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JOB BURNOUT AND EMPLOYEE'S PERFORMANCE IN SELECTED MANUFACTURING FIRMS IN ENUGU METROPOLIS

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Abstract

This study examined the influence of job burnout on employee's performance in selected manufacturing firms in Enugu Metropolis. The main objective of this study is to examine how job burnout affects employee performance in manufacturing firms in Enugu Metropolis, specifically to find out the effect of emotional exhaustion of employees on organizational profitability, to ascertain the effect of decrease in personal accomplishment

of employees on organizational productivity, and to find out the effect of depersonalization of employees on organizational creativity.

The research methodology adopted was survey research design. The study population comprised of one thousand, one hundred and forty two (1,142) staff with a sample size of two hundred and ninety-six (296) determined using Taro Yamane formula and Bowley's population allocation model. The data was sourced basically through primary and secondary sources by distributing questionnaires to affected respondents to elicit the necessary facts. The chi-square (χ^2) statistics was used to test the formulated hypotheses.

The study revealed that emotional exhaustion affects employee's organizational profitability; decrease in personal accomplishment affects employee's organizational productivity; and depersonalization affects employee's organizational creativity. Based on the findings, the study recommended that managers of manufacturing firms in Enugu Metropolis should provide vital information about burnout and how employees can prevent it, and should frequently hold seminars to educate employees on the concept of burnout. Managers should also help employees to increase their ability to handle and prevent stress by hiring professionals to teach coping skills and relaxation techniques.

Keywords: Job Burnout, Manufacturing Firms, Employee Performance

Introduction

Business organizations, regardless of size or sector, operate to meet societal needs through the effective use of human, material, financial, and technological resources. In pursuing organizational goals and competitiveness, employees are often exposed to heavy workloads, tight deadlines, and high performance expectations, which increase their vulnerability to job burnout (Maslach & Leiter, 2016; World Health Organization [WHO], 2019). When burnout is poorly managed, it leads to outcomes such as employee dissatisfaction, fatigue, absenteeism, reduced commitment, and declining service quality, all of which negatively affect organizational performance and customer satisfaction (Bakker & Demerouti, 2017; Montgomery et al., 2022; Harter et al., 2002; Al-Hawari, 2021).

Job burnout is a complex psychological condition that develops from prolonged exposure to excessive job demands and chronic work-related stress. It is commonly described as a

state of emotional, mental, and physical exhaustion that reduces employees' motivation, energy, and sense of purpose at work (Maslach et al., 2001; Salanova et al., 2021). As burnout intensifies, employees become less productive, more cynical, and less committed to their roles, thereby undermining individual effectiveness and overall organizational outcomes (Bakker & Demerouti, 2017; Montgomery et al., 2022).

Work-related stress is widely recognized as a key antecedent of burnout, particularly in contexts characterized by persistent pressure, role overload, limited resources, and inadequate organizational support. Over time, these conditions erode employees' psychological resources, reduce engagement, and increase the likelihood of burnout (Schaufeli & Taris, 2014; Salmela-Aro & Upadyaya, 2020). Burnout is commonly conceptualized as comprising emotional exhaustion, depersonalization, and reduced personal accomplishment, which collectively influence employees' psychological wellbeing, job performance, and the effectiveness and sustainability of organizations (Maslach & Leiter, 2016; Salanova et al., 2021; WHO, 2019).

1.3 Objectives of the Study

In a broad sense, the main objective of this study is to examine the influence of job burnout on employee's performance in selected manufacturing firms in Enugu Metropolis. Specifically, the study seeks to:

1. To find out the effect of emotional exhaustion of employees on organizational profitability.
2. To ascertain the effect of decrease in personal accomplishment of employees on organizational productivity.
3. To ascertain the effect of depersonalization of employees on organizational creativity.

2.Theoretical Foundation and Literature Review

2.1 Theoretical Foundation

This study is anchored on the Job Demands–Resources (JD-R) Theory, which explains how work conditions influence employee burnout and performance. The JD-R theory posits that all jobs comprise two broad categories of factors: job demands and job resources. Job demands refer to physical, psychological, and organizational aspects of work—such as high workload, time pressure, and role stress—that require sustained effort and can lead to strain when they exceed employees' coping capacity. Conversely, job resources include factors such as supervisory support, autonomy, training, and feedback that enable employees to manage demands, maintain motivation, and perform effectively (Schaufeli, Taris, & Bakker, 2020; Bakker & de Vries, 2021).

