

The Impact of Leader Member Exchange (LMX) on Job Burnout

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Abstract : *Job burnout is a state of exhaustion where one is cynical about the value of his/her occupation and doubtful about his/her ability to perform. At the organizational level burnout has been linked to costly outcomes, including increased absenteeism and turnover, reduced employee performance and productivity, and reductions in job satisfaction and organizational commitment. The economic and human costs associated with these outcomes underscore the importance of effective organizational practices designed to address burnout. Several researches have provided initial evidence that burnout can be highly affected by leader member exchange (LMX) relationship. These initial findings explain that leaders develop separate work relationships with different group members and the quality of a leader-follower dyadic relationship is associated in a predictable fashion with job burnout. The purpose of this study is to investigate the relationship of LMX and job burnout among the employees in garment manufacturing organizations in Sri Lanka. For the research, burnout is consisted of three broad variables of exhaustion, cynicism, and personal accomplishment/performance. The study was conducted on a sample of 200 individuals and data has been gathered through questionnaires. The principal data analysis tools used here were regression analysis and correlation coefficient. The paper's findings imply that high quality LMX may have positive impact in combating burnout.*

Keywords - LMX, Job Burnout, Garment industry

I. INTRODUCTION

Burnout is a burning issue for both organizations and employees because of its links to costly outcomes. At the organizational level burnout has been linked to financial losses, accidents, and reductions in the quality of service (Demir et al, 2003). Burnout also link to negative outcomes including increased absenteeism, turnover, and reduced employee productivity (Cordes & Dougherty, 1993) decreased performance and reduced productivity (Maslach & Jackson, 1984) ,as well as reductions in job satisfaction and organizational commitment (Moore, 2001). At the individual level burnout is particularly associated with health problems, reduced well-being and various forms of substance abuse

(Maslach at el.,2001). According to Korunka at al burnout is also likely to deteriorate someone's mental health. Some of the negative effects are feelings of anxiety, depression and loss of self-esteem. In a terminal stage a state of physical, emotional and mental exhaustion will occur from which it is hard to recover (Schaufeli & Greenglass, 2001). The economic and human costs associated with these outcomes underscore the importance of effective organizational practices designed to address burnout.

Burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind.

A key aspect of burnout syndrome is increased feelings of emotional exhaustion. As their emotional resources are depleted, workers feel they are no longer able to give of themselves at a psychological level. Another aspect is the development of negative, cynical attitudes and feelings about one's clients. Such negative reactions to client may be linked to the experience of emotional exhaustion. A third aspect of the burnout syndrome is the tendency to evaluate oneself negatively, particularly with regard to one's work with clients. Workers feel unhappy about themselves and dissatisfied with their accomplishments on the job (Maslach & Jackson, 1981). Researchers agree that burnout does not occur "overnight". It is rather a result of a prolonged and slow process that may last even for years.

However, an emerging stream of research has provided initial evidence that burnout can be highly contagious (i.e., transferable) between employees, suggesting that it may be a meaningful dyadic construct (Bakker & Schaufeli, 2000). It has been argued that interpersonal interactions are key to understanding the development and persistence of burnout (Cordes et al, 1997). An individual's manager is often the most immediate and salient person in the workplace for an employee (Janssen & Yperen, 2004). The employee-manager social interaction has been identified as being especially important for influencing employee job stress and the process of coping (Cherniss, 1980). Leader-member exchange {LMX} theory is the most famous theory widely

used to study how the quality of the relationships affects for various organizational outcomes such as job satisfaction, motivation, commitment, burnout etc. Research on LMX has shown that workers who have high quality exchange relationships with their supervisors may deal with work strain more effectively, they are less likely to experience burnout, and thus more likely to perform well (Jangsoo, 2013).

Until recently, no researcher has provided concentration of relationship based approach in leadership on employee burnout. Therefore, this study is an initial attempt to examine how LMX relationship mediate to the employee burnout in garment manufacturing organizations where burnout and turnover rates are high and reducing them is an important managerial issue.

