

# **The Effect of Burnout on the Turnover Intention: A Study on 5 Star Hotels in Famagusta**

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## **ABSTRACT**

Servicing is the one of the most stressful occupations in the 21<sup>st</sup> century. Hotel employees take a significant role in servicing in hospitality and tourism sector. Being in service sector mainly centred on clients' problems, and facing and working with people is backbreaking.

The emotional pressure, long working hours and shifts, relations and communications with colleagues and managers, active working for long hours, work ambiguity or overloaded work are some of the reasons causes burnout in certain time in hospitality among hotel employees. Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. Burnout syndrome consists of three basic dimensions: emotional exhaustion, depersonalization and personal accomplishment, and these dimensions express the changes in the life of the individual experiencing burnout. Burnout closely concerns and affects individuals, businesses and organizations. Hotel businesses and employees are also one of the sectors closely affected.

In hospitality and tourism sector work conditions and laws unsatisfactory in Northern Cyprus. Compered to developed countries in Famagusta region in Northern Cyprus hotels have worse conditions for employees. Furthermore lack of governmental controls, inspections causes illegal shifts and overloaded work, which are non-ethical work conditions, affects employees' emotions and physical conditions negatively.

The aim of the current study is to consider hotel employees' burnout level affects on turnover intention.

This study conducted on five-star hotel employees in Famagusta. Two five-star hotels located in Famagusta region. 280 hotel employees voluntarily participated in this research. 204 of participants totally complete the questionnaires. According to the ANOVA test p-value result ( $p < 0.05 = 0.005$ ) an important positive relationship found between burnout and turnover intention. Burnout affects hotel employees' turnover intentions.

**Keywords:** hotel employees, burnout, turnover intention, Northern Cyprus, hotels, emotional exhaustion, depersonalization, personal accomplishment, Famagusta, five starred hotels

## ÖZ

Hizmet sektörü, 21. yüzyılın en stresli mesleklerinden biridir. Otel çalışanları, otelcilik ve turizm sektöründe hizmet vermede önemli rol oynamaktadır. Hizmet sektöründe olmak, esas olarak müşterilerin sorunları merkezli olduğundan insanlarla yüz yüze kalmak ve çalışmak çalışanlar için yıpratıcıdır.

Duygusal baskı, uzun çalışma saatleri ve vardiyalar, meslektaşlar ve yöneticilerle ilişkiler ve iletişim, uzun saatler aktif çalışma, iş belirsizliği veya aşırı çalışma, otel çalışanlarında belirli zamanlarda tükenmişliğe neden olan etkenlerden bazılarıdır. Tükenmişlik sendromu duygusal tükenme, duyarsızlaşma ve kişisel başarı olmak üzere üç temel boyuttan oluşmaktadır. Duygusal tükenme, duyarsızlaşma ve kişisel başarı tükenmişliği deneyimleyen kişilerin hayatlarındaki değişimlerin şekilleri ifade eder.

Tükenmişlik bireyleri, işletmeleri ve kuruluşları yakından ilgilendirir ve etkiler. Otel işletmeleri ve çalışanları da yakından etkilenen sektörlerden biridir.

Kuzey Kıbrıs'ta konaklama ve turizm sektöründe çalışma koşulları ve kanunlar yetersiz kalmaktadır. Ayrıca gelişmiş ülkelere kıyasla Kuzey Kıbrıs Gazimağusa bölgesindeki oteller çalışanlar için daha kötü koşullara sahiptir. Bahsedilen olumsuz şartlar; devlet kontrollerinin olmaması, denetimler, etik dışı çalışma koşulları olan yasa dışı vardiyalar ve çok uzun çalışma saatleridir. Tüm bu olumsuz şartlar çalışanların duygularını ve fiziksel koşullarını olumsuz yönde etkilemektedir.

Bu çalışmanın amacı, otel çalışanlarının tükenmişlik düzeylerinin işten ayrılma niyetine etkilerini ele almaktır.

Bu çalışma Gazimağusa bölgesinde bulunan beş yıldızlı otellerde yürütülmüştür. Bölgede iki tane beş yıldızlı otel bulunmaktadır. Çalışmaya 280 otel çalışanı gönüllü olarak katılmıştır. Ancak 204 anket tamamen tamamlanmış ve kullanılabilirdi. SPSS ANOVA test, p değeri sonuçlarına göre ( $p < 0.05 = 0.005$ ) tükenmişlik ve işten ayrılma eğilimi arasında önemli ölçüde bir ilişki vardır. Tükenmişlik düzeyi otel çalışanlarının işten ayrılma eğilimlerini etkilemektedir.

**Anahtar Kelimeler:** otel çalışanları, tükenmişlik, işten ayrılma eğilimi, Kuzey Kıbrıs, Gazimağusa, duygusal tükenme, duyarsızlaşma, kişisel başarı, beş yıldızlı oteller

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# Chapter 1

## INTRODUCTION

People spend significant amount of time on their jobs. In the 21<sup>st</sup> century, organizations' have excessively expectations from their employees. Also working conditions are highly compelling; they expecting longer working hours, intensive performance, and higher accomplishments.

Organizations suppose to compere in a competitive, challenging and dynamic environments. Depend on Beazley, Boenisch, and Harden (2003), and Frank, Finnegan, and Taylor (2004) observations maintenance of intellectual capital is a basic need for associations moving into the 21st century. Tourism is one of these sectors having high level of rivalry. The tourism sector contributes the economies of countries with appropriate potential as a sector (Civilidag, 2014).

Feelings pervade human being lives. Through feelings we became mindful of individuals, articles, and occasions, which may influence our considerations, inspirations, objectives, and practices (Ashford & Humphrey, 1995). Emotions are "sine qua non" of our lives. Human beings are nor able to purify themselves from the emotions. Emotions penetrated in human beings' lives; with emotions we become more hip to individuals, things around us, and happenings possibly influence our contemplations, ambitions, motivation, and attitudes (Diefendorff, Croyle & Gosserand 2005).

In working environments, representatives are relied upon to maintain show rules. These guidelines are standards expecting workers to show certain feelings during relational exchanges that plan to amplify authoritative profitability.

In organizations, workers/representatives are needed to comply with demonstrated principles of behaviors. These guidelines are standards expecting representatives to show specific emotions all along relational exchanges that intend to augment organizational work rate and output. The studies of the tourism industry reveals that working staffs at service segment confront who are contented with the work tend to be behaving more polite and enthusiastic with the clients (Silva, 2006). For instance, Van Maanen and Kunda (1989) recommended that a presentation of excitement and faithfulness by representatives is needed in institutive culture (Chen et al., 2012).

Studies on sentimental work has represented the expressing positive feelings in service interplay, for example, smiling and transmitting sincerity and amiability, is glowingly related with the tendency of clients to come back, with their tendency to recommend the satisfied service to other people, also with the general impression of service quality (Chen et al., 2012; Pugh, 2001).

Albeit late empirical studies have indicated a positive correlation between sentimental presenting regulations and the utilization of methodologies controlling emotions (for example emotional work) (Brotheridge & Grandey 2002), in addition to the impact on success of emotion control techniques (Pugh, 2001; Diefendorff & Richard 2003), slight consideration conducted to recognizing the mental cycles associated with the representation of the mentioned emotions (Chen et al.,2001).

Depend on Cordes and Daugherty (1993) research about job burnout on employees, formerly conducted on individuals who work in human services and education. Most of the existing studies on job burnout have researched reasons of burnout in the field of hospitality and tourism, focusing on the organizational environment, involving role stressors, managerial arrangements and structures, and job characteristics (Kim, Shin, & Umbreit, 2007).

Particularly, role conflict, managerial inadequacy, communicational inadequacies, role ambiguity, demanding and unmanageable consumers, lack of self-sufficiency, and workload identified as antecedents of job burnout in hospitality.

Burnout is known as issues that affect the employees' working life or triggering severe issues on the both employees and businesses. The general and common use in English is, "job burnout" or "employee burnout", while it is defined as "exhaustion, fatigue, syndrome of exhaustion, vocational exhaustion" in Turkish (Sağlam Ari & Çina Bal, 2008). As can be understood from this information, although the problems that cause burnout are almost similar in every society, cultural and linguistic differences of societies cause burnout to be named with different names.

Frequency of burnout disorder on the workers of the administration area is comparably more than the other occupation groups. Relational discord and the overwhelming outstanding burden in the working environment is the most significant causal agent for the burnout syndrome (Kaçmaz, 2005).

In hospitality, employees demonstrative about their feelings in two types; some employees may pick outward shows steady with presentation leads yet stow away or veil felt feelings. In contrast, others may attempt to modify internal feelings about display rules or customer contact situations (Hochschild, 1983). Employees who often hide their real emotions of feelings, fake attitudes may strive conflict between inner feelings and outward expressions (Grandey, 2000). This situation expects to cause 'emotional discomfort' and 'job stress' results with burnout and job dissatisfaction (Zapf, 2002).

Numerous nations having this potential are in competition in the worldwide tourism advertise in order to develop, provide business opportunity and increment piece of the pie regarding economy (Bahar & Kozak, 2005). Thus hence for turn in to a preferred country in tourism market, it is important to introduce more extraordinary and conspicuous decisions than nations, which contribute on tourism (Civildag, 2014).

In a long term it comes throughout as a result of duration of time of consuming excessively exertion at work while having less motivation and recovery. Therefore, burnout syndrome most likely occurs. Burnout has become a major phenomenon in the current century. Broadly explanation of burnout syndrome is; inefficiency to cope with stress occurs by emotions (emotional stress) in the organizations, feeling of long-term exhaustion related to fatigue, depersonalization, and reduced personal accomplishment.

According to the researches of Weber and Jaekel-Reinhard, burnout first came out in

1970s. One of the very first scientific definitions made by psychoanalyst Freudenberg; interpreted as psychiatric and physical breakdown. Also the most known study on burnout syndrome had done by Maslach and Jackson, they had related the burnout syndrome as the result of chronic stress at work whether workers are not efficiently dealt with. Maslach had made the further reached description in 1981, which is also an instrument to measure burnout syndrome still using today the Maslach Burnout Inventory (MBI).

Studies had affirmed lodging industry employees are one of the sector which prone to burnout syndrome. Work linked burnout arises when the physical working environment interacts with various other elements, such as personal life circumstances and work-related psychology. As a result of burnout, turnovers occur. In addition disagreeable working hours and conditions have a negative impact on turnover intention.

Aforementioned study is scrutinizing burnout effects, and its influence on turnover intention among employees who work in five star hotels. An acceptable degree of stress, obviously, procures a business with energy and tension positively, but if the business demands become more excessive, employees in the organization intent to experience job satisfaction at lower levels and tend to experience burnout more. Both of the situations have negative impact on organizations, may lead to further resignation and thus reducing organizational efficiency (Beehr & Newman, 1978; Corey, 1986).

Role stress expected to cause burnout. Such as role conflict, role ambiguity and role

overload has significant level of affect on burnout, which are role stress composers (Cooper & Marshall, 1976).

Employees who have a burnout become unable to meet their work requirements. Burnout brings about negative conditions on people as well as in organizations. Likewise all the other problems, the best way to cope with burnout is to accept situation first. After accepting the situation of having burnout, it is conceivable to deal it by administrative and organizational applications. It is particularly significant for the individuals in administrative situations to understand the burnout experienced by employees and manages vital regulations and applications to get rid of burnout.

As in every subject, solving the problem in burnout is closely related to the fact that the managers have the necessary knowledge about the subject. Having the necessary level of knowledge about the problem will make it easier to develop a solution to the issue and solve the problem (Sağlam Ari & Çina Bal, 2008).

### **1.1 Aim of the Study**

Aim of this study is to discuss the relationship between burnout syndrome and turnover intention among five star hotel employees in Famagusta in Northern Cyprus. In this study, hospitality work environment will be tried to understand and, how the burnout syndrome affects turnover intention on five star hotel employees.

