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The Mediating Role of Indifferent Work Behaviors in the Effect of Job-Related Emotional Exhaustion on Turnover Intention *Sinan Gökhan Yavuz ¹ Ömer Okan Fettahloğlu ² ¹ Mester's Student, Kahramanmaraş Sütçü İmam University, Institute of Social Sciences, Department of Business Administration, Kahramanmaraş, Türkiye² Assoc. Prof. Dr., Kahramanmaraş Sütçü İmam University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Kahramanmaraş, Türkiye**ABSTRACT**

This study investigated whether job indifference behaviors play a mediating role in the effect of emotional exhaustion on turnover intention. In order to test the model created for the purpose of the research, the data collected from 394 participants consisting of employees of textile enterprises in Kahramanmaraş province were evaluated. The data were evaluated by frequency, correlation, regression, t and Anova analyses with IBM SPSS 25.0 statistical program. According to the findings, it was determined that there was a positive correlation between turnover intention and job apathy ($r: .725$; $p < 0.01$), between turnover intention and job-related emotional exhaustion ($r: .876$; $p < 0.01$) and between job apathy and job-related emotional exhaustion ($r: .764$; $p < 0.01$). In addition, it has been concluded that work-related emotional exhaustion may increase the level of β : 0.876 on turnover intention and β : 0.764 on work indifference behaviors, and β : 0.725 on the effect of work indifference behaviors on turnover intention. In addition, the findings indicate that job indifference behaviors may play a mediating role in the effect of job-related emotional exhaustion on turnover intention.

Keywords: Job-related emotional exhaustion, turnover intention, indifferent work behaviors**1. INTRODUCTION**

The era of the knowledge economy, which deeply affects today's business processes and activities and reveals different mechanisms, has led to the realization that not only are physical resources important, but also knowledge workers, who are called human capital resources. For this reason, both businesses and researchers have focused their research on the retention of employees. The fact that qualified employees can make a difference in the competitive environment of the business has also become an accepted reality. Therefore, alternative ways have been sought by developing strategic action policies for human resources, especially in retaining a qualified labor force.

Although research on why employees enter business life and what their expectations will be in the business environment has been carried out, especially concerning motivation theories, the fact that employees cannot be satisfied only with motivational tools has also become an accepted reality. It is possible to say that employees are involved in work environments for different purposes, both tangible and intangible, such as career goals, their desire to gain economic gain, their aim to achieve status and respect, or their aim to fulfill a specific mission. For this reason, an attempt is made to determine employees' expectations through interviews conducted during job application or recruitment processes. In the face of the performance and working styles that business owners and managers demand from employees to fulfill their goals and expectations, there will be reciprocals that employees expect from business owners and managers in return for responding to these expectations. This situation is defined in social exchange theory as the mutual fulfillment of certain expectations for certain purposes.

It is assumed that if the expectations of the employees at the managerial level are not met in return for their physical and mental labor, in other words, if the resources offered by the enterprise are not sufficient, it is

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assumed that the employees will not make an effort for that enterprise after a certain period or their desire to leave that enterprise will arise. For this reason, the main variables of the study were formed from the concepts of work indifference behavior, work-related emotional exhaustion, and turnover intention. These concepts are the subject of many academic studies (Mulki et al., 2006).

The concept expressed as indifference behavior is that working individuals start to have negative feelings towards the workplace and their colleagues after experiencing disappointments arising from their workplace and having thoughts that their progress is being hindered. These feelings will continue to increase over time towards negative attitudes (Andersson & Bateman, 1997; Pugh et al., 2003). The concept of indifference should not only be considered as a negative concept that is effective at the organizational level, but it should not be ignored that it is not only a factor to know, but also has an impact on socio-economic factors (Courpasson & Dany, 2003).

The most important effect of indifferent behaviors is the spread of this behavior among employees. In particular, when qualified employees exhibit indifferent behaviors towards work, it may have negative consequences such as disruption of business processes and ultimately lead to a decrease in organizational performance.

The literature shows that among the factors that cause indifferent behavior, employees' feeling of burnout is also included. Burnout and the related burnout syndrome can be expressed as a process caused by a series of problems that lead to a feeling of desensitization towards the work done by the working individuals and their colleagues, as well as a decrease in the level of personal achievement, and eventually cause them to become an emotionally deprived individual (Maslach & Zimbardo, 2003).

An employee who experiences emotional burnout will start to experience emotional deprivation in the face of his/her work and the roles he/she undertake by constantly acting with a feeling of tension (Hazell, 2010). If these negativities continue, the individual will begin to distance himself/herself from his/her social and work environment over time (Swider & Zimmerman, 2010). Employees who face such problems will not be able to contribute to the level of performance, organizational commitment, or teamwork in the work environment. This negativity leads to two main consequences. The first of these is the individual's voluntary dismissal from the workplace or his/her dismissal from the workplace with the management's decision, even though he/she does not want to do so. In both results, there will be a situation where the business will experience employee loss. Considering the costs to be incurred for labor losses, businesses must take preventive measures against emotional burnout. Studies indicate that emotional burnout will positively affect the willingness to leave the job (Lee et al., 2011; Saxton et al., 1991; Jackson et al., 1986). For this reason, the idea that burnout syndrome is effective on turnover intention is considered the second variable of the study.

Turnover intention, on the other hand, is an individual's deliberate intention to quit his/her current job due to negative thoughts and feelings towards his/her current job. An individual's working conditions can be effective in the emergence of this thought (Rusbult et al., 1988). Preservation of intellectual capital is an important issue for businesses. In order to avoid the loss of qualified employees, it is important to carry out studies to prevent employees with turnover intentions from deciding to quit (Allen et al., 2003). As frequently stated in the literature, in today's competitive environment, it has become a necessity for managers and employers to invest in intellectual capital resources. Especially retaining qualified employees can provide significant advantages to businesses (Joo & Park, 2010). In addition, empirical findings in the literature support the relationship between job dissatisfaction, which is considered the main factor of emotional exhaustion, and turnover intention (Lee et al., 2012; Yin-Fah et al., 2010).