II. STATEMENT OF THE PROBLEM

The majority of enterprises in the Sri Lankan garment industry are “weak” in terms of low productivity, poor working conditions and factory standards, demonstrating a lack of professionalism and financial discipline and poor work ethic. Shortage of skilled labour available to the industry is one of the important factors adversely affecting on productivity. Consequently, it is more difficult to use the existing labour in the most efficient manner, and as the supply of labour is less than the demand, low productivity results. The garment sector has recorded average labour turnover rates of around 55 percent per annum (Kelegama & Eparachchi, 2001). There are a number of reasons attributed to the high rates of labour turnover. Among them, employee burnout (Cordes & Dougherty, 1993; Drake & Yadama, 1996; Maslach & Jackson, 1984; Schaufeli & Bakker, 2004) is a true reason which commonly affect on employee turnover. So it is clear that turnover is an actual symptom of employee burnout. Based on that, then researcher was in the intention to find out the main cause for burnout. Various researches have shown that employees who receive high quality LMX should experience less job burnout (Thomas, 2005; Cordes et al, 1997; Cherniss, 1980; Jangsoo, 2013). As predicted, by Cherniss (1980) LMX was found to be negatively related to all three components of burnout. Given that there is lack of studies that focus on the relationship between LMX and employee burnout especially in garment manufacturing organizations.

Accordingly this study investigates the problem of what extent the quality of LMX affect on employee burnout? Having diagnosed the above problem in generally then researcher was able to determine the following specific research questions.

1. To what extent the quality of LMX affect on emotional exhaustion?
2. To what extent the quality of LMX affect on depersonalization?
3. To what extent the quality of LMX affect on personal accomplishment?

III. OBJECTIVES OF THE STUDY

The main objective is to examine to what extent the quality of LMX relationship affect on employee burnout. More especially the objectives are as follows,

1. To investigate the relationship between quality of LMX relationship and emotional exhaustion, and to find out the effect of LMX on emotional exhaustion.
2. To investigate the relationship between quality of LMX relationship and depersonalization, and to find out the effect of LMX on depersonalization.
3. To investigate the relationship between quality of LMX relationship and personal accomplishment, and to find out the effect of LMX on personal accomplishment.

IV. SIGNIFICANCE OF THE STUDY

The Sri Lankan Garment industry experienced rapid growth after the late -1970s and continues to be the strongest manufacturing sub-sector. The role played by the garment industry of Sri Lanka is important in many respects. Now it becomes one of the strongest manufacturing sub-sectors in the country. Large contribution to the exports, foreign exchange earnings, Gross Domestic Product (GDP), and creating of employment opportunities occupy a prominent place in this regard. When considering productions of Sri Lanka's industrial sector, the most important from among them all is the garment production which contributed 39% to the overall growth of factory industry in 2006. In the same way, the foremost export-oriented industry in Sri Lanka at present is the garment industry and it accounts for about 56% of total exports. It means that the majorities of export earnings of Sri Lanka are derived from garment industry. The garment industry in Sri Lanka has in a big way contributed towards continuous development in the field of industry and this sector account for more than 38% of the value of industrial production and most value added category in industry sector which account for about 33%. Garments industry has been providing large amounts of employment directly and indirectly. The garment sector currently provides direct and indirect employment to approximately 600,000 employees.

The importance of the garment industry to the Sri Lankan economy can't be under estimated considering the above factors. It plays a vital role in the country through

improving the quality of life of people. If the garment industry is inactive, it will affect the economy badly. On the other hand Sri Lanka is a labour-surplus economy; growth of garments industry may generate large quantities of employment opportunities to the society. The insight gain from this study may contribute to the development of the industry and ultimately to improve the quality of life of society. It will help policy makers to recognize more pointedly and open up their eyes on how garment industry contribute to the development of Sri Lankan economy, challenges the industry encounters at present, and forge a way forward for the benefit of the country, at large.