### **1.2 Research Questions**

- Turnover intention varies among employees' gender.
- Turnover Intention varies among employees' education level.
- Turnover Intention varies among employees' age groups.
- Turnover Intention varies among employees' tenure.

- Turnover Intention varies among employees' income level.
- Burnout varies among employees' gender.
- Burnout varies among employees' education level.
- Burnout varies among employees' age groups.
- Burnout varies among employees' tenure.
- Burnout varies among employees' income level.
- There is a positive relationship between emotional exhaustion and turnover intention.
- There is a positive relationship between personal accomplishment and turnover intention.
- There is a positive relationship between depersonalization and turnover intention.
- There is a positive relationship between burnout and turnover intention.

### **1.3 Scope of Study**

This study focuses on turnover intention of five star hotel employees due to burnout syndrome in Famagusta five star hotels in Northern Cyprus. (Arkin Palm Beach Hotel, Salamis Bay Conti Resort Hotel)

### **1.4 Methodology**

Research methodology would cover data collection and clarified statistical tools. Data would be collected by questionnaire. SPSS method will use for statistical assessment. The responses would be recorded on Likert scale, which has five dimensions for attitudes of people. From strongly agree to strongly disagree. ("5" is for strongly agree, "4" agree, "3" neither agree nor disagree, "2" disagree, and "1" strongly disagree) Hypothesis will be developed to measure five star hotel employees' burnout levels, and its causes on turnover intention. Questionnaire's



burnout section is including emotional exhaustion, depersonalization and personal accomplishment parts developed and measured by Maslach Burnout Inventory, Maslach and Jackson (1981) and as the second inventory to measure turnover intention in organizations has been quantified by the given three items below from the four-item scale of turnover intention by Nissly, Barak, and Levin's 3 questions, (Nissly, Barak, & Levin, 2005).

"In the next few months I intend to leave this organization," as the first question, as the second question, "In the next few years I intend to leave this organization," and followed by the third question "I occasionally think about leaving this organization".

These mentioned items above were valued on a five-point, Likert-type scale. The range of scale starts from "strongly disagree" with (1), followed by "disagree" (2), "Neither agree nor disagree" with (3), "agree" with (4) and the final rate with "strongly agree" (5).

### **1.5 Limitations**

There are quite few limitations have been reflected for this study. The data for the study only focuses and has been collected from five star hotels in Famagusta in Northern Cyprus, thus it might differ from other cities' hotels and also might differ in 1,2,3 and 4 star hotels. Having limited time while collecting data for the study is one of the major limitations. Furthermore, questionnaire method might also be a limitation because it assumes all the answers correct and not biased. Also in the study managerial levels, frontline employees, culinary staff, cleaning staff and the other departments haven't separated. So result will be limited about understanding level of burnout and turnover intention depends on departments.

## **1.6 Structure of Study**

The study has 5 chapters. Chapter 1 introduces the study and summarizes the entire study. The chapter includes an introduction, aim of study, research questions, scope of study, methodology and limitations. It is followed by Chapter 2 and discusses literature review which includes broad explanations about research, burnout syndrome, turnover intention, affects of burnout on turnover intention also theoretical framework of the study. At the end of the chapter research hypothesis are listed. Chapter 3 is about methodology of the study. The questionnaire, data collection and statistical tools which are used to test hypothesis are the sections of the chapter. Chapter 4 explains results and discussion of the study, furthermore includes statistical results and discuss the hypothesis according to results. Chapter 5 is the last chapter and includes the conclusion of the study and recommendations for the future researches.

## Chapter 2

### LITERATURE REVIEW

Emotions have an important place in today's business life. Especially in service industry, emotional control is more critical for the organizations and employees. Both authors of “Emotional Contagion” and Pugh (2002) have contended that associations anticipate that their workers should show debonair and well disposed feelings while cooperating with clients, thus these positive feelings will likewise spread to the clients (Chen et al., 2012). The mentioned type of effort and emotion control to explicit demanded sentiments, including facial mimes, gestures and body displays at the organizations, are alluded to as sentimental work (Ashforth & Humphrey 1993; Diefendorff, Croyle, & Gosserand 2005; Chen et al., 2012).

Employees with higher levels of positive feelings showed in service interplays, the higher level of fulfillment the clients' experience. Such positive sentiments could be created and shown when service supplier altered their internal emotions to fit the necessary expressions needed (deep acting) (Pugh, 2001). However, service suppliers, like everyone else, naturally and normally may not experience positive feelings. Accordingly they may cover their felt emotional experiences, and falsify the displayed reactions with unfelt, ideal emotions at the organization (Pugh, 2001).

Hochschild (2003) and Diefendorff and Greguras (2009), which Chen et al. have included in their studies, also stated the inconsistencies between the inward emotions

and surface acting. In order to explain this situation, mentioned the example models of happy employees and unpleasant obligation authorities (Chen et al., 2012).

Service sector employees directly or indirectly influence customers' perception (Rothfelder, Ottenbacher, & Harrington, 2013). Especially in lodging industry employees are working closely with customers. Face to face interaction have a significant role in this sector. Face-to-face interaction among hotel service employees and customers may make employees defenseless for emotional labor (Pizam, 2004). Emotional labor may cause and prevent burnout. (Johanson & Woods, 2008). Thus lodging industry's personnel feelings, acuties, attitudes, and opinions about their employment directly affects their job performances. "Stress experienced in hospitality business is related to physiological symptoms, headache, digestion problems, ulcer, hypertension, heart attack, and stroke of employees, and results caused by these problems decrease production and increase health spending of employees" (O'Neill & Davis, 2011).

Workers feel a physical and enthusiastic depletion due to requesting nature and unforgiving states of their activity. Individuals working in the aforementioned conditions create unfavourable affections for themselves. In addition these people display unfavourable practices towards to the workplace, work and associates. The experience of the representatives in the mentioned circumstance is named as burnout (Güllüce & Kaygın, 2013).

Employees' chronic and accumulated stress in an organizational environment may cause burnout (Leiter & Maslach, 1988). In other words, which implies psychological exhaustion, and show miscellaneous physical, behavioral, and mental

symptoms embracing depression, lack of confidence, and frustration, (Lee & Ashforth, 1993; Montgomery, Panagopolou, Wildt, & Meenks, 2006; Robinson, Clements, & Land, 2003; Singh, Jerry, & Gary, 1994), which may contribute to considerably more turnover and in this manner to decreased levels of organizational performance as a result (Jung, Yoon, & Kim, 2012).

Depend on previous studies some jobs need organizational citizenship behaviors which are informal, non-written rules but behaving voluntarily helpful. Hotels are one of the organizational citizenship behavior needed jobs. (Ensheer et al., 2001). Burnout is the incompatibility between what one wants to do and what they have to do. The mismatch of the nature of the work and the character of the person triggers this situation significantly (Maslach & Leiter, 2005).

## **2.1 Burnout and Organizations**

As is known, the most important field of human resource's subject is, make organization workers more productive and motive for efficient production. Every single organization supposes to have their own mission and vision. Depend on each organization mission and vision; well-designed aims must be structured. Aim of an organization is to reach goals of business. Along the reaching goals of the organization is directly related workers' seriousness of business and efficient working, being aware about her/his responsibilities and put a lot of effort. Consequently organizations should care about their employees' needs and values. According to Eren (2006) 90% of management related with employees' psychologies and behaviours. In present time psychology has a significant role on economic, social, cultural and political organizations' management (Nart, 2015).

Psychology of workers cases' most important and influential subject is burnout. The case occurs under the pressure of workload, high level of stress, and physical, mental and behavioural inability (Aydin, 2007). Burnout is a social problem of the 21st century and more importantly it concerns all the organizations (Aydin, 2007).

This part of the study can be partitioned into six parts, (1) comprehension burnout as an idea and as a procedure and also learning and understanding the history of burnout; (2) understanding what causes and triggers burnout; (3) understanding and distinguishing the symptoms of burnout antecedents of burnout; (4) estimation and develop legitimacy of burnout measures; (5) comprehension burnout occurrence; and (6) diagnosis of burnout. The accompanying part is planned to quickly define burnout as an idea and procedure just as to indicate the per user the accessible estimation choices. The following area 'Reasons for burnout' abridges the exact proof intended to recognize the elements and working environment conditions that add to burnout.

Comprehension of the burnout has basically been studied and created into two periods. The first period, early 1970s, an underlying portrayal of the burnout marvel was given and the concept of burnout was mentioned for the first time and took its place in the literature. The current exact stage started by structure based on the recounted establishment framed by professionals in the middle of 1980s. Standardized measures were created with progressively exact definitions and methodological instruments just like burnout models (Maslach & Schaufeli, 1993).

### **2.1.1 What is Burnout?**

Burnout is distinguished sin qua a 'condition of physical, sentimental, and intellectual fatigue stem from continuing association in circumstances which are emotionally

requesting' (Pines & Aronson, 1988). Thereto burnout is a type of response to stress caused by occupation and is well on the way to happen among administration employees incapable to manage unreasonable requests put on them (Lee & Ashforth, 1993).

Being in an emotionally prolonged situation drained from sentimental outlets cause a deficiency of individuals' feelings, interests, and confidence (Kim & Stoner, 2008).

Maslach characterized burnout as 'a mental disorder causes emotional exhaustion, depersonalization, and decreased personal accomplishment that can happen among people who work in some limit with other individuals' (Maslach, 1993).

One of the main triggers and contended as the most crucial changeable in burnout as it legitimately influences depersonalization and personal accomplishment is emotional exhaustion (Lee & Ashforth, 1993). Sentiments such as feeling emotionally prolonged and drained of impassioned basis causes to lost inclination, concern, trust, and enthusiasm for other people.

Depersonalization attributes to a negative, hard, or extravagantly disconnected, isolated reaction of an individual to the individuals other than himself/herself, that are generally the beneficiaries of belonging to one help or concern. Depersonalization is set apart through the care of clients as articles instead of individuals and cynicism towards collaborators, clients, and the organization.

Diminished personal accomplishment attributes to a decrease in belonging to an individual's feelings of skill and triumphant accomplishment. Also which is

described by an inclination to self-assessment far from positivity. Repeatedly in diminished personal accomplishment a perception of deficiency of development occurs or individuals fail to hold their current positions, which is even a worse situation.

The three-factor design have bolstered by various approval researches since the middle of 1980s (Schwab & Iwanicki, 1982; Maslach & Jackson, 1981; Belcastro et al., 1983; Golembiewski, Munzenrider, & Stevenson, 1986). The consequences of mentioned unwavering quality and approving examinations have commonly inferred that the Maslach burnout inventory (MBI) is comparably further inside steady and dependable assessment than it's closest competitor, the dullness assessment (Pines et al., 1981). Thus, the most generally referred and utilized evaluation of burnout inventory, the MBI, has been developed.

Burnout can also be approached as the idea of a mental procedure where a working staff experiences because of organizational reasons and individuals own experiments, accompanied by the three elements of burnout has been requested in an array.

The form for the arrangement conceptualized distinctively among analysts. Maslach (1978, 1982) initially recommended that emotional exhaustion show up first as exorbitant chronic work demands reduce people's passionate assets. In other words, burnout is a defensive adaptation system. Therefore, the causality of burnout set a limit to the association with others, providing a sentimental shield made by demands of the job.



Burnout is a phenomenon in the previous and the current century. Burnout first arose in the literature in 1974 by Freudenberger. Burnout had defined as “vocational threat” in 1974 by Freudenberger and the definition is one of the first clinical definitions (Suran & Sheridan, 1985). In addition, burnout is expressed as failure, depletion, loss of energy and power, or exhaustion of an individual's internal resources as a result of unmet requests (Siliž, 2003).

