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TACKLING THE EMOTIONAL VAMPIRES AT WORKPLACES: A CONCEPTUAL FRAMEWORK ON MAJOR REASONS OF EMOTIONAL EXHAUSTION IN ORGANIZATIONS AND SOLUTIONS

Can BİÇER[1]

ABSTRACT

This study aims to examine the main reasons of the emotional exhaustion that cause job dissatisfaction and loss of motivation in organizations and which finally lead to emotional exhaustion of the both leaders and employees at workplaces. Emotional exhaustion, which decreases the job performance, motivation, creativity and satisfaction of the employees, often arises after a period of stress because of experiencing uncivil behaviors from the leaders or coworkers and organizational factors. Therefore, this conceptual study focuses on the main reasons of emotional exhaustion at workplace and outlines the certain types of personalities such as the dark triad of personality organizational factors or work-family conflict that lead to drain every ounce of other individuals' emotional energy in organizations. And in the conclusion section, the recommendations will be made and solutions will be offered in order to avoid and reduce the negative effects of the individuals and reasons that drain emotional energy of their employees in organizations.

Keywords: Emotional exhaustion, The dark triad, Work-family conflict.

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İŞYERLERİNDE DUYGU VAMPİRLERİYLE BAŞA ÇIKMA: ÖRGÜTLERDE DUYGUSAL TÜKENMENİN ANA NEDENLERİ VE ÇÖZÜMLEMELER

Can BİÇER[1]

ÖZ

Bu çalışma, örgütlerde iş memnuniyetsizliğine ve isteksizliğe neden olan duygusal tükenmeyi ve nihayetinde işyerlerinde hem yöneticilerin hem de çalışanların duygusal tükenme yaşamalarına neden olan ana sebepleri incelemeyi hedeflemiştir. Çalışanların iş performanslarını, motivasyonunu, yaratıcılıklarını ve iş doyumunu azaltan duygusal tükenme, uzun bir dönem süren, yöneticilerin, iş arkadaşların ve örgütsel etkenlerin yol açtığı stress sonrası ortaya çıkmaktadır. Bu yüzden, bu çalışma işyerindeki duygusal tükenmenin ana nedenleri üzerinde odaklanmakta ve örgütlerde diğer bireylerin enerjilerini son damlasına kadar emen karanlık üçlü kişilik özellikleri taşıyanları, örgütsel faktörleri ve iş-aile çatışmasını ele almaktadır. Sonuç bölümünde, örgütlerde çalışanların duygusal enerjilerini yok eden bireylerin ve nedenlerin olumsuz etkilerinin azaltılması ve kaçınılmasının yollarıyla ilgili çözüm önerilerinde bulunulacaktır.

Anahtar Kelimeler: Duygusal tükenme, Karanlık üçlü, İş- aile çatışması.

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Introduction

This study highlights the emotional exhaustion at work, its major antecedents and its negative influences on individuals in organizations. Besides, this conceptual study emphasizes the ways to overcome the main causes of emotional exhaustion at workplaces. Previous studies have often mentioned about the negative effects of emotional exhaustion since it leads to productivity loss, employee dissatisfaction, employee burnout and increased turnover rates and finally huge hidden costs for the organizations. Emotional exhaustion, which is the main focus of the study, is a general sense of feeling emotionally overloaded and overextended by the individuals in organizations. Lebrón et al. (2018) stated in their study that individuals who are emotionally exhausted are often more likely to engage in counterproductive work behaviors toward the organization especially when the individuals perceive that the job or organizational resources are limited or scarce and these may lead to huge financial burden for the organizations.