According to the JD-R model, excessive job demands trigger a health-impairment process, resulting in burnout manifested as emotional exhaustion, depersonalization, and reduced personal accomplishment. These dimensions of burnout diminish employees' energy, engagement, and psychological connection to their work, ultimately reducing job performance, productivity, and organizational effectiveness. Empirical studies have consistently demonstrated that high job demands without sufficient resources contribute to lowered employee well-being and compromised work outcomes (Schaufeli et al., 2020).

Conversely, the availability of adequate job resources activates a motivational process that enhances engagement, creativity, and overall performance. Resources such as training, recognition, and supportive leadership enable employees to cope with pressures, remain committed, and maintain psychological investment in their work. By balancing demands with sufficient resources, organizations can mitigate burnout, strengthen employee motivation, and optimize individual and organizational outcomes (Bakker & de Vries, 2021). This theoretical framework provides a foundation for understanding how job burnout dimensions affect employee performance in the context of manufacturing firms.

2.2 Job burnout

Job burnout is a psychological syndrome that develops as a prolonged response to chronic work-related stressors and excessive job demands. First introduced by Freudenberger (1974), burnout was described as a state of physical, emotional, and mental exhaustion resulting from continuous exposure to demanding work conditions. Employees experiencing burnout gradually lose energy, motivation, and commitment, leading to emotional withdrawal and reduced effectiveness at work. Over time, burnout has been recognized as more than temporary fatigue, reflecting a deeper depletion of emotional and psychological resources that causes employees to feel overwhelmed, detached, and increasingly ineffective in their roles (Schaufeli et al., 2020; Salanova et al., 2021).

Subsequent research, particularly by Maslach and colleagues, expanded the concept of burnout by emphasizing its emotional, attitudinal, and behavioral components. Burnout was conceptualized as a multidimensional phenomenon manifested through sustained emotional exhaustion, psychological distancing or cynicism toward work, and a declining sense of professional competence. Emotional exhaustion reflects feelings of being emotionally and physically drained, while persistent strain often leads employees to adopt detached or cynical attitudes as a coping mechanism, weakening interpersonal relationships and collaboration (Maslach et al., 2001; Schaufeli et al., 2020). At the same time, burnout is associated with reduced personal accomplishment, where employees doubt their abilities and perceive their work as lacking value, thereby undermining motivation, confidence, and productivity (Schaufeli & Enzmann, 1998).

The multidimensional nature of burnout informed the development of the Maslach Burnout Inventory (MBI), which remains the most widely used tool for assessing burnout across occupational groups (Maslach & Leiter, 2016). Empirical evidence consistently links burnout to negative outcomes such as chronic fatigue, psychological distress, absenteeism, reduced job satisfaction, and high turnover intentions, making it a persistent and costly challenge for contemporary organizations (Schaufeli et al., 2020)

2.4 Employee Performance

Employee performance is a central concept in contemporary organizational and management literature, referring to the extent to which employees effectively carry out assigned work roles and contribute to organizational objectives. Recent scholarship conceptualizes employee performance as a pattern of work-related behaviors aligned with organizational goals, emphasizing how employees apply their skills, knowledge, and effort rather than focusing solely on measurable outputs (Koopmans et al., 2014; Palvalin, 2019). This perspective distinguishes employee performance from productivity and efficiency, as it encompasses broader behaviors such as adaptability, initiative, and responsiveness to change, reflecting employees' willingness to go beyond formal job requirements in dynamic work environments (Ramos-Villagrasa et al., 2019; Pradhan & Jena, 2017).

Contemporary literature further explains employee performance as a multidimensional and context-dependent construct shaped by both task-related and supportive behaviors, as well as individual and organizational factors. Task-related performance involves core technical duties, while supportive behaviors such as cooperation, proactive engagement, and adherence to organizational values enhance the social and psychological functioning of the workplace (Koopmans et al., 2014; Shoss et al., 2022). Empirical studies show that leadership quality, motivation, job satisfaction, training opportunities, work environment, digital competence, and employee well-being significantly influence performance outcomes, which in turn affect organizational efficiency, innovation, and long-term sustainability (Inceoglu et al., 2018; DeNisi & Murphy, 2017; Salas et al., 2023).