Very firstly observed on professionals and volunteers who worked in health service with some clinical symptoms. Afterwards in 1982, burnout has been defined as a syndrome. The syndrome includes negative attitudes towards to job, emotional exhaustion, depersonalization, decrease on personal accomplishment, and feeling of dissatisfaction.

According to Hamann and Gordon (2000) research, burnout is a kind of discomfort, which has a lot of similarities with getting a cold. Interpreted in other way, everybody may get cold in his or her lifetime, however it has no importance until the situation gets into a serious case. What really matters about it is duration and intensity of the situation. Thus everybody might encounter burnout syndrome in his or her live times. Nevertheless duration, reasons, severity, or symptoms are depending on who is encountering the situation.

Burnout syndrome can be observed in many professions without any exception. However jobs with higher stress can influences burnout syndrome more than lower stressed jobs (Embriaco et al., 2007). According to Hobfoll's (1989) Conservation of Resource Theory, the theory of stress, motivation keeps human current assets and seeks for new resources. The basic principle of the theory is that individuals have

both internal and later learned motives to create, develop and maintain the quality and quantity of their own resources (Nart, 2015). As stated in Hobfoll studies, resources have been defined as pecuniary resource, conditions, personal characteristic and energy.

Pecuniary resource, are tangible materials; fulfil the individuals' need of asylum, further they are valuable because of their own award characteristics or the advantages they provide to the individual. Conditions include demographic features such as marriage, seniority, job secure, gender, and education. Conditions are the factors that play an important role especially in dealing with stress of the individuals.

Financial resources are resources that have individual characteristics such as home and reward, which is an indicator of status that meet the housing needs of individuals or are valuable because of the advantages they provide indirectly to individuals. Marriage, seniority, gender and education are examples of circumstances and conditions for factors that may play an important role in coping with stress.

Personality trait, features such as personal qualities and skills as the third resource. Furthermore personality trait is effective on an individual's resistance to stress. The final resource, energy, contains important resources such as time, money and knowledge, and the mentioned resources are valuable resources because they are more instrumental in obtaining other resources (Hobfoll, 2001). Previous resources mentioned above have an important role on individuals' in strength to stress. In addition former studies of Hobfoll supported, under the condition of fear of lose the resources, lost of resources, or substitute of resources burnout syndrome expected to occur (Hobfoll, 1989).

According to Maslach and Jackson, burnout is a chronic stress situation; people might not be able to deal with it successfully (Weber & Jaekel, 2000). Burnout arises after a long stressful, emotional exhausted, backbreaking term. Furthermore burnout is a substantial complication in the modern organizations. For the last decades burnout became a subject of scientific study mainly between psychologists and sociologists. Burnout especially found in health caring and social professionals like nurses, physicians, teachers, social workers and service workers.

Burnout syndrome has become a more common problem in the beginning of 1980s compared to previous years. Studies on burnout were conducted and in 1981 Maslach and Jackson improved an inventory to measure the level of burnout which is latterly would be called as Maslach Burnout Inventory (MBI). Maslach Burnout Inventory is one the most popular and comprehensive still using inventory. MBI specially measures burnout in 3 phases; emotional exhaustion, depersonalization and personal accomplishment. Beside of overall measurement of burnout, it is also separately measures each segment's scores. Depends on WHO's International Classification Diseases burnout named Z.73.0; the state of exhaustion.

In the literature there are many description of burnout by dozen of professions. In the current section of the current study, 'What is Burnout', we have plenty of definition of burnout. Nevertheless given some more definition will help us to understand burnout rather than overstatement. Burnout is simply, exhaustion physically and psychologically. However on the other hand some authors defined burnout as result of the interaction between working environment and the employee (Budak & Sürgevil, 2005). Cherniss had been defined burnout as, response to intense stress and dissatisfaction of individuals and getting estranged from work (Cherniss, 1980).

In the literature one of the most important author is Christina Maslach who is also invented Maslach Burnout Inventory mentioned before in the current study. According to Maslach, burnout is compound of emotional exhaustion, depersonalization and personal accomplishment (Ergin, 1992). In other words, depend on Maslach definition; burnout is defined as “Emotional exhaustion, depersonalization, and a low sense of personal accomplishment in those who have an intense relationship with people” (Maslach & Zimbardo, 1982).

Emotional exhaustion; states the individual stress dimension of burnout and refers to "A decrease in the individual's emotional and physical resources" (Maslach, Schaufeli & Leiter, 2001; Wright & Bonett, 1997). Depersonalization represents the interpersonal dimension of burnout and indicates negative, rigid attitudes towards customers and non-responsiveness to work (Maslach, Schaufeli, Leiter, 2001; Wright & Bonett, 1997). Lower personal accomplishment expresses intention of negative self-evaluation. Individuals have an intention evaluate themselves, self-effort and outcomes of job duties have done by one's own, negatively (Maslach, Schaufeli, Leiter, 2001; Wright & Bonett, 1997).

### **2.1.2 What are the Causes of Burnout**

To develop a better understanding regarding burnout, understand the reasons for burnout occurrence is important. According to researches, burnout appears in the situation of work overload, role uncertainty, performance conflict, time limitation, and multiple workloads causes lower level of advancement on tasks. Additionally burnout might occur in the conditions of poor relationships between organizational level and employees.

In addition burnout might occur where the conditions compel employees and as a result employees cannot be able to assess their work and current situation meaningful or worthwhile for themselves.

According to Pines's social-psychological model; work environment impact is one of the essential factors affecting burnout syndrome. A professional or a volunteer who has a higher motivation expected to achieve peak performance in a positive motivating environment. In the opposite case with a lower motivation, demoralized, or stressful environment anticipates the occurrence of burnout or dissatisfaction (Papadatou, Anagnostopoulos, & Monos, 1994).

The professionals in human administration establishments, people who work with people, are frequently required to invest extensive energy in serious inclusion with other individuals. Human administration employees and clients' communication generally concentrate on clients' problems. In reflection of this interaction, service employees may load with negative attitudes, anger, stress, anxiety, embarrassment or hopelessness (Maslach & Jackson, 1981).

Burnout and emotional exhaustion are connected to each. However, theoretically various structures of burnout syndrome exist. In this sense burnout is conceptualized as a business related condition and fatigue as a progressively broad condition (Raftopoulos, Charalambous, & Talias, 2012). In addition fatigue is more related with emotional exhaustion, which has a significant role on burnout syndrome.

In human services individuals share three attributes according to performance. The mentioned three characteristics are; emotionally taxing job quality; some

characteristics of personality, which pioneer them to pick human being administrations; and a customer focused direction (Pines & Aronson, 1988). Actually, the mentioned three attributes structure the regular predecessors' characteristic of burnout syndrome.

Various specialists expect the work conditions as the essential driver of burnout, and individual components interpreted moderately less significant (Maslach & Pines, 1979), however job conditions and burnout were not linked until the late 1980s (Jackson, Turner, & Brief, 1987).

According to Ledgerwood, Crotts and Everett's (1998) research, fewer than three general research proposals have been gathered beneath suggestions. Umpteen burnout arguments accentuate the quantity of individual interactions and either the variables that make communication especially troublesome or genuinely unpleasant and hard-pressed (Maslach, 1982; Pines, Aronson, & Kafry, 1981).

Customer cooperation that is more straightforward, repeated, or longstanding, has been related via more elevated degrees of burnout syndrome (Cordes & Dougherty, 1993). Burke (1989) has been recognized the job overburden sin qua a reason for burnout. Repeated and serious collaborations in company with customers can cause a significant level of dissatisfaction, which thusly possibly causes expanded depersonalization and accordingly to reduced individual achievement (Leiter, 1988).

Ledgerwood et al. propose two assertions on burnout. First assertion is; Evaluations of burnout expected to be emphatically corresponded with the quantity, environment, and severity of worker between activities with clients. In addition the first assertion

proposed the burnout is bound to happen in certain organizational forms. Thus contrasts between the groups might occur normal at any degree of conglomeration. Due to the varying administration styles, it has been accepted as the change in size and shape of firms accordingly make a change on burnout experiences. (Gaines & Jermier, 1983; Parasuraman & Alutto, 1981; Pretty, McCarthy, & Catano, 1992). Hotels suppose to have power structures that utilize different sorts of dynamic styles among decision-making, for instance various levelled organizational regulations (hierarchical structures) against aggregate against self-sufficient structure or autonomous structure. Progressive decision-making is frequently thought to expand work stress by lessening worker self-rule and control, prompting learned vulnerability and conditional burnout to (Ledgerwood, et al., 1998).

Regulating structures include the objectives, standards, and ideologies of an association that influence workers and can trigger burnout (Cherniss, 1980). Despite the difficulty of measuring, ‘several hotels have extinct energy and more standardized structures to burnout than others’ is a logical assumption.

Contrasts between jobs in the organization may likewise add to burnout (Cherniss, 1980). Employees who believe that they do meaningless or unimportant work may be more common (Pines & Aronson, 1988). For instance, lodging housekeeping workers can feel and experience negative emotions towards to their work, and anticipates their work less important than the front work area staffs; work. Organizations’ business policies or form of management among employees are important factors for employees’ self-assessment and feel valuable themselves in the organization. Reducing the risk factor of seeing themselves or their jobs worthless will be effective in reducing the risk of burnout.

Another factor that causes burnout may be the extended working periods common among service sector employees (Freudenberg, 1975). Some researchers have suggested that there may be differences on employees' work shifts and that these may affect burnout (Gaines & Jermier, 1983; Parasuraman & Alutto, 1981; Pretty et al., 1992).

On the other hand the other assertion is; burnout measures will vary essentially between working environment situations (Ledgerwood, et al., 1998). All the more explicitly, there would be meaningful dissimilarities between employing lodgings, work styles, and working hours' shifts on employees' assessment of burnout.

The relational atmosphere of work environment is accepted to make focuses on that can prompt burnout between people (Burke & Deszca, 1983; Golembiewski & Munzenrider, 1988; Jackson et al., 1986; Maslach, 1982).

Authoritative atmosphere has commonly been characterized as a person's approach and attitude of individuals' workplace. All the more explicitly, organizational climate is characterized by Moran and Volkwein (1992) as: A moderately suffering trait of an association which recognizes it from different associations and: (1) typifies individuals' aggregate approaches and attitudes about their association regarding such measurements as self-governance, trust, cohesiveness, support, acknowledgment, development, and candor and justice; (2) generates communication between members; (3) serves in a reason for understanding the circumstance (4) reflects the organization's culture's prevailing norms, values and attitudes; and (5) performs as a wellspring of influence in forming behaviour.



Moran and Volkwein (1992) take an adaptive approach to atmosphere, where an individual's involvement in reacting to their situation produces the organizational mood of situation. Perceptions of the organizational climate have some characteristics. Earliest in order, researchers sum up the definition of an individual's organizational experiences. Second, after a period, the discernments of climate are relatively constant. Thirdly, distributed to the members of the organization widely (Koys & De Cotiis, 1991).

Depend on Koys and De Cotiis (1991) study based on literature in organizational behaviour, partnership management and burnout (Morgan & Hunt, 1994; Leiter & Maslach, 1988; Maslach, 1976, 1982; Maslach & Pines, 1979), five-workplace environment indicators were described as particularly in the literature.

According to previous studies, variables have been mentioned have a meaningful influence on job satisfaction among burnout related issues (Friedlander & Marguiles, 1969), motivation and encouragement, pressure at work, and turnover (Mowday et al., 1979). These variables mirror components of the comprehended organizational atmosphere that can balance the relationship between work and burnout.

Conflicts resulting from a comprehended deficiency of confidence unity, awareness / reward, equality, and organizational social backing are believed to eventually cause feelings of disappointment and uncertainty that may influence the sense of personal accomplishment on and employee.

In the literature, current empirical evidences not directly confirmed the mentioned assumption; it has been shown that, that factor contributes to the organizational environment stresses that the defensive system associated with burnout can be triggered over time.

