

**AMAÇ AZALMASI VE MOTİVASYON KAYBI İLİŐKİSİNDE ÖRGÜTSEL
DUYARSIZLAŐMANIN DÜZENLEYİCİ ROLÜ****Prof. Hasan TUTAR (Ph.D.)*** **Asst. Prof. Hakan Tahiri MUTLU (Ph.D.)**** **ABSTRACT**

Çalıőanlar yaőamlarının önemli bir kısmını iőyerinde geçirir ve burada geçen süre onları fiziksel, zihinsel ve psikolojik olarak yıpratır. İőgören yıpranması dediğimiz bu durum özellikle iő tatmininin ve yetersiz motivasyonun olduėu yerlerde kendisini daha fazla hissettirir. Bu arařtırmanın temel amacı, iőörenlerin yıpranmalarını motivasyon kaybı, amaç azalması ve örgütsel duyarsızlaőma üzerinden sorgulamaktır. Arařtırma yöntemi itibariyle nicel yöntemde ve genel tarama modellerinden kesitsel bir arařtırmadır. Arařtırmanın örnekleme tesadüfi örnekleme tekniğine göre belirlenmiőtir ve farklı üniversitelerde görev yapan iőgörenlerden oluőmaktadır. Arařtırmanın verileri çevrimiçi anket yöntemi ile toplanmıőtır. Arařtırmada iő görenlerde amaç azalması ve motivasyon kaybı durumları arasındaki iliőkide örgütsel duyarsızlaőmanın düzenleyici rolü incelenmiőtir. Ayrıca iőgörenlerin yıpranma alt boyutları olan motivasyon kaybı, amaç azalması ve örgütsel duyarsızlaőma düzeylerinin demografik deėiőkenlere göre farklılıėına bakılmıőtır. Elde edilen bulgulara göre amaç azalması ve örgütsel duyarsızlaőma deėiőkenlerinin motivasyon kaybını pozitif yönde etkilediėi, amaç azalmasının motivasyon kaybı üzerindeki etkisinde örgütsel duyarsızlaőmanın düzenleyicilik rolünün olduėu belirlenmiőtir. Bu bulgular iőgörenlerde olumsuz bir duygu durumunun baőka bir olumsuz duygu durumunu etkilediėi olumsuz duyguların bir tür duygusal bulaőma ile baőka duyguları etkilediėi anlaőtılmıőtır.

Keywords: *Düzenleyici Deėiőken, Örgütsel Duyarsızlaőtırma, Amaç Azalması, Motivasyon Kaybı.*

Jel Codes: C12, C42, M54.

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THE MEDIATING AND REGULATORY ROLE OF ORGANIZATIONAL DESENSITIZATION IN THE RELATIONSHIP BETWEEN SHRINKAGE OF AIM AND LOSS OF MOTIVATION

ABSTRACT

Employees spend a significant part of their lives in the workplace, and the time spent here wears them out physically, mentally, and psychologically. This situation, which we call employee attrition, makes itself felt more, especially in places with job satisfaction and insufficient motivation. The primary purpose of this research is to question the attrition of employees through loss of motivation, shrinkage of aim, and organizational desensitization. The research method is cross-sectional research in quantitative and general screening models. The study's sample was determined according to the random sampling technique and consisted of employees working in different universities. The data of the research were collected by online survey method. The study examined the moderating role of organizational desensitization in the relationship between shrinkage of aim and loss of motivation in employees. In addition, the differences in the levels of loss of motivation, shrinkage of purpose, and organizational desensitization, which are the sub-dimensions of attrition of the employees, were examined according to the demographic variables. According to the findings, it was determined that goal decrease and organizational desensitization positively affected the loss of motivation, and organizational desensitization had a moderating role in the effect of goal decrease on motivation loss. These findings showed that a negative emotional state affects another negative emotional state in employees, and negative emotions affect other emotions with emotional contagion.

