# When Task and Contextual Performance Expectations Lead to Burnout, Detachment, and Turnover Intentions at Work

## Bağlamsal ve Görev Performans Beklentileri İş Yerinde Tükenmişliğe, Kopukluğa ve İşten Ayrılmaya Yol Açtığında

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**ÖZ**

Purpose: The purpose of this study is to investigate how emotional burnout and psychological detachment influence employees' turnover intentions and to examine the mediating effects of expected task performance (ETP) and expected contextual performance (ECP).

Method: Participants were selected from the sub-Saharan healthcare industry (N = 150). The collected data were analyzed using structural equation modeling (SEM), and mediation effects were assessed through bootstrapping.

Findings: The analysis revealed that emotional burnout increases expectations for both task and contextual performance, whereas detachment shows the opposite pattern. Furthermore, when burnout is present, employees may perceive increased expectations for going above and beyond, which may influence their intention to stay or leave. On the other hand, detachment influences routine task expectations differently and partially mediates turnover intention.

Originality: the results indicate that shaping expectations around task and contextual performance under various conditions plays an important role in managing turnover rates.

**ABSTRACT**

Amaç: Bu çalışmanın amacı, duygusal tükenmişlik ve psikolojik kopmanın çalışanların işten ayrılma niyetleri üzerindeki etkilerini incelemek ve beklenen görev performansı (ETP) ile beklenen bağlamsal performansın (ECP) bu ilişkideki aracılık etkilerini değerlendirmektir.

Yöntem: Katılımcılar Sahra Altı Afrika sağlık sektöründen seçilmiştir (N = 150). Veriler yapısal eşitlik modellemesi (SEM) ile analiz edilmiş, aracılık etkileri ise bootstrapping yöntemiyle test edilmiştir.

Bulgular: Analizler, duygusal tükenmişliğin görev ve bağlamsal performansa (ECP) yönelik algılanan beklentileri artırdığını, psikolojik kopmanın ise bu beklentileri azalttığını ortaya koymuştur. Çalışanların, tükenmişlik durumlarında bağlamsal performans beklentilerinin (ECP) arttığı ve bu algının işte kalma ya da ayrılma kararlarını etkilediği tespit edilmiştir. Öte yandan, bu çalışmada beklenen görev performansına (ETP) ilişkin beklentilerin psikolojik kopma ile birlikte daha karmaşık sonuçlar verdiği görülmüştür. Ayrıca, bu karmaşıklığın işten ayrılma niyeti üzerinde farklı aracılık etkileri yarattığı da belirlenmiştir.

Özgün Katkı: Genel olarak çalışmaya ait bulgular, farklı koşullar altında şekillenen görev ve bağlamsal performans beklentilerinin, duygusal baskı altındaki çalışanların işten ayrılma eğilimlerini anlamada önemli bir rol oynadığını göstermektedir.

## 1. INTRODUCTION

In the post-pandemic era, organizations across sectors are grappling with increased employee burnout and rising turnover rates. These challenges have particularly become appeared in knowledge-intensive and emotionally demanding roles, where prolonged work-related stress can lead to physical and psychological exhaustion. The Job demand resources (JD-R) model (Demerouti et al., 2001) aims to explain the outcome of the combination of job-demand and job resources. The JD-R model inspired numerous studies that have focused on the link between the impact of resources on burnout (Bakker et al., 2017). This link is based on the level of demand that might undermine well-being or adversely accelerate burnout.

In a sense, we might consider including job performance expectation as part of this demand (Smollan & Mooney, 2024). However, the specificity of demand for job performance could be differentiated according to the nature of tasks. Before giving details of these types of performance, it is important to propose counter-reaction of individuals who have evolved the technique to cope with the threat of pressure in this research. Hobfoll et al. (2018) has offered the theory of Conservation of Resources (CR) that outlines how pressure is dealt with such as keeping distance from work where distance has been studied as a detachment from work. Firstly, the burnout could be eased through detachment or supported with the deliberately discouraging work detachment that might even cause the use of unnecessary resources (Belkin et al., 2020). Furthermore, while the notion of being less productive could be linked to not being able to fulfill non-work-related duties and distract employees from task performance, the researchers have also brought us to raise two concepts Burnout and Detachment. The prior is related to the JD-R, latter could be linked to CR. Before detailing detachment and burnout concepts, it is vital to explain the nature of job performance in the next section.

Demand of Job performance refers to the expectations of an individual who carries out their duties, responsibilities, and tasks in the workplace. Although the modern professional work settings ask for performance beyond duties, responsibilities and tasks, it is important to start from beginning of them. For example, Ramawickrama et al. (2017) classified 'task performance,' 'job specific task behavior,' and 'in role work performance,' which can be considered under the expectation of task performance category. Moreover, Murphy (1989, as cited in Ramawickrama et al., 2017) explained task performance as 'the accomplishment of tasks within an incumbent's job description.' Williams and Anderson (1991) explained 'in role work behavior' as related to duties and responsibilities that are formally specified in the employment contract. The combination of researcher's descriptions implies that expectations of task performance (ETP) from employees are under task oriented. Further, Campbell et al. (1990) measured job performance by prioritizing job specific task behavior, considering it 'a part of the formal job of the employee. Moreover, the performance expectation could be articulated under the Conservation of Resources to measure an employee's effectiveness, productivity, and ability to meet job-related goals (Holmgreen et al., 2017).

There are only a few studies on expected performance, mostly within the contexts of professional development (Jha, 2018) and innovative behavior (Yuan, 2018). In this sense, they have linked to employees who believe they are expected to demonstrate more than formal job descriptions for innovative, creative, proactive, and initiative driven. These are in a similar vein, with contextual performance. Initially, job performance is defined as the ability of an employee to complete assigned tasks and responsibilities within the given timeframe and to the required quality standards (Pandey, 2022). However, this definition falls short as a new era of economic, technological and societal change has put pressure on businesses as well as our understanding related to contextual elements at work. In this sense, the literature introduces a related concept: the Expectation of Contextual Performance (ECP), which refers to voluntary actions and behaviors that contribute to the overall functioning and effectiveness of the organization (Widodo, 2021). This understanding aligns with studies on "expected performance outcomes" (Jha, 2018; Yuan, 2018). Contextual performance extends well beyond formal job descriptions and encompasses activities that support the social and psychological environment of the workplace.

