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## IMPACT OF TOXIC LEADERSHIP, EMOTIONAL EXHAUSTION & LACK OF WORK-LIFE BALANCE ON TURNOVER INTENTIONS: MEDIATING ROLE OF JOB STRESS

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KEYWORDS	ABSTRACT
<p>Toxic Leadership, Emotional Exhaustion, Lack of Work-Life Balance, Employee Turnover Intentions, Job Stress</p>	<p>This study examines the impact of toxic leadership, emotional exhaustion, and lack of work-life balance on the employee turnover intentions, with a focus on mediating role of job stress. Research posits that toxic leadership, characterized by abusive, manipulative and harmful behaviors, exacerbates emotional exhaustion and disrupts work-life balance, thereby increasing employee stress &amp; heightening turnover intentions. Using a survey-based method, data were collected from employees across various industries and structural equation modeling was employed to test the proposed model. The results indicate that toxic leadership is positively related to emotional exhaustion and a lack of work-life balance, both significantly contribute to job stress. Job stress, in turn, mediates the relationship amid these factors and employee turnover intentions. The findings suggest that organizations need to address the toxic leadership behaviors, enhance work-life balance programs, and mitigate emotional exhaustion to reduce stress at work and decrease turnover intentions. This study contributes to the understanding of the psychological mechanisms driving turnover intentions and provides valuable insights for the organizations aiming to improve the retention and employee well-being.</p>
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### INTRODUCTION

In current age, organizations are increasingly understanding the damage that toxic leadership does to employees' wellbeing and organizational outcomes (Coldren, 2024). Destructive toxic leadership behaviors such as manipulation, abuse, hostility, and narcissism destroy trust, hurt relationships at the workplace, and foster a hostile work environment. Such leadership leads to increased stress, low morale, lack of motivation and therefore intention to leave organization

on the part of employees. In addition to affecting individuals, toxic leaders also disrupt team dynamics and overall organizational effectiveness, leading to a cascade of negative outcomes (Priesemuth & Schminke, 2024). The effect of such leadership in conjunction with the emotional exhaustion and a lack of work–life balance can greatly aggravate the levels of job stress and drive employees toward turnover. Although growing awareness exists, impact of these factors on each other and causality of how they exacerbate turnover intentions through the mediating influence of the job stress is still not well understood (Saleh, Sarwar, Khan, Tabash & Hossain, 2023).

The employee turnover intentions have one of its key aspects: emotional exhaustion, which is described as chronic physical and emotional depletion (Saleh et al., 2023). Of course, this often has its roots with toxic leadership, whose idealistic expectations, unhealthy work environment, and lack of support leads to burnout. Emotional exhausted employees are unable to deal with workplace demands resulting to decreased job satisfaction & increased withdrawal behaviors. Also, the lack of work life balance enhances the employees' stress (Aruldoss, Kowalski, Travis & Parayitam, 2022). Work-life balance is the idea that you can have lots of things in your work life as well as things in your personal life, but that you have the bandwidth to take care of both of them and so you don't feel overwhelmed. Toxic leadership, emotional exhaustion and poor work life balance work together in creating a cumulative effect on job stress which is a critical predictor of the turnover intentions. However, the mediating relationship of job stress in these relationships has not been explored mainly in diversified organizational contexts (Aribi, 2024). Toxic leadership focuses on those behaviors that are detrimental to employees & organization and includes such things as the authoritarianism, hostility and the absence of empathy (Glover, 2024).

The toxic leadership traits include boss leaders setting unreasonable demands, manipulating employees for their benefit and ignoring employee wellbeing, creating atmosphere that breeds stress and resentment in the workplace. However, emotional exhaustion is understood as a depletion of emotional and physical resources, resulting from being exposed during prolonged time to workplace stressors (Moreno, Donoso, Fernández, Hofheinz, Jiménez & Garrosa, 2021). It is one of three core dimensions of burnout and a key reason why an employee stays or leaves an organization. Lack of work life balance means that you are unable do your work and your personal task and will create unnecessary conflicts and therefore stress and low job satisfaction (Vavas seur, 2024). As a mechanism linking toxic leadership, emotional exhaustion, and lack of work–life balance to turnover intentions, job stress, as a psychological response to excessive or unmanageable demands, is a primary predictor. Intentions to quit (turnover intentions), which are a conscious decision to leave an organization, are a function of both, the organizational and individual factors, and job stress is thus important intervening variable (Haider & Heredero, 2024).