This research aims to determine the relationship and interaction levels between these three variables by considering the concepts of work indifference behavior, work-related emotional exhaustion, and turnover intention together. In this context, the study consists of a literature review and a quantitative research methodology. The elements explained in the literature for the three variables mentioned are mentioned in the theoretical part. In the application part, the data obtained through the survey application on the employees working in textile enterprises operating in Kahramanmaraş province were analyzed and interpreted. The SPSS 27 program was used in data analysis, and validity and reliability, factor, correlation, and regression analyses were performed to analyze the responses to the scales used to measure the variables. In light of the findings of the data analysis, the conclusion and recommendation section of the study was formed.

2. LITERATURE BACKGROUND

2.1. Burnout Concept

Burnout is used in psychology to express the individual's emotional and physical weariness and the negative situations that arise against the elements that are felt deprived (Bianchi, 2014). Burnout is also defined as feeling mentally, spiritually, and physically exhausted due to long-term work under challenging conditions and being affected mostly emotionally (Schaufeli & Greenglass, 2001). The theoretical foundations of the concept are based on two main theories: resource conservation theory (Hobfoll & Shirom, 2001) and the job demand-resource model (Demerouti et al., 2001).

Burnout syndrome can be caused by both the individual's personality characteristics and the organizational or occupational characteristics;; in other words, it indicates that both factors should be evaluated together (O'Neill & Xiao, 2010). In this context, it is possible to say that burnout syndrome is caused by the dissociation between the nature of the job and the individual's personal characteristics (Liang, 2012). For example, it is argued that individuals with an extroverted personality structure, who establish high-level relationships with other individuals, or individuals with a high level of work determination, who focus on his/her work at a high level, increase the risk of developing burnout syndrome (Aryee et al., 2008).

Many reasons can contribute to the emergence of burnout syndrome. Lavrova and Levin (2006) categorized the factors leading to burnout syndrome into two categories: (1) personal factors and (2) situational factors. As a result of the research conducted on personal structure and factors shows that personal factors are an important variable when examining the factors that cause and lead to burnout and are evaluated with this importance. Personal factors greatly influence whether the individual is strongly or weakly affected by the environmental causes that lead to burnout. Employees of similar professions and those working under the same conditions in the same work environment experience burnout syndrome at different levels can be explained by the fact that individuals have different qualifications and are affected by other factors that cause burnout differently (Okutan, 2010). Other important factors in the emergence of burnout syndrome in work environments are expressed as organizational reasons. Many factors, such as individual workloads, control style, reward and punishment system, sense of belonging, perception of justice, and perception of values, can affect individuals in terms of burnout syndrome. For this reason, it is important to ensure employee-job harmony. Otherwise, there may be a disconnection between the individual and his/her work (Maslach, Schaufeli & Leiter, 2001). It is stated that such situations usually begin to emerge at the end of the first year of employment (Freudenberger, 1974). Therefore, new employees may be more likely to quit their jobs than other employees (Maslach, Schaufeli & Leiter, 2001).

The concept of emotional exhaustion, which was introduced by Reudenberger (1974), explains only the factors that cause individuals to be emotionally exhausted. However, with the studies of Maslach & Jackson (1981), who conducted in-depth research on this concept and made significant contributions to the literature, it was stated that burnout has three dimensions: (1) emotional exhaustion, (2) depersonalization, and (3) decreased sense of accomplishment. After this study, burnout dimensions started to be referred to as the three-dimensional burnout model in the literature (Maslach, 1986; Jackson et al., 1986). Emotional exhaustion is recognized as the main element of burnout syndrome. (Bolton et al., 2012). For this reason, although it is named as the personal stress dimension as the first dimension of burnout (Yıldızhan et al., 2018), it is expressed as the negative feeling that arises in individuals as a result of emotional exhaustion (Maslach & Goldberg, 1998).

Burnout syndrome can lead to harmful consequences for both the employee and the organization (Pines & Maslach, 1978). Individual consequences of burnout can include physiological fatigue, weakness, sleep problems, frequent headaches, stomach disorders, and psychosomatic disorders such as weight loss and shortness of breath (Gaines & Jermier, 1983). Since such outcomes are caused by mental, psychological, and behavioral problems, they can also harm the interaction of the individual with his/her immediate environment. For example, work-family conflict, weakening of social relations and complete loss of social relations, and conflicts between spouses may also come into play, which may lead to post-traumatic stress disorder, such as drug use or suicidal tendencies (Gaines & Jermier, 1983; Burke & Mikkelsen, 2006). For this reason, it is possible to say that it should be considered not only as a negative situation that reveals organizational consequences, but also as a syndrome that has negative effects on individuals' work and social lives, with its spiritual, mental, and physical consequences on individuals (Vladut & Kallay, 2010).

The most important problem that burnout may cause in terms of organizational aspects may be the loss of successful employees who are qualified as qualified employees (Sürgevil Dalkılıç, 2014). Since the problem of burnout arises due to organizational factors, it may have a negative impact on other employees. As a result, there may be a general decrease in work performance and productivity, a decrease in organizational belonging, and even turnover intentions. In the study conducted by Bakker et al. (2004), it is stated that if the demands of

employees are not met, their energy resources will decrease over time, resulting in low performance (Bakker et al., 2004).

Individuals who are faced with burnout are unable to perform even the work they have to do at the desired level, so their performance is lower than before, and ultimately, their morale levels are also negatively affected, and as a result, the situation of leaving the job may arise (Alarcon, 2011). In short, for the organization, burnout syndrome can lead to problems in achieving goals and objectives and incurring costs such as loss of workforce, quality, and efficiency (Cropanzano et al., 2003; Wright & Cropanzano, 1998).