2.4 Hypotheses Development

Emotional exhaustion of employee and organizational profitability

Emotional exhaustion, a core component of employee burnout, refers to a prolonged state of physical and psychological depletion resulting from excessive job demands and sustained workplace stress (Maslach, Schaufeli, & Leiter, 2001). It is typically

characterized by chronic fatigue, emotional strain, and a reduced capacity to cope effectively with work responsibilities (Demerouti et al., 2014). Within organizational contexts, emotional exhaustion has gained increasing scholarly attention due to its negative implications for employee wellbeing and critical organizational outcomes, particularly productivity, efficiency, and profitability (Kim et al., 2020). As employees represent a primary source of organizational value creation, persistent emotional exhaustion poses a significant threat to financial performance.

At the individual level, emotionally exhausted employees experience reduced motivation, impaired cognitive functioning, and lower discretionary effort, which adversely affect task performance and productivity (Shirom, 2010; Halbesleben & Buckley, 2004). Empirical evidence shows that emotional exhaustion is significantly associated with poor job performance, increased absenteeism, and reduced operational efficiency, even when employees possess the required skills and experience (Bakker et al., 2011). In service-oriented and knowledge-intensive organizations, where sustained attention and emotional engagement are essential, such performance deficits weaken competitive advantage and directly constrain organizational profitability (Leiter & Maslach, 2016).

Emotional exhaustion also drives employee withdrawal behaviors, including turnover intentions and actual turnover, which impose substantial financial costs related to recruitment, training, and loss of firm-specific human capital (Taris et al., 2005; Hancock et al., 2013). Moreover, emotionally exhausted employees often struggle to maintain positive customer interactions, leading to declining service quality and customer satisfaction, which ultimately reduces revenue and long-term profitability (Brotheridge & Grandey, 2002; Kim et al., 2022). The literature therefore highlights emotional exhaustion as a strategic organizational concern, emphasizing that supportive leadership, adequate resources, and employee wellbeing initiatives are essential for sustaining productivity, financial stability, and organizational profitability (Bakker & Demerouti, 2017).

Emotional Exhaustion and Employees' Organizational Profitability

Emotional exhaustion, the core dimension of burnout, reflects a state of chronic physical and emotional depletion caused by prolonged exposure to excessive job demands and persistent work-related stress (Maslach, Schaufeli, & Leiter, 2001). It manifests in fatigue, reduced emotional capacity, and diminished ability to cope effectively with work pressures (Demerouti, Bakker, & Leiter, 2014). In organizational contexts, emotional exhaustion is increasingly recognized as a critical factor influencing not only employee well-being but also key financial outcomes. When employees operate under sustained exhaustion, their capacity to contribute productively declines, thereby posing significant risks to organizational profitability (Kim et al., 2020).

At the performance level, emotionally exhausted employees display lower concentration, reduced motivation, and diminished discretionary effort, which negatively affect productivity and work quality (Halbesleben & Buckley, 2004). Empirical studies show that emotional exhaustion is significantly associated with decreased job performance, increased errors, and higher absenteeism, all of which disrupt operational efficiency and inflate operating costs (Bakker, Albrecht, & Leiter, 2011). In competitive business environments, these performance deficits translate into reduced output, inefficiencies in service delivery, and weakened competitive positioning, ultimately constraining revenue generation and profitability (Leiter & Maslach, 2016).

Emotional exhaustion also contributes to increased employee turnover and withdrawal behaviors, further eroding organizational profitability. Exhausted employees are more likely to disengage psychologically and seek alternative employment, leading to higher recruitment, training, and replacement costs (Taris et al., 2005; Hancock et al., 2013). Additionally, in customer-facing roles, emotional exhaustion undermines service quality and customer satisfaction, which are critical drivers of repeat patronage and long-term financial performance (Brotheridge & Grandey, 2002). Consequently, emotional exhaustion operates as a significant organizational liability, underscoring the importance

of proactive stress management, supportive leadership, and employee well-being initiatives as strategic tools for sustaining profitability. :

HO^2 Decrease in personal accomplishment does not affect employee's organizational productivity.