In a modern understanding of Expectation of Contextual Performance (ECP) includes helping colleagues (collaboration), offering innovative ideas, participating in team activities (collectivist),

mentoring others, and maintaining a positive attitude (Bogler & Somech, 2023). If employees perceive these expectations, they may influence attitudes —such as turnover intention— because they are not explicitly stated in job descriptions and are often asked for by management without any mutual exchange, but some might argue with this whether it has a positive impact. In order to underpin this argument, we have to accept that opinions are divided into various segmentations. For instance, while Aprilyanna (2022) and Kaili (2022) are in favor of supporting contextual performance due to an organization's success, Adham named the dark side of implementing performance as opposite of organizational success school. Adham (2024) emphasized that an excessive focus on performance might diminish effective teamwork and collaboration (2024). Similarly, Chen et al. (2023) highlighted the dark side of performance pressure, arguing that it can exacerbate employee burnout and reduce well-being and lead to intention to leave. Again, Bolino and Turnley (2005) highlight that high expectations for extra-role behavior may lead to citizenship fatigue—an emotional and physical exhaustion resulting from overcommitment. Employees who consistently go above and beyond, especially without recognition or reciprocity, are prone to burnout. This is especially relevant when contextual behaviors become expected rather than voluntary, turning them into de facto job demands (Vidyarthi et al., 2010). Therefore, we have identified a gap in literature that has never been previously explored and proposed two mediation variables called Expectation of Contextual Performance (ECP) and Expectation Task Performance (ETP) as mediating variables.

## 2. THEORETICAL INTEGRATION: JOB-DEMANDS-RESOURCES (JD-R) AND CONSERVATION OF RESOURCES (COR)

The current study is grounded in two well-recognized theories in the organizational behavior literature—the Job Demands–Resources (JD-R) model (Demerouti et al., 2001) and the Conservation of Resources (COR) theory (Hobfoll et al., 2018)—which together inform the conceptual framework of the study (Figure 1). On the one hand, the JD-R has helps explain the root causes of burnout, which may arise from an insufficient balance between demand and available resources. In study context, it would be helpful while translating expectations of task (ETP) and contextual (ECP) performances as demands. Because they may create strain on employees as well as lead to intention to leave. On the other hand, Conservation of Resources (COR) theory (Hobfoll et al., 2018) provides a conceptualization of self-protection, and conserve resources such as energy, time and emotional resilience. When employees experience a shortage of resources, they may result in psychological detachment that implies their mentality is prone to be away as a coping strategy with this shortage. In this notion, detachment could be seen as protective behavior under COR, the current research examines how performance expectations may alter this relationship.

There are various Burnout types in literature. We have decided to focus on emotional burnout in current study as it has been cited as a widespread problem in professionals' lives (Trougakos et al., 2024). Emotionally burnout has been described as "the experience of feeling emotionally over-extended and exhausted by one's work. And not surprisingly, it has negative implications for employee well-being and effectiveness" (Ibid, page 1).

Numerous studies have examined turnover intention, detachment, and emotional burnout by incorparating control variables such as resilience (moral efficacy and adversity) among Nurses (Galanis et al., 2024), toxic environment (Serenko, 2023).

The current research reverses the perspective by proposing that expectations from employees regarding expectations of task performance (ETP) and expectations of contextual performance (ECP) have different mediation effects on the relation between emotional burnout and turnover intention (independent variable of emotional burnout, dependent variable as intention to leave and aim to articulate how task expectation would mediate between them).
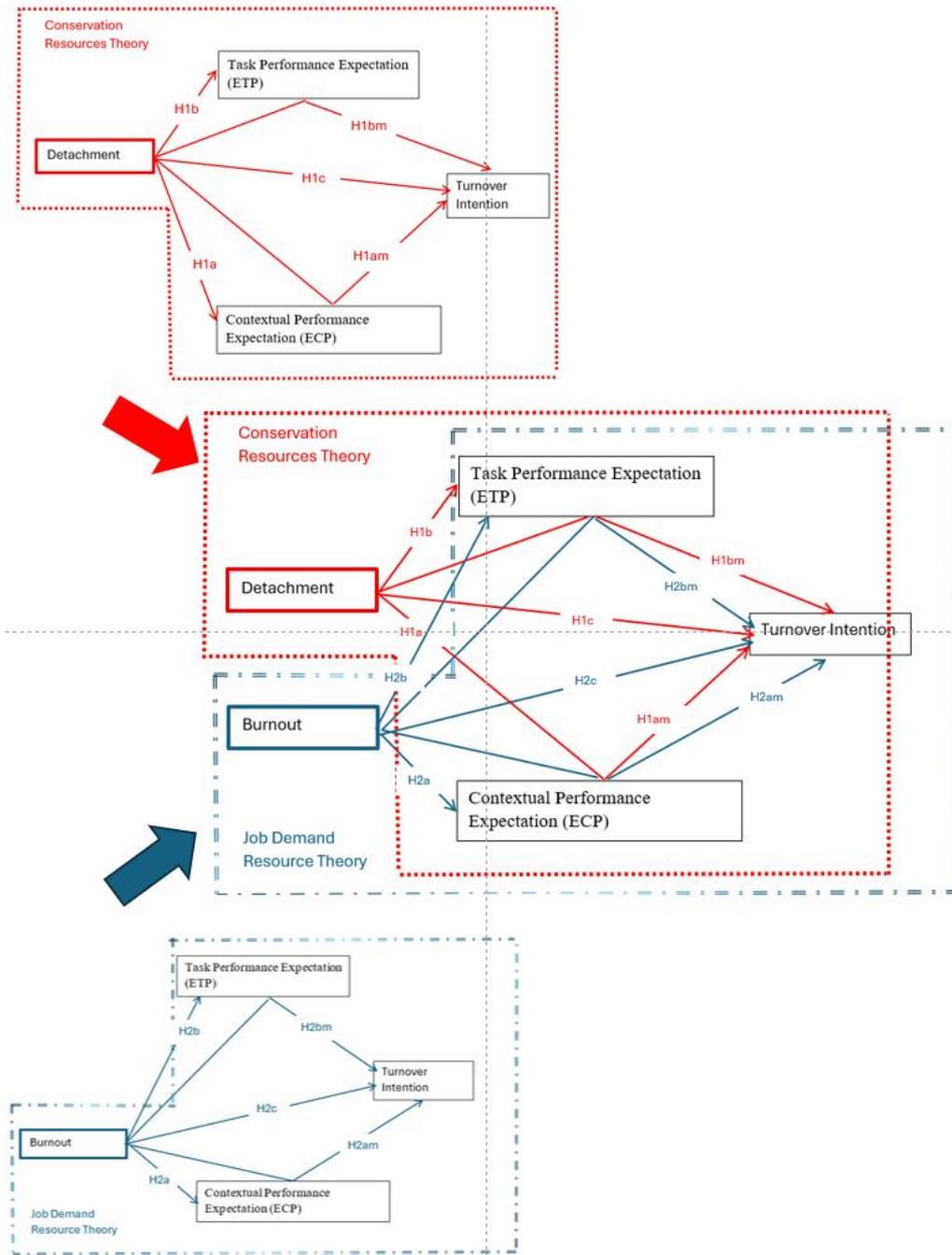
Notes: Red Group with arrows (H1) represent Detachment paths. Blue arrows and H2 display Burnout pathways.

