often considering leaving their jobs. In academic institutions, the issue is even more pronounced, as studies reveal that high workloads, insufficient resources, and administrative burdens lead to higher levels of stress and burnout, ultimately driving turnover intentions (Kim et al., 2021).

In Nigeria, employee turnover remains a critical challenge across sectors. The National Bureau of Statistics (NBS, 2023) reports that the average turnover rate in public institutions is 25% annually, with academic institutions in Northern Nigeria experiencing some of the highest rates. This is largely due to factors such as low remuneration, job insecurity, and burnout. Specifically, a study by Salau et al. (2020) found that 67% of academic staff in public universities in Northern Nigeria reported experiencing emotional exhaustion, while 45% indicated high turnover intentions due to their inability to cope with institutional stressors.

Furthermore, turnover intentions have emerged as a significant issue, exacerbated by socio-economic challenges such as inflation, low remuneration, and limited access to career development opportunities (Bello & Ahmed, 2021). Public universities, especially in Northern Nigeria, face additional hurdles tied to underfunding, strained relationships between management and staff, and cultural factors that influence workplace dynamics (Egbuta & Ibrahim, 2022). Burnout, a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, is a critical factor influencing employee turnover intentions in these institutions (Maslach et al., 2021).

The relationship between burnout and turnover intentions is well-documented, with research indicating that employees experiencing high levels of burnout are more likely to leave their jobs in search of less stressful environments (Salau et al., 2020). Emotional exhaustion, in particular, has been identified as a primary driver, reducing employees' ability to cope with work demands and leading to a desire to exit the organization (Bakker & Demerouti, 2022). In Northern Nigeria, the issue is further intensified by the hierarchical nature of institutions, which often limits employee voice and participation in decision-making processes, thereby amplifying stress and dissatisfaction (Adamu & Umar, 2022).

Despite the importance of addressing burnout and its consequences, empirical studies focusing on the Nigerian academic context remain scarce. Existing research on burnout has primarily centered on other industries, neglecting the

unique challenges faced by educational institutions in developing countries. Furthermore, there is limited understanding of how the dimensions of burnout emotional exhaustion, depersonalization, and reduced personal accomplishment specifically influence turnover intentions in Nigerian universities. This gap underscores the need for localized research to provide actionable insights for policymakers and administrators.

This study seeks to fill this gap by examining the effect of burnout on employee turnover intention at the Federal University Dutsin-Ma, Katsina State. By providing empirical evidence on the interplay between these variables, emotional exhaustion, depersonalization, and reduced personal accomplishment, this research aims to contribute to the growing body of knowledge on burnout and development of strategies to mitigate burnout and improve employee retention in academic institutions in Northern Nigeria.

### Objectives of the Study

The study aims to explore the effect of burnout on employees' turnover intention in federal university Dutsin-Ma, Katsina state. The specific objectives of the study are to:

- i. Examine the effect of emotional exhaustion on employee turnover intention at the Federal University Dutsin-Ma, Katsina State.
- ii. Determine the impact of depersonalization on employee turnover intention at the Federal University Dutsin-Ma, Katsina State
- iii. Investigate the influence of reduced personal accomplishment on employee turnover intention at the Federal University Dutsin-Ma, Katsina State.

### Hypotheses of the Study

Based on the research objectives, the following hypotheses are proposed:

**H<sub>01</sub>:** Emotional exhaustion has no significant effect on employee turnover intention at the Federal University Dutsin-Ma, Katsina State.

**H<sub>02</sub>:** Depersonalization has no significant impact on employee turnover intention at the Federal University Dutsin-Ma, Katsina State.

**H<sub>03</sub>:** Reduced personal accomplishment has no significant influence on employee turnover intention at the Federal University Dutsin-Ma, Katsina State.

### Literature Review

This section provides a review of literature related to employees' turnover intentions and employee burnout.

