Emotional Exhaustion and Job Performance: The Mediating Role of Motivation

The purpose of this paper was to examine the ways that employee burnout impacts performance at work. In survey study of firefighters and a group of working adults in a variety of occupations, we found that when people are burned out they reduce the work that is expected of them on the job and "extra" work that might help their organization. However, burned-out employees were more willing to help out their coworkers. In the paper, we propose that burnout leads people to be careful how they manage their work motivation and we discuss ways to reduce burnout.