Independent Variables (IVs): Burnout and Detachment, Mediators: ETP and ECP, Dependent (DV): Turnover Intention

Mediation hypotheses are H1am, H1bm, H2am, and H2bm

**Figure 1: Conceptual Framework (by author)**

De Vries et al. (2024) have found that burnout comprises one of the six major reasons for intention to leave. Galanis et al. (2024) examined detachment in the workplace and referred to it as quiet quitting. Detachment at work is different from being physically away from work, as contemporary

professional life often requires employees to respond to work-related queries regardless of working hours or outside of work. Thus, in this study, detachment at work refers to mentally disengaging or easing away from work-related tasks and stressors during work hours. Detaching from work while on the job, or even considering leaving, can significantly impact employees' perceptions. A recent study from Belkin et al. (2020) examined the mediating effect of burnout and detachment on turnover intention among employees who are expected to monitor their emails beyond working hours. Their findings highlighted that the extra burden on employees can lead to an increase intention to leave. Hameli et al. (2024) and Rahaman et al. (2023) have further extended the literature by adding the mediation effect of burn out (but they referred it as emotional well-being) and detachment, respectively on the relationship between job satisfaction and intention to leave. Although these studies share similar essence with the current study, the combinations of terms such as intention to leave, burn-out and detachment remain underexplored, and it leads researchers to extend review to the performance literature. Firstly, Cook (2021) found that if employees are mentally disengaged from their roles at work, this can result in decreased job performance.

The perspective of contextual performance has been linked to decline in performance or a lack in added value to work and profitability, as well as deprivation in market share (Alaql et al., 2022). Therefore, it has been implied that recognizing and understanding the underlying issues related to expected job performance could be helpful in tackling the decline in performance. Ideas that being exploited by professionals who aim to implement effective interventions and engage effective contribution are important for better performance (Ogbonnaya and Messersmith, 2019). It is evident that the orientation of recent studies related to job performance and turnover intention has failed to check the regressive relationship between expectation of performance and leave-intention (Jia et al., 2022; Wang et al., 2019).

Furthermore, Zanabazar et al. (2024) investigated job performance and intention to leave as prediction of employee's loyalty and engagement. Kizrak et al. (2024) explored network ability in the intention to leave. Whereas researchers' attempts to integrate interpretations focusing solely on either job performance or its ramifications have kept extant knowledge within a limited scope. This is because performance has been further divided into two distinct dimensions: task performance (Singh, 2019) and contextual performance (Widodo, 2021). Although a small number of studies have included both dimensions concurrently, most studies have examined these concepts separately, with some including only one dimension. Therefore, the current study contributes to and differentiates itself from the existing literature (Zanabazar et al., 2024; Kizrak et al., 2024; Hameli et al., 2024; Rahaman et al., 2023; Cook, 2021; Belkin et al., 2020) by distinguishing expectations of task and contextual performance in relation to intention to leave.

After establishing knowledge from literature, this study refers back to its theoretical basis, proposing the mediation effects of performance expectations depend on employees' resource states. According to COR theory, when employees face resource depletion (through burnout or detachment), performance expectations shift from motivational challenges to threatening demands. Under condition of resource strain, both task and contextual performance expectations create additional pressure that employees are unable to meet, thereby accelerating turnover intention. This explains why the mediation effects are consistently positive across both burnout and detachment pathways.

## 2.1. Hypotheses Development

Justifications for H1a and H1b: When employees experience burnouts, they may perceive increased pressure for contextual performance (i.e., going above and beyond) as organizations try to compensate for reduced workforce capacity (H2a). Conversely, burnout may reduce employees' confidence in meeting basic task requirements, leading to perceived decreases in task performance expectations (H2b).

H1a: Employee's detachment negatively affects expectations of contextual performance (ECP) (a).

H1b. Employee's detachment negatively affects expectations of task performance (ETP) (b).

Justifications for H2a and H2b: According to COR theory, when employees experience resource

depletion, they engage in detachment as a protective strategy. This detachment leads to reduced expectations and engagement with both task performance (core duties) and contextual performance (voluntary behaviour). The resulting performance deficits across both domains create additional stress and dissatisfaction, ultimately increasing turnover intention.

H2a. Emotional Burnout positively affects expectations of contextual performance (ECP) (a).

H2b. Emotional Burnout negatively affects expectations of task performance (ETP) (b).

H1am: Expectation of contextual performance (ECP) (b) positively mediates (m) the relationship between employee detachment and turnover intention. Justification: Detachment reduces participation in discretionary behaviours (ECP). As an outcome of departing tasks might make lower connectedness and organizational content, there it would increase the likelihood of exit.

H1bm: Expectation of task performance (ETP) positively mediates (m) the relationship between employee detachment and turnover intention. Justification: As detachment lowers task performance, employees may perceive themselves as ineffective or misaligned with expectations, which then contributes to turnover intention.

H2am. Expectation of contextual performance (ECP) (a) positively mediates the relationship between 'Emotional Burnout' and 'Turnover Intention'. Justification: In COR theory, employees facing burnout may interpret ECP as a resource-draining expectation. If they perceive this as unavoidable, it amplifies turnover intention due to sustained emotional cost.