However, whether it's a coworker, a subordinate, or a manager, there's at least one emotional vampire or work related stressors that lead to burnout in every organization. These people try other people's patience, sap individuals' energy, and add a fully destructive dynamic to workplaces or other various organizational stress-triggering factors such as unmanageable workloads, counterproductive work behaviors, workplace bullying, heavy workload, job insecurity etc. also usually lead to run down or drained of energy of the individuals in organizations. There are numerous types of work related issues or individuals who engage in destructive behaviors toward others at workplaces who poison the working environment which often result in severe economic and social threats to organizations depending on the emotional exhaustion. It's also clear that stress at work has been the key concept concerned with emotional exhaustion since it leads to loss of feeling and concern, spirit, trust and interest of the employees in their jobs. Moreover, Alonso et al. (2020) explained in their study that emotional exhaustion is a chronic state of a gradual loss of concern and all emotional feeling towards coworkers which is usually results from psychopathological categories such as stress, depression, anxiety, disrupted adaptation, and/or personality disorders. It has also been suggested that various individual and organizational causes may lead to increased job related exhaustion and lower levels of job satisfaction, and influence each individual's response negatively to stress at workplaces. In addition, Edmondson et al. (2019) argued in their article that emotional exhaustion occurs especially when the individuals feel that they are emotionally overextended by individuals' work or responsibilities in organizations and it usually appears when an employee feels physically fatigued or psychologically and emotionally drained because of the stress that results from hostile colleagues or customers and it leads to reduced employees' available resources such as self-esteem, satisfaction, time and the loss of resources can negatively affect the employees' ability to do his or her job efficiently. It has also been argued that prolonged emotional exhaustion will cause these employees to think that they no longer have the resources necessary to overcome the continuous work stress they face at workplaces.

In conclusion, myriad studies have shown that the emotional exhaustion is usually resulted from occupational stress that is the response to organizational stressors in the workplace environment and as mentioned above, there are numerous types of organizational stressors such as work overload, punishment for even minor infractions, role conflict, lack of reward for a job well done, under-promotion or the presence of the individuals who have the features of the dark triad personalities. In addition, organizational politics, lack of social support from colleagues, excessive rules and professions in which temperatures, noise, or other working conditions are dangerous or undesirable may also raise stress and especially long term stress will lead to emotional exhaustion. Therefore, the purpose of this paper is to draw a conceptual framework of emotional exhaustion and its key reasons and in the conclusion section, the solutions will be offered and recommendations will be made in order to overcome the main antecedents of emotional exhaustion and its negative organizational effects.

1. Emotional Vampires and Emotional Exhaustion at Work

1.1. Emotional Vampires

Acoording to the Encyclopaedia Britannica, vampires refer to creatures, that are fanged, and usually prey on humans, by drinking their blood and they are also featured in folklore and fiction of many cultures for a long time, commonly in Europe and vampire myth is known as bloodsucking of human blood or other essence, for example, bodily fluids or psychic energy with sharp teeth or fangs that facilitate the draining. In addition, Belanger (2004) defined vampires as undead creatures but they are mortal ones, whose survival and energy depend on feeding off other people, prey on the life energies of others and it has also been emhasized that vampires' need for energy, bloodsucking, metaphrically connects them to the life-stealing wild predators of myth. However, Sault (2013) argued that emotional vampires are insidious and they may be seen in various forms, such as, people, events, memories, environmental toxins, pace of life and especially higher levels of abnormal stress which all together suck the life energy of the people. Moreover, Petric (2019) pointed out that vampire is a fictional creature, which is a psychological archetype and people are instinctively afraid of vampirism, keeps living by feeding off the life force of other living creatures. Besides, it has been underlined that vampirism is regarded as clinical, psychic and

emotional and the phrase emotional vampire for people with various personality disorders who are often considered to drain emotional energy from others. Caffyn (2018) also maintained that from the folkloric literary concept, since vampires drain energy from individuals and from society, they also cause conflict, insecurity, and energy loss in organizations. Additionally, Carnavale et al. (2018) argued in their study that narcissistic leaders are often corralated with "emotional vampires" those who usually leave their victims emotionally drained and deenergized. As narcissistic leaders often have low self-worth and their energy is negative, they feed off others by creating chaos in organizations and always want their subordinates' attention upon themselves, plus, vampire leaders leaders think that they know everything while the other individuals' knowledge is always inferior.