Knowledge on managerial skills and managerial performances, the existing relationship between these two variables, what are the problems associated with performances of manager's, and the extent of managers' contribution to upgrade the organizational performances, etc. Finding of this study will help to industry captains and hierarchies alike to take the necessary actions to enhance managers' performance through managerial skills.

Relevant literature review reveals that very little research attention has been paid to effect of leader-member exchange relationship on employee burnout. Though garment industry is a labour intensive industry, relationship based approach plays an important role to keep high degree of performance, satisfaction, motivation, commitment and so on. But there was no attempt to make a detailed study relating to LMX relationship and burnout. So, this study would be an initial effort in Sri Lanka in investigating and revealing the quality of LMX and employee burnout. In the present study, therefore, researcher attempted to break new ground in research by extending the existing literature. So, this study would be a blue print for managerial individuals because findings and assumes could be made use in wider form to enhancing their performance.

V. LITERATURE REVIEW

A. Leader Member Exchange (LMX)

Many theories of leadership assume that the superior behaves in essentially the same manner toward all members of his or her work group. In fact, however, leaders often act very differently toward different subordinates, and develop contrasting kinds of relationships with them. This perspective on the leadership process is provided by the leader-member exchange theory (LMX) (Graen & Uhl-Bien, 1995).

Leader-member exchange (LMX) theory, describes the role making processes between a leader and each individual subordinate and the exchange relationship that develops over time (Graen&Cashman, 1975). LMX theory was formally called as the vertical dyadic linkage theory because it mainly focuses on reciprocal influencing process within the leader and each subordinate. The quality of relationships between leader and subordinate is often studied through LMX theory. LMX theory argues that leaders develop specific relationships with different work group members and that the quality of these relationships is a determinant of how each follower will be treated(Lussier&Achua, 2004).The quality of relationships ranges from high to low.Subordinates in high quality exchanges have relationships with their supervisors characterized by emotional support and trust. The benefits of high quality LMX relationships are numerous, including preferential treatment, increased job-related communication, differential allocation of formal and informal rewards, ample access to supervisors, and increased performance related feedback (Graen&Uhl-bien, 1995). On the other hand, the subordinates in low quality LMX relationships receive less time and interest from their supervisors but have higher levels of supervisor control and direction which causes work related stress and dissatisfaction (Bitmis&Ergeneli, 2012).

The nature of the LMX relationship determines whether a follower belongs to the in-group or out-group. Thein-group includes followers with strong social ties to their leader in a supportive relation-characterized by high mutual trust, respect, loyalty, and influence. Leaders primarily use expert, referent, and reward power to influence members of the in-groups. Theout-group includes followers with few or no social ties to their leader in a strictly task-centered relationship characterized by low exchange and top-down influence. Leaders mostly use reward, as well as legitimate and coercive power, to influence out-group members (Lussier & Achua, 2004).

B. Burnout

The burnout concept was first described in the 1970s and originally referred to a reaction on interpersonal stressors on the job (Maslach et al, 2001).Job burnout is a state of exhaustion where one is cynical about the value of his/her occupation and doubtful about his/her ability to perform(Maslach & Leiter, 2008).

The most influential meaning of burnout has been conceptualized by Maslach (1982), as a syndrome consisting of three components: emotional exhaustion, depersonalization and reduced personal accomplishment. Emotional exhaustion is the most obvious manifestation of burnout (Maslach et al., 2001),

being a chronic state of emotional and physical depletion characterized by feelings of being overextended and exhausted by the emotional demands of work. Depersonalization is a measure of the individual's interpersonal context, representing a negative or detached response by the individual (Maslach, 1993). Depersonalization occurs as a result of the individual's need to cope with emotional exhaustion by protecting her or himself from the stressors in the workplace by disengaging (Lee & Ashforth, 1990). It is characterized by withdrawal and mental distancing from recipients (Demerouti, Bakker, Nachreiner & Schaufeli, 2001), and development of an indifferent or cynical attitude (Maslach, 1993). Reduced personal accomplishment refers to the individual's negative self-evaluation (Maslach, 1993). An individual feels a sense of reduced personal accomplishment when s/he feels ineffective and incompetent at work, associated with a lack of productivity or achievement (Maslach, 1993).