H2bm. Expectation of task performance (ETP) (b) positively mediates (m) the relationship between 'Emotional Burnout' and 'Turnover Intention'. Justification: Burned-out employees may feel incapable of fulfilling ETP. This might ultimately exacerbate dissatisfaction and highly likely increases considering exit (COR). Hence, ETP should be explaining part of the burnout-turnover path at this context.

Jia et al. (2022) found that task performance did not mediate turnover intention among medical professionals. Beck et al. (2022) conducted a similar investigation into task performance and turnover intention, though their study primarily diagnosed the impact of cognitive failure under Covid-19 on task performance, did not identify additional relationships. Wang et al. (2019) reported a significant negative correlation between task performance and turnover intention. Notably, these studies did not investigate whether employee detachment affects turnover intention or whether this relationship could be mediated by expectations of task performance. Additionally, these studies did not adopt a similar conceptualize of performance expectations.

Moreover, some scholars argue that employee detachment at work may function as a form of psychological refreshment. The notion of refreshment may be linked to reevaluation of personal priorities and reinvention of personal goals within life and organization (Todd, 2022). Therefore, the hypothesis H1b may be limited as it is only attempting to understand the effect of detachment beyond task performance rather than incorporating contextual organizational elements. On the one hand, while contextual elements— such as voluntary actions and behaviors that contribute to the organization's effectiveness — are often expect reduced turnover intention, being far away from duties could be a result of turnover intention itself. In this sense employee tends to withdraw from extra-role behaviors such as helping co-workers, participating in team activities, and displaying organizational citizenship. The current study specifically aims to examine whether detachment at work impacts on contextual elements.

Withdrawal from collaborative efforts and supportive behaviors negatively affects the team's functioning and productivity and organizational climate, although it may temporarily increase employee's motivation. Therefore, Hypothesis 1b asserts that there is a significant positive impact of employee detachment resulting from turnover intention via expectations of contextual performance within the organization.

Furthermore, Krause (2021) highlighted that readiness for resignation leads to a decline in contextual performance, as employees prioritize only tasks explicitly outlined in their employment agreements.

However, Krause's study does not fully align with the present research context. Hence, the current study contributes to the literature by proposing the following hypotheses.

Studies suggest that various factors contribute to an employee's intention to leave, which can subsequently affect their job performance. Burnout and detachment have been identified as two core elements that impact employee intention to leave.

## 3. METHOD

### 3.1. Data Collection Tool and Method

Data was collected through a survey comprising three main sections. In the section of performance factors are employee task and contextual performance were measured by Singh (2019) and Brislin (1986)'s questions. Detachment was measured using items from Galanis et al. (2023). Emotional Burnout questions were selected from Maslach et al.'s scale (1981), while leave intention was measured using items adapted from Bluedorn (1982). For expectation of contextual performance (ECP), participants responded to questions such as " I have been expected to take extra care and show extra responsibilities while doing my duty". Expectations of task performance statements were like this " I should present my work by showing my efficiency." Questions pertaining to detachment have been included such as statements like "I often pretend to be working in order to avoid another task". The intention to leave has been measured with three questions "I often think about quitting" (Bluedorn, 1982). All items were rated on a five-point Likert scale (1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Strongly Agree, 5-Strongly Agree). The reliability analysis of the survey results was derived from internal consistency analysis which is based on the Cronbach's alpha parameter ($\alpha$). The alpha values of the scales are evaluated in table 1.

### Table 1: Summary of Cronbach's Alpha Reliability Results

| Variables | Dimensions/Measures | No. of items | Alpha Coefficients |
|---|---|---|---|
| Detachment at Work | (Q1, 3, 4 and 5) | 4 | 0.580 |
| Job Performance | Task Performance | 3 | 0.885 |
| | Contextual Performance | 3 | 0.811 |
| Burnout | Burnout (Q 1, 2, 3, 4 and 6) | 5 | 0.673 |
| Intention to Leave | | 3 | 0.808 |

Professionals in the region often contend with high-stress conditions resulting from systemic under-resourcing, infrastructural instability, and weak job protections (Oyat et al., 2022). These conditions are particularly acute in the healthcare sector, where they may intensify emotional exhaustion and psychological strain (Moyo et al., 2023). Underpinning these challenges made current study important as an empirical study synthesize a new conceptual framework from-Job Demands-Resources (JD-R) model (Demerouti et al., 2001) and the Conservation of Resources (COR) theory (Hobfoll et al., 2018). Additionally, the combined examination of burnout, detachment, intention to leave, and performance expectations were not visited in literature. This gap highlights the need for

regionally grounded research which has been given with current study.

The survey link was randomly distributed to professionals in the medical health industry across various clinics and hospitals in the sub-Saharan region. The Sub-Saharan African context offers a particularly relevant setting for studying burnout, detachment, intention to leave, expectation of contextual performance and expectations of task performance. Randomization was performed using a computer random list of eligible participants, which was provided by HR managers and colleagues. Although the random distribution ensured that every eligible professional had an equal chance of receiving the survey, this convenience sampling approach limits generalizability. Furthermore, the survey linked has been clicked 187 times by professionals in total and 80% of them responded. However, after the participants' submission was filtered according to the study inclusion criteria, the total numbers of participants were reduced to 150 employees (N=150). Further eligibility criteria for participants included being full-time employees with a minimum of two years of experience in the industry and a history of performance reviews. Exclusion criteria included temporary or part-time employees and those with less than two years of service. Informed consent was obtained from all participants before they completed the survey, ensuring that they were fully aware of the study's purpose and their rights as participants.

## 3.2 Method of Data Analysis

Structural equation modeling (SEM) was used with AMOS v29.0 (IBM Corporation) to analyze and test the data. In detail of the data analysis, the IBM SPSS v29.0 (IBM Corporation) was also facilitated for preliminary checks (Hayes, 2018). Although the confirmatory factor analysis has been applied to yield regression between variables, the data sets also were examined to ensure accuracy and completeness prior to any statistical analyses. Furthermore, descriptive statistics were computed to general characteristics of the study participants. An independent sample t-test against turnover intention (gender, qualification, age, department, tenure, and role), has been calculated to control for the influence of any covariate on the turnover intention. The relationships among the variables were assessed using Pearson' correlation coefficients. Moreover, Mahalanobis distance values were employed to delete outliers exceeding the chi-square critical value. Hayes (2018) recommended that the assumptions of normality, linearity, and homoscedasticity were checked before running factor analysis.