Trust is a significant building in the understanding of the work environment conditions in those representatives' degree of trust of their manager and their actual director can affect their feelings concerning representatives' employment. (James & Sells, 1981; Jones & James, 1979). Maslach(1982) stated the emotional exhaustion as a deficit or absence of sensation of confidence as the aspect of burnout.

Morgan and Hunt (1994) conceptualized confidence as 'trust in the dependability and completeness of an exchange partner.' A reliable employer is regarded to demonstrate characteristics such as coherence, aptitude, competency, obligation, and limitation from unpredictable behaviour resulting in negative results for the employee.

In 1991 Koys and De Cotiis introduced open communication to a manager on important or personal issues with the understanding that privacy would not be infringed. As indicated by Berry (1995), trust develops among workers a feeling of faithfulness and possession, which thus turns into a persuasive instrument.

In an absence of trust condition, appropriate to assume the employees will feel disappointed in the current work, lose their emotional resources, and develop an inhuman attitude towards the organization and the clients they are facing. Therefore,

trust should be considered as an important and central issue in the burnout cycle (Ledgerwood, et al., 1998).

Cohesion is positively linked to job satisfaction, defined as positive peer relationships, workgroup collaboration, amiability and sociability, and a deficiency of conflict (Downey, Hellriegel, & Slocum, 1975; James & Sells, 1981; Jones & James, 1979).

Depend on the cases, relationship with colleagues have been referred to as the main wellspring of employment physical and mental pressure and burnout (Gaines & Jermier, 1983; Leiter & Maslach, 1988).

Management support is generally regarded as the compliance of employees with their superiors. In addition to unrealistic expectations, the degree and type of management support was found to be largely about burnout (Burke & Greenglass, 1989; Drory & Shamir, 1988; Ford, 1985).

According to Burisch (1993), the perceived lack of support for management was related to the creation of burnout. In the light of previous studies in the literature, compliance is defined as the willingness of members to provide financial assistance between peers and employees as well as supervisors (Ledgerwood et al., 1998).

Recognition/reward structure exists in each association, purposefully or something else, and legitimately influences singular conduct (LeBoeuf, 2000). Normal recognition and reward encourages employees' self-worth perceptions (Berry, 1995), which resists emotional exhaustion.

Demographic differentiations have a significant affect on burnout syndrome in different cases and professions. Depend on communal gender differentiation there are different situations affect burnout in men and women individually. Socially, the roles attributed to men and women affect the behaviour of men and women in business life; it can make an important distinction in view of work life and work (Aven, Parker & McEnvoy, 1993; Dixon et al., 2005; Şimşek, 2002). To give a more understandable and clear information Martin (2000) reported the men's burnout syndrome scores higher in the measurements compare to women's scores.

In the same case according to Maslach's research women are having more risk factors on burnout in comparison to men. On the other hand, Farber (1984) noted no meaningful relation between genders and burnout in the article "Stress and burnout in suburban teachers" conducted by himself.

As can be seen in the explanations, the conclusion of each expert about the effects of gender on burnout differs from other. The reason of this is the work fields/professions of the employees mentioned above and the cases they have to face (Çoğaltay, Anar, & Karadağ, 2017).

Working conditions are the fundamental forerunners for burnout advancement. High physical, emotional, intellectual, or authoritative employment requests multiplied by absence of proper and inadequate occupation assets anticipate burnout improvement. High workload is one of the organizational work requests that analysis have connected with burnout, proposing that it is the most grounded indicator, specially for emotional exhaustion. (Lee & Ashforth, 1996).

Previous studies admit that disproportionate emotional requests anticipate burnout, yet few explore the job of intellectual requests in burnout development. Albeit certain creators assessed negative work-home association as an arbiter, between hazard factors and burnout, a large portion of the previous studies shows it is an indicator for burnout improvement (Bria, Băban, Andreica, & Dumitrașcu, 2013).

Working conditions are the essential antecedents for burnout progression. High physical, energetic, emotional, scholarly or legitimate occupation solicitations increased by nonappearance of fitting and lacking business resources predict burnout progression. High outstanding main job is one of the action demands that audits have associated with burnout, suggesting that it is the most grounded sign, especially for exhaustion.

Healthcare workers and service employees are more inclined to burnout syndrome than others. Elshaer, Moustafa, Aiad, & Ramadan (2018) research results shows the significant amount of workers affected by burnout. Especially a constant stressful life and demanding environment with clients, especially higher demand situations in more luxury hotels developing and increasing risk of burnout among hostel employees.

Burnout disorder is a mental state coming about because of prolonged exposure to work stressors. Longer working hours, night shifts, the period between the last vacations to current time closely related with burnout and significantly might affect (Elshaer et al., 2018).

Burnout may occur due to individual factors or social factors. Having low self-esteem, non-adaptive comfort mechanism, idealistic targets for work or worldview, high expectations, financial issues are personal factors. Social factors; workload, competition with colleagues, and conflict with colleagues, lose of control, constant changes on work tasks or work environment. Additionally risk factors are higher for service sector workers like hotel employees compare to jobs that do not require a face-to-face relationship. Interpersonal interactions, long working hours, night shifts, end of life events have serious affects on burnout.

### **2.1.3 What are the Symptoms of Burnout?**

Burnout is result of emotional exhaustion, depersonalization and reduced personal accomplishment symptoms. Also decreases being well in individuals' lives. People may subsequently lose motivation toward their job; develop a negative mental outlook toward their colleagues. In addition, the situation of inability to manage emotional stress; increase on feel of failure, fatigue and exhaustion. Burnout and fatigue are related. Basically there are three major burnout syndrome symptoms that we mentioned before.

Beneficial to firstly understand what are the symptoms and how they occur? Emotional exhaustion is one of the classical burnout syndrome symptoms, which has a significant affect. Increased feeling of emotional exhaustion has a direct relation with burnout. It is the situation of being emotionally overextended and depleted by one's effort. Emotional exhaustion is the chronic fatigue situation people feel weak and exhausted. Individuals' motivation and positive attitudes toward their jobs, work environment dramatically decreases. Job related disillusionment increases substantially. Generally people feel they are no longer able to give of themselves at a

psychological level. Referring to Maslach Burnout Inventory related referring question is ‘ I feel burned out from my work’ (Maslach & Jackson, 1981).

People may experience emotional exhaustion in different ways. However generally individuals face with lack of motivation, sleeping problems, irritability, physical or mental fatigue, feeling of hopelessness, absentmindedness, apathy, headaches, appetite problems, nervousness, concentrating difficulties, irrational anger, pessimism, increased cynicism, sense of dread, and depression symptoms. In addition employees who are facing emotional exhaustion may have failure to meet deadlines, lower commitment to the organization, more absences, and high turnover rate (Maslach & Jackson, 1981).

Depersonalization is the other basic burnout syndrome symptom. Negative attitudes have been observed to co-workers and patients by syndrome patients. Also loss of emotions, inhuman responses to patients or colleagues, loss of ability to develop empathy with patients reported (Maslach & Jackson, 1981).

Personal accomplishment is the third classical symptom for burnout syndrome. Individuals are facing loss of self-esteem toward the job, feeling insufficient, and subsequently decrease personal accomplishment. Individuals feel themselves ineffective, unauthorized and unsuccessful (Maslach & Jackson, 1986). Personal accomplishment; is the definition of qualifications and successful achievement in working with people (Maslach & Jackson, 1981).

Two contending models determine alternate groupings for the burnout procedure. The Leiter and Maslach exemplery holds that burnout advances from emotional

exhaustion → depersonalization → absence of personal accomplishment, while the Golembiewski et al. model has burnout advancing from depersonalization → absence of personal accomplishment → emotional exhaustion. Others have contended, in any case, that there is no fixed grouping; one part is not an unavoidable outcome of another (Schwab & Iwanicki, 1982; Leiter & Maslach, 1988; Leiter, 1989; Golembiewski et al. 1986; Golembiewski & Munzenrider, 1988; Golembiewski, 1989).

Motivational work environment generally has higher scores in personal accomplishment while it has lower scores in burnout scale. However the reverse of the situation, lower personal accomplishment supports higher degrees of burnout on subscale. In addition, it can be assumed that personal success is the opposite of emotional exhaustion or non-personal. According to Maslach and Jackson's (1981) work, there is a low correlation between personal accomplishment and emotional exhaustion. Also correlation between personal accomplishment and depersonalization is quite low too.

#### **2.1.4 How to Prevent Burnout**

There are many ways to prevent burnout. The most important method to preclude burnout is aim to increase positive feedback (Jackson & Schuler, 1983). Managers that appreciate good performance easily affirm a commitment to quality of service, which thus prompts progressively, fulfilled clients. Recognizing and rewarding the quality of service should positively influence customer-employee interactions, which should provide personal achievement and fewer depersonalization sensations.

It has been observed that the lack of recognition contributes to the increase of burnout (Rogers, 1984); Laborings, who only get negative feedback, i.e. believe they



get feedback when things go wrong about their performance, are more likely to be burned out. Since rewards at organizations can be in different types (for example, higher wages, growth opportunities, written or verbal approval, recognition), recognition/reward, management's ability to confirm and reward good performance as perception has been widely operated.

Fairness requires the organization's assumed objectivity of the process of reward or identification (James & Sells, 1981). It also creates the perception that the employee is following an unbiased and non-capricious reward distribution path (Koys & Decotiis, 1991).

According to Jones and James, the perception of fairness in the organization relates to job satisfaction (Jones & James, 1979), and it has been shown that employees with a greater perception of justice are better at performing (Downey et al., 1975).

Although justice is intimately linked to awareness and reward, it inset a peerless feature to any definition of the organization. An unfair reward or recognition structure or a comprehended unjust reward or recognition system, may cause frustration among employees who have not rewarded by the organization, which may cause the exhaustion of emotional assets and, sequentially cause development of inhumane attitudes towards the organization and immediately towards customers.

On the other hand, there has been considerable amount of research in past on the impact of social support on burnout (Cherniss, 1980; Freudenberger, 1974; Leiter & Maslach, 1988; Maslach, 1976, 1982; Maslach & Pines, 1979).

According to Cherniss (1980), social support has a positive impact on individual's contented state in two distinctive progressions. These processes can be named as directly and indirectly. Processes indirectly are social support acting as a buffer or moderator between the factors that trigger burnout in work-related stress and stressful events. Processes directly are, decreasing experienced physical and mental pressure. Social help is linked in parallel to mental and physical well-being, regardless of the existence or nonappearance of stressors in individuals' lives or workplaces (Cordes & Dougherty, 1993).

Relational parts of job description involving social help from pioneers, associates, and encouraging groups of people have been assumed to diminish emotional exhaustion. Support networks are the association's method for formalizing and guaranteeing support for employees. The support group can give an instrument to managing work stressors, just as a connecting capacity for individuals in the organizations to express their thoughts and emotions. Workers possibly know that their rage, sorrow, and so on, they are not alone.

As mentioned before in the current study, the indirect effects of social support have considerable importance and play an important role in alleviating intra-organizational tensions. For example, when an employee offers help to a colleague, an empathic link can be established. This is a good example of the indirectly effects of social support. This process can contribute an interpersonal harmony and reduces conflict between employees (Farber, 1983).

Cobb (1976) describes social support as knowledge spearheading individuals to believe that they are loved and cared, respected and valuable. A social help contrast

from harmony in that identifies with a discernment employees' colleagues and managers take an individual enthusiasm for each other, which reaches out issues, related to job performance.

Social support structure supply a variety of duties such as listening, emotional support, technical support, and communion of social authenticity (Pines, 1993). According to Pines et al. (1981) individuals who tend to produce burnout, often feel uncertain because of inadequate social support. Furthermore, likewise, people with social support or individuals, who have readily available social help, are having minor intention to feel burnout.