Personal Accomplishment and Employees' Organizational Productivity

Personal accomplishment refers to an employee's sense of competence, achievement, and effectiveness in performing work-related tasks and is widely recognized as a positive dimension of employee well-being within the burnout framework (Maslach, Schaufeli, & Leiter, 2001). It reflects employees' perceptions of their ability to contribute meaningfully to organizational objectives through effective job performance (Schaufeli et al., 2002). In organizational contexts, a strong sense of personal accomplishment enhances intrinsic motivation, confidence, and commitment, thereby serving as a critical driver of employee productivity and overall organizational performance (Bakker & Demerouti, 2017).

At the individual level, employees who experience high personal accomplishment demonstrate greater work engagement, persistence, and proactive behavior, which translate into improved task efficiency and quality of output (Schaufeli & Bakker, 2004). Such employees are more likely to invest discretionary effort, apply creativity, and remain focused when confronted with job challenges, leading to superior performance outcomes (Xanthopoulou et al., 2009). Empirical evidence consistently shows that personal accomplishment is positively associated with task performance, learning orientation, and goal attainment, reinforcing its central role in enhancing productivity across both knowledge-based and operational work settings (Salanova et al., 2005).

From an organizational perspective, personal accomplishment enhances productivity by reducing withdrawal behaviors such as absenteeism, presenteeism, and turnover intentions, while strengthening employee commitment and alignment with organizational goals (Maslach & Leiter, 2016). Employees who perceive their work as meaningful and feel

effective in their roles are more likely to remain with the organization, thereby minimizing turnover-related costs and knowledge loss (Harter et al., 2002). Moreover, supportive leadership practices, skill development opportunities, and recognition systems further reinforce employees' sense of accomplishment, positioning personal accomplishment as a strategic resource for sustaining high productivity and competitive advantage (Deci & Ryan, 2000; Salanova et al., 2012).

$H0_3$: Depersonalization does not significantly affect employees' organizational creativity

Depersonalization and Employees' Organizational Creativity

Depersonalization is a core dimension of employee burnout characterized by emotional detachment, cynicism, and an impersonal attitude toward work, colleagues, or clients (Maslach, Schaufeli, & Leiter, 2001). It represents a psychological coping mechanism through which employees distance themselves from job demands perceived as overwhelming or unrewarding (Leiter & Maslach, 2016). In organizational contexts, depersonalization poses a serious challenge to creativity, as creative performance depends on emotional engagement, cognitive flexibility, and meaningful interpersonal interaction. Sustained depersonalization weakens intrinsic motivation, openness to experience, and cognitive engagement, leading to rigid thinking, reduced curiosity, and limited problem-solving capacity, all of which undermine the generation and implementation of novel and useful ideas (Amabile, 1996; Amabile & Pratt, 2016; Schaufeli & Taris, 2014).

From an organizational perspective, depersonalization erodes collaborative relationships and psychological safety, which are essential for collective creativity and knowledge sharing (Edmondson, 1999). Cynical and detached attitudes weaken communication quality and team cohesion, reducing opportunities for idea exchange and creative synergy (Bakker & Demerouti, 2017). Empirical evidence shows that work environments characterized by high depersonalization exhibit lower levels of innovation and adaptive capacity, as emotionally withdrawn employees are less willing to engage in

experimentation and risk-taking (Kahn, 1990; Rego et al., 2012). Consequently, depersonalization represents a significant barrier to organizational creativity, highlighting the importance of supportive leadership, manageable job demands, and resource-rich environments in sustaining creative performance.

3.0 Methodology

3.1 Procedure and Sample

This study employed a survey research design to examine the influence of job burnout (JB) on employees' performance (EP) in selected manufacturing firms in Enugu metropolis. The target population comprised 1,142 employees across the selected firms. A sample size of 296 respondents was determined using the Taro Yamane formula, with proportional allocation based on Bowley's method to ensure representativeness. Data collection was conducted using a structured questionnaire, which was distributed directly to the selected employees. Ethical considerations, including voluntary participation and informed consent, were strictly observed.