These variables are interconnected in ways that multiply their impact on each other in terms of collective impact on employee turnover intentions (Vardaman, Taylor, Allen, Gondo & Amis, 2015). The emotional exhaustion caused by toxic leadership is directly exacerbated by creating a toxic work environment, and by the inability of the employee to be resilient in the face of it.

Moreover, it disrupts work life balance by setting the unrealistic expectation with the lack of recognizing individuals personal needs which increases stress (Bhat et al., 2023). The job stress arising from emotional exhaustion and poor work-life balance, both individually, serve as a catalyst in turnover intentions. This paper assumes that job stress mediates the effects between toxic leadership, emotional exhaustion, poor work life balance, and employees' decisions to quit the companies (Calvin et al., 2024). While research exists for each of these in isolation, that combines toxic leadership, emotional exhaustion, work-life balance, and turnover intentions is not available (Rocha, 2024). These variables are most often considered in isolation, neglecting the interplay among these diverse variables. In addition, the mediating role of job stress in these relationships has been largely ignored and investigation is conducted in a multi-industry setting.

Also overlooked have been the contextual factors involving these dynamics, i.e., organizational culture, industry norms, employee demographics, among others (Tasoulis et al., 2024). Second, previous research has focused on Western contexts, but there is not much empirical evidence from developing countries where the organizational structures and leadership practices may be different. Using an exploratory cross-sectional survey of employees in diverse industries, this study addresses these gaps by investigating the interconnectedness of toxic leadership, emotional fatigue, lack of work life balance, and job stress in influencing turnover intentions (Stacho et al., 2024). Turnover rates are high disrupt organizational stability, compromise team performance and therefore cause loss of expensive talent. Many factors contribute to turnover, but toxic leadership has risen to top as a primary contributing factor to enabling a workplace that fosters stress and discontent. These problems are exacerbated by emotional exhaustion and poor work life balance which in turn leads to job stress and, finally, turnover intentions (Boamah et al., 2022). The mechanisms by which the toxic leadership and emotional exhaustion and work life balance affect job stress and lead to people leaving their jobs have to be urgently understood.

This study seeks to fill knowledge gap by examining these relationships and offering practical insights for organizations. This study has theoretical and practical significance. Thematically, it contributes to existing literature on leadership and employee wellbeing by building a model that integrates the toxic leadership, emotional exhaustion and work life balance. The research provides new insights into the psychological mechanisms of turnover intention, by examining the mediating role of job stress. In addition, it provides the empirical evidence from different industries, and therefore extends existing knowledge to provide the broader understanding of these dynamics across organizational contexts. The implications of the findings of this study for organizational leaders and policymakers are practically important. Strategies that address toxic leadership behaviors, promote work life balance and emotional exhaustion buster are a major way to reduce job stress and keep talent. In this linking, the data generated from these insights can assist the organizations to create the targeted leadership development programs, strengthen employee support systems and create a healthy work environment, which will in turn help the concerned organization to increase employee retention as well as organizational performance.

## LITERATURE REVIEW

Employee turnover intentions have been the subject of much organizational research because of far-reaching implications for organization stability, productivity, and financial performance (Timsina, 2024). There are various antecedents to turnover intentions identified by the scholars among which toxic leadership, emotional exhaustion and lack of work-life balance have been identified as major ones. The previous literature has shown that toxic leadership that is abusive supervision, authoritarian leadership behaviour as well as manipulation, has been significantly associated with various employee outcomes, like stress, burnout and disengagement (Durrah et al., 2024). According to Tepper (2000) employees in the presence of toxic leadership face the increased psychological distress that results to an increase in their intentions towards turnover (Lopes et al., 2024). These toxic leaders, Lipman-Blumen (2005), also create an oppressive work environment which causes employee erosion of trust and commitment. Moreover, these results emphasize importance of leadership behavior in influencing employees' desire to stay or leave their organization (Aboobaker & KA, 2024). Also, emotional exhaustion, one of main elements of burnout, has been much researched in regards to turnover intentions as well (Saleh et al., 2023).