## 4. RESULTS

The survey results depicted a slightly higher participation from males, constituting 52.67%, while females represent 47.33%. Regarding academic qualifications, a notable 62% held bachelor's degrees, 38% postgraduate degrees, highlighting a prevalent presence of first-degree holders in the workforce.

Around 55.33% fall within the 20 to 30 age brackets, while 38% are between 31 and 40 years old. There was a group of 5.33% in the 41 to 50 age range, and 1.33% were over 50 years. Turning our attention to the various departments, the operations/supply chain department takes the lead with 29.33%, closely followed by 24% of team is called in marketing/sales. About, customer service and finance departments are at the same percentage by 13.33% and the remaining 21.1% contribute to other departments.

Hair et al. (2010) recommends using Skewness and Kurtosis for checking data normality. The following table shows that the skewness values for composite measures were (−0.368, 0.508), and the kurtosis values were (-1.579, -0.995), indicating data normality in table 2. Byrne (2016) recommends values for kurtosis between −7 and +7 and skewness between −2 and +2 for standard data. Moreover, the following table displays correlation of the variables.

**Table 2: Skewness, Kurtosis, and Correlations Among Variable (N = 150)**

| | *Normality* | | Correlations | | | |
|---|---|---|---|---|---|---|
| | *Skewness* | *Kurtosis* | *1.Detach* | *2.ETP* | *3.Intention to Leave* | *4.ECP* |
| *1. Detachment* | 0.508 | -0.995 | | | | |
| *2. Expectations-Task-Performance (ETP)* | -0.368 | -1.462 | -0.464** | | | |
| *3. Intention to Leave* | 0.238 | -1.333 | -0.382** | 0.513** | | |
| *4. Expectations-Contextual Performance (ECP)* | -0.267 | -1.579 | -0.360** | 0.700** | 0.446** | |
| *5. Emotional Burnout* | -0.105 | -1.493 | -0.487** | 0.734** | 0.485** | 0.547** |

Abbreviation: SD, standard deviations.

** $p < 0.001$.

An independent-sample t-test was conducted to compare the turnover intention with demographics of gender (female and males) and qualification (undergraduate and master). There were not significant differences about responding to the scale of turnover intention for gender t (148) = 0.67, p >0.05, d = 0.11 (Cohen's value) and qualification t (148) = 0.42, p >0.05, d = 0.07 (Cohen's value). In the value of mean for female (M = 0.058, SD = 1.04) was higher than female (M = -0.052, SD = 0.97). The analysis of qualification has resulted in favor of employees who have post-graduate degree (M = 0.044, SD = 1.06). The size of difference in the means of gender and qualification (mean difference of gender= 0.11, 95% CI: -0.21 to 0.43 and mean difference of qualification = 0.07, 95% CI: -0.26 to 0.40) are not significant. However, the effect size of these analysis has been under a lower boundary.

### 4.1. Reliability and Validity

Because all items were answered by a single source and while the participants of the current study self-reported, self-ratings of performance often lead to common method bias (Podsakoff et al., 2003). Thus, which could generate common method variance (CMV), therefore, we used Harman's one-factor test to determine the effect (Podsakoff et al., 2003). The first principal component in the total explained variance was 35.76 (<50%), suggesting that there were no serious CMV problems for confirmatory model in Figure 2. However, Harman's one factor has been criticized on many occasions in the literature, we further conducted a common latent factor analysis since the CFA techniques are widely accepted and used for the concerns of CMV (Williams and McGonagle, 2016). The results indicated in table 3 where the five construct under unconstrained model ($\chi2$ = 137.32, df = 101, $\chi2$/df = 1.36, CFI = 0.972, RMSEA = 0.049) has a better fit than the constrained model ($\chi2$ = 230.05, df = 117, $\chi2$/df = 1.966, CFI = 0.912, RMSEA = 0.081).

Additionally, we have done a curved regression estimation over average values of measures in that the regression analysis has been tested for the dependent variable (turnover intention) and independent variables in the model. The regression analysis was verified with linear regression for Task Performance (p <0.001), Contextual Performance (p <0.001), Detachment (p <0.05), and Burnout (p <0.001). Therefore, all relationships have sufficient base to conduct a covariance analysis and confirmatory factor analysis (CFA).



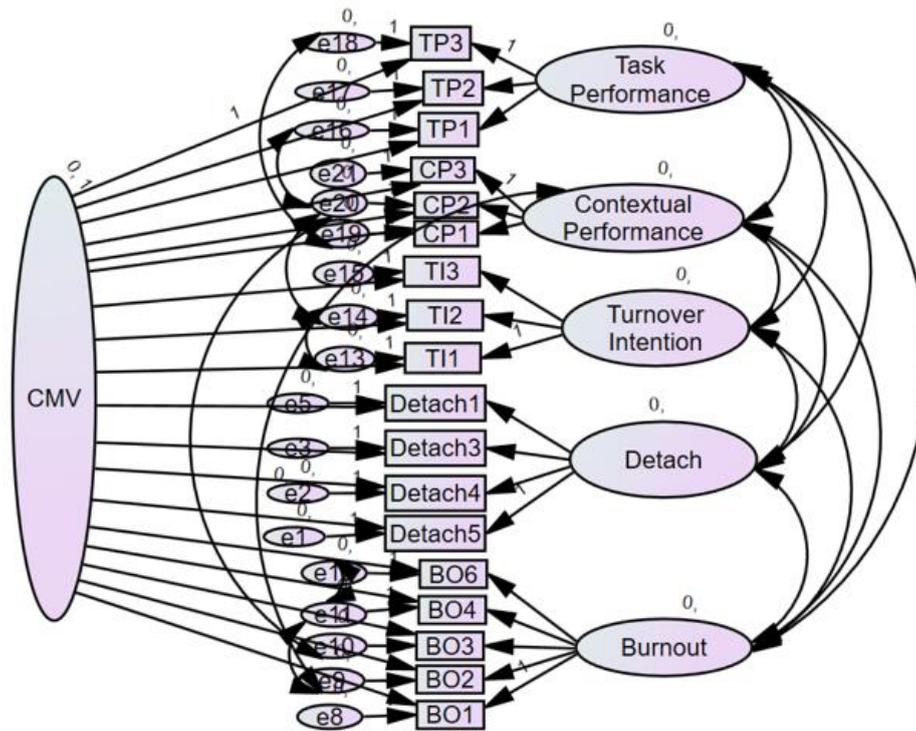**Figure 2: Common Biases Control**

**Table 3: Method of Common Bias Comparison**

| Model Types | | | | | Comparison | | | |
|---|---|---|---|---|---|---|---|---|
| | $\chi^2$ | $\chi^2$/df | CFI | RMSEA | Models | $\Delta \chi^2$ | $\Delta$ df | P |
| 1.Baseline Model | 160.18 | 1.98 | 0.910 | 0.081 | 1 vs 3 | 96.65 | 17 | <0.001 |
| 2.Constrained Model | 230.05 | 1.97 | 0.912 | 0.081 | 1 vs 2 | 69.87 | 1 | <0.001 |
| 3.Unconstrained Model | 137.32 | 1.36 | 0.972 | 0.049 | 2 vs 3 | 92.73 | 16 | <0.001 |