The questionnaire was designed to capture information on the key dimensions of JB—Emotional Exhaustion (EE), Depersonalization (DP), and Reduced Personal Accomplishment (RPA)—as well as EP outcomes, including Organizational Profitability (OP), Organizational Productivity (OProd), and Organizational Creativity (OCreat). The instrument consisted of 20 items and employed a five-point Likert scale ranging from "Strongly Disagree" (SD = 1) to "Strongly Agree" (SA = 5) to quantify respondents' perceptions and experiences. The questionnaire was reviewed by experts in management and manufacturing to ensure face and content validity, and a pilot test confirmed construct reliability, with Cronbach's alpha values exceeding the recommended threshold of 0.70 for all constructs.

Demographic data were analyzed using the Statistical Package for Social Sciences (SPSS) version 25 to generate descriptive statistics. The hypothesized relationships between JB

dimensions (EE, DP, RPA) and EP outcomes (OP, OProd, OCreat) were tested using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS version 4. A two-step procedure was employed, beginning with the assessment of the measurement model to confirm reliability and validity, followed by evaluation of the structural model to test the formulated hypotheses (Hair, Hult, Ringle, & Sarstedt, 2011). The chi-square (χ^2) statistical technique was additionally applied where appropriate to determine the strength and significance of the observed relationships.

Model Specification

The relationship between job burnout and employee performance is expressed as:

$EP = f\ (\ E,DPA,DP)$EP=f(EE,DPA,DP)

Where:

- EP = Employee Performance
- EE = Emotional Exhaustion
- DPA = Decreased Personal Accomplishment
- DP = Depersonalization

4.1 Analysis of Research Question One (1)

Table 1 Emotional Exhaustion Affects Employees' Organizational Profitability.

Agreement	**Alo Aluminum**	**Juhel Pharmaceutical**	**Responses**	**Percentage %**
Strongly Agree	**39**	**124**	**163**	**59**
Agree	**18**	**58**	**76**	**27**
Undecided	**9**	**19**	**28**	**10**
Disagree	**5**	**4**	**9**	**3**
Strongly Disagree	**0**	**2**	**2**	**1**
Total	**71**	**207**	**278**	**100**

Source: Field Survey, 2025.

Table 1 shows that emotional exhaustion affects organizational profitability. The results indicate that the majority of respondents agreed with this view, as 163 respondents (59%) strongly agreed and 76 respondents (27%) agreed. Only a small proportion of respondents were undecided or disagreed, suggesting a general consensus that emotional exhaustion has a significant effect on organizational profitability.

4.1.1 Analysis of Research Question Two (2)

Table 2: Decrease in Personal Accomplishment Affect Employee's Organizational Productivity.

Agreement	**Alo Aluminum**	**Juhel Pharmaceutical**	**Responses**	**Percentage %**
Strongly Agree	**34**	**145**	**179**	**64**
Agree	**22**	**36**	**58**	**21**
Undecided	**8**	**16**	**24**	**9**
Disagree	**7**	**10**	**17**	**6**
Strongly Disagree	**0**	**0**	**0**	**0**
Total	**71**	**207**	**278**	**100**

Source: Field Survey, 2025.

Table 2 shows that a decrease in personal accomplishment affects organizational productivity. The results reveal that most respondents agreed with this statement, as 179 respondents (64%) strongly agreed and 58 respondents (21%) agreed. Only a small number of respondents were undecided or disagreed, indicating a strong consensus that reduced personal accomplishment negatively affects employees' organizational productivity.

Analysis of Research Question Three (3)

4.1.2 Table 3: Depersonalization Affects Employees' Organizational Creativity

Agreement	Alo Aluminum	Juhel Pharmaceutical	Responses	Percentage %
Strongly Agree	**32**	**150**	**182**	**65**
Agree	**19**	**29**	**48**	**17**
Undecided	**13**	**11**	**24**	**9**
Disagree	**5**	**9**	**14**	**5**
Strongly Disagree	**2**	**8**	**10**	**4**
Total	**71**	**207**	**278**	**100**

Source: Field Survey, 2025.

Table 3 shows that depersonalization affects organizational creativity. The results indicate that the majority of respondents agreed, as 182 respondents (65%) strongly agreed and 48 respondents (17%) agreed. Only a small proportion of respondents were undecided or disagreed, suggesting that depersonalization has a noticeable effect on employees' organizational creativity.