1.2. Emotional Exhaustion at Work

The quality of work life has drawn too much attention in recent years. Therefore, emotional exhaustion and its organizational consequences are also getting increased attention because of their negative effects in organizations within the concept of productivity losses, decreased job satisfaction and motivation, lower organizational commitment, and decreased performance. As a beginning, the syndrome of emotional exhaustion towards one's work is such a response to chronic organizational stressors and being exposed to incivility from other individuals in organizations or from customers. Cropanzano et al. (2003) emphasized that the emotional exhaustion was first highlighted in the literature by Maslach's (1982) influential model of burnout and according to the Maslach's framework that was formed, burnout had three components as, the first one emotional exhaustion, second depersonalization and the third one is diminished personal accomplishment and the emotional exhaustion is a chronic state of emotional and physical depletion. It has also been mentioned that emotional exhaustion is mainly associated with the traditional stress reactions which are analyzed in occupational stress studies, for example, fatigue, job-related depression, psychosomatic complaints, and anxiety at workplaces and emotionally exhausted employees are more likely to withdraw from the work environment. According to Rasli et al. (2014) emotional exhaustion is usually an outcome of intense physical, affective and cognitive strain, for example a long term effects of prolonged exposure to certain organizational issues and job stressors. It has also been highlighted that emotional exhaustion is associated with the depletion of psychic energy or the draining of emotional mood and feelings of being overextended and depleted are one of major symptoms of emotional exhaustion in organizations. Dishop et al. (2019) pointed out in their study that emotional exhaustion is described as a chronic state of emotional depletion and stress associated with employees' work related issues and it's usually related to employee burn out and higher employee turnover rates. Moreover, it has been remarked that emotional exhaustion is a phenomenon that refers to lack of the emotional resources needed to overcome interpersonal or organizational stressors and depends on the theory that it is the key factor in the burnout process and has been found to cause the obvious relationships with negative organizational outcomes.

Furthermore, Chen et al. (2019) mentioned in their study that the common requirements on individuals such as excessive, resource, strength or energy cause them to be unsuccessful, wear out or become exhausted emotionally and finally they can no longer make their own contributions to the organization. It has also been implied that emotional exhaustion is a case of physical and psychological fatigue in organizations and it's the significant predictor of employee burnout since it is one of the most destructive employee outcome in the contemporary high-stress work environment because it may cause negative consequences at both individual and organizational levels and its major outcomes are higher rates of absence, job dissatisfaction and poor job performance. In addition, Dust et al. (2018) maintained in their study that if employees are emotionally exhausted at workplaces, they usually operate with sub-optimal psychological functioning that causes a lower levels of ability to fully engage with their work and they can't give themselves at a psychological level and they are less willing and able to internalize important responsibilities, cues and motivational stimuli since their psychological resources are depleted because of the emotional exhaustion. Anasori et al. (20209 also emphasized in their study that emotional exhaustion is the psychological and physical fatigue which is a chronic result of excessive professional or personal demands and is one of the major reasons of employee burnout and higher turnover rates because emotional exhaustion is not only an individual issue due to its effect on physical and mental wellbeing of employees but it is a problem for organizations since it has negative outcomes for organizations too such as reduced organizational commitment, job satisfaction and performance and increased turnover intentions and absenteeism. Indeed, Seppala and King (2017) have underlined in their study that individuals are increasingly feeling exhausted and lonely at work and it has been explained that individuals more often think that they usually feel exhausted at work and nearly 50% of individuals report that they are usually exhausted because of their work in comparison with twenty years ago and it's a 32% increase from two decades ago. Besides, it has been argued that, there is a notable relation between feeling lonely and work exhaustion because if the individuals feel that they are highly exhausted, then they feel themselves rather the lonelier and sadder than ever before in organizations.

Last but not least, when an employee's emotional resources are expended in trying to contend with difficult cases, for example, compelling demands, conflicts, or lack of support at work or maybe at home, then his/her your sense of well-being and capacity to care for himself/herself is certainly diminished and individuals who suffer from

emotional exhaustion experience higher levels of work-life conflict and increased intention to leave with the feelings of guilt and loss (Valcour, 2020: 1). So, it can be inferred from the information given above, emotional exhaustion in organization, which has a spillover effect, is a very common and wide-spread job issue that serves as one of the major indicators of a major disruption in employees' relationship with their work and coworkers and it also hinders the efforts of the employees which are shown to reach the organizational goals. In addition, emotionally exhausted employees usually feel drained and used up due to work overload, stress, disagreements and interpersonal conflicts at work and finally these cause performance declines, increased interpersonal friction and withdrawal behaviors that all deteriorate the workflow in organizations and may poison the whole healthy working environment in the end.