It is often stated that the healthiest way to combat stress and crisis is to take precautions before undesirable situations arise. The situation is no different from that of burnout syndrome. It is necessary to take preventive measures regarding possible problem sources before the occurrence of the syndrome in question. In this context, the time to be spent in taking preventive measures and the possible costs to be incurred (psychological support activities, social activities, etc.) may be lower than the costs to be incurred after the syndrome occurs (loss of workforce, loss of productivity, health expenses, etc.). Therefore, individual and organizational practices should be emphasized to cope with burnout (Cordes & Dougherty, 1993). Therefore, coping with burnout and taking measures before it occurs is important (Soysal, 2011).

2.2. Turnover Intention

Turnover intention is defined as employees' mental and behavioral intention that may cause them to leave their current job (Brown & Peterson, 1993). According to another definition, an employee's desire to voluntarily leave his/her workplace for various reasons can be defined as turnover intention (Tett & Meyer, 1993). In short, it can be expressed as an individual's conscious desire to leave the organization (Liu & Chiu, 2020). Turnover intention is generally considered a cognitive and emotional process that emerges before the employee leaves the position he/she has assumed, according to his/her position in the organizational structure (Agarwal & Sajid, 2017). It is possible to say that the theoretical foundations of turnover intention are based on theories such as equality theory, social exchange theory, individual-organization fit theory, planned behavior theory, and psychological contract theory.

In some cases, even if employees want to continue working in the organization, they have to leave the organization due to reasons such as poor performance, staff reductions for cost savings, or merger decisions between departments. Mobley et al. (1979) define these situations as (1) voluntary and (2) involuntary turnover (Mobley et al., 1979; Griffeth & Hom, 2001). However, it can be observed that voluntary turnover intention is emphasized in most of the studies in the literature. The decision of employees to leave their jobs voluntarily due to pressure to leave their jobs, salary delays, or the emergence of other job opportunities is also considered within the scope of turnover intention (Mathis & Jackson, 2011).

In terms of turnover intention, it is possible to say that the individual has an awareness that he/she wants to leave the organization for which he/she works. This awareness stems from the factors determining turnover intention (Rawashdeh & Tamimi, 2019). Briefly, in voluntary turnover intention, the goals and expectations of the employees cannot be met by the workplace, while in involuntary turnover intention, the goals and expectations of the organization cannot be met by the employees (Cotton & Tuttle, 1986). In other words, while employees are the decision-makers in voluntary turnover intentions, employers are the decision-makers in involuntary turnover intentions (Shaw et al., 1998). However, voluntary turnover intention is more difficult for organizations to predict and take precautions against than involuntary turnover (Allisey et al., 2014).

The essence of the concept of turnover intention is that the individual has the thought of leaving the job voluntarily. However, there may be some complex factors such as job dissatisfaction, job stress, lack of interaction with other employees, or lack of support from the management (Mitchell et al., 2001; Tett & Meyer, 1993). The concept of turnover intention generally focuses on the aforementioned causes and consequences. Due to this necessity, the number of studies on turnover intention is increasing in the literature (Dawley et al., 2010). In this context, it is important to analyze the factors that reveal the turnover intention of the employees and to predict the possibility of turning this intention into behavior (Ajzen, 1991). For this reason, one of the concepts focused on with the aim of retaining human resources in businesses is the investigation of turnover intentions (Rizwan et al., 2014). In addition, managers creating a supportive environment for employees will enable them to achieve higher performance and prevent turnover intentions (Alam & Mohammad, 2010).

It is argued that the emergence of turnover intention and its transformation into behavior is a five-stage process. These stages are; (1) general evaluations of the employee about his/her job and the emergence of thoughts about whether it provides job satisfaction or not, (2) thinking about the costs of leaving the current job and the

tendency to look for another job, (3) evaluation of alternative jobs and clarification of the intention to leave the job, (4) comparison of alternative jobs with the current job and deciding on the intention to leave the job, and finally (5) exhibiting behavior towards the intention to leave the job (leaving or staying behavior) (Abelson, 1986). This process is also presented figuratively as follows.

Among the general principles that businesses take into account, acting with the principle of unity of purpose at the point of integrating business goals and employee goals. In other words, the employee's expectations and demands and the enterprise's opportunities and resources must be compatible. In working environments where employees' demands are met, employees' motivation levels can also be high. However, at the points where resources and demands cannot be harmonized, the emergence of factors such as loss of performance and decreased motivation may cause the intention to leave the workplace. (1) personal, (2) organizational, and (3) environmental factors may underlie an employee's intention to quit (Porter & Steers, 1973; Smith & Johnson, 2020).

Turnover intention is the emergence of an employee's intention to leave his/her current job. It should be kept in mind that this situation may affect not only the employee in question but also other employees with whom he/she interact. In this context, it should not be ignored that turnover intention may be related to employee dissatisfaction or organizational commitment in general (Jiang et al., 2019). For example, the possibility that employees who leave the organization with turnover intention are knowledgeable and experienced individuals with skills that may be rare in market conditions may also damage the competitive competencies of the organization. In other words, the emergence of turnover situations may cause the firm to lose intellectual capital (Mbah & Ikemefuna, 2012). Therefore, organizations and managers should be able to analyze turnover intentions, which occur as a process and include a complex set of causal factors, and take necessary measures (Dominguez et al., 2018; Ngo-Henha, 2017).