### 4.2. Confirmatory Factor Analysis

The results for the initial 5-factor measurement model in Figure 3 showed excellent model fitness as all fit index values ($\chi^2$/df = 1.91, CFI = 0.917, RMSEA = 0.078, PCLOSE = 0.002) were in line with

the recommended criteria from Hu and Bentler (1999).

### 4.3. Hypotheses Testing

SEM produced a standardized coefficients table (Table 4), which summarizes the hypothesized paths. The following table presents the estimations and interval values. It has been indicated that apart from the relation of turnover intention and burnout ($\beta$ = -1.465, p =0.157), each relation has a significant direct effect. Expectation of Contextual performance (ECP) and Burnout ($\beta$ = 1.159, p < 0. 001), ECP and Detachment ($\beta$ = -0.484, p = 0. 014), Expectation of Task performance (ETP) and Burnout ($\beta$ = 2.097, p < 0. 001), ETP and Detachment ($\beta$ = -0.998, p = 0. 024). Therefore, we have started to investigate confirmability of the hypothesis in terms direct relationships, while H1a, H1b, and H2a are supported. However, H2b has been supported- it (H2b) has significant result with positive coefficient, therefore it has been phrased it is unsupported in directed way. Further regressions are reported: ECP and Turnover intention ($\beta$ = -1.003, p = 0. 006), ETP and turnover intention ($\beta$ = 2.198, p = 0. 006) and between Detachment at work and Turnover Intention ($\beta$ = 0.790, p < 0.094). The first two were not postulated as hypotheses, however they were needed to be review to check mediation relations.
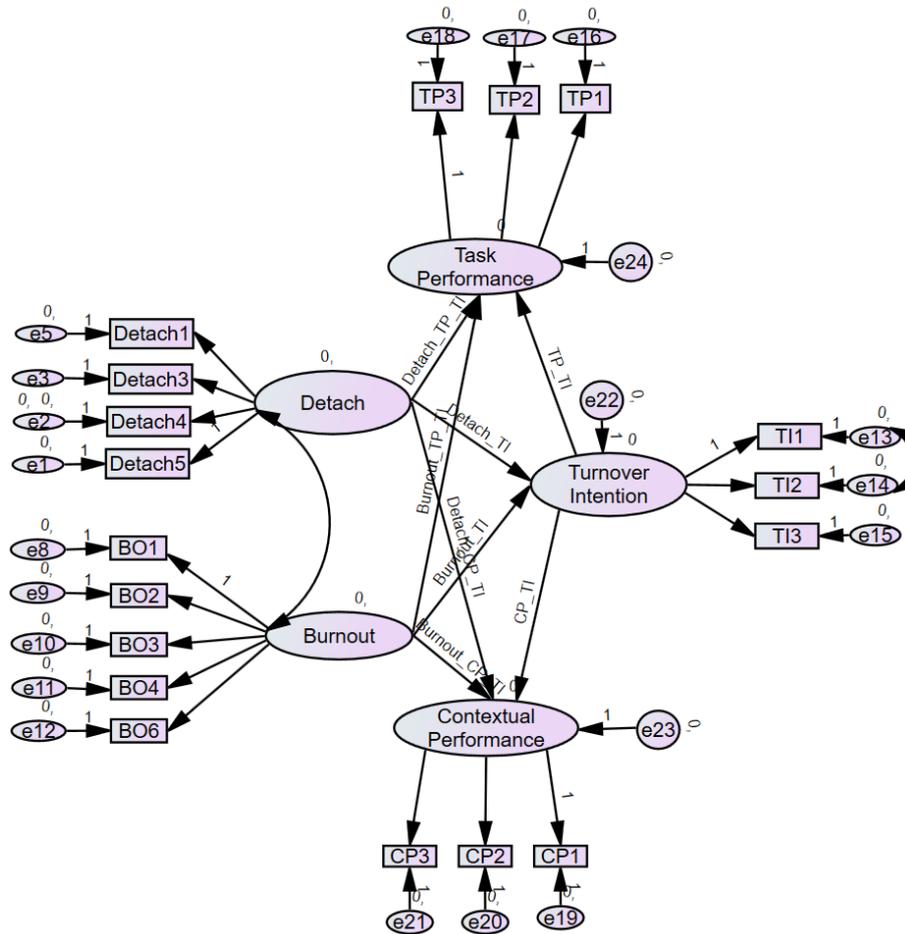


**Figure 3: Structural Equation Model**

These findings suggest that while higher levels of detachment are associated with lower levels of both task and contextual job performance among employees, increase of emotional burnout, on the other hand, has been linked to higher deterioration in the ETP ($\beta$ = 2.097, p < 0. 001) and ECP ($\beta$ = 1.159, p < 0. 001).

The bootstrap method was conducted to assess the significance of each indirect effect with 1,000 bootstrap samples and 95% percentile bootstrap confidence intervals (95% CI) not containing zero

(Hayes, 2018). The results revealed in table 4 for ETP mediation in which the indirect coefficient was significant for both path with Detach->ETP->Intention to leave = -2.193, p< .01 and a 95% confidence interval of –22.157-, -.584- H1bm is rejected as it has partial mediation. And Burnout->ETP->Intention to leave = - 4.608, p< .05 and a 95% confidence interval of 2.071, 15.449- H2bm is unsupported as it has full mediation with negative coefficient.