Leiter (1988) lay the foundation of casual connections or encouragement contributed in parallel to individual achievement and that expert support may take a dual act in both extenuating and worsen burnout. Depend on Maslach and Pines (1979) studies, incessant employee meetings in organization, wherein employees could share knowledge and experiences and supply support, have a meaningful impact on decreased emotional exhaustion levels. Stressful circumstances may appear to be minor minatory to a person who accepts their emotionally supportive network will give a secure network (Lee & Ashforth, 1993).

### **2.1.5 Understanding Burnout Occurrence**

Burnout assessments expected to be definitely related with organizational workers' understanding of the official organizational condition. All the more explicitly, understanding of trust, coherence, acknowledgment/reward, impartialness, and social support in the organizational environment will account for meaningful variances in burnout measurements both personally and collectively.

Burnout syndrome occurs increased demand by clients and/or managers, constant exposure to problems, lack of directors, managers or head of the unit relationship and leadership among colleagues. Depends on the early studies of Freudenberger (1989) and other research specialists Perlman and Hartman (1982) affirm need to grow more far reaching models that will help the organizing of burnout inquire about and distinguish how much individual and natural factors associate. Previously mentioned inventory, Maslach Burnout Inventory, is worthy, beneficial and also a must while examining the burnout. MBI has been the most famous and still using inventory for analysing of burnout clinical symptoms as mentioned previously in 'What is Burnout' section in the current study.

Adhering to the previous studies and the study of Ledgerwood, et al. (1998) hotel employees who had relatively greater degrees of burnout reported higher levels of job stress, job dissatisfaction and lower levels of support in their working environments. According to Papadatou, Anagnostopoulos, & Monos (1994) study's results higher scores in burnout reflects higher levels of emotional exhaustion, depersonalization and lower degrees of personal accomplishment.

Burnout syndrome affected by many etiopathogenesis, however the most important medical-social ones are 3 etiopathogenetic concepts; the first one is influentially related with stress. Individuals somehow have not been able to successfully deal with intense stress. Prominence on strain and society is at the 'macro level' (Weber & Jaekel-Reinhard, 2000). The second etiopathogenesis is individual and environment misfit situation under the name 'mesolevel' focuses on interaction among society and the person. The last concept of etiopathogenesis is despair of expatiations and

phenomenon, with the name of 'microlevel' where individuals and strain are centered (Weber & Jaekel-Reinhard, 2000).

According to Weber & Jaekel-Reinhard (2000) study, the previous studies and the literature have been proved there is no immediate connection among burnout and sex, age, condition or certain work environment. Studies demonstrated that significant amount of physicians, medical attendants, nurses, social labourers, educators, health carers and dental specialists having burnout during their working life. In addition even housewives or students encountering burnout as well.

Burnout occurs at the interaction of community and the working environment. Society forces people to individualization. Additionally loss of traditional support system arises after society oppression. Also society has a negative affect on the anonymity of individuals, pressure of time, lack of time, multiple stress factors, and educational expectations. Overall all these factors increase the psychosocial/psychomental stress of people (Weber & Jaekel-Reinhard, 2000).

On the other hand, working environment has a significant level of affect on people's psychosocial/psychomental stress levels. Mechanization, globalization, competition, increased work complexity, ambiguity, mobbing, job hire and fire, mobility, flexibility and specialization are major parameters for working environment-originated stresses. Total affects of society and work environment causes increased psychosocial / psychomental stress levels. Higher burnout risk occurs depend on mentioned factors.

According to the second stage of etiopathogenetic concepts, person and environment-misfit, inequality among psychomental / psychosocial stress and personal stress tolerance is determined burnout development. Weber's study supports environmental reasons and affecters on burnout, and remarks risk factors are not only affected by stress factors or personal sources (Weber & Jaekel-Reinhard, 2000).

It is beneficial to mention symptoms of burnout to understand burnout better. Psychosomatic / psychiatric is status of patients. Psychosomatic side is a disease, which affects both mind and body. Stress and anxiety expected to affect a physical disease and make it worse. Remarkably physical diseases expected to occur in burnout syndrome.

Burnout is a dynamic process, generally starts with hyperactivity and followed by exhaustion. In the exhaustion stage, people struggle with chronic fatigue, loss of energy, and depression. Result of exhaustion, reduced activities expected to occur likewise withdrawal, resignation.

As the next stage, emotional reactions come with individual's conflict of aggression, negativity and cynicism. Depend on emotional reaction level breakdown anticipated appear with lose of cognitive functions, motivation and creativity. Degradation comes as the sixth stage in burnout process. Emotional distress and lose of social contacts observe in this stage (Weber & Jaekel-Reinhard, 2000).

Psychosomatic reactions occur in mean time. Sleep disturbances, gastro- intestinal disorders, cardio-vascular disorders, susceptibility to infection, sexual disorders, and intake of alcohol and drugs are significant signs of psychosomatic reactions stage.

Despair is the last stage in burnout syndrome process. In the most of cases, people conflict with psychosomatic disorders and suicide (Weber & Jaekel-Reinhard, 2000).

Psychometric test is 22-itemed questionnaire from Maslach Burnout Inventory to assess emotional exhaustion, depersonalization and personal accomplishment (Weber & Jaekel-Reinhard, 2000; Maslach & Jackson, 1981). Patients of burnout confronted different number of disorders; these disorders are mental disorders, psychosomatic disorders, somatic and social disorders. It is useful to specify the procedure of burnout. The major mental manifestation is by and large rationally brokenness, predominantly covers concentration and memory issues, further to fatigue and emotional exhaustion. Furthermore extraordinary disrupting impacts are extreme level of worry and burdensome unsettling influence may end in suicide (Weber & Jaekel-Reinhard, 2000).

In burnout syndrome, understanding the cause of the problem in the first phase is highly difficult. One of the main reasons of difficultness of first phase is, the syndrome begins with a hyperactivity disorder. For this reason, most of the people who are struggling with burnout cannot easily understand by experts that they are in trouble (Weber & Jaekel-Reinhard, 2000).

The next phase is exhaustion. Chronic fatigue state, energy losses occurs, and people distinctly faces emotional exhaustion. Third phase is reduced activity stage in individuals' personal lives and working environments. According to reduced activities withdraws, resignation, or unwillingness to working environment occurs (Weber & Jaekel-Reinhard, 2000). Emotional reactions are forth phase of burnout syndrome. Aggressive, assaults, negativity, doubts, pessimism, and cynicism arise.

At the fifth phase breakdown takes place. Cognitive function disorder, loss of motivation, creativity problems and inability has been noted. Degradation is the sixth phase of the syndrome. People struggle with emotional distress, losing social contacts, loss of self-respect and feel of mortification. Seventh phase is psychosomatic reactions. People try to deal with some somatic and psychosomatic problems. Sleep disturbance, insomnia, tiredness, rigidity, gastro-intestinal disorders, eating problems, cardio-vascular disorders, headaches are most common somatic disorders (Weber & Jaekel-Reinhard, 2000). Furthermore individuals are struggling with susceptibility to infection, sexual disorders and intake of alcohol and drugs, development of addictions.

The final phase of burnout is despair. Psychosomatic disorders occur like psoriasis, eczema, stomach ulcers, high blood pressure and some heart diseases. Conclusion of a long term and severe burnout, turnover from the work places or private life problems occurs like sexual problems, desolation, and relationship problems. Moreover it might affect myocardial infection. At a peak level of burnout syndrome individuals might suicide (Weber & Jaekel-Reinhard, 2000).

According to Measurement of Burnout press (Maslach & Jackson, 1981) a study shows, police officers that scored high in emotional exhaustion reported trouble of insomnia (Weber & Jaekel-Reinhard, 2000). In addition, according to Mayer and Salovey (1997) emotional intelligence has a significant role on burnout. People with higher emotional intelligence have wider range of abilities for emotional regulations and quicker on processing of emotional information. Further more people with higher emotional intelligence are more accurate on processing of emotional intelligence. Higher emotional intelligent people have the ability to cooperate with



disappointment and come back with more effective and accurate solutions for emotional demands in service situation.

In the circumstance of frustration and dissatisfaction burnout may expect to occur. However people with higher emotional intelligence can cope more easily with stressful conditions and manage their feelings. Thus, probability of burnout decreases on people with emotional intelligence. Depend on several studies and literature, it is expected to observe emotional intelligence's positive effect on burnout syndrome and decreases risk factor for burnout syndrome.

Emotional intelligent employees experience positive moods, higher motivation and better coop at work. As a result, higher level of accomplishment and job satisfaction can be observed (Grandey, 2000). Likewise emotional intelligence, emotional dissonance is the other influential factor on burnout syndrome. Emotional dissonance is directly related with three items of burnout. In addition emotional dissonance has a significant negative influence on burnout. While emotional dissonance increases, emotional exhaustion and depersonalization increases as well and personal accomplishment decreases (Zapf, 2002). Depletion of cognitive resources theory may explain the relation between emotional dissonance and burnout (Cordes & Dougherty, 1993).

Employees experience repeated disparity between emotions felt and emotions expressed during communication with customers, may lead to loss of emotional control and inappropriate reactions, alienation from real emotions and thus emotional exhaustion (Schaufeli & Enzmann, 1998).

Job dissatisfaction is one of the key consequences of burnout. These items are both mutual and related. Job dissatisfaction may causes burnout, and on the other hand burnout may cause job dissatisfaction. These two factor supports each, one support the other and the reverse (Lee & Ok, 2012).

Job satisfaction described by Hoppock in early years (1935's) as a combination of psychological, physical and environmental events. Locke, on the other hand, defined job satisfaction in 1976 as a result of the perceptions of employees directed to the values, jobs, and environments of employees (Yew, 2008). Many researches those support also the current study also shows that hotel employees directly affect perception of the quality of service and guests satisfaction.

Contemporarily, in the analysis of burnout, which has become a phenomenon that we can observe frequently in working life, personal variables cannot be excluded. A better understanding of the problem; work-related stresses can be achieved by identifying social and situational resources.

Therefore, it is more logical to move away from the vicious circle of identifying individuals as "bad people", and tries to uncover the functional and structural features of "bad environments" where many "good people" work in (Sürgevil, 2005).

With the guidance of previous explanations; Organizational (environmental) factors thought to have an impact on burnout in Budak and Sürgevil's (2005) work; the impact had been examined under the workload, control, awards, belonging, justice and values sections within the framework proposed by Maslach and Leiter (1988).

Workload; can be defined as “the amount of work that needs to be done at a certain quality at a certain time” (Maslach & Leiter, 2014). Control, refers to the individuals’ ability to make decisions, to solve problems and to fulfil their responsibilities on their works. Rewards, refers to the appreciation of the individual both financially and socially in response to his/her contributions to the organization (Leiter, 2003).

The sense of belongingness / association is a feature of the social environment of the organization. Accordingly, individuals enter into groups where they provide positive gains such as social support and cooperation (Leiter, 2003). The concept of justice, which expresses the views of employees in a particular organization about the correctness of organizational decisions or policies; means the organization has consistent and equal rules for all (Bilgin, 2003). Value in its simplest form is, the belief in what is good and what is bad (Bilgin, 2003).

The probability of mismatch between the individual and the work environment creates an effect that reduces the energy, belonging and sense of competence of the individual for work and causes burnout (Leiter, 2003). Sources of burnout are situational rather than personal. Therefore, solutions for burnout should be sought in the social environment of the work (Maslach, Schaufeli, & Leiter, 2001).

Interestingly, most of the experimental burnout researches did not straightforwardly gauge the emotional demands of workers at work. How often do the workers have to experience or control certain emotions? Experts analysed organizational and social variables as potential determinants of burnout, instead of analysing employees’ certain emotions’ experiences frequency, how often do the employees’ experience

those certain emotions, and how they can control or cannot control them (Zapf, Seifert, Schmutte, Mertini, & Holz, 2001).

This has been illustrated, for instance, on the segments of burnout proposed by Lee and Ashforth (1996), Maslach and Jackson (1986), which investigate the impacts of different indicators on emotional exhaustion, depersonalization, and personal accomplishment.