Businesses may face unexpected costs as a result of employees leaving their jobs with the intention to quit. The biggest loss in this regard is the loss of human resources with knowledge. For this reason, one of the costs that businesses have to bear may be related to the recruitment of new employees to replace the employee who leaves the job. In this context, it is possible to say that the most important factor determining the degree of the cost to be incurred will vary depending on the skills and experience of the individual leaving the job and his/her general contributions to the performance of the business (Long et al., 2012). In the literature, it is possible to say that the general opinion about turnover intention is that turnover behaviors are evaluated in the category of undesirable behaviors in terms of the organization (Campion, 1991). In light of these viewpoints, it is also possible to say that a correct understanding of the factors that reveal turnover intentions can contribute to the retention of qualified employees and the creation of a working climate that will avoid costs such as job and performance losses (Zhang et al., 2022). It should not be forgotten that especially qualified employees who leave their jobs take their knowledge and skills with them (Yang, 2008).

In addition to the legal payments to be paid to the departing individual due to the departure of employees who intend to quit, labor recruitment process costs will also be incurred to find new employees. In addition to these, it should not be ignored that there will be costs to be incurred for the new employee's post-employment training and orientation activities (Takeuchi et al., 2009). In this context, it is important to determine the factors that may affect employees' turnover intentions and to focus on practices that can ensure that employees who may have turnover intentions continue to work in the organization (Ongori, 2007).

Finally, it should be kept in mind that when turnover intentions increase and are seen more than their normal course, turnover actions may also increase. While this situation negatively affects organizational activities, it may also cause a decrease in the satisfaction level of customers, which is the source of income for enterprises. Therefore, it is stated that turnover intentions bring with them many indirect costs such as re-recruitment, low morale and motivation in the remaining staff, and loss of intellectual capital (Werbel & Bedeian, 1989; Suteza et al., 2023; Griffin & Moorhead, 2011). For example, in the study conducted on individuals who have turnover intention but do not quit their jobs, it is emphasized that such employees experience low performance, an increase in absenteeism behaviors, or an increase in the level of negative behaviors such as substance abuse (Bowen, 1982). It should be accepted that there are several factors that go negatively during periods when turnover intention increases in the organization. In fact, a systematic analysis should be made at the managerial level to identify employees with turnover intentions. As a result, improvement efforts should be made to address the factors that cause negativity, and policies for employee retention should be determined (Igbaria & Greenhaus, 1992; Bernthal & Wellins, 2001).

2.3. Indifference Towards Work

The concept of indifference explains the general behavioral situation that occurs when people continue to work in the workplace but have low work performance or exhibit behaviors that are detrimental to organizational functioning. In other words, it is expressed as a situation in which working individuals do not fulfill their roles because they do not care about the basic tasks they have to do (Rusbult & Lowery, 1985; Farrell, 1983). From this point of view, it is also possible to say that indifferent behavior is a type of psychological escape and withdrawal from the work and work environment (O'Brien et al., 2004). In another definition, indifference is defined as the lack of importance attached to the employee's work or the disappearance or decrease in the expectation of benefit. In this definition, the disappearance of the expectations of the working individual is considered the main factor of the concept of indifference. At the core of the definition, the disappointment experienced by the working individual comes to the fore. As a result of this disappointment, the employee may have negative feelings towards both the organization and other employees, including managers (Andersson & Bateman, 1997; Wanous et al., 2000).

It is possible to talk about the existence of beliefs that there is injustice at the organizational level among employees who start to exhibit indifferent behavior. This situation also results in the employee distrusting other employees and the organization. As a result, the employee's cognitive, emotional, and behavioral attitudes turn into a negative attitude, and indifferent behavior may emerge (Johnson & O'Leary-Kelly, 2003; Bommer et al., 2005). Indifferent behaviors are generally associated with a lack of motivation in psychology. For this reason, one of the theories that indifference behaviors are associated with is the motivation theories. For example, when an individual prioritizes individual goals and does not consider organizational goals, or starts to ignore even individual goals, it is associated with indifferent behavior. From another perspective, motivation theories consider individuals' cognitive, emotional, and behavioral processes and try to reveal the reasons for behavioral changes depending on emotions and thoughts. Depending on these factors, motivational theories, especially expectancy theory, try to explain the direction and severity of behavior (Reekum et al., 2005; Silver et al., 2001). In addition, social exchange theory is also among the theories associated with indifference behavior.

One of the most important reasons for the indifferent behavior of working individuals is based on the idea that no improvement can be made in terms of job satisfaction (Withey & Cooper, 1989). In this context, it is possible to say that the underlying factor of indifference behavior is decreased interest in work (Farrell et al., 1990). The emergence of decreased interest in work in working individuals may be caused by the fact that the employee's wishes are not taken into consideration by the organization, and in general, beliefs in organizational values may begin to disappear (Murphy & Davey, 2002). In this sense, indifferent behaviors should be analyzed both at the level of the employee and at the managerial level by considering the possible causes.

It is possible to state that the most obvious symptom of exhibiting indifferent behavior is a visible decrease in the motivation level of employees (Danaeifard & Eslami, 2010). The general idea of the employees who exhibit indifferent behavior is that there is an environment that lacks justice and honesty in the workplace. Therefore, they start to have negative cognitive, emotional, and behavioral feelings towards the organization. Individuals with such feelings usually act as if they are fulfilling the requirements of their job, or start to act by seeing their own goals ahead of organizational goals. In short, they tend to exhibit deceptive behavior (Dean et al., 1998).

Indifference behaviors are a concept that involves complex cause-and-effect relationships that need to be addressed at the individual and organizational levels. Therefore, it is possible to examine the symptoms of indifference behaviors in two groups: (1) behavioral and (2) functional symptoms. Behavioral symptoms are manifested in the form of employees not caring or not taking organizational successes or failures into consideration. This situation can be described as a kind of alienation from work and the organization or a decrease in organizational commitment. Functional symptoms, on the other hand, are related to the low level of performance or decrease in the level of effort made by the employee for the work and roles undertaken by the individual. Therefore, the general reflection of functional symptoms is manifested in the form of customer dissatisfaction or failure of the company to achieve its goals (Esfahani et al., 2013).

