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How Burnout Affects Turnover Intention? The Conditional Effects of Subjective Vitality and Supervisor Support

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ABSTRACT

Although numerous researchers in the literature have tried to show that low levels of supervisory support contributing to job burnout and turnover, the moderating effects of supervisor support and subjective vitality on this interaction still keep unclarified. This paper examines the effect of burnout on turnover intention of 295 employees, who are employed in Turkish health sector. It is also aimed whether supervisor support and subjective vitality have moderating effects on job burnout-turnover intention relationship. The findings show that the two dimensions of burnout namely emotional exhaustion and depersonalization positively affects turnover intention. Moreover, the moderating effects of supervisor support and subjective vitality on the relationship between burnout (emotional exhaustion and depersonalization) and turnover intention are statistically significant. Specifically, the levels of subjective vitality and supervisor support increases, the burnout-turnover intention relationship gradually strengthens. Managerial applications and further research directions are provided.

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Since employees are considered one of the most important assets of the organization, it is crucial for firms to create a work atmosphere that supports psychological well-being (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016). Burnout has long been

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expressed as a contextual determinant of employee outcome in the workplace by numerous researches and it is widely known that it mostly appears as a negative affective response of chronic work stress (Payne, 2001). Recent research shows that burnout can be detrimental to the workforce (Weigl et al., 2016), thus, can have harmful effects on employees' attitudes as well as behaviors.

It is claimed that health service is one of the hardest working places full of stressors. Health sector has been one of the popular field of researches among scholars considering burnout theory and practice (Al-Dubai & Rampal, 2010; Lasalvia et al., 2009; Özler & Atalay, 2011; Tarcan, Tarcan, & Top, 2016; Tselebis, Moulou, & Ilias, 2001). This is because health care organizations are considered to be suffering financially from increased burn out and turnover intentions such as stress-related diseases and mental problems. In the related literature, various evidence supports the assumptions of negative outcomes of burnout and its interaction with turnover intention (Han, Bonn, & Cho, 2016; Kim & Stoner, 2008; Lu & Gursoy, 2016). In the related literature, evidence supports the assumptions of negative outcomes of burnout and its interaction with withdrawal intentions. Individuals intend turnover decisions through a series of phases in a more or less predictable order (Steel, 2002). A loss of productivity or quality in the workplace can occur if the burnout of individuals is not prevented; consequently, it can lead to individual reductions in morale, psychological or physical health (Pienaar & Willemse, 2008). This argument is valid in health sector since exhausted and depersonalized staff would have higher levels of turnover intention (Kalliath & Beck, 2001).

There are many empirical studies on the literature based on social exchange theory (Cropanzano & Mitchell, 2005) which reveal that perceived supervisor support negatively affects turnover that is one of the negative deviant behaviors (Eisenberger et al., 2002; Khan, Mahmood, Kanwal, & Latif, 2015; Shanock & Eisenberger, 2006). Social exchange theory indicates that significant support from supervisors can assist employees to feel closer and affiliated and they return it to the organization, for example by helping their supervisors in acquiring the organizational purposes.

(Weigl et al., 2016). Based on self-determination theory (Niemiec et al., 2010) subjective vitality can be a critical factor of well-being of employees (Ryan & Frederick, 1997). Despite vitality has been an important research topic when attempting to understand intergroup relations (Abrams, Barker, & Giles, 2009), there is a scarcity of evidence that demonstrate its effects on employee withdrawal intentions.

To this end, the current study aimed to analyse the employees' behaviours by identifying the moderating effect of subjective vitality and supervisor support on the relationship between burnout and turnover intention.

Burnout and Turnover Intention

Burnout has been connected with different and diverse forms of job withdrawal; following this, different forms of job withdrawal includes intention to leave the job, actual turnover, and absenteeism (Leiter Michael & Maslach, 2009). Regarding the significant evidences, turnover intention is more probable to happen for those employees who possess high-degree of burnout in numerous careers (Huang, Chuang, & Lin, 2003; Shimizu, Feng, & Nagata, 2005). Research in the organizational literature supports a positive relationship between burnout and turnover

intention (Cropanzano, Rupp, & Byrne, 2003; Fogarty, Jagdip, Gray, & Ronald, 2000; Jones, Norman, & Weir, 2010). Occupational stress is defined as harmful physical and emotional responses incurred in the work environment. Considering the jobs changing from manufacturing industries to service industries, the psychological and emotional needs of work have expanded, which resulted in great attention to work-related burnout (Tsai, Huang, & Chan, 2009). Considerable and intense occupational stress and low job satisfaction were connected with high burnout, especially in the emotional exhaustion and depersonalization aspects. Two elements, namely low job satisfaction and high emotional exhaustion were connected with high turnover intention among employees (Lin, Jiang, & Lam, 2013).