C. Relationship among LMX & Burnout

LMX theory assumes that leaders from different relationships with each of their employees. In exchange for higher levels of opportunity, autonomy, more of the leader's time and support, valued resources employees in high-quality LMX relationships feel obligated to contribute to the advancement of the leader's agenda, undertaking jobs and tasks with often a high level of criticality and difficulty. As a result, they invest more time, effort and energy than their counterparts in low-quality LMX relationships. In low-quality LMX relationships, employees receive few resources from their manager, and the employee's behavior is based largely around the employment contract (Graen & Uhl-Bien, 1995).

Research on LMX has shown significant associations with many important work outcomes. For example, LMX is negatively related to turnover intentions, and positively related to organizational commitment, satisfaction with supervision, supervisory ratings of job performance (Graen & Uhl-Bien, 1995). When the subordinate who is fairly treated by his/her supervisor (as in-group member) becomes more satisfaction with supervision which translates more commitment to the organization and desire to stay longer period. This implies that high quality LMX would negatively affect to the intention to leave.

Subordinates who have high LMX relationship are invited to participate in important decision making, are given added responsibility, and have greater access to the leader. The leader grants special favors to those subordinates in exchange for their loyalty, commitment, and above-average performance

(Lussier & Acha, 2004). Participation in decision-making and autonomy has been consistently found to be negatively related to all three dimensions of burnout (Schaufeli & Enzmann, 1998). Autonomy has also been shown to buffer the impact of work overload on emotional exhaustion (Bakker et al., 2005). Emotional exhaustion and depersonalization were negatively related to support from the supervisor (Lee & Ashforth, 1996). High-quality LMX relationships are characterized by high levels of loyalty, which can be considered as the degree to which each member of the exchange will protect the other from outside forces in their environment. In particular, when faced with difficult situations, employees in high-quality LMX relationships can rely on their managers for emotional support (Dienesch & Liden, 1986). Cordes et al. (1997) posit that where interactions with their manager cause strain to employees, they will become vulnerable to burnout.

According to Graham & Witteloostuijn (2010) Individuals in high-quality LMX relationships are likely to experience positive communication and contact with their supervisor, resulting in them receiving increased support and achieving increased mastery and control over workplace stressors. In low-quality exchanges, in contrast, contact with the supervisor is likely to be unpleasant, causing strain to the employee. Low-quality LMX relationships contact with the supervisor is likely to result in higher levels of burnout, particularly emotional exhaustion, while in high-quality LMX relationships contact with the supervisor will result in lower levels of burnout, and particularly emotional exhaustion.

Hatfield et al. (1994) argued that individuals are more likely to communicate their feelings when they believe they have the freedom to do so and that they are more likely to catch the feelings of others when they attend to and are able to read others' feelings. Accordingly, supervisors appear most prominently to act as transmitters of burnout while subordinates appear more likely to be receivers of burnout. As supervisors control employees' time, resources, and interactions, more ample opportunities exist for them to express and transmit their burnout (Chullen, 2014). Therefore, supervisors are more likely create their subordinates' burnout because they depend more on their supervisors. Accordingly, following hypotheses were developed.

H1: high quality LMX relationship is negatively related to exhaustion

H2: high quality LMX relationship is negatively related depersonalization emotional

H3: high quality LMX relationship is positively related to personal accomplishment.

VI. DATA COLLECTION AND PARTICIPANTS

A purposive sample of 200 production employees was participated in the study. The demographic characteristics of the respondents are shown in table 1. Accordingly 180 respondents were female (90%), and 20 respondents were male (10%). 64% of the participants' ages were between 20-29, 28% of participants' ages were between 30-39, and 16 participants (8%) were over 40 years old. 77% of participants were bachelors. In terms of working experience, 81% of the respondents have less than 5 years working experience, 24% have 5-10 years, and 13% have more than 10 years working experience.