One of the most important consequences of indifferent behaviors on employees is related to the decrease in the employee's efforts towards his/her job, that is, the decrease in his/her performance. This situation creates an environment for disruptions in work processes and consequences such as absenteeism (Farrell et al., 1990). If such negativities are not prevented, it is possible to say that indifferent behaviors will likely spread among employees by affecting other employees. For example, it may be possible for other employees with the same thoughts and feelings as the employee who exhibits indifference behavior with the thought of slowing down work to exhibit work-slowness behavior (Ghaderi et al., 2015). In another study, it is argued that in work

environments where employees feel worthless, the level of job satisfaction and motivation will decrease, and therefore, work apathy behaviors will emerge (Abraham, 2000).

3. METHOD

The aim of this study is to determine the possible positive or negative effects of emotional burnout on turnover intention of employees who experience emotional burnout and to obtain findings on whether job indifference behaviors will play a mediating role.

3.1. Model and Hypotheses

This study attempts to address the variables of emotional burnout, turnover intention, and work apathy behavior together.

The purpose of the research is to determine the effect of emotional burnout on turnover intention and whether there is a mediating effect of indifference to work behavior in this possible effect. Therefore, the research model was prepared within the framework of an interactional model.

The model of the study and the hypotheses to be tested regarding the model are presented below.

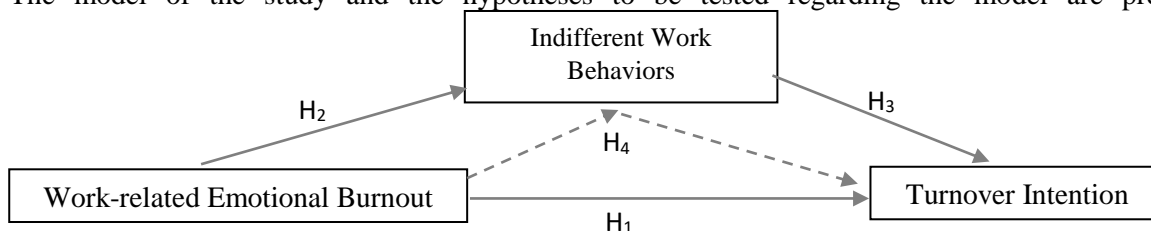


Figure 1. Research Model

The hypotheses to be tested within the framework of the research model are as follows.

H₁: Emotional burnout has a positive and statistically significant effect on turnover intention

H₂: Emotional Burnout has a positive and statistically significant effect on indifferent work behaviors

H₃: Indifferent Work Behaviors has a positive and statistically significant effect on turnover intention

H₄: There is a mediating role of indifferent work behaviors in the effect of work-related emotional burnout on turnover intention

3.2. Scales

For the research part of the study, the questionnaire form technique used in the literature was preferred. In the data collection process provided by this tool, a survey based on voluntary participation was conducted on the employees of textile enterprises operating in Kahramanmaraş. The ethics committee permission required for the survey application was obtained with the decision numbered 2024/06-01 dated 13.03.2024.

The first part of the questionnaire consists of question propositions measuring demographic characteristics. In this part, there are question propositions regarding the participants' gender, age, marital status, educational status, and length of employment. The second part consists of question propositions to measure the perceptions of turnover intention, emotional exhaustion, and indifference to work. In the question propositions in the second part, the Likert-type answering technique, which is frequently preferred in the questionnaire form, was used (Hinkin, 1998). There are no reverse items in any of the scales. Information about the scales is explained in detail below.

Work-Related Emotional Burnout Scale

The main reference of the scale used to test the participants' perception of burnout is the burnout scale developed by Maslach & Jackson (1981). This scale consists of 22 items. It has three sub-dimensions: emotional exhaustion (9 items), depersonalization (5 items), and personal failure (8 items). A seven-point Likert-type scale was used in the answering method. The purpose of the development of this scale is mostly for the health, security, and education sectors. For this reason, Wharton (1993) developed the work-related emotional exhaustion scale with reference to Maslach & Jackson's (1981) scale in order to include other sectors. The first five items of the adapted scale form were formed by using Maslach & Jackson's (1981) question propositions in the emotional exhaustion dimension as they were. The work-related emotional exhaustion scale, adapted by Wharton (1993), consists of 6 items and a single dimension. A five-point Likert-type scale was used in the

answering method. The scoring system is 0 = I never feel this way at work, 4 = I feel this way every day. The Turkish adaptation of the scale was conducted by Günay (2021). The sample question of the scale is "item 1: I feel emotionally exhausted because of my job". In light of the above explanations, the 6-item unidimensional scale developed by Wharton (1993) and adapted into Turkish by Günay (2021) was used in this study.

Factor Analysis, Validity and Reliability Findings for Work-Related Emotional Burnout Scale

N	Question Propositions	FY
1	I feel emotionally drained by my work	,837
2	I feel exhausted at the end of the working day	,850
3	I am tired of getting up in the morning and having to face a new day at work	,823
4	I feel psychologically worn out from my work	,858
5	I feel frustrated with my work	,800
6	I feel that I work hard at my job	,705
KMO and Bartlett's Test Results		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,889
Bartlett's Test of Sphericity	Approx. Chi-Square	1325,353
	df	15
	Sig.	,000
Variance Explained		66,242
Internal consistency (reliability) Cronbach's Alpha (α)		α = ,897
N: Item Number; FY: Factor Loadings; α : Internal consistency (reliability) Cronbach's Alpha value		

According to the findings obtained, it was concluded that the question propositions in the work-related emotional burnout scale received factor loadings of ,837; ,850; ,823; ,858; ,800 and 705, that is, between ,705 and ,858, respectively. According to these results, none of the question propositions were excluded from the analysis since each of the question propositions received values above the threshold value of .50. The variance explained in the evaluation made on a single dimension is 66.2. The reliability value of the scale regarding internal consistency (α = .897) is quite high.