Keywords: *The Moderating Variable, Organizational Desensitization, Shrinkage of Aim, Loss of Motivation.*

Jel Codes: *C12, C42, M54.*

1. INTRODUCTION

Employees' anxiety about the future, status, or positioning in an intensely competitive environment forces them to work under extreme stress. Working in a stressful and tense organizational climate caused by a corrosive competitive environment can cause employees to work in a race and to wear out mentally and psychologically (Zhang et al., 2018; Gauthier et al., 2020). In environments where organizational stress is high, the desire of organizations to be productive in the face of technological, economic, political, and social change creates additional pressure on employees. The other reason for employee attrition is that they sacrifice more than the employees to survive in a dynamic and turbulent environment. Employees must work in a work environment far from subjective well-being conditions, which is the main reason for their psychological and mental wear (Anglim et al., 2020; Jebb et al., 2020). Psychological tension and physical fatigue can cause employees to become desensitized to mental and

psychological attitudes (Langat and Lagat, 2017; Davis, 2018). As the World Health Organization suggested, employing employees with mental and psychological health conditions is crucial in managing human resources. Factors that cause employee wear in organizations can be examined through factors such as shrinkage of aim, desensitization towards work and organization, and loss of motivation.

The shrinkage of the aim of the employees may occur due to the relative reluctance of the employees who do specific jobs to achieve new goals such as advancement, promotion, skill richness, and job diversification. People with dwindling goals are reluctant to take on and achieve a new goal. These people significantly lose their desire to be goal-oriented and goal-oriented. Shrinkage of aim, which is an emotional state that cannot be handled independently of the decrease in people's self-belief and sense of efficacy, can cause employees in organizations to lose their interest in education, development, and learning (Stets and Burke, 2000: 224; Cameron, 2003; Coban and Atasoy, 2019). Employees who experience shrinkage of aim may be deprived of a progressive idealism in business life. They work at a lower energy level and experience a loss of motivation. One of the critical indicators of employee attrition is desensitization toward work and organization (Michaelson, 2005). Here, job desensitization emerges as keeping oneself away from initiatives such as business development, innovation, and creativity. Due to the shrinkage of aim, the insensitivity to work and organization manifests as indifference to all kinds of innovations and changes.

One of the critical indicators of employee attrition is the loss of motivation. The loss of motivation caused by the employees' psychological, mental, and physical wear appears as internal and external motivation loss. In the loss of intrinsic motivation, the employee loses interest in his work and becomes routine. The emotion after this routinization is the strengthening of the perception of monotony and the decrease in job satisfaction. Decreased interest in work and trivialization of the value (valence) of rewards. One of the critical consequences of the worn-out individual for himself is the atrophy of his sense of curiosity and discovery. An individual's knowledge and abilities develop through activities that match their interests (Ryan and Deci, 2000; Herdiana et al., 2017: 56; James, 2020). Employees who experience a loss of intrinsic motivation lose their sense of achievement and interest in rewards significantly. In the loss of extrinsic motivation, factors such as wages, supervision, status, working conditions, and job security (hygiene) mean little to the employee (Austenat and Stahl, 2019; Vachez et al., 2020). The organizational dimension of external motivation elements is that the organization's opportunities to increase job performance lose their meaning for the individual. Employee attrition, which is a situation that needs to be managed in terms of individual and organizational efficiency, has great importance, especially in terms of organizational creativity, development, and synergy. For this reason, preventing employee attrition is closely related to improving organizations' physical, mental, and psychological health conditions (Özer et al., 2019; Aaby et al., 2020). Prevention of employee attrition is essential in strengthening employees' sense of organizational ownership and increasing their performance.