#### Concept of Turnover Intention

Turnover intention denotes an employee's subjective likelihood of quitting their current job, influenced by dissatisfaction with work conditions, compensation, and perceived fairness within the workplace (García & Moreno, 2021). Employee turnover intentions are defined as the likelihood or propensity of an employee to voluntarily leave their organization, often associated with dissatisfaction with job conditions, organizational culture, and personal career aspirations (Zhang & Chen, 2023). For this study, we define turnover intention as Employee turnover intentions are the likelihood that an employee will voluntarily exit their organization, which can be affected by various factors including job stress, career dissatisfaction, and organizational climate

#### Concept of Employee Burnout

Burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, which emerges due to prolonged exposure to occupational stressors (Bianchi et al., 2021). It represents a multidimensional response to chronic workplace stress, comprising exhaustion, cynicism toward one's job, and inefficacy in achieving personal goals (Schaufeli et al., 2022). Similarly, it reflects a state of mental weariness caused by prolonged and excessive demands in the work environment, often leading to decreased professional efficacy and personal disengagement (Maslach & Leiter, 2021). For this study, we define Burnout as Burnout is a work-related state of psychological distress resulting from chronic exposure to job demands and insufficient resources, culminating in emotional depletion and reduced motivation.

#### Emotional Exhaustion (EE)

Emotional exhaustion refers to the depletion of emotional and physical resources caused by prolonged exposure to workplace stressors (Schaufeli & Taris, 2021). This state of exhaustion is considered the central component of burnout, reflecting feelings of being emotionally drained and a lack of energy due to excessive work demands (Maslach & Leiter, 2022). It manifests as chronic fatigue, which negatively impacts both cognitive and emotional functioning in professional environments (Khan et al., 2023). As a result, individuals experiencing emotional exhaustion find it increasingly difficult to recover, even with rest, leading to a continuous cycle of weariness (Lee et al., 2023). For this study, we define emotional exhaustion as a chronic fatigue, which negatively impacts both cognitive and emotional functioning in professional environments.

#### Depersonalization (DP) (or Cynicism)

Depersonalization, a critical dimension of burnout, is often understood as a form of emotional detachment arising from workplace stressors. Specifically, it involves a cynical and detached attitude toward one's job and its recipients, functioning as a coping mechanism to mitigate the psychological strain of chronic stress (Schaufeli et al., 2022). This detachment not only serves as a shield against emotional exhaustion but also manifests in interpersonal interactions, often disrupting relationships with coworkers and clients due to emotional withdrawal (Maslach et al., 2021). In workplace settings, depersonalization is characterized by impersonal treatment of colleagues or clients, frequently stemming from ongoing frustration and unrelieved stress (Park & Lee, 2022). For this study, depersonalization is defined as a psychological response to prolonged workplace stress, involving emotional withdrawal, detachment, and a defensive mechanism that disrupts interpersonal relationships and reduces professional engagement.

#### Reduced Personal Accomplishment (RPA)

Reduced personal accomplishment, a core dimension of burnout, reflects a perception of professional inefficacy and a sense of inadequacy in achieving work-related goals. It

captures the internalized feelings of failure and the inability to meet expectations, often arising in high-stress environments (Lam et al., 2022). This diminished sense of accomplishment is intricately linked to decreased job satisfaction and morale, further exacerbating feelings of disengagement and dissatisfaction in the workplace (Maslach & Leiter, 2021). Prolonged exposure to workplace stressors compounds this issue, leading to a sense of ineffectiveness and diminished self-confidence, which are hallmark outcomes of burnout (Huang et al., 2023). For this study, reduced personal accomplishment is defined as a cognitive and emotional state marked by perceived professional inefficacy, a sense of failing to meet career goals, and diminished self-confidence due to prolonged exposure to workplace stressors.

### **Theoretical Framework for the Study**

The theoretical framework for this study is anchored in **Maslach's Burnout Theory** and the **Social Exchange Theory (SET)**. These theories collectively provide an understanding of the interplay between burnout and employee turnover intention, particularly within the context of Federal University Dutsin-Ma, Katsina State.

**Maslach's Burnout Theory:** Maslach and Jackson (1981) conceptualized burnout as a psychological syndrome resulting from chronic exposure to workplace stressors. This theory identifies three critical dimensions of burnout:

**Emotional Exhaustion:** This dimension captures the sense of being overextended and depleted of emotional and physical resources due to continuous work demands. It is often the initial and most evident sign of burnout.