Moderating Effect of Supervisor Support

Research has demonstrated that **s**upervisor support promotes employees' positive sense of self leading to increased psychological well-being. It is affirmed that organizations seeking to establish healthier work environment should not neglect supervision (Gilbreath & Benson, 2004). Therefore, the quality of the relationships between subordinates and supervisors could strongly affect potential burnout of employees (Charoensukmongkol et al., 2016). Among strain outcomes we can refer to turnover intention that many studies have supported as a crucial result of burnout (Blanch & Aluja, 2012; Kim & Lee, 2009). Despite evidence presenting supervisor support as a buffering variable in the literature (Himle, Jayaratne, & Thyness, 1989; Karasek, Triantis, & Chaudhry, 1982; Kickul & Posig, 2001; Kirmeyer & Dougherty, 1988; O'Driscoll et al., 2003; Russo & Waters, 2006; Weigl et al., 2016) there is a limited number of studies which have demonstrated that supervisory support can be a critical buffering variable contributing to burnout and turnover interaction. Choi, Cheong, and Feinberg (2012) in their study investigated whether supervisor support, monetary rewards, and career paths moderated the relationship between job burnout and turnover intentions. The results indicated that the supervisor support worsen the harmful effect of depersonalization on turnover intentions.

Moderating Effect of Subjective Vitality

In a series of studies, it is acknowledged that subjective vitality combines both physical and psychological factors (Nix et al., 1999; Ryan & Frederick, 1997) representing positive feeling of aliveness and possessing personal energy (Ryan & Frederick, 1997). Researchers (Kark and Carmeli, 2009; Nix et al, 1999) have stated that although vitality is a positive emotional state it may have various determinants. It is generally discussed that health-related stressors are expected to affect subjective vitality much more negatively compared to other stressors (Ryan & Frederick, 1997). Therefore, in this study subjective vitality is considered to be associated with burnout. Despite researches that examined the mediating effect of subjective vitality (Akın, 2012; Allen & Kiburz, 2012; Kark & Carmeli, 2009) studies seem to address the moderating effects of vitality.

Conceptual Framework

Burnout

Burnout is one of the highly scrutinized negative results (Keel, 1993) that describes a wide range of behaviors and attitudes of employees in high-stress work places (Lee & Ashforth,

1996). It has multiple dimensions (Maslach & Jackson, 1981) which are interrelated and reveal as exhaustion, detachment from the job, a sense of ineffectiveness, and a lack of accomplishment (Lee & Ashforth, 1996; Pienaar & Willemse, 2008). Emotional exhaustion can be conceptualized as the first stage of burnout syndrome and defined as a feeling of being emotionally exhausted and overextended by one's work (Wright & Cropanzano, 2000). Another feature of burnout is named depersonalization, which is understood as an unfeeling and impersonal response in the direction of the recipients of one's care (Payne, 2001). The diminished personal accomplishment of burnout is relatively more complex compared to the other two dimensions. Individuals who experience a lack of professional accomplishment feel that they no longer make any contribution to organization and they are personally unable to meet the requirements of the job (Pienaar & Willemse, 2008). To this end, it can be reported as the negative feeling of competence and successful acquirement in one's work with people (Maslach & Jackson, 1981). Burnout may have significant impacts on employees' health such as l addiction as well as psychological disorders (Wright & Cropanzano, 2000). In terms of organizational aspects, job burnout leads to significant consequences like absenteeism, inability in innovative capabilities and productivity as well as intention to leave (Toppinnen-Tanner et al., 2005). In the related literature, studies often indicate that burnout among professionals can be detrimental especially for those working in health sector (Ashtari, Farhady, Khodaee, 2009; Bogaert, Clarke, Willems, & Mondelaers, 2013; Lazaro, Shinn, & Robinson, 1984).