Table 1. Demographic Characteristics of the Respondents

Demographics		n	%
Gender	Female	180	90
	Male	20	10
Age	20-29	128	64
	30-39	56	28
	Over 40	16	8
Marital status	Not married	137	77
	Married	63	33
Working experience	Less than 5 years	163	81
	Between 5 and 10 years	24	12
	Over 10 years	13	7

Source: Primary Data

The sample size of the study (n = 200) is believed to be adequate. The reliability and the power of analysis are further ensured when tested with Green's (1991) recommendations on sample size. He recommended using one of two formulas: $N \geq 50 + 8m$ or $N \geq 104 + m$ (where m= number of independent variables). Given the one independent variables in this study, the required sample size according to first formula is 58 ($N = 50 + 8 \times 1$) and to second formula is 105 ($N = 104 + 1$). Accordingly the sample size 200 is considered more than adequate for hypothesis testing.

Data for this study were collected through an employee opinion survey. The collected data was edited, coded, classified and tabulated manually. All collected data was properly checked and transferred to the total worksheet, which included the main variables. From the total worksheet the other calculations and analysis were conducted.

The data was analyzed using SPSS statistical application (version 17) and following section describes the data evaluation techniques applied in the present study and the justification for selecting those.

Regression analysis is used to measure the impact of independent variables on dependent variables of managerial performance. Both simple regression analysis and multiple regression analysis were applied. Simple regression analysis was used to test the separate impact of conceptual skill, technical skill and human relations skill on managerial performance. Then multivariable regression analysis was used to measure the simultaneous effect of all independent variables on managerial performance. In addition, factor analysis was also used to identify the pattern of correlation among managerial performance and other set of observed variables.

Then correlation analysis is the primary analytical tool used to determine the degree of linear relationship between variables and the coefficient of correlation (r) measures the strengths of linear relationship. The correlation coefficient (r) ranges from 0.00 to 1.00, closer to zero indicates poor relationship whereas closer to one indicates stronger relationship. Study adopted 95% significance level as the influence of other factors was properly manipulated during the analysis.

For this study, the correlation coefficient was interpreted based on the interpretation of correlation coefficient made by Vaus (2002) is as follows

- From 0.01 to 0.09 \longrightarrow Trivial
- From 0.10 to 0.29 \longrightarrow Low to Moderate
- From 0.30 to 0.49 \longrightarrow Moderate to Substantial
- From 0.50 to 0.69 \longrightarrow Substantial to Strong
- From 0.70 to 0.90 \longrightarrow Very Strong
- From 0.90 to 0.99 \longrightarrow Near Perfect

VII. MEASURES

LMX: LMX 7 questionnaire developed by Graen & Uhl-Bien (1995) was used to assess the quality of relationship between participants and their supervisors. The scale consisted of 5 items. It is most commonly used by researchers to explore theoretical questions relating to mutual trust, respect, affection, support, loyalty etc. Respondents are to indicate their degree of agreement or disagreement if they feel the questions/statements are true of their current relationship with superiors.

Burnout: Maslach Burnout Inventory Human Services Survey {MBI- HSS; Maslach, Jackson & Schwab, 1996} was

used to measure the three sub scales of burnout (EE, DP, & PA). The scale consists of 20 items that fall on the three subscales: emotional exhaustion (7 items), depersonalization (5 items), and personal accomplishment (8 items). In order to achieve the consistency, the scale was modified to use a five point scale instead of the original seven-point scale. The subscale of personal accomplishment describes the feelings of competence and successful achievement in one’s work with people. In contrast to the other two subscales, lower mean scores on this subscale correspond to lower degrees of experienced burnout. It is important to note that the personal accomplishment subscale is independent of the other subscales and that its component items do not load negatively on them {Maslach & Jackson, 1981}. Therefore some amendments were made for the suitability of the questionnaire (which means statements for PA were asked in negative form). International consistency reliability scores were 0.85 for EE, 0.76 for DP, and 0.93 for PA.