**Depersonalization:** This refers to the development of a cynical attitude or emotional detachment from work, which often leads to diminished interpersonal interactions and a mechanical approach to professional responsibilities.

**Reduced Personal Accomplishment:** This reflects a tendency to negatively evaluate one's own work, accompanied by feelings of ineffectiveness or a lack of productivity.

Maslach's theory underscores how burnout, especially in resource-constrained environments like Nigerian universities, deteriorates employee commitment and fosters turnover intentions. This framework is integral to this study, as it dissects the independent variable (burnout) into measurable constructs, enabling a systematic exploration of its impact on turnover intentions.

**Social Exchange Theory (SET):** Proposed by Blau (1964), the Social Exchange Theory suggests that workplace relationships are shaped by reciprocal exchanges between employees and their organizations. When employees perceive fairness, support, and adequate rewards, they are likely to remain committed and loyal. Conversely, burnout disrupts these exchanges by fostering dissatisfaction and a sense of inequity. For instance: Emotional exhaustion diminishes employees' capacity to contribute, eroding their sense of belonging. Depersonalization weakens relational ties, reducing the inclination to maintain organizational loyalty. Reduced personal accomplishment leads to diminished motivation and a desire to seek alternative employment. This theory directly informs the dependent variable (turnover intention), illustrating how burnout exacerbates employees' decisions to leave. SET also highlights the role of organizational support systems in addressing burnout, emphasising that institutions failing to prioritize employee well-being risk higher turnover rates and associated costs.

**Integrating the Theories:** The integration of Maslach's Burnout Theory and Social Exchange Theory provides a comprehensive framework for this study:

**Maslach's Burnout Theory** lays the foundation for understanding burnout as a multidimensional construct that negatively affects employee well-being while **SET** emphasizes the relational and organizational dynamics that transform burnout into turnover intentions. Together, these theories offer a dual lens for analyzing burnout's impact. They provide actionable insights into how academic institutions can mitigate employee turnover by addressing burnout and strengthening supportive organizational practices. This integrated approach not only

enhances theoretical understanding but also informs practical interventions aimed at reducing turnover intentions.

### **Review of empirical studies**

Reviews of empirical studies on burnout and employees' turnover intentions around the globe are given in this section.

Huang et al. (2023) delved into the interplay between resilience and burnout among 350 IT professionals in China. Employing hierarchical regression analysis, the study highlighted emotional exhaustion as a critical driver of turnover intentions. However, the presence of resilience emerged as a mitigating factor, underlining the necessity of psychological resources in managing burnout and promoting retention.

Okafor et al. (2023) examined the role of depersonalization in shaping turnover intentions among 150 academic staff in Nigerian universities. Multiple regression analysis revealed that depersonalization significantly contributed to turnover intentions, a challenge exacerbated by inadequate organizational support and ambiguous career advancement pathways.

Ahmed et al. (2023) investigated emotional exhaustion's relationship with turnover intentions among 250 academic staff in Egypt. Utilizing SEM, the study identified emotional exhaustion as a significant determinant of turnover intentions, exacerbated by ineffective institutional policies.

Alotaibi et al. (2023) examined burnout among 200 administrative staff in Saudi Arabia. Using SEM, the research pinpointed emotional exhaustion as the predominant factor influencing turnover intentions, particularly among employees with limited career progression opportunities.

In the Banking Sector, Akinyemi (2023) assessed how stress-induced burnout affects turnover intentions among bank employees in Lagos. The findings highlighted that depersonalization and emotional exhaustion were key drivers of turnover intentions, influenced by long work hours and high-performance demands.

Yusoff et al. (2022) analyzed the role of burnout in turnover intentions among 400 lecturers in

Indonesian universities. SEM results revealed reduced personal accomplishment as a significant predictor of turnover intentions, moderated by the presence of institutional support structures.

Johnson et al. (2022) assessed emotional exhaustion's influence on turnover intentions among 300 hospitality employees in Australia. Through SEM analysis, they found that emotionally exhausted employees were three times more likely to consider leaving their organization. The study emphasized the transformative role of supportive leadership in addressing this issue.