According to Maslach and Jackson (1981), emotional exhaustion is being depleted of emotional resources due to the prolonged exposure to workplace stressors. There is a consistent body of evidence that emotional exhaustion reduces employee engagement, job satisfaction, as well as organizational commitment of all considered to be strong predictors of the turnover intentions (Lee & Na, 2024). Wright and Cropanzano (1998) found that emotionally exhausted employees are likely to disengage, to perceive their work environment negatively, and are likely to look for other employment outside organization. Leiter and Maslach (2009) shown that leadership is capable of reducing emotional exhaustion, through supportive and empathic leaders serving as some kind of buffer. One critical factor, work life balance, is given a particular importance in the modern times of organizational studies and employees are giving more importance to their personal wellbeing than professional responsibilities (Chitranshi & Chopra, 2024). According to work – life balance is the equilibrium between work and personal life in order to minimize conflicts in the two domains. The absence of work-life balance has been found to aggravate the stress and decrease job satisfaction and thus increase turnover intentions (Zaigham & Malik, 2024).

Employees who do not find the about of work life balance support from the organization are under stress and the feeling of being valueless which makes them look out for a more flexible workplace. The importance of organizational policy and leadership behaviors in fostering an environment for work life balance and finally retaining talent is evidenced by further research conducted by (Weng et al., 2023). It has been found that job stress serves as a critical mediating variable amid toxic leadership, emotional exhaustion, work-life balance & turnover intention (Calvin et al., 2024). Job stress was conceptualized as transactional process whereby employee perceives an imbalance between demands made upon him or her and his or her ability to cope with those demands. Continual links have been found between high levels of job stress and higher turnover intentions as employees who are stressing out are more prone to experiencing

burnout, becoming disengaged and failing to feel satisfied with their work (Martini, 2024). In fact, according to Karasek (1979), the combination of high job demands and low job control leads to increased stress and more fertile base for the development of the turnover intentions. Though job stress has widely been investigated in isolation, mediating role of job stress within toxic leadership, emotional exhaustion and work life balance needs to be examined (Lee et al., 2024).

Studies of the relationships between these variables are well described in the Conservation of Resources. According to COR theory, individuals seek or strive to acquire, maintain & protect their resources, physical, emotional and social (Zulkiflee et al., 2024). Individuals experience stress when these resources are threatened or depleted causing emotional exhaustion, reduced wellbeing and increased turnover intentions. Unlike toxic leaders, laissez fair leaders create a hostile work environment, which depletes the employees' resources and imposes too many demands. A lack of work life balance threatens to reduce employees' ability to replenish their resources and ultimately increase stress (Jalil et al., 2023). Over lens of COR Theory, emotional exhaustion is a resource loss and consequently linked with adverse psychological outcomes. This can also be seen through the lens of mediating variable, as the net effect of resource loss due to the toxic leadership, emotional exhaustion and work-life imbalance. The COR theory provides a comprehensive frame work for understanding the interactions of these factors on turnover intention (Pei et al., 2024). The decision is that toxic leadership, emotional exhaustion, lack of work life balance and job stress play a more significant role in building the turnover intention.

## RESEARCH METHODOLOGY

This research utilized a quantitative, cross-sectional design to examine relationships between toxic leadership, emotional exhaustion, lack of work life balance, job stress, and employee turnover intentions. This research targeted Manufacturing SMEs since they play an important role in economic growth, have distinctive organizational dynamics generally characterized by different leadership practices and work-life balance policies than the larger organizations. The workplace stress that can occur in these enterprises is exacerbated by the resource constrained environments and shapes employee behavior, thereby making this an ideal context for testing proposed model. The target population are employees employed in SMEs. The workers that work in this sector are drawn from different departments including production, operations, quality control, administration, so that they can bring a variety of perspectives and experiences with respect to stressors in workplace and styles of leadership. Due to difficulties in reaching the entire population of employees for manufacturing SMEs, study uses purposive sampling method. With this approach, participants are chosen according to their direct involvement in the organizational phenomena of the interest, namely toxic leadership and work life balance challenges.

We set the inclusion criteria for the participants so that they had at least one year of experience in their current organization so as to have sufficient experience in their workplace environment and leadership dynamics. Using this guideline, adequate sample size was determined for SEM



that can guarantee robust model estimation with minimum of 10-15 cases per parameter. With the overall proposed model and number of parameters, sample of 300 employees was targeted for adequate statistical power for hypothesis testing. A structured survey was distributed to employees across different manufacturing SMEs to obtain data and ensure representation from small, medium and large-scale entities in this sector. To maximize responses and accessibility for all organizational roles and employees in different organizational positions, the survey was administered both physically and electronically. Job stress is identified as a key mechanism linking toxic leadership, poor work life balance, that damages employee wellbeing & increases turnover intentions. Nevertheless, interrelationships between the variables and the role of job stress as a mediator have not been adequately investigated, especially in diverse organizational context.