Turnover Intention

Turnover intention is among the popular topics of research in the field of organizational behavior (Arı, Bal, & Bal, 2010; Turunç & Çelik, 2010). Turnover intention is often described as a conscious and keen type of feeling (Tett & Meyer, 1993). The concept can be expressed as employees thinking about leaving their job's intention due to their dissatisfaction with current working conditions. Intention to leave the job before quitting can be a determinant for the behavior of quitting whereas intention stage can provide guidance to organizations in terms of retaining staff (Arı, Bal, & Bal, 2010). The issue of employees' intention to leave still continues to be a major problem area for organizations despite the numerous researches (Porter, Steers, Mowday, & Boulian, 1973).

Supervisor Support

So far, the research on the impact of supervisor on employee outcome has predominantly drawn on social exchange theory (Blau, 1964; Rhoades & Eisenberger, 2002; Salancik & Pfeffer, 1978; Thomas & Griffin, 1983). Literature suggests that highly supportive supervisors promote employees' productivity whereas less supportive supervisors are considered as an obstacle to success by employees. Various studies (Babin & Boles, 1996; Shanock & Eisenberger, 2006) support the claim that supervisors are people that have a powerful influence on employees. This is mostly driven by the fact that employees consider their supervisors as agents working together on behalf of organization (Shanock & Eisenberger, 2006). Employees may provide supervisor support by bringing out better performance so as to return the favour (Zhou, Martinez, Ferreira, 2016). Yoon and Lim (1999) define supervisor support as "her/his main and chief supervisor support of the employee being the central and important point".

Supervisors are expected to provide feedback and support in the accomplishment of various tasks to employees (Shanock & Eisenberger, 2006). Therefore, it is crucial for social recognition, performance feedback, and development of competencies (Weigl et al., 2016). Basic argument of this study relies on former researches (Maertz, Griffeth, Campbell, & Allen, 2007; Zhou et al., 2016) that the employees' perceptions and behaviours about their supervisors can influence their organizational job outcomes as supported by social exchange theory (Blau, 1964). Inadequate level of supervisor support may divert them towards deviant behaviour which can negatively influence the welfare of firm and encourage withdrawal behaviours (Khan et al., 2015; Menguc, Auh, Fisher, & Haddad, 2013).

Subjective Vitality

The concept of vitality has been developed within the self-determination theory (Akın, 2012). Researches on vitality often distinguished as subjective and objective vitality (Abrams et al., 2009; Barker & Gils, 2004, 79). Subjective vitality, explained as the favourable feeling of having energy accessible to the self, is a major and dynamic construct (Nix, Ryan, Manly, & Deci, 1999). Subjective vitality was explained and carefully considered by Ryan and Frederick (1997) as the subjective knowledge and skill of being full of energy and alive (Bostic, Rubio, & Hood, 2000). It combines the psychological energy available to an individual that reflects well-being. It is known as promoting behaviours that support a healthy lifestyle (Niemiec et al., 2010). Ryan and Frederick (1997) stated that in both the physical and mental sense, vitality refers to a feeling of aliveness. The word itself is derived from vita or "life" such that one who is vital feels alive, enthusiastic, and spirited. In the physical sense, vitality can be described as feeling healthy, qualified, and energetic (Kark & Carmeli, 2009). Employee vitality, which is defined as a powerful and effective phenomenon, relevant to both mental and physical features of operating refers to a person who is vital as energetic, feeling alive, and fully functioning (Ryan & Bernstein, 2004). It is often declared that subjective vitality, despite its importance, has been examined in limited studies in organizational aspect (Kark & Carmeli, 2009).

Research Goal and the Theoretical Model

The purpose of this study is to determine the predictors of turnover intention. In this respect, the effect of burnout on turnover intention and the moderator roles of subjective vitality and supervisor support on this relationship was investigated. According to the theoretical background and robust rationales, the developed conceptual model is presented in Figure 1.

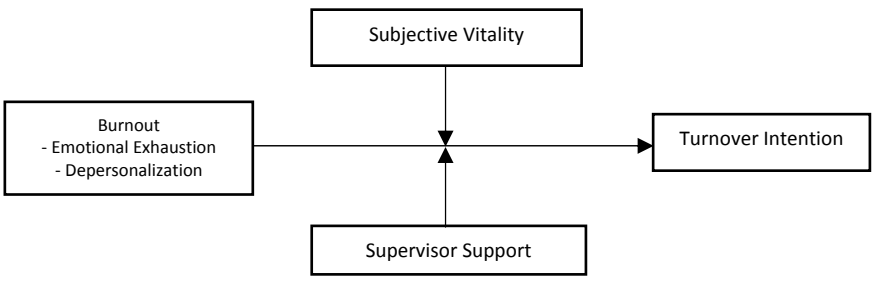


Figure 1. Conceptual model

Research Hypotheses

The following research hypotheses guided the study.