2. The Major Reasons of Emotional Exhaustion in Organizations

To begin with, different or various things contribute to emotional exhaustion in individuals, depending on an individual's tolerance for stress and other negative factors in their lives. different or various things contribute to emotional exhaustion in individuals, depending on a individual's tolerance for stress and other negative factors in their lives. Because, they tend to think that they have a lack of control over their work or personal lives or they believe that they cannot balance self-care with life's demands properly. That is to say, emotional exhaustion, which leads to employee burn out and employee turnover refers to energy discharge, emotional depletion and consumption of emotional resources of any individual's at workplaces. It's obvious that there are various determinants that defines the level of emotional exhaustion that the employees experience such as personal resources, for example status, social support, money, or security, plus, regional and national cultures have been shown to have different norms for emotional reflections and using inadequate strategies to overcome conflicts and stress dealing with the job. To be precise, Seidler et al. (2014) pointed out in their study that emotional exhaustion is the main cause of employee burnout and trying more to overcome the external demands that cause mental and physical exhaustion and demotivational frustration later on they all lead to psychosomatic complaints and finally result in depressive state on the employees. It has also been mentioned that working atmosphere is also key determinant of mental health since it may have both advantageous and disadvantageous effects on the employees' health status. However, there are some major reasons depending on work related stressors, humane factors (the dark triad) and work-family conflicts that jeopardize the mental health and drain the energy of employees such as humane factors and work-related stressors and finally employees find themselves in a state of feeling emotionally worn out and drained.

2.1. Work-Related Stressors

Stress, including work-related stress, is not a sickness; it is a state and causes variety of diseases or disorders in terms of physical, psychological, and behavioral concept. Moreover, it can be an important reason of illness and it may result in with higher levels of sickness absence, emotional exhaustion, employee burnout, staff turnover and other interpersonal conflicts and organizational problems. It can be argued that stress is a natural response to over pressure and work-related stress occurs because an individual cannot contend with the demands being placed on him/her such as excessive job demands and resource inadequacies and contending refers to balancing the demands and pressures placed on any individual dealing with the job requirements with his/her skills and knowledge or capabilities. Hassard et al. (2018) pointed out in their study that work-related psychosocial risks, which cause work stress, are associated with the structures and features of work design, the organization and management of work within their social and environmental concepts, which have the potential for causing psychological, social, or physical harm to the individuals at workplaces. Figure 1. shows the causes of the work-related stress in organizations:

Figure 1. The Causes of the Work-Related Stress at Workplace

Source: Hassard, J., Teoh, K. R., Visockaite, G., Dewe, P., & Cox, T. (2018). The cost of work-related stress to society: A systematic review. *Journal of occupational health psychology, 23*(1), 1-2.

Once more, Hui and Aye (2018) emphasized in their article that according to The World Health Organization (WHO) work-related stress is identified as such a response which appears when employees face with work demands beyond their knowledge, capacity, skills, or abilities and since they cannot overcome these challenges, they often become more emotionally exhausted especially when they try to react to stressful situations for example when the organizational resources are scarce or they confront loss or potential loss of resources or try to deal with this problem by utilizing other resources to compensate the loss. So, it has been argued that employees having a trouble with higher stress levels at workplaces often experience emotional exhaustion, which is often caused by prolonged stress or frustration and prolonged stress or frustration, so they have lower engagement and motivation, are less productive, and have higher absenteeism levels than those not working under excessive pressure in any organization. As a result, according to Cullinan et al. (2019), psychological disorders initiated with emotional exhaustion such as depression and burnout are also associated with work-related stress and subsequently have an effect on employees' physical health because these may lead to higher rates of alcohol consumption and higher intensity of smoking among employees. Additionally, it has been maintained that work-related stress is increasing in prevalence, with important negative effects for employees, employers, the economy, and surrounding environment. Furthermore, work-related stress not only affects employees' focus and ability to perform in their role but it can also have a negative direct effect on any organization's productivity and employees motivation that stand for potential charge for the organization and the stakeholders. For instance, the financial burden of work-related stress on the economy is huge. It has also been underlined that the European Agency for Safety and Health at Work stated that the cost of work-related stress is nearly €20 billion annually in the EU-15.