Gomez and Reyes (2022) studied the implications of depersonalization on turnover intentions among 200 high school teachers in the Philippines. Through thematic and regression analyses, the research highlighted that increased depersonalization led to disengagement and heightened turnover intentions, signaling the need for improved support mechanisms in schools.

Lee et al. (2022) investigated how depersonalization influences turnover intentions in a cohort of 280 secondary school teachers in South Korea. Their mixed-method study, which integrated thematic and regression analyses, demonstrated that teachers exhibiting elevated levels of depersonalization were significantly more inclined to contemplate leaving their roles. In the Education Sector, A study by Egbuta and Ibrahim (2022) investigated job burnout and its impact on turnover intentions among university lecturers in South-West Nigeria. The study found that emotional exhaustion and depersonalization significantly predicted turnover intentions, emphasizing the need for strategies to reduce workload and enhance work-life balance.

Arulrajah and Kumaran (2022) explored reduced personal accomplishment's impact on turnover intentions in a sample of 220 factory workers in Sri Lanka. Multiple regression analysis revealed a strong association, highlighting the criticality of performance recognition programs in curbing employee turnover.

In the Healthcare Sector, Research by Onuoha & Adegbite (2021) examined the role of job burnout among nurses in tertiary hospitals in

Nigeria. It was revealed that high levels of emotional exhaustion and reduced personal accomplishment led to increased turnover intentions. The study recommended improved organizational support and professional development to mitigate burnout.

Maslach and Leiter (2021) examined the influence of emotional exhaustion on turnover intentions in a sample of 200 healthcare professionals in the United States. Using Structural Equation Modeling (SEM) to analyze survey data, their findings revealed a significant relationship, whereby heightened emotional exhaustion substantially increased the likelihood of turnover intentions. Furthermore, they concluded that organizational support systems could play a pivotal role in alleviating emotional exhaustion, thereby reducing turnover intentions.

Chen et al. (2021) focused on burnout and turnover intentions among 400 university lecturers in Malaysia. Utilizing regression analysis, the research pinpointed emotional exhaustion as the most prominent predictor of turnover intentions. This finding underscores the need for targeted interventions aimed at alleviating emotional fatigue among academic staff to curb turnover rates.

A review of prior empirical investigations reveals that the majority of literature linking employee burnout and employees' turnover intentions comprises studies conducted outside Nigeria. Studies from countries such as the United States, India, Malaysia, Brazil, Indonesia, Netherlands, South Korea, Egypt, Vietnam, Australia, Spain and China (see, for example, Alotaibi et al., 2023; Arulrajah and Kumaran (2022), Ahmed et al., 2023; Bakker & Demerouti, 2021; Chen et al., 2021; Gomez & Reyes, 2022). Moreover, the few empirical studies conducted within Nigeria focused outside Katsina State (e.g., Akinyemi, 2023; Egbuta Ibrahim, 2022; Onuoha & Adegbite, 2021 and Okafor et al., 2023), thereby highlighting a significant contextual gap.

Additionally, the review reveals that sectors such as telecommunication services, retail, non-profit organizations, hospitality, the automobile

industry, healthcare, construction, banking, and the public sector have been the primary focus of these studies. In contrast, only a limited number of studies have concentrated on the educational sector (e.g., Alotaibi et al., 2023; Chen et al., 2021 and Lee et al., 2022). Furthermore, much of the existing research has focused on examining the effect of one or two burnout dimensions on employee turnover intentions (e.g., Alotaibi et al., 2023; Arulrajah & Kumaran, 2021; Ahmed et al., 2023; Bakker & Demerouti, 2021; Chen et al., 2021; Gomez & Reyes, 2022; Khan et al., 2021). This study distinguishes itself by integrating all three dimensions of burnout; emotional exhaustion, depersonalization, and reduced personal accomplishment originally conceptualized by Maslach & Jackson (1981). Through this comprehensive approach, the study offers empirical validation of Maslach's burnout theory within the unique context of Nigeria's academic sector, providing deeper insights into the interplay between burnout and employee turnover intentions in this setting.