Work Indifference Scale

In order to test the participants' perception of job apathy, the organizational apathy scale developed by Fard et al. (2011) was taken as a reference. The scale consists of 33 items and has five sub-dimensions: (1) indifference to manager (10 items), (2) indifference to organization (6 items), (3) indifference to customers (6 items), (4) indifference to colleagues (4 items) and (5) indifference to work (7 items). Turkish adaptation was made by Erhan et al. (2021). The scale is graded on a 5-point Likert scale (1=strongly disagree, 5=strongly agree). The higher the score obtained from the scale, the higher the level of organizational apathy. The sample question proposition of the scale is "item 1: The sensitivity/importance I show to my job is ignored". In order to measure the perception of indifference towards work, one of the study's variables, only the 7-item work indifference sub-dimension of the scale was used.

Factor Analysis, Validity and Reliability Findings for the Indifference to Work Scale

N	Question Propositions	FY
1	My sensitivity/importance to my work is ignored	,804
2	Sometimes I don't seriously follow up on the work I need to do	,814
3	I do not put forward ideas that will add innovation and creativity	,815
4	Sometimes, the speed at which I work at my job is slower than usual	,832
5	Sometimes, instead of concentrating on my work, I talk about mistakes with other employees	,871
6	I think the work my organization does is worthless and useless	,857
7	I do not have much desire to improve my position in the organization	,811
KMO and Bartlett's Test Results		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,897
Bartlett's Test of Sphericity	Approx. Chi-Square	1977,654
	df	21
	Sig.	,000
Variance Explained		68,811
Internal consistency (reliability) Cronbach's Alpha (α)		α = ,924
N: Item Number; FY: Factor Loadings; α : Internal consistency (reliability) Cronbach's Alpha value		

According to the findings obtained, it was concluded that the question propositions in the scale of indifference towards work received factor loadings of ,804; ,814; ,815; ,832; ,871; ,857 and ,811, that is, between ,811 and ,871, respectively. According to these results, none of the question propositions were excluded from the analysis since each of the question propositions received values above the threshold value of .50. The variance explained in the evaluation made on a single dimension is 68.81. The reliability value of the scale regarding internal consistency (α = ,924) is quite high.

Turnover Intention Scale

In order to test the participants' thoughts on turnover intention, Mobley et al. (1978) developed a 3-item, single-dimensional turnover intention scale. This scale was also used by Özücü & Özafşarlıoğlu (2013), Meral (2015), and Olgun (2017) with its Turkish adaptation. The responses were based on a 5-point Likert scale (1=strongly disagree, 5=strongly agree). The sample question of the scale is "item 1: I often think about leaving my current job".

Factor Analysis, Validity and Reliability Findings for Turnover Intention Scale

N	Question Propositions	FY
1	I often think about quitting my current job	,753
2	I am actively looking for work in other companies	,810
3	I will probably quit my job soon	,818
KMO and Bartlett's Test Results		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,666
Bartlett's Test of Sphericity		Approx. Chi-Square
		df
		Sig.
Variance Explained		63,110
Internal consistency (reliability) Cronbach's Alpha (α)		α = ,708
N: Item Number; FY: Factor Loadings; α : Internal consistency (reliability) Cronbach's Alpha value		

According to the findings obtained, it was concluded that the question propositions in the turnover intention scale received factor loadings of ,753, ,810 and ,818, respectively. According to these results, none of the question propositions were excluded from the analysis since each of the question propositions received values above the threshold value of .50. The variance explained in the evaluation made on a single dimension is 63.11. The reliability value of the scale regarding internal consistency (α = ,708) is high.

3.3. Main Population and Sample

In our country, the textile sector is among the sectors that provide the highest employment and is a pioneer in this field. However, with the effect of global competition, it has become a necessity to turn towards innovative products that create added value in the textile sector. For this reason, in addition to practices such as digitalization and innovative product development in order to increase productivity in general, the necessity to invest in a qualified workforce also emerges. This situation also includes the retention of existing employees. For these reasons, the main population in this study was determined to be the textile and apparel sector, which is quite dense in terms of the number of employees. The target research population is the enterprises in the textile and apparel sector operating in Kahramanmaraş province and the employees working in these enterprises, in terms of ease of access to data.

At the stage of creating the sampling frame, there are 249 enterprises operating in the textile and apparel sector registered to the Chamber of Industry and Commerce in Kahramanmaraş at the time of the research. The number of employees employed in these enterprises is 22,581 people. Sample selection was based on this figure. Using the sample calculation robot, it was concluded that the number of samples to be determined should be 378 people in the 95% Confidence interval and 268 people in the 90% Confidence interval. This study collected data from 394 participants working in the textile and apparel industry operating in Kahramanmaraş between May 2024 and July 2024.

When the distributions according to the demographic characteristics of the participants are examined, it is seen that 282 of the employees are male in terms of gender distribution, and 298 of them are married in terms of marital status. In terms of age distribution, it was seen that the highest number of 158 people were in the 36-45 age range, and in terms of education level, 178 of them had a bachelor's degree. Finally, when the working period was analyzed, it was found that most of the respondents had a working period in the 6-10 years, with 201 respondents.

4. DATA ANALYSIS and RESULTS

4.1. General Findings Regarding Research Data

According to the answers given by the participants, the mean score for the emotional burnout scale is 4.07, the mean score for the job indifference scale is 3.54, and the mean score for the turnover intention scale is 3.82. It can be seen that the scale averages for all three variables are above the generally accepted average of 3 points in the field of social sciences.