2.2. Humane Factors (The Dark Triad of Personality)

Though the technological advancements have been dramatic in business world today, the evolution of work is still being marked by individuals and the features of personality traits they have in organizations. Individuals engage in behaviors that are originated from different influences like environmental factors or personality traits. In a sense, finding someone with differing personality traits can be beneficial in the workplace because it's obvious that differing personality traits are important to create a synergy and a diverse workplace where creativity and varying ideas can thrive and flourish productivity. Hence, type of toxic personality traits, emotional vampires, can be detrimental to the organization too. Carter et al. (2018) mentioned in their study that according to the modern personality taxonomies, personality traits are cast as ranging from the maladaptive for example from low conscientiousness to adaptive foe instance high conscientiousness levels. Apart from that, the five-factor model (FFM) of personality, which covers the five broad and relatively independent personality dimensions, has also been emphasized and explained as individuals can be grouped in the continua of agreeableness, conscientiousness, emotional stability, extraversion, and openness and humans can range from low to high on each FFM trait, and because they are rather unrelated to one another, many trait level combinations or profiles, especially all of the big five have been linked to one or more of the dark triad variables can be observed in organizations. In addition to this, Spain et al. (2014) claimed in their study that there has been an increasing attention within the organizational sciences toward negative aspects of organizational life. In numerous studies, the dark triad has been identified by the definitions as deviant, aberrant, and toxic and organizational researchers have shown very much interest in the dark side of work experiences and in the "dark side" of personality since it may lead to disastrous results in organizations.

Moreover, it has also been stated that the majority of modern researches covering dark personality have examined either in three traits frequently mentioned as the dark triad because of its malevolent qualities and it comprises the personality traits of Machiavellianism, Narcissism, and Psychopathy due to their negative effects on interpersonal relations, emotional exhaustion and employee burnout at workplaces. Jonason et al. (2012) maintained in their study that it's not a surprising fact that toxic employees or leaders get hired because they reflect such personality traits as such charm, leadership, assertiveness, and impression management skills at first sight. But later on, things begin to change fast and the destructive, abusive individuals, commonly the dark triad traits, also the toxic individuals start to get their way in organizations by employing soft or hard tactics in pursuit of their goals or personal desires. Kaufman et al. (2019) clarified in their article that every individual has both a light and a dark side; however, everybody all varies in the extent to which they continuously show light vs. dark patterns of thoughts, feelings and behaviors in their daily lives. Besides, it has been argued that dark traits which are related to ethically, morally, and socially aversive beliefs and behaviors comprise of an antagonistic social strategy characterized by high levels of interpersonal manipulation and callous behavior toward others. Therefore, especially the dark core of the dark triad cause emotional exhaustion and unrest in organizations by embodying a wide range of aversive psychosocial outcomes, involving aggression and violence, counterproductive and coercive behaviors, strong motives for self-enhancement, achievement, power, money, hedonism and low affective empathy toward coworkers. Figure 2 displays the main qualities of the dark triad and the tactics they often use at workplaces:

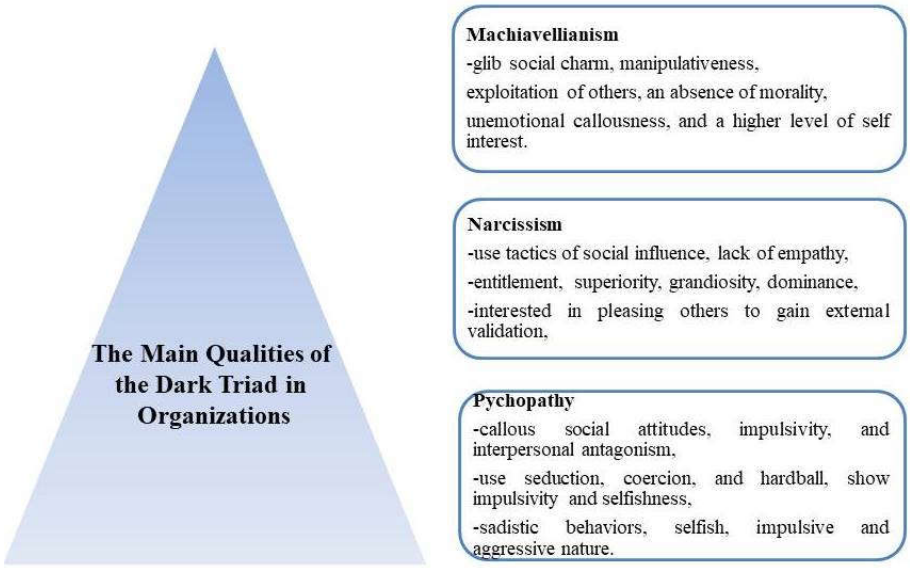

Figure 2. The Main Qualities of the Dark Triad in Organizations

Source: Jonason, P. K., Lyons, M., Baughman, H. M., & Vernon, P. A. (2014). What a tangled web we weave: The dark triad traits and deception. *Personality and Individual Differences*, 70, 117-119