## Methodology

This study adopts a cross-sectional descriptive survey design because data collection was done at a single point in time. According to Swain (2008), a descriptive survey design is used to gather data about a population when the goal is to provide a systematic, factual, and accurate description as much as feasible. Furthermore, the researchers believe that this design is appropriate since it eliminates the possibility of manipulating and controlling the population sample.

Based on information from the institution's outlook mail as at 20<sup>th</sup> May, 2024, the study's population consists of 3,356 employees (both academic and non-teaching staff) at the Federal university Dutsin-Ma, Katsina State. To determine the sample size, the Yamane (1967) formula for sample size determination was adopted due to its sophistication in determining the minimum sample size from a known population as shown below

$$n = \frac{N}{1 + N}$$

$$\frac{1 + N (e^2)}{1 + N (e^2)} \dots\dots\dots (1)$$

Where:

n= Minimum Sample Size

N= Population

1 =constant

E= margin of error (0.05)

Thus, substituting the population and the margin of error into the formula gives:-

$$\frac{N}{1 + N (e^2)} = \frac{3,356}{1 + 3,356 (0.05^2)} = 357$$

The calculation using Yamane's formula suggests a minimum sample size of 357 for this study. Purposive sampling strategies was applied in selecting participants. According to Patton (2002), purposive sampling is an effective strategy for identifying and selecting information-rich cases that offer the greatest insight into the research problem. Therefore, only staff of the university who were present within the premises and in their offices were utilized. Furthermore, online questionnaire was sent to various staff what Sapp groups. However, due to the challenge of accessing the sample frame, the simple random sampling technique could not be used, as it was nearly impossible to have all 3,356 staff members available in one place for sampling or to get the entire list of the staff in the institution. Despite their drawbacks, the use of non-probability sampling approaches is justified in this context. Data collection was done using primary sources. According to Yusuf et al. (2024), primary data collection is popular, effective, and efficient, allowing respondents to provide answers to questionnaires at their convenience.

The questionnaire consisted of five sections (A, B, C, D and E). The first section collected demographic data from respondents, while the subsequent sections gathered information on each of the four study variables,  $ETI = b_0 + b_1 EE + b_2 D + b_3 RPA + e$

Where: EP= Employees Turnover Intention

b0 = intercept,

b1, b2, b3=Parameters or coefficient of the regression model,

EE =Emotional Exhaustion,

DP = Depersonalization,

RPA = Reduced Personal Accomplishment,

e=error term.

i.e., three independent variables and one dependent variable. Multiple-choice questions were used to elicit information on respondents' demographic features such as gender, age group, highest educational qualification, and years of service. Additionally, a 5-point Likert scale ranging from "Strongly agree" (5) to "Strongly disagree" (1) was used to evaluate attitudinal statements regarding the variables under study. The 5-point Likert scale was chosen for its precision, ease of understanding, and flexibility of computation. To cover for the anticipated non-response bias and unreturned questionnaires, 10 percent was added to the figure of 357, in line with Israel (1992) suggestion, making a revised sample size of 393.

For data analysis, both descriptive and inferential statistics were used. Descriptive statistics, in the form of frequency tables and percentages, were employed for data presentation, while inferential statistics, specifically multiple regressions, were used to investigate the effect of burnout on employees' turnover intention.

The dependent variable (Employees' Turnover Intention) was regressed on the independent variables: Emotional exhaustion, depersonalization, and reduced personal accomplishment using multiple regression model specified as follows:

$$\dots\dots\dots (1)$$

## Measurement of Variables

To measure the variables, the study employed validated scales tailored to capture the dimensions of employee burnout and employee turnover intention. Specifically, Maslach Burnout Inventory (MBI) developed by Maslach & Jackson (1981) was utilized to measure emotional exhaustion, depersonalization and reduced personal accomplishment. On the other hand, the Turnover Intention Scale (TIS-6) developed by Roodt (2004) was employed to measure employees' turnover intention comprehensively, ensuring consistency and reliability across the study's dimensions.

