The Impact of Leadership Styles on Job Burnout-The Mediating Role of Job Characteristics

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ABSTRACT

Not only can job burnout influence employees' health and personal life, but result in decreased organization performance and productivity. Therefore, it is necessary to understand managerial interventions in order to deal with employee job burnout. This study examined the impact of transformational and transactional leadership behaviors on employee job burnout, as well as the mediating role of job characteristics perceived by frontline employees. Data were collected from 429 civil servants of Household Registration Offices in four counties of central Taiwan. Results of the study found that both transformational and transactional leadership behaviors were significantly negatively related to frontline employees' burnout. Results revealed that employees' perceptions of job characteristics were negatively related to burnout. Moreover, the perceived job characteristics had partial mediating effect on transformational leadership and frontline employee job burnout. Results indicated that transformational leadership can influence employees' perceptions of their jobs, which therefore is helpful to alleviate burnout.

Keywords : transformational leadership ; transactional leadership ; job characteristics ; burnout

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