Book, A., Visser, B. A., Blais, J., Hosker-Field, A., Methot-Jones, T., Gauthier, N. Y., & D'Agata, M. T. (2016). Unpacking more "evil": What is at the core of the dark tetrad?. *Personality and Individual Differences,* 90, 269-272.

Consequently, employees who have personality of the dark triad often seem to derive pleasure from bothering or torturing to coworkers or managers, escalating tension at work or even sabotaging the organization because they usually shows no remorse, and even do not hesitate to lie when they are told that that they have been caught in these behaviors at workplace. Palmer et al. (2020) maintained in their study that the dark triad personality traits also have negative effects on their subordinates over time because they think that they are at the top of their organizations and their adverse effects on supervisor–subordinate relations continue to develop because of their deviant behaviors such as cynical, pragmatic, misanthropic, and immoral beliefs, especially in the long term. Moreover, the link for those with dark traits to violate social values and norms and treat their subordinates badly has been related to subordinates' stress, emotional exhaustion, depression, and other negative attitudes and experiences in organizations.

2.3. Work-Family Conflict

More and more individuals are having difficulties with finding a balance between work and family relations and experience work family conflicts and stress, emotional exhaustion and employee burnout nowadays. Work–family conflict commonly refers to the imbalance that an individual experiences especially when he/she is mixed up in incompatible demands between work and family roles, leading participation in either role to become more complex. Kossek and Lee (2017) mentioned in their study that work-family and work-life conflict are types of inter-role conflict that happen when the energy, time, or behavioral demands of the work role conflicts with family or personal life roles. It has also been claimed that work-life conflict is associated with three main aspects and the first one is critical employment outcomes, for example, job satisfaction, organizational commitment, and emotional exhaustion, the second one is family outcomes, for instance, marital satisfaction and family satisfaction and the third one is personal life outcomes, for example, stress and depressive symptoms, life satisfaction. Figure 3 monitors the three main factors lead to conflicts between roles within the concept of work-family concept:

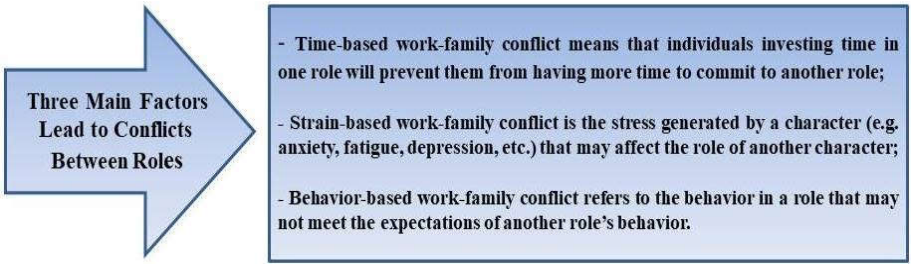

Figure 3. Three Main Factors Lead to Conflicts between Roles

Source: Chau, S. L. (2019). The impact of work-family conflict on work stress and job satisfaction among Macau table game dealers. *International Journal of Tourism Sciences, 19*(1), 1-17.

