
A STUDY ON "EMOTIONAL EXHAUSTION IN ENGAGING WORK PERFORMANCE" ON RS AUTO COMPONENTS AT HOSUR

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ABSTRACT

Emotional exhaustion is one of the major components of employee burnout and has a significant influence on employee performance. The present study examines the relationship between emotional exhaustion and engaging work performance among employees of RS Auto Components in Hosur. The study aims to identify the factors contributing to emotional exhaustion and analyze its impact on employee productivity and engagement. Primary data was collected through a structured questionnaire from 100 employees working in the organization. Statistical tools such as percentage analysis, Chi-square test, and ANOVA were used for data analysis. The results reveal that factors such as workload, lack of support, deadlines, and work environment contribute to emotional exhaustion among employees. However, statistical analysis indicates that there is no significant difference among these factors in influencing emotional exhaustion. The study suggests that organizations should implement effective stress management practices and provide supportive work environments to improve employee engagement and performance.

KEYWORDS: Emotional Exhaustion, Employee Performance, Burnout, Work Engagement, Workplace Stress.

1. INTRODUCTION

Emotional exhaustion is a psychological condition that occurs when employees experience prolonged stress and work pressure. It leads to feelings of fatigue, lack of motivation, and

decreased productivity. In manufacturing industries, employees often work under strict deadlines, repetitive tasks, and production targets, which increases the likelihood of emotional exhaustion.

Employee engagement plays a crucial role in improving organizational performance. When employees are actively involved and motivated, they contribute more effectively to organizational goals. However, emotional exhaustion can negatively affect engagement levels and reduce work performance.

Therefore, organizations must understand the factors causing emotional exhaustion and implement strategies to manage employee stress. This study focuses on examining emotional exhaustion and its influence on engaging work performance among employees of RS Auto Components in Hosur.

2. LITERATURE REVIEW

1. **Maslach and Jackson (1981)** Introduced the concept of burnout and identified emotional exhaustion as a major component affecting employee well-being. Their study showed that emotional exhaustion reduces employee motivation and performance.

2. **Lee and Ashforth (1996)**. Their research examined the relationship between burnout and job performance. The study concluded that emotional exhaustion negatively affects employee productivity and job satisfaction.

3. **Bakker and Demerouti (2007)**. The Job Demands–Resources model explains how job demands such as workload and pressure lead to emotional exhaustion. The study found that job resources help reduce burnout and improve employee engagement.

4. **Halbesleben (2006)** The study analyzed the relationship between burnout and work outcomes. It revealed that emotional exhaustion leads to reduced organizational commitment and lower employee performance.

5. **Xanthopoulou et al. (2009)**. Their research highlighted the importance of work engagement in improving employee performance. The study showed that engaged employees are more productive and less likely to experience burnout.

6. **Kim et al. (2011)** The study examined the impact of burnout on employee health and productivity. The results showed that emotional exhaustion increases absenteeism and decreases work performance.

7. **Ratnawat and Jha (2014)**. Their research analyzed the impact of occupational stress on employee performance. The study concluded that high stress levels lead to emotional exhaustion and reduced efficiency.

8. Sharma and Pandey (2015). The study focused on emotional intelligence and job performance among employees. It found that employees who manage emotions effectively experience lower levels of emotional exhaustion.

9. Suresh Kumar et al. (2021). The study examined emotional exhaustion among employees and its effect on productivity. The findings revealed that emotional exhaustion significantly reduces employee engagement and work performance.

3. Changwu Wei et al. (2022). Their research explored the relationship between workload and emotional exhaustion. The study concluded that heavy workload increases burnout and negatively affects employee performance.

3. OBJECTIVES OF THE STUDY

1. To identify the major factors that contribute to emotional exhaustion among employees.
2. To examine the impact of emotional exhaustion on engaging work performance.
3. To analyze the relationship between emotional exhaustion and employee productivity.
4. To study the influence of workplace stress on employee engagement and job performance.
5. To provide suitable suggestions to reduce emotional exhaustion and improve employee performance in the organization.

4. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive research design to analyze the impact of emotional exhaustion on engaging work performance among employees. Descriptive research helps in understanding the current situation and examining the relationship between emotional exhaustion and employee performance. It also helps describe employee perceptions, workplace stress, and engagement levels within the organisation.

Data Collection

The study is based on both primary and secondary data. Primary data were collected from employees via a structured questionnaire on emotional exhaustion and work performance. Secondary data was collected from journals, books, research articles, and online sources.

Sample Size

The sample size of the study consists of **100 respondents** working in RS Auto Components, Hosur.

Sampling Technique

The respondents were selected using the convenience sampling technique, which helps in collecting data easily from available employees in the organization.

Statistical Tools

The collected data were analysed using statistical tools such as Percentage Analysis, Chi-Square Test, and ANOVA Test to examine the relationship between emotional exhaustion and engaging work performance.

DATA ANALYSIS AND INTERPRETATION

Demographic Analysis

Demographic analysis was conducted to understand the background characteristics of the respondents participating in the study on emotional exhaustion and engaging work performance. The demographic variables include age, gender, and job role of the employees working in RS Auto Components, Hosur.