The primary purpose of this research is to determine the mediator and moderator role of organizational desensitization in the relationship between loss of motivation, which are the components of employee attrition. In addition, another aim of the research is to examine the differences in the levels of loss of motivation, shrinkage of aim, and organizational desensitization, which are the sub-dimensions of attrition of the employees according to demographic variables. In this context, the central question of the research is: It was determined that organizational desensitization has a mediating and moderator role in the relationship between goal reduction and loss of motivation in employees. It can be argued that the study will make an essential contribution to the literature, as it is the first study to examine the effect of a decrease in motivation levels of employees on the loss of motivation and the mediation and regulatory role of organizational desensitization in this effect. The necessity of evaluating the research variables together, in addition to the ones explained above, has been interpreted as the fact that no study has been found that evaluates these variables together, which means that the research can make an essential contribution to the literature.

2. CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

2.1. Shrinkage of Aim

Goal reduction is the individual's lack of desire for success, a general reluctance to try to be successful, not needing to gain a wealth of experience, and not having enough desire for new activities. A shrinkage of aim also means a loss of interest in all kinds of innovation, development, and creativity. Loss of interest in work is also an important indicator of shrinkage of aim. Chronic fatigue in business life is a state of reluctance towards work and organization and general cooling. It is difficult to show a meaningful job, career, and professional orientation for an employee with a goal reduction problem (Hatchimonji et al., 2021; Hill et al., 2021). It would not be easy for a person whose purpose has been diminished to find his work valuable and to attribute a meaning to his work other than necessity (Stets and Burke, 2000: 224; Michaelson, 2005: 18; Steger et al., 2006: 323). It is difficult for people with reduced goals, jobs, activities, and occupations that they think wear out to achieve new goals and develop their careers.

For those who experience shrinkage of aim, the job's ability to generate identity weakens, and status symbols become less critical. A person with reduced purpose is reluctant to engage in creative entrepreneurial activities despite his ability. Employees cannot find progressive idealism in their jobs. The shrinkage of aim caused by the mental and psychological wear of the employees results in the employees' cooling towards life, a decrease in their expectations, and a state of reluctance toward organizational and general life (Cartwright and Holmes, 2006: 202; Park, 2010: 257-258). For someone experiencing a reduced purpose state, the will to act and do something is significantly weakened. Few things in life have meaning or significance for someone in this situation. Finding meaningful work is

not easy for someone with a shrinkage of aim (Pratt and Ashforth, 2003a; Clausen and Borg, 2010: 311; King et al., 2016: 212). His job has significantly lost his ability to serve his ideals.

For a person whose purpose is diminished, work ceases to be a hobby and is done reluctantly as a requirement of duty or obligation. An employee who is psychologically and mentally worn out loses the psychological bond between himself and his work and workplace (Reich, 2002: 6; Pratt and Ashforth, 2003b: 311; Vuori et al., 2012: 233). The satisfaction with having a specific job gradually disappears, and the person becomes unable to do his job without external compulsions. Employees who experience shrinkage of aim feel less satisfied with their job and do not feel the need to use their creative abilities to benefit the organization. The employee cannot find enough motivation to add value to the work. Individuals who experience shrinkage of aim have difficulty finding positive answers to the "Where do I belong?" "Is where I am where I should be," "Is there a meaning that I add to my own life and the lives of others" (King et al., 2016: 212). The creative abilities of someone who experiences a shrinkage of aim are impaired. Conditions such as chronic fatigue, reluctance, and loss of interest prevent attaining a new goal. The main negative effect of goal reduction on employees is loss of motivation. Desensitization and shrinkage of aim are also a decreased need to take specific actions with a loss of motivation.

2.2. Loss of Motivation

Motivation is the desire to move an organism towards a specific goal. Motivation is the "power" that moves a person for any purpose. Motivation encompasses the forces associated with people's thoughts, hopes, beliefs, and, in short, their desires, needs, and fears. People who experience a loss of motivation are deprived of this motivation. Loss of motivation is an organizational problem usually arising from frustration, boredom, and fatigue. Someone who experiences a loss of motivation significantly loses the will to succeed. People who experience a loss of motivation experience a feeling of decreased desire (Christodoulou et al., 2017; Kayalar and Güler Arı, 2017). In decreasing intrinsic motivation, the person's wishes, such as success, reputation, and strength, are pushed into the background. The individual's sense of appreciation weakens. The person begins to show relatively less interest in belonging and self-actualization. Employees attribute relatively less meaning to organizational policy, supervision, work conditions, wage level, and relations between employees and subordinates (hygiene factors) (Octaviannand et al., 2017; Salehi, 2018). A person who has lost a significant amount of motivation has a relatively low interest in motivational factors such as recognition, success, responsibility, the job, development, and progress.