Organizational work related stress factors, for example, positional conflict at job, job pressure, positional stress at job, unpleasant occasions, traumatic activities, workload and work pressure have indicated the most grounded associations with emotional exhaustion (Zapf et al., 2001).

Similar result occurred have for depersonalization. Comparable outcomes for desensitization happened. Work pressure factors were not prescient for personal achievement. On the contrary, the quantity of colleagues was a powerful predictor here. In any case, the determinants of burnout recorded by Lee and Ashforth (1996) did exclude direct gauges of emotional demands, for instance, the repetitiveness of demonstrating feelings, or indirect indicators, for instance, case trouble "or the quantity of client contacts.

Nevertheless, emotion work as part of the job, also indicates regularly suggests that the spectacle of authoritatively requested emotions is required even in such circumstances. Correspondingly, Zapf et al. (2001) interpreted emotion work in the guise of the psychological procedures significant to manage organizationally requested emotions in the guise of an aspect of individual's job. Aforementioned

definition involves the descriptions of Morris and Feldmen (1996), researchers, recognized emotional labour as the “attempt, preparation and control required to show organizationally requested emotions during relational arrangements”.

In view of late discoveries on organizational stressors and burnout, Leiter (1993) proposed a comparative model for stressors, assets and burnout, in which stressors and assets are distinctively related with the three-burnout measurements. Depend on the mentioned model, stressors are postulated to be more firmly associated with emotional exhaustion as the resources are associated with personal accomplishment.

Schaufeli and Enzmann’s study (1998), supports the idea of conceptual correlation between duty or organization related burnout predictors and interaction related burnout predictors, as both predictors on burnout rely on the frequency of client interaction of employees and the complexity of the duties (Zapf et al., 2001).

Stressed circumstances resulting from interpersonal relationship in the business, from the job itself or working conditions can be a negative influencer for hotel employees as well as for employees in other fields of operations. “Stress faced in hospitality enterprises is linked to physiological symptoms, like headache, difficulties in digest, ulcer, heart attack, abnormally high blood pressure, and employee stroke. In addition the results caused by formerly stated problems decrease productivity and increase employees’ health expenditure.” (O’Neill & Davis, 2011). Stress experienced by hotel employees is critically important because these strained conditions can end in employee burnout (Civilidag, 2014).

Burnout is a persistent and emotional reaction to extremely excessive demands, primarily for other people's well being or related to the frustration and disputes that arise from commitment and positive interaction (Warr, 2002; Jung, Yoon, & Kim, 2012). According to Gold and Roth (1993) burnout is typical when labourers are presented to worry for a while and advances gradually after some time. Sassali (1979) characterized burnout as the circumstance of worker's vitality runs out because of constant disappointment of individual wants (Jung et al., 2012). Montgomery, Panagopolou, Wildt, and Meenks (2006) expressed burnout as the depletion of corporal, sensitive and emotional, and mental powers; hence, it brings about an absence of a feeling of accomplishment, weakened occupation execution, numbness of specific items, or impersonalized practices (Jung et al., 2012).

Over the top remaining task at hand, struggle brought about by jobs required for working environment and individuals' own houses, and low salary are as work stress sources where burnout is a mental reactions (Civilidag, 2014). Subsequently, when individuals from an association experience pressure, they show different mental reactions, clarified by the idea of burnout (Söderfeldt, Söderfeldt, & Warg, 1995).

Especially, burnout reliably and contrarily impacts associations by expanding non-attendance, work development, and renunciation. It can likewise cause melancholy, physical weariness, and a debilitated safe framework (Cordes & Dougherty, 1993; Montgomery et al., 2006). Turnover intention can foresee a worker's penchant for evolving occupations, and sign the aim to leave a place of employment. Appropriately, it is for the most part conceptualised as a deputy pointer of real conduct (Brown & Peterson, 1993; Jung et al., 2012). As indicated by Söderfeldt et

al. (1995), if representatives had faced mental pressure, more likely showed mental reactions, also clarified as far as burnout (Jung et al., 2012).

Schaufeli and Enzmann (1998) appointed the role stress, for example, job equivocality known as role ambiguity in literature, struggle known as role conflict in literature, and over-burden known as role overload in literature straightforwardly causes burnout. Singh (2000) expressed the job struggle as a most significant reason for representatives' burnout.

One group of psychologists examine job burnout as a one-dimensional stress type (Cordes & Daugherty, 1993), while another group describes it as a multi-dimensional stress type (Maslach & Jackson, 1981). With the support of many previous studies, and especially with the influence of Maslach and Jackson's work conducted on burnout, the current general agreement is, job burnout is made up of three infrastructures: emotional exhaustion, depersonalization and personal accomplishment. Emotional exhaustion attributes a deficiency of individuals' power and exhausted emotional resources due to excessive psychological pressures and demands.

Depend on the study 'Hotel job burnout: The role of personality characteristics' Kim et al. (2007) explained depersonalization as a situation of behave towards to others as objects instead of individuals through cynical, insensitive and carefree attitudes and behaviours.

Once again reduced personal accomplishment designates a tendency to assess individuals themselves negatively due to failure to produce expected results (Kim,

Shin, & Umbreit, 2007). Each sub-dimension of burnout recaptures a distinctive aspect of burnout again (Maslach, 1993).

In a concise manner, the main dimensions of job burnout are the stress constituent (emotional exhaustion), interpersonal relations (depersonalization), and self-evaluation (personal accomplishment). During the previous decades various studies on job burnout have been carried out. The background of job burnout getting constant support involves role conflict, controversy, struggles about tasks, ambiguity of role, client contact, job equivocalness, workload, social help and autarchy of work (Cordes & Daugherty, 1993).

The mentioned versions have been sort out into two categories: demands and resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). As stated by Demerouti et al. (2001) demand is "physical, social, or organizational elements of the job that require supported physical or mental exertion and are for that reason correlated with certain physiological and psychological costs (Kim et al., 2007).

Assets allude to "physical, social, or organizational elements of the job which may be: 1- practical in accomplishing work objectives and 2- decreasing job demands and the related physiological and mental (psychological) expenses, and invigorating self-awareness, development and advancement." (Demerouti et al., 2001).

If the above-mentioned demands and supplies classification are accepted, stress factors (role conflict and role equivocalness and excessive workload) are categorized as job demands, while social support and job autonomy can be considered as work resources. Job demands have been undoubtedly linked to emotional exhaustion and



depersonalization. However contrarily corresponded with personal accomplishment (Lee & Ashforth, 1996). As oppose to job demands, resources are not associated with emotional exhaustion and depersonalization in parallel, but have been positively related with personal accomplishment (Lee & Ashforth, 1996).

Considering previous studies and findings, it is worth to mention that emotional exhaustion is the main constituent of burnout (Maslach & Jackson 1986; Wright & Cropanzano, 1998; Halbesleben & Bowler, 2007). The job-related burnout is an adverse mental encounter gotten from being presented to a significant stretch of weight on relational contact and is a continuous manifestation found among the representatives at administration experience (Maslach et al., 2001). The burnout experiences of representatives are identified with the pressure happening in the work environment just as their very own distinctive elements depend on Miller et al. (1988) study on “Stress on the Job” (Kang, Heo, & Kim, 2016).

While Firth and Britton (1989) insisted the occupational burnout affects a turnover rate and an extended absence occurred by lower level of organizational commitment. Firth and Britton (1989) also insisted the organizational commitment lowers job satisfaction and organizational participation. Critical thinking, proactive participation, goal consistency, and team spirit have a significant impact on employees’ burnout. Kim, Kim, & Kang, (2014) demanded that the degree of stress increments as the sympathy weakness and professional burnout increment (Kang et al., 2016). Brotheridge and Grandey (2002) and Karasek (1979) additionally introduced, work related burnout gives applicable impact over employment stress. Burnout prompts the expansion in stress and fatigue in significant mental vitality.

While Quick and Quick (1984) demanded convenient amount of stress has positive effect on the result of execution, numerous analysts, for example, Jamal (1985) and Maslach (2001) demanded job related burnout and occupation stress negatively effects the frames of mind of representatives, work fulfilment, execution, and client direction. Workers feel a physical and enthusiastic depletion due to requesting nature and unforgiving states of their activity. Individuals working in the aforementioned conditions create unfavorable affections for themselves, in addition represent negative practices towards their activity and associates. This circumstance that representatives' confronted is called burnout (Güllüce & Kaygın, 2013).

Burnout is an extremely normal disorder. The majority of the representatives may encounter this sooner or later in a lifetime. Anyway the mentioned circumstance does not emerge out of sudden. Burnout is a critical component that damages an individual's work, family and public activity. Consequently, burnout damages work life and clients as well as individuals' family (Aksu & Temeloglu, 2015). One of the frequently considered matters in organizational research is burnout. For this reason, miscellaneous ideas and approaches have been developed. In the previous thirty years, analysts and researchers have focused and worked quite a lot on burnout (Swider & Zimmerman, 2010). Burnout has been defined and categorized as an outcome of lasting occupational stress. Further more, burnout is the final stage of handling with incessant stress (Skaalvik & Skaalvik, 2010). Physical and mental problems occur in individuals experiencing and suffering from burnout. This thus influences individuals' conduct and turns into a snag forestalling them accomplishing their work as expected to. Thus, individuals encountering burnout disorder can attain a level where they harm others (Barutçu & Serinkan, 2008).

As mentioned earlier, Freudenberger was the first who referred about burnout syndrome. In a publication on stress published in 1974, his research on burnout syndrome was also included. Depend on Peker's study (2002), burnout defined as collapse, failing, loss of capability and motivation, situation of fatigue and exhaustion which occurs due to unsatisfied demands and desires (Barutçu & Serinkan, 2008). Subsequent to understanding significance of burnout as a social issue, burnout turned into an intriguing topic for analysts and researchers. Burnout in its most basic form is characterized as “depletion of energy, mentally and physically situation of exhaustion” (Barutçu & Serinkan, 2008).

Research conducted on the premise that “burnout is a result of the relationship of the patient with the work environment” is also extremely significant in terms of disclosing its negative impacts on people and organizations and recognizing factors will reduce the negative effects it causes (Budak & Sürgevil, 2005).

Further more, Swider and Zimmerman (2010) defined burnout as “a mental disorder brought about by the intrapersonal stress that influences a person's work, obligations, associates, clients and themselves” (Budak & Sürgevil, 2005). Burnout is commonly classified in three dimensions. The dimensions are organizational, professional and individual levels of burnout.

The initial, organizational level shows that hierarchical condition, organizational environment, has a powerful effect on representatives' burnout. The second, professional level, affirms that relationship and associations between an employee's character and her/his colleagues are efficient on burnout. The last dimension is individual level, expresses that demographic elements like gender, age, educational

level, vocation period, salary and so on have a meaningful effect on burnout (Swider & Zimmerman, 2010). Shen and Huang (2012) directed a study on the staff working in hotels in China to designate their life achievement and fulfilment and burnout levels. Referring to the consequences, it was stated that emotional burnout and depersonalization have negative effect on life achievement and fulfilment (Budak & Sürgevil, 2005).

Karatepe, Babakus, & Yavas, (2012) directed an exploration among hotel staff to decide the emotional exhaustion's effect on hotel employees' work. Based on the results of the research, burnout has been found to affect employees negatively and have a negative effect on the design of the work (Cheng & O-Yang, 2018). On the other hand, a study conducted by Saçlı and Çelik (2011) among to hotel employees, the burnout levels of the employees were tried to be determined using the questionnaire method, and the burnout levels were found low according to the results of the study while emotional exhaustion level was medium, depersonalization level was low and personal accomplishment level was high (Cheng & O-Yang, 2018).