This study integrates COR theory to contribute to theoretical explanation of the relationships between status dynamics and employee turnover intentions, providing a holistic view of the psychological mechanisms promoting & fostering employee turnover intentions. In this drive, his presented the survey instrument with validated scales from the previous studies adapted to context of the manufacturing SME. Abusive supervision, authoritarianism, and self-promotion were used to measure toxic leadership with the Toxic Leadership Scale (Schmidt, 2008). The Emotional Exhaustion subscale of the Maslach Burnout Inventory (MBI) (Maslach, & Jackson, 1981) was used to evaluate emotional exhaustion and Work-Life Balance Scale (Fisher, Bulger, & Smith, 2009) to assess work-life balance. Job stress was measured using the Job Stress Scale (Parker & DeCotiis, 1983) and turnover intentions were measured using Turnover Intention Scale (TIS) (Mobley et al., 1978). The scales of all of the above items was based on the five point Likert Paginator ranging from the “strongly disagree” to “strongly agree” so as to ensure the consistency and ease of the interpretation. A pilot study was conducted with 30 manufacturing employees in the SME before full data collection to test the reliability and validity of the survey instrument.

The Cronbach’s alpha values for all constructs surpassed the benchmark of 0.70 suggesting the internal consistency for all constructs. The feedback from pilot participants was used to refine wording of survey items to improve clarity and relevance to the manufacturing SME context. Informed consent was used to establish nature of study purpose and rights to confidentiality of participants in the study and voluntary nature of their participation. In this drive, the relevant institutional ethics committee had approved the study and conducted research in accordance to the ethical research standards. The structural Equation Modeling (SEM) using PLS-SEM software was used for data analysis in this thesis since it is able to test complex relationships between variables and also test for the mediation effects. The analysis followed the two-step approach: First, the confirmatory factor analysis (CFA) was run to validate the measurement model, to confirm that the constructs were reliable and valid. Second, the structural model was tested to investigate the relationships between toxic leadership, emotional exhaustion, work life balance, job stress and turnover intentions in particular context. The bootstrapping method was applied to assess the mediation effect of job stress in terms of robust estimates of indirect effects.

## DATA ANALYSIS

### Measurement Model Results

Test of measurement model validates the fulfillment of internal consistency & reliability criteria of all constructs. CA values are above 0.7 (greater than acceptable threshold). Reliability of all constructs exceeds 0.8, indicating high reliability. The CV is confirmed for each construct, as the AVE values are above the benchmark of 0.5. Latent variables are well represented by their indicators.

Table 1 Reliability and Validity

Construct	Cronbach Alpha	CR	AVE
Toxic Leadership	0.877	0.910	0.670
Emotional Exhaustion	0.864	0.902	0.652
Work-Life Balance	0.835	0.880	0.595
Job Stress	0.892	0.920	0.694
Turnover Intentions	0.870	0.905	0.660

### Discriminant Validity

The results are shown on the Discriminant Validity (HTMT Ratio) table, where all the HTMT values are below threshold of 0.85 which means the discriminant validity between constructs is acceptable. This is clear with example that HTMT value amid Toxic Leadership and Emotional Exhaustion is 0.723, less than cutoff level, proving the two constructs are different. Also, values HTMT amid Toxic Leadership and Work-Life Balance (0.602), Toxic Leadership and Job Stress (0.681), EE and TI (0.748) are all below threshold of 0.85, which confirms that these constructs do not overlap and are conceptually different. The value of Job Stress and Turnover Intentions (0.812) is the highest and still below the critical value of 0.85 indicating that the constructs are adequately distinct. Finally, the HTMT ratios indicate that discriminant validity is adequately established in the model so that the constructs are distinct from one another and not too closely related.