H_{1a}: Emotional exhaustion positively affects turnover intention.

H_{1b}: Depersonalization positively affects turnover intention.

H_{2a}: Subjective vitality moderates the relationship between emotional exhaustion and turnover intention.

H_{2b}: Subjective vitality moderates the relationship between depersonalization and turnover intention.

It follows that:

H_{3a}: Supervisor support moderates the relationship between emotional exhaustion and turnover intention.

H_{3b}: Supervisor support moderates the relationship between depersonalization and turnover intention.

Method

The sample of this study consists of 295 health employees working in Istanbul. To collect data survey method was used. Participants were chosen according to convenience sampling method. The data was gathered using face to face interview. Accordingly, 350 questionnaires were distributed and 310 were returned, and 15 questionnaires were eliminated because of the missing information. Therefore, a total of 295 responses (%84 response rate) were excluded. The majority of the respondents were 25-35 age group (%59.3); following this, 69 percent were female. Regarding the level of education, %61.9 were graduated; moreover, %52.2 were single and %60.1 of the participants had 1-10 years of experience.

According to the study, burnout was measured with 14-item scale (9-item scale for emotional exhaustion and the other 6-item item for depersonalization). The scale was developed by Maslach and Jackson (1981). The scale consists of four sub-dimensions; the two sub-dimensions, namely emotional exhaustion and depersonalization was used in accordance with the scope of the study. Subjective vitality was measured with Ryan and Frederick's (1997) 7-item scale and supervisor support was measured with Yoon and Thye's (2000) 3-item scale. Lastly, turnover intention was measured with Mobley, Griffeth, Hand, and Meglino's (1979) 3-item scale. A 5-point response format was used to measure of all constructs, ranging from "1 = strongly disagree" to "5 = strongly agree".

Results

To test the hypotheses, a series of preliminary analysis were used. Firstly, to test the construct validity, exploratory factor analysis was conducted. Next, to test the internal consistency, Cronbach's Alpha test was used. Then, bivariate correlation analysis was applied to determine the direction and significance of the relations. After, The PROCESS was used to test the hypothesized direct and interactional causal effects.

Factor Analysis

To test the construct validity, exploratory factor analysis was conducted. According to the test results, the five factor structure namely emotional exhaustion, depersonalization, subjective

vitality, supervisor support, and turnover intention showed consistency with our proposed research model. Varimax rotation method was used as extraction method. Factor analysis results are presented in Table 1.

Table 1
Factor Analysis Results

Items	Factor Loadings				
	EE	SV	DP	SS	TI
EE 4: Working with people all day is really a strain for me.	0.83				
EE 2: I feel used up at the end of the workday	0.82				
EE 3: I feel fatigued when I get up in the morning and have to face another day on the job	0.82				
EE 5: I feel burned out from my work.	0.79				
EE 1: I feel emotionally drained from my work	0.78				
EE 7: I feel I'm working too hard on my job.	780				
EE 6: I feel frustrated by my job.	0.70				
EE 8: Working with people directly puts too much stress on me.	0.67				
EE 9: I feel like I'm at the end of my rope.	0.58				
SV 7: I feel energized.		0.90			
SV 6: I nearly always feel alert and awake.		0.88			
SV 4: I have energy and spirit.		0.83			
SV 5: I look forward to each new day.		0.83			
SV 1: I feel alive and vital.		0.80			
SV 3: Sometimes I feel so alive I just want to burst.		0.73			
DP19: I've become more callous toward people since I took this job.			0.78		
DP18: I feel I treat some recipients as if they were impersonal 'objects'.			0.77		
DP21: I don't really care what happens to some recipients.			0.77		
DP22: I feel recipients blame me for some of their problems.			0.74		
DP20: I worry that this job is hardening me emotionally			0.66		
SS2: My supervisor is willing to listen to work related problems.				0.92	
SS3. My supervisor can be relied on when things get difficult at work.				0.87	
SS1: My supervisor is very concerned about the welfare of those under him or her.				0.86	
TI 3: I will leave this institution/firm at the first opportunity.					0.84
TI 1: I frequently think about quitting this institution					0.82
TI 2: I am actively searching for another job.					0.80
Cronbach's Alpha	α=.93	α=.92	α=.87	α=.71	α=.88
Explained Variance	%22.56	%17.00	%13.40	%9.90	%9.12
Total Variance Explained			%71.996		
KMO = 0.09, Barlett's Test of Sphericity= 5135.61 (325) p<0.00					
Rotation converged in 6 iterations.					