According to Alderfer's ERG Theory, loss of motivation negatively affects the individual's needs, such as survival, relationship with other people, and development. The person experiencing a loss of motivation does not attach enough meaning to existence, belonging, and development. Loss of motivation is an essential source of underperformance in McClelland's Need to Achieve Theory.

According to McClelland, losing motivation causes a decrease in the desire to establish relationships with others, join a group and do a task together as a team (Chaoqun, 2021; Wang et al., 2021). The desire to gain power weakens, and the need to achieve decreases relatively. Extrinsic motivation, which is the cause of employee wear, seeks people's motivation from external factors. Expectancy theory, one of the process theories developed to determine the factors affecting people from the outside, asserts that if people do not have any expectations, they will not act in a certain way. Prospect theory assumes that human behavior is intentional, reasoned, and purposeful. The life expectancy of a person experiencing shrinkage of aim is naturally weakened. Prospect theory of motivation: He argues that the power of desire for the realization of a specific goal, the other, the ability to see the relationship between productivity and the realization of the goal, depends on the ability to see one's abilities (Locke & Schattke, 2019). Prospect theory cares about the degree to which a person desires the reward achieved by making a particular effort. Another consequence of loss of motivation is losing interest in work and desensitization. The following hypothesis has been developed per the theoretical framework and assumptions.

H₁: The shrinkage of aim has a significant effect on the loss of motivation in employees.

2.3. Organizational Desensitization

Employees' general indifference and insensitivity towards their job, profession, and organization is desensitization. An employee who experiences desensitization towards the organization and his/her job sees himself/herself as less competent in his/her job. Due to desensitization and loss of motivation, employees become indifferent, rigid, and careless towards the people they encounter because of their work. This situation generally causes organizational communication problems such as a rapidly increasing sense of alienation, loss of creative ability for work, and the employee's seeing his interlocutor as an insignificant object (Delmolino, 2018; Okamura et al., 2018). It is not easy for someone who has become desensitized to work to cope with psychological tension and stress. The employee, who thinks he cannot control his environment and work, begins feeling inadequate. A desensitized person significantly loses interest in people and other environmental factors, such as the mechanical operation of a machine. These people cannot show the necessary and sufficient reaction to what is happening around them. Due to desensitization, mentally and psychologically worn-out employees show indifference towards work, colleagues, and the organization (Baycan, 1985; Garden, 1987). Their emotional states, attitudes, and behaviors are cold, dull, and distant. Other people's feelings and thoughts do not mean much to them. Depending on the intensity of desensitization, the employee becomes indifferent and unresponsive to any attitude object. Insensitivity to work leads to a decrease in novelty, excitement, hope, desire, and desire. Loss of interest, indifference towards others, alienation from them, and inadequate perception dominate employees who have become desensitized to work.

Desensitization generally manifests as alienation from oneself, behaving in a way that alienates others, and being cold and distant towards others. These generally mean that the person is cold towards himself and his surroundings. The individual in this situation inevitably experiences a decrease in interest. The tendency to morally evaluate what is happening around the depersonalized individual leaves its place to more primitive, primary, and impulsive processes. The meaning attributed to emotions such as compassion, love, help, support, trust, and self-sacrifice decreases (Krahé et al., 2011; Ferguson and Beresin, 2017). An individual's sensitivity to all human values weakens, and his interest decreases. One of the most important results of the loss of interest and desensitization for the individual is a decrease in the sense of individual achievement. The success motive of a person who becomes cold towards work and life generally decreases relatively. With desensitization, employees' interest in intrinsic and extrinsic motivation factors decreases. In this case, it is not possible for the individual to fully utilize his or her potential. The person does not try to change the situation that he encodes as unfavorable, and he thinks that his efforts will not work (Albulescu and Pépin, 2019; Budisavljevic et al., 2021). There is a general feeling of frustration about work and organizational activities. Decreased interest manifests as indecision, confusion, mental stagnation, decreased concentration, and a stronger tendency to label life events negatively. The following hypothesis has been developed per the theoretical framework and assumptions.