Table 2 Discriminant Validity (HTMT Ratio)

Construct	[1]	[2]	[3]	[4]	[5]
Toxic Leadership [1]	1				
Emotional Exhaustion [2]	0.723	1			
Work-Life Balance [3]	0.602	0.682	1		
Job Stress [4]	0.681	0.752	0.649	1	
Turnover Intentions [5]	0.681	0.748	0.705	0.812	1

### Variance Inflation Factor

The predictors all have VIF values well below threshold of 5. Thus, there is no multicollinearity among predictors. This validates structural model & confirms independent of constructs from regression.

Table 3 Variance Inflation Factor (VIF)

Construct	VIF Value
Toxic Leadership	2.110
Emotional Exhaustion	2.221
Work-Life Balance	2.018
Job Stress	1.934

### Structural Model Results

The table showed that there were some significant relationships between the variables in the study. The path coefficient from Toxic Leadership to Job Stress is 0.355 ( $t = 6.300$   $p < 0.001$ ) and the relation is strongly positive and statistically significant. It appears that as the levels of Toxic Leadership behaviors rise within the organization, employees will be more likely to experience job stress. The p-value being less than 0.001 coupled with t-value far exceeding the commonly accepted threshold of 1.96 further proves the significance of this relationship statistically, and further more shows there is extremely low possibility of this result to be because of random chance. Likewise, Emotional Exhaustion leads to Job Stress with a path coefficient of 0.475, a t value of 8.640 ( $p \leq 0.001$ ) and p-value of less than 0.001, meaning robust statistically significant positive relationship. This indicates that a higher level of Emotional Exhaustion of employees is closely associated with higher job stress. The t value of 8.640 is too large to challenge the robustness of this relationship with 1.96. The relationship is also highly significant, because the p-value is less than 0.001 (this tells us that we are unlikely to get relationship between direction and price by random variation). Apart from the negative relationship, The path from work life balance to job stress has coefficient of -0.315, at t-value=5.215 and  $p < 0.001$  which is statistically significant.

This means that, as work life balance improves, job stress becomes less. When employees have a good work balance and family balance, it reduces employees' stress. Since the t-value (5.215) above the critical threshold (1.96) and p-value smaller than 0.001, this negative relationship is statistically reliable and not due to random chance. Job Stress leads to Turnover Intentions with the path coefficient of 0.540, t value of 11.020 and p value less than 0.001; which is a very strong positive relationship. Consequently, as job stress rises, the probability that employees will want to leave the organization is likely to rise significantly. It is evident, because t value is 11.020 which is much higher than 1.96, that there is a very strong and statistical significance. Additionally, the p-value of  $< 0.001$  also gives an additional assuring fact that the relationship is highly significant and doesn't happen by random chance and it comes with no surprise that job stress is a main determinant of turnover intentions. Finally, we can conclude all the paths in our model are statistically significant and all variables are significantly associated with the job stress except job satisfaction, which we infer is because of small number of cases of low job stress, and job stress plays an important role in determining turnover intentions. The results of these findings emphasize the need to target toxic leadership and emotional exhaustion in the workplace and encourage the better work life balance to lower job stress and with it, turnover intentions.



Table 4 Structural Model Path Coefficients

Path	$\beta$	t-value	p-value	Significance
Toxic Leadership → Job Stress	0.355	6.300	<0.001	Significant
Emotional Exhaustion → Job Stress	0.475	8.640	<0.001	Significant
Work-Life Balance → Job Stress	-0.315	5.215	<0.001	Significant
Job Stress → Turnover Intentions	0.540	11.020	<0.001	Significant

### Mediation Analysis

The analysis of mediation shows that effects of toxic leadership on emotional exhaustion, work life balance & turnover intention were mediated by job stress. Toxic leadership and emotional exhaustion have a positive indirect, over work stress, effect on turnover intentions, while work life balance has a negative indirect effect. These results highlight mediating effect of job stress in transmitting leadership behaviors, emotional states, and work life conditions into turnover intentions.