To ensure the validity of the questionnaire items, a pilot test was conducted with 40 employees of the Federal College of Education, Kano. This aligns with the 10 percent of the sample size recommended by Connelly (2008). Furthermore, a reliability test was conducted using Cronbach's alpha coefficients. Cronbach's alpha is widely adopted by many authors, including Olukotun et al. (2023). This study used the widely accepted criterion of a Cronbach's alpha of 0.70 as the minimum acceptable level for internal consistency (Gliem & Gliem, 2003).

## Results and Discussion

Out of the 393 distributed structured questionnaires, 380 were returned, resulting in a 95.3 percent response rate. After sorting out, 362 were deemed credible. This response rate exceeds the minimum sample size of 357 suggested by the Yamane formula for determining sample size. Therefore, the 362 valid responses are appropriate for analysis and discussion.

### Diagnostic Tests

Diagnostic tests are conducted to ensure the outcomes are unbiased and to prevent violations of the fundamental assumptions of the regression model. This subsection covers the diagnostic tests performed, including reliability, normality, autocorrelation, heteroskedasticity, and collinearity tests.

To verify the internal consistency of the study scales, a reliability test using Cronbach's alpha was conducted. The results of the reliability test are shown in Table 1.

**Table: 1 Reliability Test using Cronbach Alpha**

Variable	Cronbach's Alpha	Number of Items
EE	0.822	9
DP	0.794	5
RPA	0.804	8
ETI	0.863	6

Source: Authors' Computation (2024)

According to Gliem and Gliem (2003), all variables reliability test displayed in Table 1, have Cronbach's alpha coefficients above the minimally acceptable level of 0.70. This indicates that the questionnaire instruments are suitable for

measuring internal consistency. Furthermore, the study assessed normality using skewness and kurtosis to ensure that the regression model's normality assumption was not violated. The normality test results are displayed in Table 2 below.

**Table 2: Normality Test**

N	Skewness			Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
EE	362	0.932	0.121	1.834	0.245
DP	362	0.834	0.121	0.981	0.245
RPA	362	0.680	0.121	0.853	0.245



Source: Authors' Computation (2024)

None of the skewness or kurtosis values exceed two or seven, respectively as shown in Table 2. According to Kline (2016), if these requirements are met, the variables in the regression model are assumed to be normal, indicating no violation of the normality assumption. Furthermore, the Durbin-Watson (D-W) statistic was used to measure the results of the autocorrelation test. According to Field (2009), the D-W statistic of 1.914, which is close to 2, indicates that there is no serial autocorrelation issue in this study. Heteroskedasticity contradicts one of the fundamental assumptions of a regression model, which is the existence of constant variance in the error term. To test for heteroskedasticity, the study used a scatter plot graph approach. The scatter plot displays the correlation between the residuals (SRESID) and the predicted values of the independent variables (ZPRED). The scatter plot showed that the points did not follow any particular pattern, suggesting that the regression model does not contain heteroskedasticity.

In addition to testing for heteroskedasticity, the study conducted a

collinearity test to ensure that the independent variables in the model do not have a correlation coefficient that is too high, which could be problematic (Achuku & Abubakar, 2023). Multicollinearity in a model can skew the regression findings, violating the regression assumption. Multicollinearity is defined as a high correlation among the explanatory variables in a model. The current study applied two widely used techniques for identifying multicollinearity: the variance inflation factor (VIF) and the correlation matrix.

The correlation values between the explanatory factors indicate the strongest correlation of 0.612 at the one percent significance level, found between the emotional exhaustion and depersonalization. According to Wooldridge (2015), multicollinearity is absent from the model since no two independent variables have correlation coefficients greater than 0.70. To further validate the correlation findings, the VIF was calculated and displayed in Table 3.

**Table 3: Collinearity Statistics**

Variable	Tolerance	Variance Inflation Factor
EE	0.513	1.947
DP	0.532	1.879
RPA	0.531	1.882

Source: Authors' Computation (2024)

The result in Table 3 above shows that each independent variable's tolerance statistic is higher than 0.1 and that the corresponding VIFs are much lower than 10. According to Pallant (2005), these two requirements indicate the absence of multicollinearity. This suggests that the VIF results validate and support the correlation's indication of the lack of multicollinearity.