EE: Emotional Exhaustion; SV: Subjective Vitality; DP: Depersonalization; SS: Subjective Support; TI: Turnover Intention

Correlations and Descriptive Statistics

Mean, standard deviation, Cronbach's alpha reliability coefficient, and correlation levels of all the variables are exhibited in Table 2.

Table 2
Correlations, Means, Standard Deviations, and Reliability Levels of Variables

Variable	Mean	S.D.	EE	DP	SV	SS	TI
Emotional Exhaustion	2.37	1.08	(0.93)				
Depersonalization	3.11	1.04	0.59**	(0.92)			
Subjective Vitality	3.27	0.95	-0.10	-0.24**	(0.87)		
Supervisor Support	3.28	1.09	-0.06	-0.23**	0.31**	(0.71)	
Turnover Intention	2.73	1.18	0.44**	0.45**	-0.16**	-0.27**	(0.88)

Notes: (a) EE: Emotional exhaustion, DP: Depersonalization, SV: Subjective vitality, SS: Supervisor support; TI: Turnover intention, (b) **p<0,01; (c) Cronbach's Alpha coefficients are presented in parenthesis.

According to Table 2, there is a positive and significant relationships between depersonalization and emotional exhaustion (r=0.59), turnover intention and emotional exhaustion (r=0.44), turnover intention and depersonalization (r=0.45), and supervisor support and subjective vitality (r=0.31). Additionally, there are also some negative and significant relationships between subjective vitality and depersonalization (r=-0.24), supervisor support and depersonalization (r=-0.23), turnover intention and subjective vitality, and turnover intention and supervisor support (r=-0.27).

Moderator Role of Subjective Vitality

To test the direct and interactional effects, PROCESS that is a SPSS macro was used (Hayes, 2013). This macro enables to test complex relations such as moderated mediation, tree-way interaction, and mediated moderation. It is also useful for reaching more information about some simple moderation or mediation analysis. The results of H_{1a} and H_{2a} are presented in Table 3 which shows the moderating effects of subjective vitality on the emotional exhaustion-turnover intention relationship.

Table 3

Moderating Effects of Subjective Vitality on the Emotional Exhaustion-Turnover Intention Relationship

Regression Results for Conditional Effect of Subjective Vitality				
Predictor	β	SE	t	p
Turnover Intention				
Constant	2.77	0.06	44.20	0 .00****
Emotional Exhaustion	0.48	0.06	7.99	0.00****
Subjective Vitality	-0.10	0.06	-1.54	0.12 n.s.
Emotional Exhaustion x Subjective Vitality	0.13	0.05	2.58	0.01*
Subjective Vitality	Interactional Effect	SE	t	p
Conditional Indirect Effect at Subjective Vitality = M± 1SD				
M - 1 SD (-0.95) Low	0.35	0.08	4.31	0.00***
M (0.000) Medium	0.48	0.06	7.99	0.00****
M + 1 SD (0.95) High	0.61	0.07	8.26	0.00****
Model Summary	R	R-sq	F	p
	0.48	0.23	28.648	0.00****
R-sq Increase due to Interaction	R-sq change	F	df	p
	0.01	6.67	287	0.01*

As can be seen in Table 3, emotional exhaustion positively affects turnover intention (β=0.48; t=7.99; p<0.00); thus, H_{1a} is supported. Also, the effect of subjective vitality on turnover intention is not significant (β=-0.10; t=-1.54; p=1232 n.s.). Additionally, the moderating effect of subjective vitality on the relationship between emotional exhaustion and turnover intention is significant (β=0.13; t=2.58; p<0.01). Moreover, according to Table 3, the three-level (low, medium, and high) of subjective vitality positively affects the direct relationship between emotional exhaustion and turnover intention. In other words, it is easy to say that as the level of subjective vitality increases, the effects of it on the direct relationship between emotional exhaustion and turnover intention also increases. According to these results, H2a is also supported. Table 4 shows the moderating effects of subjective vitality on the depersonalization-turnover intention relationship.