H₂: Shrinkage of aim has a significant effect on organizational desensitization.

H₃: Organizational desensitization has a significant effect on the loss of motivation in employees.

H₄: Organizational desensitization has a moderating role in the effect of shrinkage of aim on employees' motivation loss.

3. MATERIAL AND METHOD

3.1. Participants and Sampling

Data were collected from academic and administrative staff working in different universities to answer the research question. The sample determined according to the random sampling technique consists of 212 participants. The data were collected voluntarily by reaching the participants with the online survey method. The collected data were analyzed and interpreted with different relationships, effect tests, and suggestions.

3.2. Data Collection Instruments

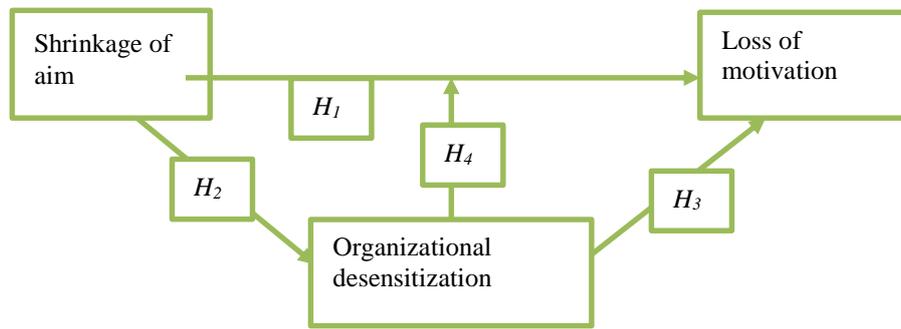
The Employee Attrition Scale, which measures the participants' demographic characteristics and perceptions of employee attrition, was used as a data collection tool in the study. The Employee Attrition Scale, which consists of 27 items and has four sub-factors (loss of motivation, shrinkage of aim, decrease in the perception of self-efficacy, and organizational desensitization), is a five-point Likert type scale

developed by Tutar and Erdem (2022). This study used sub-dimensions of employee attrition, loss of motivation, shrinkage of aim, and organizational desensitization.

3.3. The Hypothetical Model of the Research

In the hypothetical model of the research, it was assumed that organizational desensitization would have a moderator effect on the relationship between goal reduction and loss of motivation. In the model, "reduction of purpose" was considered the independent variable, "loss of motivation" as the dependent variable, and "organizational desensitization" as the moderator variable. Accordingly, the hypothetical model of the research was constructed as in Figure 1, and the hypotheses were tested.

Figure 1. Hypothetical Model of the Research



4. RESULTS

Using Andrew F. Hayes' PROCESS macro, whether corporate desensitization has a moderating role in the effect of goal reduction on the loss of motivation was examined. The data analysis examined whether the shrinkage of aim affects the loss of motivation, when the effect will increase or decrease, and whether organizational desensitization functions as a moderator variable. In other words, the moderating role of organizational desensitization and the effect of shrinkage of aim on the loss of motivation will increase or decrease. In addition, slope analysis is used to determine statistically how it is likely to have a moderator effect on other variables (Aiken, 1991). As a result of this analysis, it is expected that different results will emerge as low or medium in the effect of goal reduction on the loss of motivation. In light of these explanations, the reliability levels of the data were examined first. The moderator hypotheses shown in the above model were tested, and the following findings were reached.