### Table 4: The List of Hypotheses and Results

| Hypothesis | Postulation | Result | p |
|---|---|---|---|
| H1a is accepted | Employee detachment negatively affects expectations of contextual performance (ECP) (a) | $\beta = -0.484$ | 0. 014 |
| H1b is accepted | Employee detachment negatively affects expectations of task performance (ETP) (b) | $\beta = -0.998$ | 0. 024 |
| H2a is unsupported in a directed way | Emotional Burnout positively affects expectations of contextual performance (ECP) (a) | $\beta = 1.159$ | 0. 001 |
| H2b is rejected | Emotional Burnout negatively affects expectations of task performance (ETP) (b) | $\beta = 2.097$ | 0. 001 |
| H1am is rejected | Expectation of contextual performance (ECP) (b) positively mediates (m) the relationship between employee detachment and turnover intention. | Indirect-Detach->Contextual Performance->Intention to Leave = .485 ***, Direct-Detach_ Intention to Leave = 0.790* partial mediation | |
| H1bm is rejected | Expectation of task performance (ETP) positively mediates (m) the relationship between employee detachment and turnover intention. | Indirect- Detach ->Task Performance-> Intention to Leave = -2.193 ****, Direct-Detach -> Intention to Leave = 0.790* partial mediation | |
| H2am is unsupported in a directed way | H2am. Expectation of contextual performance (ECP) (a) positively mediates the relationship between 'Emotional Burnout' and 'Turnover Intention' | Indirect Burnout->Contextual Performance->Intention to Leave =-1.162 ****, Direct-Burnout-> Intention to Leave = -1.465, p>0.05 full mediation | |
| H2bm is unsupported in a directed way | Expectation of task performance (ETP) (b) positively mediates (m) the relationship between 'Emotional Burnout' and 'Turnover Intention' | Indirect-Burnout->Task Performance> Intention to Leave = -4.608 **, Indirect-Burnout-> Intention to Leave = -1.465, p>0.05 full mediation | |

Analysis has been carried out for expectation of contextual performance (ECP) for detachment at work and emotional burnout; Detach->ECP->Intention to leave =.485, p=0.011 (confidence: .061 and 4.077)- H1am is rejected as it has partial mediation, Burnout->ECP->Intention to leave =-1.162, p<0.01 (confidence: -5.597 and -.417)- H2am is unsupported as it has full mediation with negative coefficient, respectively. The proposed mediation hypothesis resulted in perceived job performance expectations that would mediate the relationship between burnout and turnover intentions at least in a partial level for detachment paths, and they are negative directed fully mediates for emotional burnout way. In this sense, the SEM analysis revealed a different pattern than what and the

hypotheses postulations are given in this paper. While perceived job performance expectations (ETP and ECP) did not yield complete mediation for detachment, they did have a significant full mediation for emotional burnout (Table 4). This suggests that employees who perceive higher job performance (both task and contextual performance) expectations are more likely to consider leaving their jobs if they are experiencing emotional burnout. However, the detachment path has been partially affected by expectation of task and contextual performance. In the detail of this detachment pathway, while ETP has negative mediation (β = -2.193, p< .01), ECP's impact positively ease for ETP (β =.485, p=0.011). Evaluating coefficient values indicates that employees with detachment had slightly higher turnover intentions on ECP but opposite for ETP- with the note that detachment paths yielded partial mediation. Further interpretation could be reflected in that when employees feel they are not meeting their job expectations on ETP or contributing meaningfully to their task, they're more likely to consider leaving.

## 5. DISCUSSION AND CONCLUSION

There is scarce research on specifically both task and contextual performance on the base of burnout. For example, Junça et al. (2022) found an indirect link with decreasing the workload ultimately reduces burnout and increases task performance. However, turnover intention has been included in their study. Furthermore, Wu et al. (2014) studied burnout strategies that play a mediating role between emotional intelligence and both task and contextual performance in healthcare settings. Specifically, the mediating explanatory power was reported to be 24% for task performance and 28% for contextual performance. In the context of our current study, where we observed similarly a positive regression between ECP and burnout (β = 1.159, p < 0.001) and ETP and burnout (β = 2.097, p < 0.001), it becomes imperative to acknowledge the potential impact of intrinsic regulation. Furthermore, contrary results have been prevailing in literature; for example, while Bang et al. (2017) who found a direct negative effect of exhaustion over contextual performance (β = -0.180, p < 0.01), Prajogo (2019) has found a positive relation over task performance- although they called job performance, they have facilitated task performance scale in their questionnaire. Therefore, our results acknowledge Prajogo's findings. However, Bang et al.'s findings have not been approved.

Furthermore, the results of our study revealed a significant negative relationship between psychological detachment and both ECP and ETP. The beta coefficients for ECP (β = -0.484, p = 0.014) and ETP (β = -0.998, p = 0.024) indicate that as levels of psychological detachment increase, there is a corresponding decrease in both contextual and task performance. These findings contrast with some prior research, such as the study mentioned by Binnewies et al. (2010) where a positive relationship between psychological detachment and task performance was reported. This contrary result could be linked to a different perspective to the concept of detachment in which Binnewies et al. have taken detachment as a break from work.

Moreover, Van Scotter et al.'s study (2000) found that both task performance and contextual performance predicted turnover. While our findings are in line with the idea of prediction. ECT and Turnover Intention: β = -1.003, p = 0.006 are different results from Wang et al.'s research (2008) in that contextual performance that was not significantly related to the intention to quit. His reasoning was that the higher levels of participation, as demonstrated by contextual performance, are associated with lower levels of turnover (Borman & Motowidlo, 1997; Podsakoff & MacKenzie, 1997).

In consistency of finding with Wang et al. (2008) is valid for Task performance and Turnover Intention. While the regression is positive (β = 2.198, p = 0.006) in the current study, Wang et al. have found a negatively associated between Task performance and the intention of subordinates to quit (β = − 0.240, p < 0.05). One possible explanation about turnover intention that has been measured about organization and employees rather than interpersonal facilitation focuses on interactions among employees (Wang et al. 2008).