VIII. RESULTS

A. Descriptive Statistics

Table 2 shows the mean values and standard deviation values of the major variables in this study. According to that, the average person’s response about the quality of the relationship is about 2.1 (which mean there is lesser quality LMX relationship). The mean score for emotional exhaustion is approximately 4, which indicate that respondents are experiencing emotional exhaustion. The mean score for depersonalization is 3, means respondents were in no idea situation. Responses for diminished personal accomplishment were in disagree situation because mean value equal to 2. The Standard Deviation of each variable was less than one and it indicates significant position.

Table 2 :Descriptive Statistics of Major Variables

Variable	Mean	SD
LMX	2.1	0.95
Emotional Exhaustion	3.8	0.9
Depersonalization	3.0	0.9
Personal Accomplishment	2.1	0.9

B. The Calculations of Degree of LMX Relationship

The degree of LMX relationship was measure by using the guidelines provided by Graen & Uhi-Bien (1995). The calculations of degree of LMX relationship is presented in Table 3 along with frequencies and percentages.

Table 3.The Calculations of Degree of LMX Relationship

Degree of LMX	Scale Value	Frequency	Percentage
Very High	30 – 35	22	11
High	25 – 29	17	8
Moderate	20 – 24	51	26
Low	15 – 19	48	24
Very Low	7 - 14	62	31
Total		200	100

Source: Primary Data

According to the aggregate score of the respondents, it is clear that more respondents view low quality relationship with their supervisors.

C. Regression Analysis

To analyze the separate impact of independent variable of LMX on the dependent variables of emotional exhaustion, depersonalization and personal accomplishment linear regression analysis was used.

Simple Regression Analysis: LMX as an Independent Variable and emotional exhaustion as a Dependent Variable.

As per the reveals of literature LMX has inversely linked with emotional exhaustion, the simple regression was used to measure the impact of these two variables. Table 4 provides the summarize results of regression analysis.

Table 4.Regression Summaries for Dependent Variable (Emotional Exhaustion) and an Independent Variable (LMX)

Model 1	R	R ²	B	Beta	Stand ard error	t	Sig .
	0.817	0.668					
Constant			38.69		0.728	53.142	0.000
Emotion al Exhausti on			-0.72	-0.817	0.036	-19.96	0.000

Source: Primary Data

According to the results of regression analysis it indicates the B value for emotional exhaustion is -0.72, and it shows that strong negative relationship between LMX and emotional exhaustion. Relevant intercept value is 38.69, and its significant value is less than 0.05 (which indicates 0.00). Based on this it is concluded that constant factor is also significant in explaining emotional exhaustion. Hence the effect of LMX on emotional exhaustion can be shown as follows.

$$\text{Emotional Exhaustion} = 38.69 - 0.72 \text{ LMX} \quad (1)$$

The above equation indicates that, if LMX will increase by one point, then emotional exhaustion will decreased by 0.72, and significance value is lower than 0.5. Based on this, it is concluded that LMX plays a significant role in decreasing employee emotional exhaustion. R² value is 0.668, and it explains that the reliability of LMX on emotional exhaustion is 67%. Hence there are enough statistical evidences to accept the H1.

Simple Regression Analysis: LMX as an Independent Variable and Depersonalization as a Dependent Variable
As per the review in literature which saying that high quality of LMX would adversely affect on employee depersonalization, the simple regression was used to measure such impact. Table 5 provides the summarize results of regression analysis.