Table 5 Mediation Effects

Path	( $\beta$ )	t-value	p-value	Significance
Toxic Leadership → Job Stress → Turnover Intentions	.192	5.840	<0.001	Significant
Emotional Exhaustion → Job Stress → Turnover Intentions	.257	7.410	<0.001	Significant
Work-Life Balance → Job Stress → Turnover Intentions	0.170	4.950	<0.001	Significant

### DISCUSSION

This study's findings indicate that toxic leadership, emotional exhaustion, work to life balance, job stress and turnover intention are related, findings that have important implications for the organizations striving to improve employee well being and retention. The study first shows that toxic leadership is a major source of job stress. Abusive, manipulative and harmful forms of toxic leadership intensely intensify employee stress levels. With increasing toxic leadership in an organization, employees are likely to feel more stress, as per past literature (Wang et al., 2023; Nguyen et al., 2021). A toxic leader cause a devastatingly negative and morale crushing work environment that results in the increased workplace stress and lessened job satisfaction. However, this finding implies that organizations should identify and remedy toxic leadership behaviors to alleviate distress to employees and enhance the well being of overall organization. The study also links emotional exhaustion with higher job stress, finding that employees who feel emotionally exhausted tend to report more stress in their job. A major element of burnout is emotional exhaustion, arises when employees perceive work demands exceeding their level of capacity to sustain them & unable to recuperate enough time from job (Meyer & McAuliffe, 2022).

The results from this study confirm previous research that showed that emotional exhaustion can lead to tremendous stress and burnout (Chen et al., 2021, Zhang & Zheng, 2023). Failing to

address emotional exhaustion can lead to decreased well being on the part of employee, as well as a drop in productivity and engagement. As a result, organizations must put forth strategies to decrease burnout, like management of workload, recovery programs and employee support systems. By contrast, study similarly shows how work-life balance helps alleviate job stress. Those who keep healthy balance amid their work duties and personal life have lower level of job stress. In line with recent findings on work life balance in reducing job stress ([Fitzgerald et al., 2022](#); [Li et al., 2023](#)). Work-life balance programs including flexible working hours, remote work options and family support initiatives can help employees address the demands of work without compromising their well-being. The result showed that organizations that value work life balance do not only reduce stress but also increase employee satisfaction and retention. The findings also strongly support relationship between stress and turnover intentions. Employees will likely leave organisation as stress increases. This is in line with previous literature about a high level of the stress leading to higher turnover intentions ([Chen et al., 2021](#); [Blanchard et al., 2022](#)).

When not managed, job stress can continue for too long and can cause the burnout, low job satisfaction, and an employee's desire to leave the organization. Therefore, higher stress jobs need to be addressed by organizations as one of the strategies for keeping employees. Effort to reduce workplace stress could be in place by creating a supportive work environment with stress management resources and tools to help workers deal with workplace (work) pressures. Moreover, the mediation analysis found that job stress mediated the relationship between toxic leadership, emotional exhaustion, work life balance and turnover intentions. The results of the analysis find both toxic leadership and emotional exhaustion have a positive indirect effect on turnover intentions through job stress, and work life balance has a negative indirect effect. The negative outcomes linked with toxic leadership and emotional exhaustion are at least partially mediated by stress experienced by employees, this suggests. Instead, better work life balance helps reduce job stress, therefore reducing intentions to leave. This is consistent with previous research that demonstrated the mediating role of job stress in effect of workplace conditions on the turnover ([Zhou et al., 2022](#); [Guo et al., 2023](#)). First, the addressing of job stress, reduces the effects of toxic leadership and emotional exhaustion, and strengthens the benefits of work life balance.

## CONCLUSION

Finally, this study establishes toxic leadership, emotional exhaustion, work life balance and job stress as the determinants of employee turnover intentions in organizations. The findings show that toxic leadership and emotional exhaustion are the key causes of higher levels of job stress, which further increase the probability of employees contemplating to leave their organization. On other hand, work-life balance is an essential help to reduce job stress by achieving balance between job and personal life so that work-life balance provide amiable work environment. The mediation analysis contributes to conceptualizing these relationships through the complex relationships of job stress mediating between toxic leadership, emotional exhaustion, work life balance, and turnover intentions. More specifically, toxic leadership and emotional exhaustion have a positive indirect effect on turnover intentions via job stress and a negative indirect effect

via work life balance which decreases turnover. These results prove the need for organizational attention to root causes of job stress, such as TL and EE, and promotion of work life balance initiatives as part of efforts to improve the wellbeing and retention. Organizations looking to increase satisfaction and lower turnover need to work on building the positive leadership culture, put in place measures to lessen emotional exhaustion and provide employees with the tools to achieve a more balanced work and life balance. Consequently, organizations can lead to a less stressful job, less intention to turn over, and, therefore, a more engaged, satisfied, and productive workforce. In addition to offered results, study offers practical recommendations for the organizations trying to improve the employee retention and the overall organizational health.

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