Table 1. Reliability Analysis of Data

Variables	Cronbach's Alpha	N (Number of Items)
Loss of motivation	,974	12
Shrinkage of aim	,943	7
Organizational desensitization	,894	5

Reliability analysis of the 27-item scale directed to the participants was performed in terms of three factors (24 items) used in the research, and the internal consistency coefficient (Cronbach's Alpha

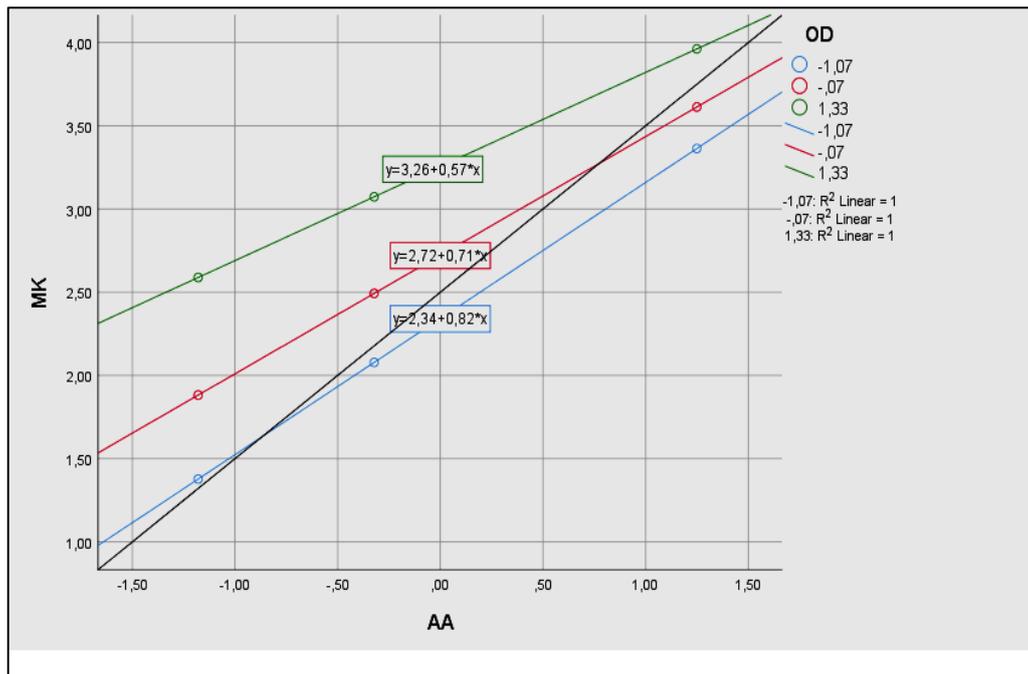
coefficient) was found to be 0.974 for the Motivation Loss variable, 0.943 for the Decreased Goal variable, and 0.894 for the Organizational Desensitization variable. Since the coefficient values obtained are more significant than 0.80, the scale used is highly reliable (Coşkun and Mutlu, 2017; Tutar and Erdem, 2020).

Table 2. The Moderator Role of Organizational Desensitization in the Effect of Goal Reduction on The Loss of Motivation

MODEL: 1	R	R ²	F	df1	df2	P
Y: Lost Motivation	.8688	.7548	180.6065	3.000	176.000	.000
X: Shrinkage of aim						
M: Organizational Desensitization						
	Interaction Variable	ΔR ²	ΔF	df1	df2	P
	x*m	.0108	7.7406	1.000	176.000	.006
	Coefficient	Standard error	T	p	LLCI	ULCI
(Constant)	2.7483	.0525	52.3184	.0000	2.6446	2.8520
Shrinkage of aim	.7055	.0609	11.5835	.0000	-.4005	-.1950
Organizational Desensitization	.3806	.0561	6.7805	.0000	-.2404	.0387
Shrinkage of aim* Organizational Desensitization (Interactive Term)	-.1051	.0378	-2.7822	.0060	-.1797	-.0306