Table 5. Regression Summaries for Dependent Variable (Depersonalization) and an Independent Variable (LMX)

Model 1	R	R ²	B	Beta	Standard error	t	Sig.
	0.812	0.660					
Constant			24.34		0.514	47.34	0.000
Depersonalization			-0.50	-0.812	0.025	-19.6	0.000

Source: Primary Data

According to the results, it indicates the B value for depersonalization is -0.50. Relevant intercept value is 24.34, and its significant value is less than 0.05. Based on this it is concluded that constant factor is also significant in explaining employee depersonalization. Hence the effect of LMX on depersonalization can be shown as follows.

$$\text{Depersonalization} = 24.34 - 0.5 \text{ LMX} \quad (2)$$

The above equation indicates that, if quality of relationship will changed by one point, then depersonalization will reduced by 0.5, and significance value is lower than 0.5. Based on this, it is concluded that high quality leader-member relationship would negatively affect to employee depersonalization. R² value is 0.66, and it explains that the reliability of LMX on employee depersonalization is 66%. Hence there are enough statistical evidences to accept the H2.

Simple Regression Analysis: LMX as an Independent Variable and Personal Accomplishment as a Dependent Variable

The relevant literature reveals that leader member exchange relationship would positively affect on employee personal accomplishment. This impact was measured by using simple regression analysis. Following table shows the summarized information on this regards.

Table 6. Regression Summaries for Dependent Variable (Personal Accomplishment) and an Independent Variable (LMX)

Model 1	R	R ²	B	Beta	Standard error	t	Sig.
	0.875	0.766					
Constant			2.288		0.678	3.37	0.001
Personal Accomplishment			0.857	0.875	0.034	25.47	0.000

The table shows the coefficient for LMX on personal accomplishment is 0.87. Relevant intercept value is 2.28, and its significant value is less than 0.05 (which indicates 0.001). Based on this it is concluded that constant factor is also significant in explaining employee personal accomplishment. Equation for the relationship can be formulated by considering these values.

$$\text{Personal Accomplishment} = 2.288 + 0.857 \text{ LMX} \quad (3)$$

The above equation indicates that, if quality of LMX is changed by one point, then it cause to increase employee personal accomplishment by 0.78, and significance value is lower than 0.05. Based on this, it is concluded that high quality LMX is a good predictor to increase employee personal accomplishment. R² value is 0.766, and it explains that the reliability of LMX on employee personal accomplishment is 76.6%. Hence there are enough statistical evidences to accept the H3.

C. Correlation Analysis

Correlation analysis was used to measure the degree to which two variables are related. The correlation coefficients and relevant P values received by each relationship are shown in Table 7. These values were used to determine the relationship and the significance of the relationships existing among the variables.

Table 7 .Matrix of Inter Correlations

Variable	1	2	3	4	5
1. LMX	1.00				
2. Burnout (Total)	-0.52**	1.00			
3. Emotional Exhaustion	-0.817***	0.702** *	1.00		
4. Depersonalization	-0.812***	0.688** *	0.721***	1.00	
5. Personal Accomplishment	0.875***	-0.53**	-0.841***	-0.775**	1.00

*** Correlation is Very Strong at the 0.01 level (2-tailed)

** Correlation is Very Substantial at the 0.01 level (2-tailed).

The bivariate correlations on table 7 showed that LMX significantly correlated with burnout (total) (-0.52, $p < 0.05$), and as well as all the three dimensions of burnout – emotional exhaustion (-0.817, $p < 0.05$), depersonalization (-0.812, $p < 0.05$), and personal accomplishment (0.875, $p < 0.05$). Furthermore, emotional exhaustion significantly affect to increase depersonalization (0.721, $p < 0.05$), and to decrease personal accomplishment (-0.841, $p < 0.05$). Moreover, depersonalization negatively correlated with personal accomplishment (-0.775, $p < 0.05$).

IX. DISCUSSION

Recently, the topic of burnout has gained more excitement and interest among the researchers because of its negative consequences for both organizations and employees. Quality of LMX relationship is considered as a good mediator to influence on burnout. The present study tried to investigate the buffering effect of LMX on job burnout.