Table 4

Moderating Effects of Subjective Vitality on the Depersonalization-Turnover Intention Relationship

Regression Results for Conditional Effect of Subjective Vitality				
Predictor	β	SE	t	p
Turnover Intention				
Constant	2.74	0.06	44.99	0 .00****
Depersonalization	0.42	0.05	7.24	0.00****
Subjective Vitality	0.20	0.06	3.07	0.00**
Depersonalization x Subjective Vitality	0.17	0.05	3.20	0.00**
Subjective Vitality	Interactional Effect	SE	t	p
Conditional Indirect Effect at Subjective Vitality = M± 1SD				
M - 1 SD (-0.95) Low	0.26	0.08	2.99	0.00***
M (0.000) Medium	0.42	0.05	7.24	0.00****
M + 1 SD (0.95) High	0.58	0.06	8.71	0.00****
Model Summary	R	R-sq	F	p
	0.48	0.24	30.07	0.00****
R-sq Increase due to Interaction	R-sq Change	F	df	p
	0.02	10.28	286	0.00*

As Table 4 exhibits, depersonalization positively affects turnover intention (β=0.42; t=7.24; p<0.00); thus, H_{1b} is supported. Moreover, the effect of subjective vitality on turnover intention is positive and significant (β=0.20; t=-3.07; p<0023). Additionally, the moderating effect of subjective vitality on the relationship between depersonalization and turnover intention is significant (β=0.17; t=3.20; p<0.00). In addition, according to Table 4, the three-level (low, medium, and high) of subjective vitality positively affects the direct relationship between depersonalization and turnover intention. In other words, as the level of subjective vitality increases, the effects of it on the direct relationship between depersonalization and turnover intention increases as well. According to these results, H_{2b} is also supported.

Moderator Role of Supervisor Support

Table 5 presents the moderating effects of supervisor support on the emotional exhaustion-turnover intention relationship.

Table 5

Moderating Effects of Supervisor Support on the Emotional Exhaustion-Turnover Intention Relationship

Regression Results for Conditional Effect of Supervisor Support				
Predictor	β	SE	t	p
Turnover Intention				
Constant	2.77	0.06	45.58	0 .00****
Emotional Exhaustion	0.44	0.05	7.59	0.00****
Supervisor Support	-0.23	0.05	-4.07	0.00**
Emotional Exhaustion x Supervisor Support	0.18	0.04	3.68	0.00***
Subjective Support	Interactional Effect	SE	t	p
Conditional Indirect Effect at Supervisor Support = M± 1SD				
M - 1 SD (-1.09) Low	0.24	0.08	2.98	0.00**
M (0.000) Medium	0.44	0.05	7.59	0.00****
M + 1 SD (1.09) High	0.64	0.07	8.54	0.00****
Model Summary	R	R-sq	F	p
	0.52	0.27	35.57	0.00****
R-sq Increase due to Interaction	R-sq Change	F	df	p
	0.03	13.55	286	0.00*

As Table 5 clearly indicates, emotional exhaustion positively affects turnover intention (β=0.44; t=7.59; p<0.00); thus, H_{1a} is supported. Moreover, the effect of supervisor support on turnover intention is negative and significant (β=-0.23; t=-4.07; p<001). Additionally, the moderating effect of supervisor support on the relationship between emotional exhaustion and turnover intention is significant (β=0.18; t=3.68; p<0.00). In addition, as seen from Table 5, the three-level (low, medium, and high) of supervisor support positively affects the direct relationship between emotional exhaustion and turnover intention. In other words, as the level of supervisor support increases, the effects of it on the direct relationship between emotional exhaustion and turnover intention also increases. According to these results H3a also supported. Table 6 represents the moderating effects of supervisor support on depersonalization-turnover intention relationship.