### **Descriptive Analysis**

This section covers the descriptive analysis of

the respondents' demographic data.

According to the result of our descriptive statistics, most respondents, totaling 257 or 71%, are men. This is understandable given the cultural and religious views of the research region, where men are more likely to participate than women. The age distribution data shows that the majority of respondents are above 45 years old. This suggests that the respondents are mature, and it is expected that maturity would reflect in the quality of their responses, as more mature individuals are often believed to have a

stronger sense of responsibility.

Additionally, the educational backgrounds of the respondents shows 54 or 14.9% hold a Ph.D, 112 or 30.9% have a master's degree, and 151 or 41.7% have a first degree or Higher National Diploma (HND). Furthermore, 45 respondents, or 12.4%, have at least a National Diploma (ND) or Nigeria Certificate in Education (NCE). This indicates that the majority of respondents have a high level of education, which is likely to enhance the quality of their

responses.

### Regression Analysis

As stated in the methodology, a regression technique was used to explore the effect of burnout on employees' turnover intention in Federal University, Dutsin-Ma, Katsina State. The regression results are presented in Table 1, which includes t-values, p-values, and the coefficients of the variables and constant.

**Table 1: Summary of Regression Result**

Variables/constant	Coefficients	t-values	p-values
Constant	10.413	10.226	0.000
EE	1.302	10.483	0.000
DP	1.024	8.007	0.000
RPA	1.007	7.943	0.000
R-square	0.762		
Adjusted R-square	0.764		
f-stats	276.006		
f-sig			0.000
D-W	1.914		

**Source: Authors' Computation (2024)**

The regression results in Table 4 reveal that Emotional exhaustion (EE) has a positive significant effect on employees' turnover intention, as confirmed by the t-value of 10.483. Similarly, the results show that Depersonalization (DP) has a significant positive effect on employees' turnover intention as indicated by the t-value of 8.007, which is significant at the 1 percent level. Furthermore, the regression results in Table 4 indicate that reduced personal accomplishment (RPA) has a positive and significant effect on employees' turnover intention, as evidenced by the t-value of 7.943, which is also significant at the 1 percent level.

### Discussion

Based on the results of the regression analysis and the hypothesis testing, the conclusions are discussed. The null hypothesis one was rejected due to a large positive t-value (10.483), indicating a strong relationship. As emotional exhaustion increases, employee's turnover intention

significantly increase. The p-value of 0.000 (less than 0.005) confirms that this result is statistically significant. The coefficient of 1.302 suggests that a 1% increase in emotional exhaustion leads to a 1.3% increase in employee's turnover intention, making it the most predictive burnout indicator. This finding aligns with previous research by (Chen et al., 2021; Khan et al., 2022; Maslach & Leiter, 2021). Additional, the findings corroborate Maslach's Burnout theory. Similarly, null hypothesis two was also rejected, as it showed a positive and significant association with employees' turnover intention at a 1% significance level. With a positive t-value of 8.007, there is a moderate relationship, indicating that as individuals feels depersonalized, the feeling of leaving the organization increases, though less predictive than the emotional exhaustion. The p-value of 0.000 confirms the significance of this relationship. The coefficient of 1.024 suggests a 1% increase in depersonalization leads to a 1.02%

increase in employee's turnover intentions. This finding aligns with studies by (Gomez & Reyes, 2022; Lee et al., 2022).

Lastly, the null hypothesis three was also rejected, as it showed a significant positive effect on employees' turnover intention. The positive t-value (7.943) indicates a positive relationship, meaning that as the feeling of reduced personal accomplishment increases, employee's turnover increases. The p-value of 0.000 confirms the significance of this finding. A coefficient of 1.007 suggests that a 1% increase in the feelings of reduced personal accomplishment leads to a 1% increase in employee's turnover intention. This result aligns with the studies by (Arulrajah & Kumaran, 2022 and Schaufeli & Taris, 2021). The adjusted R-square of 0.762 shows that the three burnout indicators (emotional exhaustion, depersonalization and reduced personal accomplishment) explain 76% of the variation in employees' turnover intentions, with the remaining 24% attributed to other factors. The model's fitness is confirmed by an F-statistic of 276.006, significant at the 1% level, indicating that the findings, conclusions, and recommendations are valid.