Table 5. Descriptive Statistics of the Scales Used in the Study

Scales	Average	Standard Deviation	Skewness	kurtosis
Emotional Burnout Scale	4,07	,686	-,945	1,111
Work Indifference Scale	3,54	,960	-,549	-,146
Turnover Intention Scale	3,82	,826	-,665	,303

According to the results of the analysis of the normality distribution of the data obtained through the scales used within the scope of the research, it can be seen that the kurtosis and skewness values of the data obtained with all three scales are between -1.5 and + 1.5 values, which is the acceptance threshold in the field of social sciences, and that they have normal distributions.

4.2. Correlation between Variables

In this study, the relationship between work-related emotional exhaustion, apathy towards work and turnover intention was revealed with the help of correlation analysis and "Pearson Correlation Coefficient" was used since each of the variables showed normal distribution. The findings are presented in the table below.

Table 6. Findings Regarding the Correlation Analysis between Variables

Variables (N:394)	Correlation Relationship Level	Level
Turnover Intention----Work Indifference	r: ,725**; p<0,01	High
Intention to Quit---- Work-Related Emotional Exhaustion	r: ,876**; p<0,01	High
Work Indifference ----Work Related Emotional Exhaustion	r: ,764**; p<0,01	High

**:. Correlation is significant at 0.01 level (2-tailed). P.Correlation Pearson Correlation

According to the findings regarding the correlation values between the research variables of job-related emotional exhaustion, indifference towards work and turnover intention, it is seen that there is a high level of positive relationship between turnover intention and indifference towards work (r:,725; p<0.01), between turnover intention and job-related emotional exhaustion (r:,876; p<0.01) and between indifference towards work and job-related emotional exhaustion (r:,764; p<0.01).

4.3. Regression between Variables

The findings obtained from the research data and the regression results between the variables are as follows.

The Effect of Work-Related Emotional Exhaustion on Turnover Intention

Table 7. Regression Results on the Effect of Job-Related Emotional Exhaustion on Turnover Intention

Independent Variable	Dependent Variable
Work-related Emotional Exhaustion	Intention to Quit
(R) ⁽²⁾	,768
F	1297,213 (p<0,01)
T	36,017
β	,876
p	(p<0,01)

According to the results of the regression analysis on the effect of job-related emotional exhaustion on turnover intention, it is seen that approximately 76.8% of the variability in thoughts towards turnover intention can be explained by the independent variable, job-related emotional exhaustion. As a result of this finding, it is possible to say that turnover intention is statistically significantly affected by job-related emotional exhaustion (F=1297,213). When the beta (β) value is analyzed, it is possible to say that a one-unit increase in work-related emotional exhaustion can lead to a 0.876-unit increase in turnover intention (p<0.05). According to the results obtained, the hypothesis to be tested within the scope of the research is "H1: Emotional burnout has a positive and statistically significant effect on turnover intention". It is possible to say that the hypothesis constructed with the statement can be supported by empirical results. This result also supports the data presented in the literature.

The Effect of Work-Related Emotional Exhaustion on Work Indifference

Table 8. Regression Results on the Effect of Job-Related Emotional Exhaustion on Job Indifference

Independent Variable	Dependent Variable
Work-related Emotional Exhaustion	Work Indifference Behavior
(R) ⁽²⁾	,583
F	548,830 (p<0,01)
T	23,427
β	,764
p	(p<0,01)

According to the results of the regression analysis on the effect of job-related emotional exhaustion on job indifference, it is seen that approximately 58.3% of the variability in job indifference behaviors can be explained by the independent variable, job-related emotional exhaustion. As a result of this finding, it is possible to say that displaying indifferent behaviors towards work is statistically significantly affected by work-related emotional exhaustion ($F=548,830$). When the beta (β) value is examined, it is possible to say that a one-unit increase in work-related emotional exhaustion can lead to a 0.764-unit increase in indifference to work behaviors ($p<0.05$).

According to the results obtained, the researcher wants to test the hypothesis "H₂: Emotional burnout has a positive and statistically significant effect on job apathy". It is possible to say that the hypothesis constructed with the statement can be supported by empirical results. This result also supports the data presented in the literature.

The Effect of Work Indifference Behaviors on Turnover Intention

The findings obtained as a result of the analysis conducted to find out whether job indifference behaviors will affect turnover intention are as follows.

Table 9. Regression Results on the Effect of Job Indifference Behaviors on Turnover Intention

Independent Variable	Dependent Variable
Work Indifference Behavior	Intention to Quit
(R) ⁽²⁾	,526
F	435,114 ($p<0,01$)
T	20,859
β	,725
p	($p<0,01$)

Within the scope of the research, according to the results of the regression analysis on the effect of work indifference behaviors on turnover intention, it is seen that approximately 53% of the variability in turnover intention can be explained by the independent variable of work indifference behaviors. As a result of this finding, it is possible to say that turnover intention is statistically significantly affected by job indifference behaviors ($F=435,114$). When the beta (β) value is examined, it is possible to say that a one-unit increase in work indifference behaviors can lead to a 0.725-unit increase in turnover intention ($p<0.05$).

According to the results obtained, the hypothesis intended to be tested within the scope of the research and constructed with the statement "H₃: Job indifference behavior has a positive and statistically significant effect on turnover intention" can be supported by empirical results. This result also supports the data presented in the literature.