To sum up, work-family conflict mainly fall into three general categories as work environment, family environment, and personal traits and work-family conflict may evolve in two directions and the first one is the family life can interfere with work life, namely, family-to-work conflict and work life can interfere with family life, namely work-to-family conflict. So it can be inferred that work lives and conditions may either enhance or deteriorate individuals' family lives. In conclusion, McDowell et al. (2019) maintained in their study that work-family conflict is associated with various destructive consequences, especially negative impacts on an individual's happiness which that is associated with a steady state of feeling good and happy that can be either subjective or psychological. Subjective well-being has been determined as an individuals' cognitive and active assessment of their lives and often scaled by individuals' job, marriage, family or life satisfaction. Psychological well-being refers to the mental health and physical health that cause undesired outcomes such as backaches, anxiety, depression, headaches, heart disease, high blood pressure and insomnia. As a result, employees experience rather pressure to meet work responsibilities to obtain financial promotions or rewards that assist with meeting family needs. Once for all, Bowen and Zhang (2020) argued in their study that, since work-family conflict has significant negative effects on individuals' employment experiences, non-work life, and personal well-being, it's gaining increasing attention in today's global current digital era and it's related to emotional exhaustion, lower levels job satisfaction and higher turnover intention rates plus increased family distress, dysfunctional family relations and psychological distress and sleep problems.

Conclusion and Solutions

The purpose of this research is to form a conceptual framework about emotional exhaustion, which is an organizational challenge, leads to both psychological and physical health problems, and various organizational issues such as lower levels of commitment, job dissatisfaction and lower employee motivation and finally, the study finishes with the conclusions and suggestions to reduce the effects emotional exhaustion in organizations. First, from an organizational point of view, creating and maintaining a healthy workplace environment for all the individuals is the key even in a stressful atmosphere because healthy, high-performing organizations can only be reached by supporting and promoting employee well-being for the cohesive organizational performance. Hence, within the light of the information given above, it can be inferred that a healthy workplace environment flourishes motivation of the individuals' productivity and decreases organizational costs such as employee exhaustion, perceptions of job insecurity and stress absenteeism, employee burnout and turnover, employees' compensation, and the frequency of medical claims. In sum, a healthy job and a healthy workplace environment refer to the lack of destructive, bothering conditions and presence of plenty of well-being and health promoting ones at workplaces depending on the notion that the individuals in organization feel that the pressures they face are suitable associated with to their abilities and resources, the amount of control they have dealing with their work and to the support they get from coworkers who matter to them. Second, the perception of negative effects of organizational conditions, conflicts or constraints usually result in extreme pressure and anxiety among both leaders and employees. It's clear that there may be various reasons for individuals to feel stress at workplaces arising from workplace stressors, interpersonal relations and work-family conflict and when the individuals confront increased workload and responsibilities or demands, then they often show reaction by preparing to resist, physiologically and psychologically. In sum, if the stress is chronically present for a prolonged period or if there are very limited support and resources for the employees in organizations, it's inevitable that employees will experience emotional exhaustion, then following more serious effects of the fatigue will appear such as job dissatisfaction, higher levels of intention to leave and employee turnover.

Initially, Sardeshmukh et al. (2021) pointed out that the strain is the result of the stressors which involve situations, events and conditions in organizations and strain also covers emotional and physical exhaustion that negatively affect the employee's well-being at work. Besides, it has been emphasized that emotional exhaustion refers to a chronic state of physical and emotional fatigue that is originated from excessive job demands, sudden organizational changes and consistent hassles. Hence, it has been underlined that persistent emotional exhaustion may lead to burnout and various negative personal effects such as depression, physiological ailments, and family issues. Furthermore, Menonand Priyadarshini (2018) underlined in their study that, workplace negativity factors such as, heavy workload, abusive supervision, lack of regular communication, bullying, toxic leaders or co-workers, harassment and gossiping all lead to emotional exhaustion and it has a negative effect on employee well-being and employee engagement. According to the results of the research that Geary and Hickey (2019) have carried out, responses which have been received from 612 people who met the survey requirements monitored that 79.10% of the respondents have reported as they have been emotionally exhausted and have experienced burnout because of their jobs, plus 47.33% of current employees responded that they have thought of leaving the job due to burnout more often than not. Moreover, Segal (2021) emphasized the serious data which has been obtained from the latest survey showed that almost 60% of leaders think they feel used up at the end of the workday, which is a

significant indicator of emotional exhaustion and nearly 44% of leaders who feel used up at the end of the day think of changing their present jobs in order to advance and almost 26% expected to leave within the next year from their company. Therefore, employees should be considered as an organization's most valuable asset and a number of key measures should be taken in order to prevent from toxic working environment or other problems stem from work-family relations before employees feel emotionally wasted and try to abstain from fulfill their responsibilities and work. In conclusion, the key to reducing the negative effects of emotional exhaustion and blocking the emotional vampires and toxic working environment is to anticipate potential obstacles and taking pre-emptive precautions against causes and potential antecedents for emotional exhaustion in organizations. For this reason, the following recommendations would be fruitful to the individuals and organizations on the whole:

Emotional exhaustion is one of the most significant well-known burnout symptoms and these symptoms involve the inability to get a good night's sleep, being unreasonably angry at work or at home, and energy or compassion fatigue, so if you feel yourself being a bit ruder than normal at work and less motivated, then this might be a warning sign of emotional exhaustion. It's true that individuals who experience emotional exhaustion at work usually believe they can do nothing to change their situation or the way they feel but they should change their daily routine and viewpoints about the people at work or at home and the things that can be contributing to their emotional exhaustion. The most important things to do to stop evolving the emotional exhaustion is to get enough sleep, exercise and eat healthy food at first step. Additionally, supporting the mental state is the key at this stage so instead focusing on work and daily routine every time, taking up new hobbies, making different enjoyable plans and activities each evening and weekend with loved ones will be good for psychological relaxation and can also lead us to feel energized, vigorous and alert. Plus, all you need is just a little patience because it must not be forgotten that it takes time to feel emotionally exhausted at workplaces so it will take some time to recover again. Furthermore, it's very hard to remain focused if the job is monotonous or chaotic and in this case individuals need constant energy to tackle the stress and keep up with the schedule and workload so it can be fruitful if you report and discuss your specific concerns about the work-related stress you feel with your supervisor. Seeking support and collaboration from your coworkers or managerial team might help you to cope with work related issues.

If you start to feel emotionally, mentally and physically drained because of the toxic coworkers and colleagues or managers who really depress or frustrate you, it will be good to establish new workplace relationships. Since some people have personality traits, (e.g. the dark triad), which can make it disagreeable or difficult to deal with them whatever happens, making new friends that make you feel good will be the key for the problem and it must be remembered that surrounding yourself with positive friends will keep you happier, focused, rejuvenated, and energized throughout the day at work. In addition, if you think you are surrounded by a co-worker who is constantly complaining or too much demanding bosses, negative, miserable or unstable workplace friends, the micromanagers and office emotional vampires who accuse, manipulate, threaten, annoy others, or often raise their voices, establishing clear boundaries enables you to get rid of them and their toxic behaviors. These difficult members of the society not only destruct the motivation of an individual at work but they can also damage the morale of an entire team and deteriorate the workflow in organizations. It's obvious that emotions are very contagious so physically and emotionally distancing yourself from them will make it possible to limit your exposure or at least reduce your proximity to challenging individuals (e.g. coworkers, managers, employees or even customers or clients). The managers or supervisors should keep an eye open and be aware of whether there are any uncivil behaviors among employees or office bully exist or not and take active actions against these unwanted behaviors at workplace because if the employees feel undermined and humiliated by their colleagues or supervisors even clients, they are more likely to feel emotionally exhausted. However, If you manage a person or more who are never happy, rarely supportive and often engage in malevolent behaviors or with dark triad traits who cause derailment situations and chaos at workplace, you mustn't ignore their rude behaviors and unpleasant situations they cause because you will possibly lose your best employees because of them but toxic individuals will eventually find new jobs somewhere else where the working environment is more enjoyable to satisfy their selfish, sadistic desires. The management team should look for the dark triad through hiring process by checking the references via telephone calls or asking cautious questions to understand candidate's life history and doing personality tests in interview sessions in order to avoid hiring emotional vampires before it's too late. In addition, the management team should take notes about the destructive behaviors as chronicles in order to detect misbehaving employees and you should raise them with your HR department to make better management decisions. A manager/supervisor should take actions the best interest of the entire organization and actively pursue to maintain harmony in the workplace.

Last but not least, it's so obvious that work-family conflict affects respectability of both lives at work and family in various negative ways and the challenges individuals confront in balancing the demands of workplace and family obligations often cause emotional exhaustion and majority of them strive to meet the demands of their jobs without sacrificing the demands of their family members as well. Therefore, the management team should adopt a base of support for policies and solutions to address work-family conflict, for example workplace flexibility to

enable families to plan their work lives and together with their family lives including paid time off for family and medical leave and paid sick days and short-term and extended leaves from work.

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