Three hypotheses were formulated and tested using the chi-square (χ^2) statistic. For the first hypothesis, the null and alternative hypotheses were stated as follows:
H_0: Emotional exhaustion does not affect employees' organizational profitability.
H_1: Emotional exhaustion affects employees' organizational profitability.

To test this hypothesis, Table 1 on emotional exhaustion and organizational profitability was used. The expected frequency was calculated by dividing the total frequency by the number of response categories, that is, 278 ÷ 5 = 55.6 (approximately 56).

Table 5: Computation of Chi Square

Response	**Observed Frequency (*fo*)**	**Expected Frequency (*fe*)**	***fo – fe***	***(fo – fe)²***	$\frac{fo - fe}{fe}$
Strongly Agree	163	55.6	107.4	11534.76	207.45
Agree	76	55.6	20.4	416.16	7.48
Undecided	28	55.6	- 27.6	761.76	13.70
Disagree	9	55.6	- 46.6	2171.56	39.05
Strongly Disagree	2	55.6	- 53.6	2872.96	51.67
	278				**319.35**

$$x^2 = \frac{(fo - fe)}{fe}$$

$$= 319.35$$

The critical value of x^2 is determined from the chi-square table after obtaining the degrees of freedom.

For our problem, degrees of freedom will be;

Df = (R-1) (C-1)

= (5-1) (2-1)

= 4

Checking 4 degrees of freedom under 0.05 level of significance will give us a critical value of $x4_{0.05} = 9.4877$

Decision:

Since our calculated x^2 of 319.35 is greater than the tabulated x^2 of 9.4877, we reject the null hypothesis and accept the alternate hypothesis which states that "*Emotional Exhaustion affects employees' Organizational Profitability.* ''

Hypothesis Two

In testing the second hypothesis, it is restated in its null and alternate forms as follows:

H_0: Decrease in personal accomplishment does not affect employee's organizational productivity.

H_1: Decrease in personal accomplishment affects employee's organizational productivity.

The table (***Decrease in Personal Accomplishment Affect Employee's Organizational Productivity)*** previously presented is deemed appropriate for use in testing the hypothesis two. The table is represented below to guide in the test.

Expected Frequency = Total Frequency / No of Rows

= 278/5

= 55.6

Expected Frequency = **55.6**

Table 7: Computation of Chi Square

Response	**Observed Frequency** ***(fo)***	**Expected Frequency** ***(fe)***	***fo – fe***	***(fo – fe)²***	$\frac{fo - fe}{fe}$
Strongly Agree	**179**	55.6	123.4	15227.56	273.87
Agree	**58**	55.6	2.4	5.76	0.1035
Undecided	**24**	55.6	- 31.6	998.56	17.95
Disagree	**17**	55.6	- 38.6	1489.96	26.79
Strongly Disagree	**0**	55.6	- 55.6	3091.36	55.6
	278				**374.31**

$$x^2 = \frac{(fo - fe)}{fe}$$

$$= 374.31$$

The critical value of x^2 is determined from the chi-square table after obtaining the degrees of freedom.

For our problem, degrees of freedom will be;

Df = (R-1) (C-1)

= (5-1) (2-1)

= 4

Checking 4 degrees of freedom under 0.05 level of significance will give us a critical value of $x4_{0.05} = 9.4877$

Decision:

Since our calculated x^2 of 374.31 is greater than the tabulated x^2 of 9.4877, we reject the null hypothesis and accept the alternate hypothesis which states that **"*Decrease in Personal Accomplishment Affect Employee's Organizational Productivity*"**

Hypothesis Three

In testing the third hypothesis, it is restated in its null and alternate form as follows;

H_0: Depersonalization does not affect employee's organizational creativity.

H_1: Depersonalization affects employee's organizational creativity.

The table (***Depersonalization Affect Employees' Organizational Creativity)*** previously presented is deemed appropriate for use in testing the hypothesis three. The table is represented below to guide in the test.