Table 6
Moderating Effects of Supervisor Support on Depersonalization-Turnover Intention Relationship

Regression Results for Conditional Effect of Supervisor Support				
Predictor	β	SE	t	p
Turnover Intention				
Constant	2.73	0.05	47.69	0 .00****
Depersonalization	0.42	0.05	7.76	0.00****
Supervisor Support	-0.31	0.05	-5.86	0 .00****
Depersonalization x Supervisor Support	0 .22	0.04	4.88	0 .00****
Subjective Support	Interactional Effect	SE	t	p
Conditional Indirect Effect at Supervisor Support = M± 1SD				
M - 1 SD (-1.09) Low	0.17	0.08	2.22	0.02*
M (0.000) Medium	0.42	0.05	7.76	0.00****
M + 1 SD (1.09) High	0.66	0.06	10.01	0 .00****
Model Summary	R	R-sq	F	p
	0.56	0.32	44.80	0 .00****
R-sq Increase due to Interaction	R-sq Change	F	df	p
	0.05	23.82	285	0.00****

According to Table 6, depersonalization positively affects turnover intention (β=0.42; t=7.76; p<0.00); therefore, H_{1b} is supported. Following this, the effect of supervisor support on turnover intention is negative and significant (β=-0.23; t=-4.07; p<001). Additionally, the moderating effect of supervisor support on the relationship between emotional exhaustion and turnover intention is significant (β=0.18; t=3.68; p<0.001). Moreover, the three-level (low, medium, and high) of supervisor support positively affects the direct relationship between emotional exhaustion and turnover intention. In other words, as the level of supervisor support increases, the effects of it on the direct relationship between emotional exhaustion and turnover intention also increases. According to these results, H_{3b} is also supported.

Discussion and Conclusion

Supervisors are persons in the organization that serve as valuable resources by supporting employees coping with burnout problems. Following this, they are also able to influence the withdrawal behaviour of employees. Emotional exhaustion and depersonalization are the negative outcomes of stress that the employees cope with during performing their tasks. Generally speaking, this research is based on the argument that burnout predicts turnover

intention among nurses and this relation is buffered by supervisor support and subjective vitality. Burnout is the focus of our research for several reasons: First, the negative effects of burnout on employees' turnover intention can lead to substantial costs caused by absenteeism and reduced productivity. Second, an understanding of the role of burnout may help to guide management in reducing its harmful effects. Supervisor support and subjective vitality are the factors that positively influence employee well-being while negatively and strongly associates with employee burnout syndrome. Therefore, it is necessary for supervisors and managers to provide adequate support to their employees to help them develop their confidence to fulfil their work goals.

As understood from the findings, consistent with the literature (Cropanzano et al., 2003; Fogarty et al., 2000; Jones et al., 2010; Leiter Michael & Maslach 2009), burnout is one of the important drivers of turnover intention. To this end, the positive causal relationship between burnout and turnover intention supports this notion. Interestingly, the strength of the relationship between burnout and turnover intention is stronger when the level of employees' supervisor support and subjective vitality are high. These relationships could be explained considering the supervisor's empathy with his/her followers. Given the sample characteristic of this study and the importance of health sector employees in the human life, this finding is satisfactory. In other words, one could easily predict that supervisors in the health sector treat their exhausted employees with the paternalistic approach to deal with their unhappiness at the expense of turnover intention. This approach enables an organizational milieu, where the employee related counterproductive workplace behaviors or casualties could be prevented with a proactive manner. Correspondingly, as aforementioned, subjective vitality as one of the positive feelings of individuals constitutes the base of healthy lifestyle (Niemiec et al., 2010). As might be expected, employees with high-level of subjective vitality are more prone to avoid undesired psychological or other unhealthy conditions to pursue their wellbeing. In this respect, it is not surprising that employees with high-level of subjective vitality are more prone to turnover intention.

Taken together, when the implications based on the findings are considered, it can be inferred that due to the detrimental consequences of burnout on employee turnover intention, it is critical for organizations to implement effective policies to prevent employees from experiencing burnout. In addition, the support of supervisor can be a major support for employee-supervisor relation, since powerful relationship between a supervisor and a subordinate tends to predict the level of trust, respect, and obligation that a subordinate receives from a supervisor. Furthermore, the contribution of subjective vitality to employee well-being is congruent with the leader-member exchange theory; because subjective vitality provides positive energy to employee that reflects his/her well-being, it can promote behaviours that support a healthy lifestyle, strengthens the social relations within the organization, and reduces the negative impact of burnout behaviour and its consequence on increased turnover intention.

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