The moderator role of organizational desensitization in the effect of goal reduction on the loss of motivation was tested. According to the significance level of the coefficient value of the interactional term variable and the values of the lower and upper confidence intervals (LLCI and ULCI) values, organizational desensitization has been found to have a moderating effect ($\beta = -.105$; CI= 95%; LLCI= -.1797; ULCI= -.0306; $t = -2.7822$; $p < .05$). Accordingly, the H₄ hypothesis, "Organizational desensitization has a moderating role in the effect of shrinkage of aim on the loss of motivation in employees" was accepted.

Figure 2. The Moderating Effect of Organizational Desensitization on the Effect of Shrinkage of Aim on Loss of Motivation



In Figure 2, the three lines showing organizational desensitization's high, medium, and low values are not parallel. There is a negative relationship between score differences, shrinkage of aim, and loss of motivation, showing that organizational desensitization has a moderating effect. These findings mean that as the values of goal reduction increase, the values of the motivation loss variable also increase. However, this increase is higher in individuals with low and moderate organizational desensitization scores while less in individuals with high organizational desensitization scores.

4.1. Examination of Employee Attrition Scores According to Demographic Characteristics

To examine the differences in the sub-dimensions of the employees' perceptions of attrition according to demographic variables, normality analysis was performed, and it was determined that the data showed a normal distribution (sig.>0.05). For this reason, parametric techniques were used to analyze the data. An Independent sample t-test was used to analyze differences according to gender and marital status, and the F test (ANOVA) was used to analyze differences by age and length of service. The statistical significance level was accepted as 0.05.

Table 3. Difference Analyses of Employee Attrition Dimensions According to Demographic Variables

		N	%	Loss of Motivation	Shrinkage of aim	Organizational Desensitization
Gender	Male	103	48,6	2,36	2,21	2,41
	Woman	109	51,4	2,99	2,49	2,93
	Total	212	100,0	2,68	2,36	2,67
	Sig. (p-value)			0,000	0,060	0,000
Age	30 and more	22	10,4	3,22	2,77	3,01
	31-40	69	32,5	2,58	2,30	2,67
	41-50	76	35,8	2,77	2,39	2,82
	51 and below	45	21,2	2,37	2,17	2,29
	Total	212	100,0	2,68	2,36	2,67
	Sig. (p-value)			0,042	0,190	0,033
Marital status	Married	170	80,2	2,58	2,28	2,60
	Single	42	19,8	3,04	2,69	3,00
	Total	212	100,0	2,68	2,36	2,67
	Sig. (p-value)			0,033	0,027	0,033
Service Period	Five years and more	31	14,6	3,02	2,71	2,91
	6-10 yıl	34	16,0	2,44	1,98	2,51
	11-15 yıl	38	17,9	2,54	2,31	2,65
	16-20 yıl	18	8,5	3,16	2,64	3,10
	21-25 yıl	40	18,9	2,66	2,30	2,64
	26 years and more	51	24,1	2,57	2,33	2,52
	Total	212	100,0	2,68	2,36	2,67
Sig. (p-value)			0,212	0,113	0,321	

When the analysis findings (p-value) are examined, it can be said that there are differences in terms of variables less than 0.05. Accordingly, it was observed that women's levels of loss of motivation and organizational desensitization were significantly higher than men's. Similarly, women's goal reduction levels were higher than men's, but this difference was insignificant. When the variables according to the age of the employees were examined, it was determined that the motivation loss levels

of those aged 30 and below were higher than those aged 51 and above. However, organizational desensitization levels of individuals aged 41-50 were higher than those aged 51 and over. The average values of attrition levels of young workers are higher than those of relatively older workers. As a result, when the attrition levels of the participants were examined according to their marital status, it was seen that the levels of loss of motivation, shrinkage of aim, and organizational desensitization of the singles were significantly higher than those of the married. It was understood that the length of service did not affect the level of attrition.