In the current study it has been mentioned before, burnout has many positive and negative effectors. Consequently it is difficult to relate the results to an only reason. Also as mention previously, burnout is multi dimensional and may observed on different people from different sectors. Literature, besides emotional, personal, success-oriented burnouts, also conducted on occupational burnout and found that occupational burnout was also a factor in people's burnout experiences.

Occupational burnout is characterized as a circumstance of individuals who are experiencing minimum level of pleasure, achievement or non. Also people who are

not experiencing individual importance from work and even upon collaboration with the clients, actions can be done more automatically and insensitively towards to the work or clients (Cheng & O-Yang, 2018). As a consequence, the occupational burnout situation may eventually lead to anxiety, despair, depression, and ego depletion. In addition it also may lead to mental condition of encountering vulnerability and helplessness.

The three occupational factors (work- load, emotional demands, and negative work-home interference) as well as burnout dimensions are correlated with each other. Thus in light of the propelled inquire about on Maslach et al. (1996), the total of four questionnaire measuring items on dependability and validity were updated and augmented for with the implementation of the Likert's Five Point scale for the original intent of the study.

Work linked burnout arises when the physical workplace associates with different components, for example individuals' life conditions and business related psychology. As a result of face to face interaction and customer satisfaction based priorities, employees expected to have exhaustion and as a result of long-term exhaustion burnout expected to occur.

#### **2.1.6 Diagnosis of Burnout**

Related to the symptoms the second process is diagnosis and therapy of burnout. A differentiated and sweeping methodology is vital to define and diagnosis the burnout syndrome. The process of diagnosis of burnout is not one dimensioned and mono disciplinary. On the contrary interdisciplinary collaboration and communication is needed and necessary in the diagnostic process of burnout in addition to medical mastery.

Burnout healing should be varied by medical personals. Medical history is the first step for burnout syndrome in diagnosing. Individuals' previous and current diseases should be searched and noted by medical and psychological expertise (Weber & Jaekel-Reinhard, 2000). Social and occupational history is the second process stage in burnout diagnosing. People might face several problems in their social life and working environment. Therefore identification of potential stress factors and potential social repercussion should be searched and defined well during the progression.

Drug history is the third step and has an important affect on burnout diagnosing. Addiction on any kind of drugs, smoking, or alcohol might negatively and substantially affect burnout. Additionally reverse of mentioned situation, individuals who suffer from burnout syndrome may use drug or alcohol as s result of burnout. At the forth step, symptoms start arise distinctly. Depend on previous explanations; diagnosing burnout symptoms need Interdisciplinary collaboration and communication. Also medical experts' diagnosing, medical decisions are necessary (Weber & Jaekel-Reinhard, 2000).

Physical examination is the fifth step at burnout syndrome diagnostic process. Physical examination incorporates inner status of individuals; incorporate results of laboratory, parameters of blood count, liver function tests, electrolytes, kidney function test, hypothalamic-pituitary, and adrenal control system. Rely upon physical examination, if it's not prepared, it is basic to get one and should report routinely. Physical examination additionally incorporates pressure bio monitoring immunological and endocrinological tests (Weber & Jaekel-Reinhard, 2000).

According to Weber and Jaekel-Reinhard (2000), psychosomatic / psychiatric status comes as the next process in diagnosis of burnout syndrome with psychometric test. In the current study it has been mention before as a most common using inventory in diagnosis of burnout is Maslach Burnout Inventory; 22-itemed questionnaire to evaluate emotional exhaustion, depersonalization and personal accomplishment.

Refer to previous explanations burnout is the negative stress situation people might not be able get over it. Out of psychological and social factors, biological and biomedical factors as well as have significant affects on burnout. Furthermore cost of caring is related and increases with absenteeism and turnovers. Raftopoulos, Charalambous, and Talias (2012), study also approved the burnout affect on turnover intention.

Significant amount of nurses struggle with burnout and more over because of their work environment they are more susceptible to experience burnout. Also nurses in private hospitals and nurses in public hospitals burnout scores compared in the study of Raftopoulos et al. (2012) too and both of their social assets contribute low level of burnout compared to personal assets. Both Schaufeli and Duquette affirmed that personal assets have an important affect on burnout syndrome (Raftopoulos et al., 2012).

Plentiful of evidences show age, work pressure, role ambiguity, losses of motivation to cope are negatively influence nurses. Furthermore as mentioned before long working hours, nigh or rotating shifts, last time form vacation are negatively influence fatigue on nurses. The expert staffs in human administration foundations are frequently required to invest extensive energy in serious inclusion with other

individuals. Burnout can prompt a crumbling in the nature of care or administration that is given by the staff. It seems, by all accounts, became a feature in work turnover, non-attendance, and lower level confidence.

Once more according to Maslach and Jackson's study (1981) a health care service's 43 physicians in California observed. In the reports it has completely defined, the physicians spend the whole or majority of time in face-to-face communication with patients have scored higher levels on emotional exhaustion. Physicians who spend some of their time with different subjects scored lower on emotional exhaustion compared to others. Also lower scores reported in depersonalization compare to physicians spending comparatively minority of their time with patients and most of their time in different fields, like managerial jobs. Nevertheless, personal accomplishment scores are not related to the differences in workforce duties.

## **2.2 Turnover**

Previous scientific studies supports higher scores in burnout may results with turnovers and absenteeism.

### **2.2.1 What is Turnover?**

The desire of the employees' turnover has always been one of the important challenges for human resources managers and related employers in every rapidly growing economy of all countries in the world (Iqbal, 2010).

In the literature, turnover of employees' has an important amount of researches (Shaw et al., 1998), yet, the employee leaving the organizations had not been linked to a definitive reason. Employee turnover is the rotation of employees around the



market; between organizations, employments and occupations; and between the conditions of business and unemployment (Abbasi & Hollman, 2000).

Price (1977) had defined turnover, as the proportion of the quantity of employees in the organization who quitted working during the period being considered divided by the total number of employees in the organization during the period. Managers often mention to turnover as the whole cycle involved in filling a vacancy: Whenever a position is vacated, whether a voluntary turnover or involuntarily, a new employee should be recruited and trained.

The process of replacement is named as turnover (Woods, 1995). This term is likewise frequently used in endeavors to quantify connections of representatives in an association as they leave, paying little heed to reason (Ongori, 2007). The "Unfurling model" of turnover voluntarily reflects a disparity from conventional considering (Griffeth & Hom, 2004) by concentrating more on the definitive dimension of employee turnover, can also stated as indicating occasions of voluntary turnover as choices to leave. Organizations invest a great amount on employees in regard to initiation and organizational educating and preparing, creating, sustaining and keeping them within the organization. Hence, administrative staffs, such as supervisors suppose to reduce turnover of employee to minimum in the organization. Despite the fact that, no standard system has been developed to understand the process of employees' turnover as whole, a wide variety of factors have been found beneficial in defining employee turnover (Ongori, 2007).

Consequently, a more thorough understanding of employee turnover needs to be established, all the more particularly, employee turnover determinant factors, impacts

and action plans should reduced turnover by supervisors to minimum. Through globalization growing competition, organizations should strive on producing tangible goods and supply services focused on employee-created strategies.

Previously mentioned the employees are intensely significant for the organizations as their organizational importance is essentially intangible and to the association is basically impalpable and difficult to replicated (Stovel & Bontis, 2002). In this manner, executive members must understand the importance of employees as significant contributors of the effective accomplishment of the success of the organization. Depend on the information, employee turnover control has a significant importance for organizational success, and beneficial for the organizations. The comprised literature of employee turnover, according to the previous studies among turnover, subdivided into three main groups; sources of employee turnover, impacts of turnover on organizations, and the minimizing strategies among turnover.

According to Hom and Griffeth (1995), turnover is voluntary employee detachment from the organizations. The turnover of employees has attracted the attention of researchers and practitioners approximately for a century (Hom, Lee, Shaw, & Hausknecht, 2017). In the previous years, journalists reported how managers raised turnover and wage increase counsellors elaborated turnover costs and conceived reduction plans of action (Fisher, 1917), and researchers prognosticated about workers' turnover. Abundant of studies have conducted during this time (Hom et al., 2017).

Organizational specialists have indicated that turnover upsets several of effectiveness concerned to outputs (Hausknecht & Trevor, 2010; Shaw, Gupta, & Delery, 2005)

and lessens monetary action (Heavey, Holwerda, & Hausknecht, 2013; Park & Shaw, 2013). In different research recorded how workers surrendering to competitors could sabotage their previous managers upper hand (by methods for human or social capital misfortunes or proprietary advantage burglary) or endurance (Agarwal, Ganco, & Ziedonis, 2009).

Undoubtedly, the side effects of leaving the job have an important effect as well as turnover for instance, blocking labor force variety when ladies of shading way out or spreading through turnover infection (Hom, Roberson, and Ellis, 2008) or spreading by means of turnover infection (Felps et al., 2009). Understanding and evaluating the reasons why employees choose to depart from their organization or choose to stay there for most existing businesses is difficult subject. Therefore, it is still significantly difficult to understand why many business employees choose turnover or prefer to continue to work in the organization. Employees leaving the request of the company in addition those leaving on their own initiative expected to cause organizational instability, dynamics of teams and accomplishment of the units. Depend on the explanation the two kinds of the turnover make costs for the organization.

The turnover of employees especially in Middle East countries' organizations being such a major issue. There is constrained research studying turnover in Middle East organizations, moreover particularly these studies on causes and results are scanty (Iqbal, 2010).

Turnover in organizations defined in many ways. However sometimes it has been characterized as "the proportion of the quantity of organizational individuals who

have left during the period being contemplate as separated by the numerical mean number of individuals in that organization during the term (Price, 1977) and it is regularly damaging to an organization's effectual operation (Iqbal, 2010).

On the other hand, depend on Adams and Beehr's (1998) definition about organizational turnover, turnover is basically 'withdrawing from any organization/job at any period (Feldman, 1994) and typically starts the process with standard employment. Thus, supervisors investigate the turnover of workers as the whole procedure related with replenishing a vacancy. When a job is filled, either willingly or involuntarily, the recent worker should be contracted and prepared. The explained substitution cycle is named and known in the literature as turnover (Woods, 1995). The concept, worker turnover, is additionally regularly used in attempts to quantify relationship of workers in an organization as they quit, regardless of cause (Gustafson, 2002).

### **2.2.2 History of Turnover**

The first studies on turnover had done in the 1920s. Bill (1925) also conducted his first empirical study in JAP on turnover among people dealing with religious affairs. According to his study, empirical conclusion is that the intention of the people engaged in religious affairs to turnover was related to their father's profession. The clericals whose fathers have a professional skills or small business tend to quit more often than those whose fathers do not have any special skills or work in jobs that require semi-skills (Hom et al., 2017). Additionally Bill had been improved and introduced a 'predictive test' which tests turnover intention by an application involves questions about turnover prediction. This approach, which had been originally used as 'predictive test' developed into 'Standard Research Design' for

validation and hypothesis testing for most of the turnover studies in 20th century (Steel, 2002).

After the first studies in the 1920s, with few exceptions, no articles had been published about turnover until the 1960s and 1970s (Hom et al., 2017). Previously conducted research report forecasting evaluation approval for Weighted Application Blanks also known as WAB in the literature (Buel, 1964; Cascio, 1976; Federico, Federico, & Lundquist, 1976; Schuh, 1967; Schwab & Oliver, 1974) and other selected tests (Hom et al., 2017). (e.g., professional interests, accomplishment inspiration; Hines, 1973). During the resumption period on turnover researches, precision of collected evaluations in forecasting tenure assessed by Schuh (1967). According to Schuh's study's results WABs found as the most predictive applications. Test validation researches during this period were largely focused on WABs (Hom et al., 2017). Although Schwab and Oliver (1974) objected to Schuh's validity results, Cascio (1976) documented WABs may have predictive validity and reduce negative impact (Hom et al., 2017).