The analysis indicates that the majority of respondents belong to the younger age group, particularly between 21–30 years. This shows that most employees in the organization are young workers who are actively involved in operational activities. In terms of gender distribution, male employees represent a higher proportion compared to female employees, which reflects the workforce structure commonly found in manufacturing industries.

Regarding job roles, most respondents belong to entry-level and mid-level positions, while a smaller proportion of respondents belong to managerial and senior management positions. Understanding these demographic characteristics helps in analyzing how emotional exhaustion may vary among employees working in different positions within the organization.

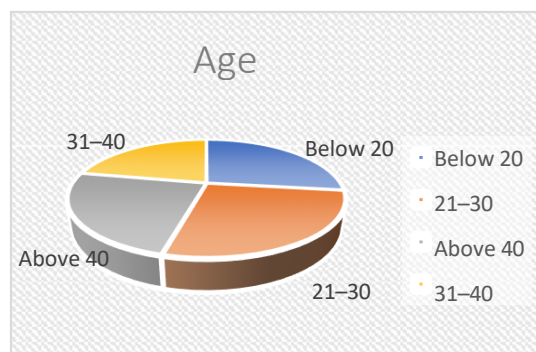


Figure 1 Age.

Interpretation

The table and graphical representation show how respondents are distributed across the response categories. The largest share of participants selected 'Below 20', indicating that this is the most common perception among employees. The variation in the remaining categories reflects differences in workplace experiences. This pattern suggests that the issue examined in this question plays a noticeable role in employee emotional well-being. The results highlight how employee perceptions differ depending on their work conditions and responsibilities.

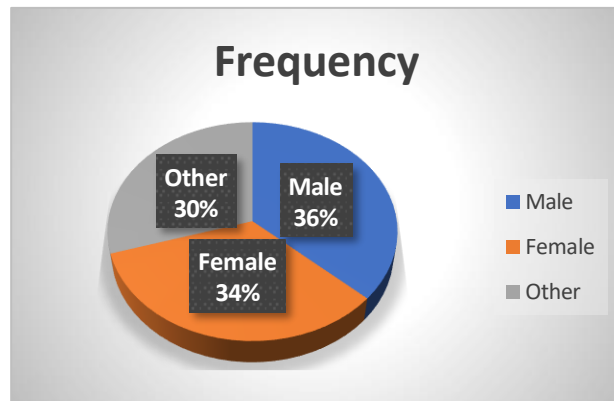


Figure 2 Gender.

Interpretation:

The findings illustrate that a considerable proportion of respondents preferred the option 'Female'. This indicates that this particular response reflects the dominant view among employees in the study. At the same time, other response categories demonstrate that not all employees experience the same situation. Such diversity in responses provides valuable insight into the complexity of workplace stress and engagement. Overall, the result helps explain how employees perceive this aspect of their work environment.

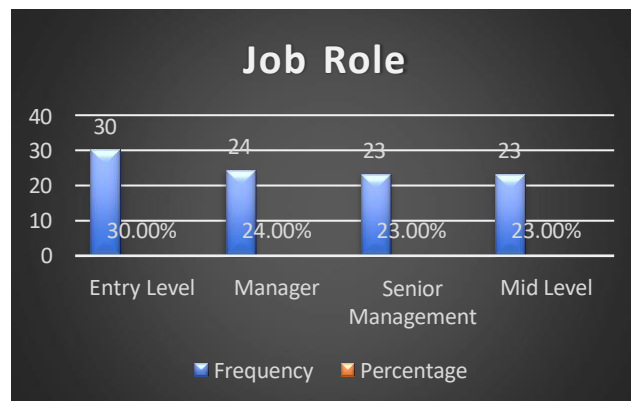


Figure 3 Job Role of Respondents.

Interpretation

The analysis reveals that the response 'Entry Level' accounts for the highest proportion among participants. This suggests that the majority of employees share a similar viewpoint regarding this factor. However, the presence of other responses indicates that experiences differ among individuals. These variations may be influenced by job role, workload, or personal coping mechanisms. The distribution therefore provides meaningful insight into the dynamics of employee exhaustion and performance.

EMOTIONAL EXHAUSTION

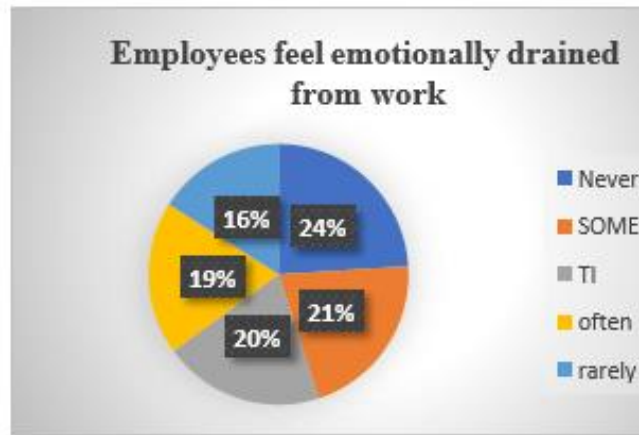


Figure 4 How often employees feel emotionally drained from work.