Based on the analysis, it is concluded that the quality of LMX relationships that exist among the respondents and their corresponding supervisors are low. Majority of the respondents are treated as the out-group members by their superiors and it leads to increase their burnout experience. This provides insights that, leaders should be trained to maintain in high-quality exchanges with all subordinates, not just with a few special individuals. It is important that supervisors move away from traditional LMX relationships to more dynamic and professional dyadic relationships. It is extremely impossible/ impracticable to treat all the subordinates exactly the same manner. But leaders should convince to members that s/he is an important member in the work unit rather than a second class citizen. Studies have shown that when leaders are trained to develop and nurture

high-quality relationships with all of their followers, it would result in achieving more favorable outcome.

The results suggest that respondents were experiencing emotional exhaustion than any other sub-dimensions of burnout. Studies found that especially the emotional exhaustion dimension of burnout leads to negative organizational outcomes (Halbesleben & Buckley, 2004). The emotional exhaustion dimension of burnout is, on the other hand, also strongly related to negative outcomes for the individual. Exhaustion is particularly associated with health problems, reduced well-being and various forms of substance abuse (Maslach et al, 2001). It is also likely to deteriorate someone’s mental health. Some of the negative effects are feelings of anxiety, depression and loss of self-esteem. Therefore, different approaches and training programs such as psychotherapy, counseling, skills enhancement programmes, communication skill training, social support, exercises for relaxation, changing organizational practices, training supervisors & managers, change shift work systems & introduce vacations should be implemented to prevent such negative consequences.

As revealed in literature, the result of this study revealed that high quality LMX adversely affect on the dimensions of burnout. These results confirmed the findings of previous researchers who revealed that, LMX significantly affected the level of burnout dimension (Jangsoo, 2013; Thomas & Lankau, 2009). Possible explanation for these findings could be that when subordinates face specific job-related difficulty or stress, social support from their supervisors would help minimize emotional distress and boost their self-esteem both of which, in turn, enhance their abilities in coping effectively with job-related problems they are confronted with {Salami,2011}

As expected, the development of burnout usually begins at an early stage of emotional exhaustion. The finding is consistent with that of Leiter and Maslach (1988), who in a study of nurses, support staff and their supervisors in a hospital found that unpleasant contact with the supervisor was an important source of interpersonal stress, playing a role in the development of emotional exhaustion. High levels of emotional exhaustion consequently lead to a withdrawal from the people / clients / patients / customers the employees work with and also from their job in general. Such a withdrawal results in depersonalized reactions to people / clients / patients / customers and in a cynical attitude towards the job. In other words, emotional exhaustion may lead to the depersonalization stage of burnout (Maslach et al., 2001).

Considering the factors that influence the degree of burnout, favorable working conditions such as reasonable work hours and organizational support for an autonomous and innovative culture must be adopted. When overload becomes chronic, there is little opportunity to rest and recover. At the same time, because job dissatisfaction also causes burnout, strategies for building good relationships with co-workers and supervisors, suitable work assignments, promotion opportunities and higher salaries should be implemented {Kang, 2012}

Moreover, the results revealed that, LMX relationships would have more impact on the burnout dimension of personal accomplishment rather than on emotional exhaustion, and depersonalization. Studies have shown that when leaders are trained to develop and nurture high-quality relationships with all of their followers, the results on follower performance have been dramatic. Followers who feel they have developed a positive relationship one-on-one with the leader tend to exhibit higher productivity and performance gains. As these relationships mature, the entire work group becomes more cohesive, and the payoffs are evident to all participants. In some sense, partnership building enables a leader to meet both the personal and work-related needs of each group member, one at a time. Through the leader's support, encouragement, and training, the followers feel a sense of self-worth, appreciation, and value for their work, and they respond with high performance (Lussier & Achua, 2004).

X. LIMITATIONS OF THE STUDY

Present study was to study how LMX affect on employee burnout in garment manufacturing industry of Sri Lanka. The insight findings of this research is therefore, confined only to the garment manufacturing industry in Sri Lanka. Therefore findings may not be generalisable to industries other than garment manufacturing, or outside Sri Lanka.

Secondly, this study was made on a selected sample and researcher believed that primary units are homogeneous and therefore sample was perfect, efficient and reliable and sufficiently represents the total population.

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