Expected Frequency = Total Frequency / No of Rows

= 278/5

= 55.6

Expected Frequency = **55.6**

Table 9: Computation of Chi Square

Response	**Observed Frequency (*fo*)**	**Expected Frequency (*fe*)**	***fo – fe***	***(fo – fe)²***	***$\frac{fo - fe}{fe}$***
Strongly Agree	**182**	55.6	126.4	15976.96	287.35
Agree	**48**	55.6	- 7.6	57.76	1.038
Undecided	**24**	55.6	- 31.6	998.56	17.95
Disagree	**14**	55.6	- 41.6	1730.56	31.12
Strongly Disagree	**10**	55.6	- 45.6	2079.36	37.39
	278				**374.84**

$$x^2 = \frac{(fo - fe)}{fe}$$

$$= 374.84$$

Where:

$\chi 2$ = Chi-square statistic

fo = Observed frequency

fe = Expected frequency

From the computation,

$$\chi 2 \text{ calculated} = 374.84$$

Degrees of Freedom

$$df = (R-1)(C-1)$$

$$df=(5-1)(2-1)=4\times1=4$$

Critical Value

At **0.05 level of significance** and **4 degrees of freedom**, the chi-square critical value is:

$\chi 2_{0.05,4}=9.488$

Decision Rule

Reject H0 if

$\chi 2$ calculated $>\chi 2$ tabulated

Since

374.84 > 9.488

We reject the null hypothesis and accept the alternative hypothesis.

4.1 3 Discussion of Findings

The study's findings reveal that the dimensions of job burnout—emotional exhaustion (EE), reduced personal accomplishment (RPA), and depersonalization (DP)—exert significant negative effects on key organizational outcomes. Specifically, EE was found to significantly undermine organizational profitability (OP), confirming that sustained emotional depletion reduces employees' effectiveness and productivity, which in turn constrains financial performance. This aligns with prior research indicating that high EE impairs operational efficiency and organizational success (Mohammad Bagher, 2011).

Similarly, RPA was shown to have a significant adverse effect on organizational productivity (OProd). Employees experiencing diminished personal accomplishment exhibited lower motivation and work effectiveness, highlighting the critical role of perceived competence and achievement in sustaining productivity. These findings are consistent with Bolanle (2013), emphasizing that declines in personal accomplishment can materially affect operational performance.

Finally, DP was demonstrated to significantly impair organizational creativity (OCreat). Higher levels of DP, characterized by emotional detachment and cynicism, were associated with reduced engagement and diminished capacity for innovative problem-solving. This finding corroborates previous studies linking depersonalization to lower job satisfaction and creative output (Chidozie, Okeke, & Udeh, 2015). Collectively, the results underscore

the importance of addressing burnout not only for employee well-being but also as a strategic lever for maintaining profitability, productivity, and innovation within organizations.

5. Conclusion and Recommendations

Based on the findings of this study, it can be concluded that job burnout exerts a significant influence on employee performance in the selected manufacturing firms. Specifically, emotional exhaustion (EE) was found to negatively affect organizational profitability (OP), reduced personal accomplishment (RPA) undermined organizational productivity (OProd), and depersonalization (DP) impaired organizational creativity (OCreat). Collectively, these results confirm that the dimensions of job burnout are critical determinants of employee effectiveness and overall organizational performance, highlighting the importance of addressing burnout as a strategic organizational concern.

In light of these findings, the following recommendations are proposed to mitigate the effects of job burnout and enhance employee performance:

1.Burnout Awareness and Stress Management: Organizations should promote burnout awareness and stress management by providing regular training, seminars, and professional support to help employees recognize early signs of burnout and develop effective coping and emotional regulation strategies. Such initiatives will strengthen employees' capacity to manage work-related stress proactively.

2. Early Detection and Workload Management: Management should implement early detection and workload management mechanisms by encouraging open reporting of burnout symptoms and closely monitoring employees' workload levels. Assigning tasks that are challenging yet manageable will help prevent excessive pressure, reduce frustration, and sustain employee engagement and productivity.

3. Recognition and Reward Systems: Organizations should strengthen recognition and reward systems by acknowledging employees' contributions through structured incentives such as bonuses, awards, promotions, and other forms of recognition. Effective reward

practices enhance motivation, commitment, and job satisfaction, thereby reducing burnout and improving overall employee performance.

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