Interpretation

The distribution pattern indicates that most respondents reported 'Never', suggesting that this condition is commonly experienced within the organization. The graphical presentation further highlights how strongly this category stands out compared with other responses.

Nevertheless, the remaining responses reveal that a portion of employees perceive the situation differently. Such findings emphasize the importance of examining employee perceptions carefully. Understanding these variations can help organizations design better strategies to address stress and improve productivity.



Figure 5 Level of stress experienced at work.

Interpretation

The data clearly demonstrate that 'High' represents the most frequently selected response among employees. This dominance indicates that the issue addressed in this question is experienced similarly by many respondents. At the same time, the presence of alternative responses reflects the diversity of employee opinions and experiences.

STATISTICAL ANALYSIS

1. Chi Square Test

The Chi-square test was applied to examine whether there is a significant difference among the factors causing emotional exhaustion among employees. The calculated Chi-square value ($\chi^2 = 2.96$) with 3 degrees of freedom was compared with the table value at the 5% level of significance (7.815). Since the calculated value is lower than the table value, the null hypothesis is accepted. This indicates that there is no significant difference among the factors affecting emotional exhaustion. Therefore, factors such as lack of support, workload, deadlines, and work environment contribute almost equally to the emotional exhaustion experienced by employees.

Interpretation

The calculated Chi-square value ($\chi^2 = 2.96$) is less than the table value (7.815) at the 5% level of significance with 3 degrees of freedom. Therefore, the null hypothesis is accepted. This indicates that there is no significant difference among the factors causing emotional exhaustion, and all the identified factors contribute almost equally to employee emotional exhaustion.

2. ANOVA Test

The ANOVA test was conducted to examine whether there is a significant difference in emotional exhaustion levels across different time durations. The calculated F value (1.54)

was compared with the table value at the 5% level of significance (6.59) with degrees of freedom ($df_1 = 3$, $df_2 = 4$). Since the calculated F value is less than the table value, the null hypothesis is accepted. This indicates that there is no significant difference in emotional exhaustion levels across different time durations, and employees across all time duration groups experience relatively similar levels of emotional exhaustion.

Interpretation

Since the calculated F value (1.54) is less than the table value (6.59) at the 5% level of significance with degrees of freedom ($df_1 = 3$, $df_2 = 4$), the null hypothesis is accepted. This indicates that there is no significant difference in emotional exhaustion levels across different time durations, and employees across all duration groups experience relatively similar levels of emotional exhaustion.

FINDINGS

The major findings of the study are as follows:

1. The majority of respondents belong to the younger age group, indicating that most employees are young workers in the organization.
2. The gender distribution shows that male employees are slightly higher than female employees, reflecting the workforce structure of the manufacturing sector.
3. Most respondents belong to entry- level positions, indicating that operational level employees form the major workforce in the organization.
4. A considerable number of employees reported that they rarely or sometimes feel emotionally drained from work, indicating moderate levels of emotional exhaustion.
5. Many employees experience moderate to high levels of workplace stress, which may influence their work performance.
6. Some employees feel mentally tired after completing their work, showing the presence of emotional exhaustion in the workplace.
7. The Chi-square test result shows that there is no significant difference among the factors causing emotional exhaustion, and all factors contribute almost equally.
8. The ANOVA test indicates that there is no significant difference in emotional exhaustion levels based on duration, showing similar levels of exhaustion among employees.
9. Factors such as workload, lack of support, deadlines, and work environment influence employee emotional exhaustion.
10. Emotional exhaustion may affect employee engagement and work performance if not managed properly.

SUGGESTIONS

1. The organization should reduce excessive workload to minimize employee stress.
2. Proper support from supervisors and management should be provided to employees.
3. Flexible work schedules can help employees maintain a better work- life balance.
4. Regular communication between employees and management should be encouraged.
5. Stress management programs should be conducted to improve employee well-being.
6. Training programs can be organized to improve employee coping skills.
7. A positive and supportive work environment should be maintained in the organization.
8. Team-building activities should be conducted to improve employee engagement.
9. Employees should be encouraged to take adequate rest and breaks during work hours.
10. Organizations should periodically review employee stress levels and take corrective actions.

CONCLUSION

The present study examined the impact of emotional exhaustion on engaging work performance among employees of RS Auto Components in Hosur. The findings indicate that workplace factors such as workload, lack of support, deadlines, and work environment contribute to emotional exhaustion among employees. Emotional exhaustion may reduce employee motivation, engagement, and overall work performance if not managed effectively. The statistical analysis shows that there is no significant difference among the factors influencing emotional exhaustion, indicating that multiple workplace conditions equally affect employee stress levels. Therefore, organizations should take proactive measures to reduce workplace stress by providing supportive work environments, effective communication, and stress management programs.

Overall, managing emotional exhaustion is essential for improving employee engagement, productivity, and organizational performance. By focusing on employee well-being and creating a healthy work environment, organizations can enhance both employee satisfaction and long-term organizational success.

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