Findings Regarding the Mediating Role

Table 10. Sequential Regression Results for the Mediating Role of Job Indifference Behaviors in the Effect of Job-Related Emotional Burnout on Turnover Intention

Research Model	Dependent Variable: Turnover Intention		
Independent Variables	Coefficient		p
	Beta (β)	t	
Work-related Emotional Exhaustion $R= 876^a$, $R^{(2)}=,768$, $F= 1297,213$, $p= ,000$,876	30,017	$p<0,01$
Work Indifference Behavior $R= 881^a$, $R^{(2)}=,775$, $F= 13,103$, $p= ,000$,774	20,840	$p<0,01$
a.Predictors (Contant), Turnover Intention			
Anova ^(a) : Sig.,000 ^b		Coefficient ^a : Sig.,000 ^b	

Within the scope of the research, according to the results of the sequential regression analysis on the mediating role of work-related emotional exhaustion in the effect of work-related emotional exhaustion on turnover intention, it was concluded that the variability in turnover intention can be explained by the independent variable of work-related emotional exhaustion and work-related indifference behaviors can also play a mediating role. In other words, it is possible to say that increases in work-related emotional exhaustion behaviors may affect turnover intentions, and turnover intentions may increase when indifference to work behaviors is also in question. As a result of this finding, "H₄: Emotional Burnout has a mediating role in the effect of job indifference on turnover intention" can be supported by empirical results. This result also supports the data presented in the literature.

5. CONCLUSION AND RECOMMENDATIONS

It is possible to say that in the periods when classical and neo-classical theories were put forward to improve employees' performance, the focus was on the material expectations of employees. Considering that the periods in question were periods when the production element was important and therefore focused on production processes, it can be said that it is a normal necessity to focus on elements such as providing physical conditions and determining the form of control that increases the performance of employees. However, in the post-modern period, the rapid change in business processes and systems and environmental factors, especially due to technological innovations, has revealed the necessity to put different mechanisms into action. For these reasons, it is normal for employee-oriented management approaches to come to the fore.

In an effort to adapt to the technological, economic, and socio-cultural changes that are developing and renewing in an effort to adapt to innovations, especially the financial action policies of the enterprises, are sufficient to some extent. However, in the face of these changes, it has become imperative to prepare working environments that can meet the expectations and goals of employees in order to manage employees' performance levels, creativity features, or innovation skills.

In short, within today's changing dynamics, it is possible to say that it has become necessary to give importance to factors such as protecting employees from emotional burnout, strengthening their commitment to work, or reducing their tendency to leave the job. Meeting this obligation effectively is important in terms of revealing not only the psychological resilience of employees, but also their job performance and innovativeness. This situation also reveals businesses' need to focus on human resources strategies with a holistic perspective.

In conclusion, it is possible to say that emotional burnout will have negative effects on turnover intention when both literature studies and empirical applications are taken into consideration, and if these emotions are not managed, negativities may arise in the overall performance level of businesses as well as employees. In addition, if measures are not taken to prevent the emergence of apathy behaviors towards work, this situation may also lead to an increase in turnover intentions of employees, with the effect of emotional burnout.

In light of the findings obtained as a result of this research and the research in the literature, the recommendations that we can offer for companies, managers, and researchers are as follows.

Recommendations for institutions:

- ✓ Employees should be supported with employee support programs.
- ✓ In this regard, psychological counseling, stress management, or personal development training can be provided to prevent employees from experiencing emotional burnout,
- ✓ In particular, it should be ensured that special individual support mechanisms are created for employees who show symptoms of emotional burnout and that these mechanisms are practiced at regular intervals,
- ✓ Activities should be carried out to protect employees' work-life balance by organizing working hours within the company, creating remote working activities if possible, or organizing leave policies,
- ✓ The obligation to take periodic leave or revise shift systems, especially in busy working environments, may be beneficial in preventing negative effects such as emotional burnout,
- ✓ Providing feedback to understand employees' perceptions of their work and work environment is important. For this reason, it will be beneficial to conduct regular surveys, measure employee satisfaction levels, and make improvements where necessary,
- ✓ It has become imperative to integrate the employees' objectives with the company's objectives. For this reason, emphasis should be placed on activities such as clearly identifying the level of individual contribution of employees towards the objectives of the organization and rewarding those who contribute in this context,
- ✓ It is important that employees see their work as meaningful. This situation may also create a sense of achievement for the employee. For this reason, situations such as delegation of authority, providing opportunities for voluntary and active participation in the work will increase the meaningfulness of the work for the employee, and thus, measures can be taken against negativities such as emotional exhaustion, indifference to work, and intention to leave the job,
- ✓ In order to support employees' own goals and career development, it is important to provide employees with adequate opportunities and facilities to create a continuous learning culture environment,

- ✓ Appreciation is a feeling that every person would like. Appreciation of employees in the work environment or appreciation of the contribution of employees in success stories achieved at the corporate level is important in terms of employee motivation and positive emotions.

Recommendations for managers:

- ✓ Managers play the most important role in the implementation of activities at the organizational level. For this reason
- ✓ Implementation of employee-oriented leadership styles can prevent negative effects such as emotional exhaustion, indifference to work, or turnover intention,
- ✓ Leaders' empathy, supportive attitudes, and behaviors are important,
- ✓ It will be important to adopt modern management approaches within the framework of management approach, to train managers on these issues, and especially to implement behavioral styles such as transformational leadership and servant leadership,
- ✓ It will be effective if managers pay attention to fair and transparent behavior,
- ✓ In order to create the feeling that employees' ideas and opinions are important and that they are valued, it is necessary to adopt a participatory management approach and thus to give importance to practices that increase the work engagement of employees,
- ✓ Managers are in the closest contact with employees. For this reason, it is important to offer development opportunities to employees, to make career planning that can increase employee loyalty, especially in line with personal goals, and to create a sense of support for employees' career plans,
- ✓ If there is no reward and appreciation system in the organizational structure and functioning, or there are no opportunities for this, the rewards that managers can offer to employees, such as verbal or thank you cards, can both strengthen communication and bonding between employees and prevent possible negative feelings of employees.

Suggestions for researchers:

- ✓ An employee-based evaluation was made within the scope of the study. Conducting the study based on white-collar employees or managers may contribute to the field.
- ✓ By including different sectors and countries in the study's scope, research that can contribute to the field can be proposed.
- ✓ In this study, which is based on a trivariate modeling, it can be suggested to model by adding different variables such as organizational climate, leader-member behaviors, and staff empowerment.

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