Elci et al.'s (2017) study has slightly different perspective over detachment (depersonalization) but

similar aim with turnover intention that found a significant positive association between depersonalization and turnover intention among health employees in Istanbul (β=0.48; t=7.99; p<0.00). However, in our analysis, emotional exhaustion and turnover intention did not reach statistical significance (β = -1.465, p = 0.157). And analysis also has produced a probability of less than 10%, which could be considered as significant, indicating a potential association with the likelihood of employees considering detachment from their jobs (Turnover Intention: β = 0.790, p = 0.094). The reason for this difference could be tenure and contractual rights, as Elci et al (2017) collect data from nurses who have 10 years average tenure. Turkish health services might have some specific aspects of contract employment, such as job security and benefits, that might be seen as a need for deeper understanding of its (job security and benefits) impact on turnover intentions than sub-Saharan health service units. However, this finding aligns with the results of a prior study conducted by Singh et al. (2023).

The structural equation modeling (SEM) analysis provided insightful results regarding the relationships between turnover intentions, burnout, detachment at work, and the expectation of task and contextual performance. While the direct relationship between turnover intention and burnout was not significant, other relationships showed meaningful interactions. Specifically, expectations of contextual performance had a significant positive relationship with burnout and a negative relationship with detachment, whereas expectations of task performance had a significant positive relationship with burnout and a negative relationship with both detachment and turnover intention. These findings underscore the intricate dynamics between employee attitudes, behaviors, and job performance metrics.

The supported hypotheses (H1a, H1b, and H2a) shed light on the detrimental impact of detachment and burnout on both task and contextual job performance. Higher levels of detachment were associated with lower levels of job performance across both domains, while increased emotional burnout corresponded to a deterioration in task and contextual performance expectations. However, the unsupporting of H2b (in a directed way) indicates a nuanced relationship between burnout and task performance, suggesting that emotional exhaustion may not uniformly affect all aspects of job performance.

Further analysis delved into the mediating role of task and contextual performance expectations on the relationships between detachment, burnout, and turnover intention. The results revealed significant direct effects, indicating that performance expectations on ETP and ECP fully mediated the relationship between emotional burnout and intention to leave. While employees are experiencing higher levels of burnouts and if they find themselves at performance expectations on both ETP and ECP. Then, they are more likely to think about staying with the same job. Interestingly on detachment paths, while expectation of task performance (ETP) reduces (but partially mediates) the turnover intention, expectation of contextual performance (ECP) had a positive (similarly ECP has partial mediation effect), suggesting that employees who perceive higher expectations of task performance are less likely to entertain thoughts of leaving their jobs.

These findings highlight the importance of considering both task and contextual performance expectations in understanding the complex interplay between employee attitudes, burnout, detachment, and turnover intentions. Organizations may benefit from strategies aimed at managing burnout, enhancing job engagement, and fostering a supportive work environment to mitigate turnover intentions and promote employee well-being and retention.

Digging deeper into how data analysis provides contextual output, our study investigated closely how burnout affects whether people want to leave their jobs. We found that how well people do their tasks and other extra expectations at work can influence this. For example, if someone feels burnt out, they might not do as well at their tasks or extra duties at work, which could have an adverse impact and make them more likely to want to leave. Our study also found that detaching from tasks at work might not always help people do better at their tasks. Sometimes, it might even result in worse in the case of expectation in task performance. However, our analysis reveals contrasting results regarding contextual performance. These findings help us understand better why people might want to leave their jobs and what kind of expectations could impact differently.

While the study acknowledges that there is a statistical relation between variables, there should be further explanation of the possibility of other underlying causes or influences on employee behavior and organizational outcomes.

## DECLARATION OF ETHIC

## EXTENDED ABSTRACT

Employee burnout, psychological detachment, and turnover intention are increasing in modern workplaces. These issues are especially visible in demanding and resource-limited healthcare settings. The post-pandemic period has intensified work pressure, emotional strain, and expectations for both formal and informal job performance. Although burnout and turnover intention have been widely studied, the role of performance expectations remains unclear. Existing research rarely examines expected task performance (ETP) and expected contextual performance (ECP) together. Studies also do not explore how these expectations mediate the effects of burnout and detachment on turnover intention. Research in sub-Saharan African healthcare settings is limited, creating a gap in context-specific evidence. This study addresses these gaps by investigating how burnout and detachment influence turnover intention through ETP and ECP.

The purpose of the study is to understand how employees' emotional burnout and psychological detachment affect their perceived performance expectations and, in turn, their intention to leave. The research integrates the Job Demands–Resources (JD-R) model and Conservation of Resources (COR) theory. These theories suggest that performance expectations may act as job demands or psychological burdens. High expectations can increase burnout, while resource loss may push employees toward detachment. In this framework, ETP and ECP are treated as mediators linking burnout and detachment to turnover intention.

Data were collected through a structured survey administered to full-time healthcare professionals in sub-Saharan Africa. After applying inclusion criteria, 150 valid responses were obtained. The survey measured emotional burnout, psychological detachment, ETP, ECP, and turnover intention using established Likert-type scales. Reliability analyses showed acceptable internal consistency for all constructs. Harman's one-factor test and a common latent factor approach indicated no major common method bias. Preliminary analyses confirmed the assumptions of normality, linearity, and correlation among variables.

Structural equation modeling (SEM) was used for data analysis. Confirmatory factor analysis supported the five-factor model. Results showed that psychological detachment had a negative effect on both ETP and ECP. Emotional burnout showed positive effects on ETP and ECP, although the direction of the ETP relationship did not align with initial expectations. Bootstrapped mediation tests revealed that ETP and ECP fully mediated the relationship between emotional burnout and turnover intention. Detachment showed partial mediation through both ETP (negative) and ECP (positive). There were no significant demographic differences in turnover intention.

Key findings demonstrate that burnout increases perceived performance expectations and that these

expectations fully link burnout to turnover intention. In contrast, detachment reduces expectations but still influences turnover intention through partial mediation. These results challenge traditional assumptions that burnout simply lowers performance. Instead, burnout may heighten perceived pressure, while detachment reduces engagement across both task and contextual domains. ETP and ECP function differently depending on employees' resource levels.

The study offers meaningful implications. Performance expectations act as psychological mechanisms shaping turnover decisions. Managing these expectations and supporting employee well-being may help reduce turnover intention. The findings emphasize the need for balanced demand–resource structures and recovery practices in high-pressure sectors. The research contributes to theory by introducing ETP and ECP as mediators and by integrating JD-R and COR in a new way. It also expands empirical knowledge by focusing on a region with limited prior research. Future studies may explore additional moderating factors or apply the framework to other industries and contexts.

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