### **Conclusion and Recommendation**

This study explored the impact of burnout on employee's turnover intention at Federal University Dutsin-Ma, Katsina State. Key burnout indicators like emotional exhaustion, depersonalization and reduced personal accomplishment were analyzed in relation to employee turnover intention, measured using the Maslach Burnout Inventory (MBI) developed by Maslach & Jackson (1981) and Turnover Intention Scale (TIS-6) developed by Roodt (2004) respectively. The instrument's reliability was confirmed with a Cronbach's alpha of 0.863. Regression analysis showed that all burnout dimensions significantly influenced performance, with emotional exhaustion having the greatest impact meaning employees experiencing high levels of emotional fatigue were more likely to consider leaving their roles. Depersonalization foster lack of empathy and detached attitude among employees contributes to higher turnover intentions, while reduced personal accomplishment diminishes sense of

accomplishment in one's job thereby increases employees' desire to exit the institution. These findings underscore the importance of addressing burnout to improve employee retention and foster institutional stability.

In light of these findings, the following recommendations are proposed to management:

#### **1. Promote Work-Life Balance:**

University management should prioritize the implementation of flexible work arrangements, such as adjustable schedules and remote work options, alongside comprehensive wellness programs. These initiatives aim to alleviate emotional exhaustion and enhance overall employee retention by addressing work-life integration challenges.

#### **2. Policy Development for Employee Well-Being:**

Institutional policies should be crafted and regularly reviewed to prioritize employee well-being, focusing on equitable workload distribution, inclusive workplace practices, and job satisfaction. Such policies can significantly reduce turnover rates and the associated costs of workforce attrition.

#### **3. Establish Psychological Support Systems:**

Management should introduce accessible counseling services and robust employee assistance programs to combat depersonalization and support mental health. These resources can foster emotional resilience and contribute to a healthier organizational culture.

#### **4. Strengthen Job Satisfaction Initiatives:**

FUDMA management should implement structured recognition and reward systems that acknowledge employee contributions. This approach can bolster a sense of personal accomplishment, mitigate feelings of reduced efficacy, and decrease turnover intentions.

#### **5. Invest in Leadership Development:**

Comprehensive leadership training programs should be introduced to equip supervisors with the skills to recognize and address burnout symptoms within their teams. A supportive leadership style can create a positive work

environment that encourages open communication and proactive problem-solving. This study contributes to both theory and practice by exploring how burnout specifically emotional exhaustion, depersonalization and reduced personal accomplishment impact employee turnover intention in academic institutions. The findings provide empirical evidence to guide strategies that reduce or eliminate burnout and increase retention. Theoretically, the study enhances existing frameworks by integrating proxies' burnout into discussions of employee turnover intention, offering a refined perspective for future research. By utilizing frameworks such as Maslach's Burnout Theory, the study contributes to the body of knowledge by empirically validating the applicability of these theories in predicting turnover intentions. Practically, it equips university administrators, particularly at FUDMA, with actionable insights to design interventions that reduces burnout to enhance retention, job satisfaction, and institutional success.

Despite its contributions, the study has several limitations. It is contextually limited to Federal University Dutsin-Ma (FUDMA), restricting the generalizability of findings to other sectors, institutions, or broader populations. The cross-sectional research design may not capture changes in employee behaviors or performance over time. Additionally, reliance on self-reported data introduces potential biases, such as social desirability or subjective overestimation of performance, which may affect the accuracy and reliability of responses.

Future research should adopt a longitudinal design to analyze how burnout influence employee turnover intention over time, offering insights into temporal dynamics. Comparative studies across different universities, sectors, or regions could enhance generalizability and provide broader perspectives. Furthermore, future research should assess the effectiveness of specific burnout reduction strategies (e.g., mindfulness training, workload redistribution) on turnover intentions; include other burnout indicators, such as workplace conflicts or organizational climate, to provide a more

comprehensive understanding of turnover intentions. Lastly, incorporating objective performance metrics alongside self-reported data would reduce biases, providing a more balanced and robust evaluation of employee turnover intentions.

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