5. DISCUSSION AND CONCLUSION

This study was conducted to determine the effect of the decrease in motivation, one of the sub-dimensions of employee attrition, on the loss of motivation and whether organizational desensitization has a moderating role. The findings showed that goal reduction and organizational desensitization variables affected the loss of motivation. It has been determined that as the decrease in the purpose of the employee increases, the loss of motivation also increases accordingly; as the level of organizational desensitization increases, the loss of motivation also increases. According to this result, it can be said that some of the reasons for the loss of motivation of the employees are due to the shrinkage of aim and corporate desensitization. It has been determined that organizational desensitization is among the critical predictors of shrinkage of aim and loss of motivation in employees.

Research findings show that employees who work under extreme competitive pressure and in stressful work environments feel tired, exhausted, and powerless. In a worn-out employee, it can be expected that a chronic state of fatigue, alienation from work and general life, introversion, a sense of social and emotional loneliness, and a general inadequacy may occur over time. The literature has discussed that worn-out employees may also experience symptoms such as being psychologically fragile, unable to enjoy life, and losing joy and enthusiasm (Jain and Nayyar, 2018; Fallucchi et al., 2020). In addition, general desensitization towards life, a perception of inability to resist life's difficulties, and alienation from work and life are other symptoms of employee wear and tear. The decrease in the employee's sense of accomplishment, loss of intrinsic motivation, and loss of control over events are other negative effects of attrition on the employee. Various studies have determined that all these negative perceptions are the emotional states that a person who is psychologically and mentally worn out will experience (Arnold et al., 2007: 195; Steger and Dik, 2010: 133; Dimitrov, 2012: 355-357). On the other hand, organizational policies designed only according to business and organizational needs and neglecting people, low morale, and motivation are among the other causes of wear (Shankar et al., 2018; Fallucchi et al., 2020). Excessive organizational stress in organizations, poor work-life balance, the monotony of work, person-role incompatibility, unfavorable working conditions such as inadequacy and shrinkage of aim, and organizational conflict can be other causes of significant attrition.

When the employees' motivation loss, shrinkage of aim, and organizational desensitization levels differ according to demographic variables, it was observed that women's motivation loss and organizational desensitization levels were significantly higher than men's. Similarly, women's goal reduction levels were higher than men's, but this difference was insignificant. This can be interpreted as women's psychological resilience levels being relatively low against the factors impairing their mood. Similarly, the fact that women are affected more than men in goal reduction and organizational desensitization may be due to similar reasons. However, whether this is the case needs to be tested empirically. In a study by Dost (2007), it was found that women's motivation loss was higher than men's, which is in line with the result of this study. On the other hand, the study by Şahin (2002) stated that the loss of motivation did not differ according to gender. Tümkaya et al. (2007) Duman et al. (2009) stated in their study that, contrary to what was found in this study, men's loss of motivation is higher than women's. They stated that the reason for this was the role attributed to men in society.

Another result of the research findings is that the social, cultural, and psychological characteristics of the employees who have developed with each other affect their emotional states. Personal, relational, and organizational characteristics can cause people's emotional states in the working environment. Emotional contagion, a type of interpersonal influence, results from one person's emotions causing similar emotions in others. It may be because employees with a relatively high perception of employee attrition affect each other in corporate relations (Cacioppo and Petty, 1987; Levy and Nail, 1993; Decety and Jackson, 2006). In the emotional contagion that emerges and adds a new meaning to the relationship, employees convey their feelings to each other and act on a "common" feeling ground. It can be assumed that variables such as loss of motivation, shrinkage of aim, and organizational desensitization that cause employee attrition spread as an emotional contagion among employees. The assumptions and findings put forward in the theoretical framework of the research show that negative emotion in humans positively affects other negative emotions. However, to justify the hypothesis, the relationship between employee attrition and emotional contagion should be investigated empirically in future studies.

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