Further studies have proven the superior predictive effectiveness of WABs compared to other selection assessments (Hom & Griffeth, 1995). According to Schwab and Oliver (1974) study WAB tests are overstated on their validity for the reason of cross validations on the findings had been done very rarely. In addition depend on Minor's (1958) research WAB tests results with exaggerated turnover variations (Hom et al., 2017).

Subsequently, academicians and researchers explored employees' attitudinal reactions to the organizations (Hulin, 1966, 1968; Weitz & Nuchols, 1955) and

conditional perceptions (Fleishman & Harris, 1962; Hellriegel & White, 1973; Karp & Nickson, 1973) as main turnover movers. In spite of the fact that Brayfield & Crockett (1955) recently compiled findings on relation between job attitudes and turnover, the primary JAP also know as Journal of Applied Psychology paper studied by Weitz and Nuchols (1955), utilizing a predictive design and analytical and statistical tests to set up an organizational dissatisfaction - work endurance relationship, yet their measure additionally involved involuntary terminations. Hulin (1966) had expanded the test, also presented methodological features afterwards evolve into signs of the "standard research design" (Steel, 2002) In particular, (a) utilizing psychometrically stable job satisfaction evaluations (Smith, Kendall, and Hulin, 1969), (b) Use forward study method to improve internal validity, (c) Assessment of voluntary turnovers instead of other ways of quit, and (d) concentrating on personal level instead of aggregate level connections (Brayfield & Crockett, 1955).

Furthermore, previous researches' results declare that employees who quit their organizations perceive their leaders negatively (for instance; authoritative, undiscerning; Fleishman & Harris, 1962; Ley, 1966). In addition employees who tend to turnover perceive the proximal environmental situations negatively too (e.g., wage, working shifts, assessments of performance, underutilized capability and talents) compare to the employees who stay (Hellriegel & White, 1973). Even though less efficient than Hulin's milestone study, these investigations influenced subsequent hypothesis by featuring wide environmental classifications of turnover triggers that complete definitions later adopted (Mobley, Griffeth, Hand, & Meglino, 1979; Price, 1977; Price & Mueller, 1981).

Inspired by developing convictions dissatisfying work characteristic (Eberle, 1919,) induce turnover (Hulin, 1966, 1968), several researchers applied more extensive hypothesis of work inspiration or employment attitudes— conspicuously, motivational hygiene (Karp & Nickson, 1973), value, motivational commitment (Hines, 1973), equity (e.g., Dittrich & Carrell, 1979), anticipation (Mitchell & Albright, 1972) and rational activity (Newman, 1974)- to clarify turnovers.

Weitz (1956) ensured new hire to the organization with an agreement, which includes employee insurance, and as a result of that “realistic job preview” (RJP) improved employee retention in the organization. Additionally this research has an importance on the literature being a pioneering finding and research, reproduced by Farr, O'leary, and Bartlett (1973), latterly used work models to decrease turnovers among sewing machine operators. The mentioned initial assessment motivated extensive literature on RJP environments, instrument, and mediators (Earnest, Allen, & Landis, 2011; Griffeth & Hom, 2001; Wanous, 1973). Although less effective, other articles showed how to directing new employees (Rosen & Turner, 1971) and hiring them from specific sources (Gannon, 1971) prevented outage.

Initial turnover studies were beleaguered with structures that involved retrospective assortment of indicators, for instance WABS or criteria (Bills, 1925). These defective designs in the long run offered route to the compilation of solid indicators at time and ensuing assortment of people turnover information at a later point also called the "standard research design," regularly ascribed to Hulin, (1966, 1968).

James March, Herbert Simon, William Mobley, and James Price are important names for foundational models from 1950s to 1980s. In 1958 March and Simon conducted a

study on an inaugural theory among voluntarily turnover among employees which had a paradigmatic shift importance. However till to Mobley (1977; Mobley, Horner, & Hollingsworth, 1978) and Price (1977; Price & Mueller, 1981) publication's concerning March and Simon's central builds the mentioned design had been delayed (Hom et al., 2017).

According to the studies among employee turnover intention job satisfaction and comprehended job occasions are essentials for more complicated turnover designs. The most effective and only article on turnover had been developed by Mobley (1977), as a processing design for how dissatisfaction develops towards to turnover. Mobley had theorized a linear arrangement. As the first step of the arrangement dissatisfaction comes. Dissatisfaction turns into thoughts of quitting the job. Third step appears as evaluations of subjective expected utility (SEU) of search for new employment and expenses of turnover. Search intentions follow the third step as the fourth step in the linear arrangement. As the next step evaluation of alternatives come and follows up with compartment between the current job and the alternatives. Afterward these steps turnover intention occurs and finals with the action of turnover.

Consequently, groundbreaking *content* design determined a broad collection of distal causes to explain why individuals turnover for instance, repulsive employment features basic job dissatisfaction, desirable features of alternative employments (Mobley, Horner, & Hollingsworth, 1978).

They presented SEUs of the current employment and options, alongside with job satisfaction, comprise proximal precursors of search and turnover intentions and



intervene the effect of distal causes. Similar with previous researchers (Mitchell and Albright, 1972), expectancy theory was pivotal to Mobley et al.'s (1978) conjecturing. Depend on their contend, employees could remain in bad employment because they expect positive utility for example promotions, alluring transfers in the organizations), while the reverse, higher expectations from other jobs' utilities employees may quit their good jobs, happens. In addition, the researchers explained how the non-work values and the consequences of turnover manage job satisfaction, SEUs of the current business and alternatives that support turnover.

Informed by an exhaustive analysis of academic printings, Price (1977; Price and Mueller, 1981, 1986) explained an expansive scope of turnover determinants. Benefits from the situation on the experience in sociology by himself, Price's hypotheses captured not just working and labor market causes yet in addition society network and word related/organizational drivers.

According to the previous studies Price's (2001) models mostly highlighted content of turnover instead of process of turnover. Howbeit, hypothesis conducted by Price underscored key ecological drivers as opposed to attitudinal causes (Weitz & Nuchols, 1955), creating more realistic models determining what directors can use to diminish turnover. In contrast to March and Simon (1958), Mobley and Price experimentally assessed their designs. Thus supporting the March and Simon establishment and the standard research design for hypothesis approval (Steel, 2002). March and Simon's designs and methodology dominated turnover hypothesis and researches for several years. However though some academic people tested the theory of reasoned action or its derived forms, which is, belongs to Fishbein and Ajzen (Hom & Hulin, 1981). Mobley et al.'s introductory testing induced a plenty of

additional assessments (Hom, Caranikas-Walker, Prussia, & Griffeth, 1992; Lee, 1988). Despite the fact that Kraut (1975) first demonstrated the turnover intentions can indicate quitting, Mobley's theorizing rigidly embedded the mentioned design into turnover theory. Turnover theory, claiming such of intentions presents the most proximal—and powerful—turnover processor.

Over the years, Kraut's assumption endorsed (Steel & Ovalle, 1984) and intention to turnover has become mandatory in almost all turnover formulations (Hom et al., 2017). Given its prescient prevalence, turnover intentions have filled in as a deputy or intermediary for turnover when quitting information is nonexistent (Jiang, Liu, McKay, Lee, & Mitchell, 2012). Although the prevalence of the rational SEU decision-making process is controversial, Mobley et al.'s (1979) groundwork for expectations to explain how employees compare alternatives and predict future career prospects is still controversial (Lee & Mitchell, 1994). Finally, Mobley's interim ideas about the effects of "non-work" emerged as more certain structures such as job-family conflict and "embedded family" (Feldman, Ng, & Vogel, 2012; Ramesh & Gelfand, 2010).

Especially, Price and Mueller's "kinship responsibilities" design developed advanced turnover understanding among employees who had been struggled with downplayed or ignored family affects on stay at the organization or leave choices.

Therefore, it is useful to state that, considering the standard theory, job satisfaction and importance given to job alternatives, family originated causes are insufficient to explain the employees' quitting reasons (Abelson, 1987; Barrick & Zimmerman, 2005). Price and Mueller (1981, 1986) have investigated how kinship ties can deter

employment, so they have focused on some designate questions. The study focused on debutante about the number of kids, marital status, number of relatives living nearby, and several questions similar with mentioned ones (Blegen, Mueller, & Price, 1988). According to previous studies Price and Mobley designs incited quite a few amount of empirical studies about turnover and turnover intentions. In addition, incited major theoretical development, refining or expanding the core doctrines (Steel, 2002).

### **2.2.3 Types of Turnover**

Depend on Heneman and Judge (2009) studies; employee turnover has been described in four types and under two classes. Adhering to their explanations turnover can be voluntarily or involuntarily. Voluntarily turnover is generally initiated by the employees, while involuntarily turnover began by the organization. Involuntary turnover is divided into two types; discharge and decrease in size. Discharge turnover is focused on the individual employee, as a result of issues about training and /or performance at job. Decreased in size or in other words downsizing turnover expected to arise as segment of an organizational reconstructing or reduction on cost plan to improve organizational influences and make a growth in the value of shareholders. In reverse, voluntary turnover is separated into preventable and ineluctable quitting. Avoidable turnover is what possibly could have been forestalled by specific employment activities, such as increase in salary or new position or new assignment. The turnover from unavoidable conditions is called unavoidable turnover; such as, the death of the employee or change in the living place of the employee or her/his spouse's relocation (Hom et al., 2017).

#### **2.2.4 Causes of Turnover**

To make a better understand about turnover it is essential to understand what are the causes for turnover. Therefore, in this part of the current study, possible factors that can cause turnover will be discussed. The factor that attracts the attention of Bhuian and Al Jabri (1996) the most is the attitude of the employees towards the job and personal factors, which are estimated to have a direct and important affect on the turnover intention. Consequently job satisfaction has the greatest attention by the researchers as a predictor of turnover intention (Johnston, Parasuraman, Futrell, & Black, 1990).

Another prediction is that employees' commitment to their organization is effective in turnover or staying at work. Researchers carrying out studies on the subject, for instance McNeese-Smith (1996) stated, employees who have higher satisfaction at the organizations are more committed to the organizations they belong to. In addition, it has been observed that employees who are satisfied with their jobs and organizations are more creative, productive and more efficient in the organizations, whereas unsatisfied employees have higher turnover intention, less commitment to their organizations and increase in absenteeism. Most of the researchers (Bluedorn, 1982; Kalliath and Beck, 2001; Kramer et al., 1995; Peters et al., 1981; Saks, 1996) have tried to address the question of what influences the intention of employee to leave the organizations by examining potential predecessors of employees' turnover intentions (Iqbal, 2010).

According to the studies up to date, several reasons affect individuals' quitting decisions, or switching jobs. In this part of current study, job related stress would be discussed as an antecedent of turnover. As mentioned earlier in "What is turnover?"

part of the current study, one of the main classification, that turnover divided into is source of employee turnover. The job related stress, also known as job stress, experience, broad factors causes job related stressors, commitment deficiency towards to organization, and job dissatisfaction affects employees negatively and leads to turnover (Firth, Mellor, Moore, & Loquet, 2004).

Turnovers due to job related stress are, actually individual decision based turnovers. According to (Mano-Negrin & Tzafrir, 2004) study, economic reasons expected to lead employee turnovers in the organizations. By using economic model, researchers demonstrated employee turnover from organizations because of economic reasons and the parameters can be use to estimate employee turnover in the market. Instability in organizational environment leads higher turnover degrees. Zuber's study (2001) supports the positive impact of predictable environment on stay at the organization. Beside of decrease in turnover, employees feel more safe in predictable environments and able to predict their professional career (Iqbal, 2010). In the opposite cases, in instable organizations employees have trust and safety issues; as a result, employees have higher tendencies for turnover (Alexander, Bloom, & Nuchols, 1994).

To be informed about the organization and role expectations is a substantial need for employees. For this reason, organizations with good communications strategies experience lower employee turnover (Ongori, 2007). Feeling safe in the working-environment is a human need. Staying longer in organizations is an important factor for employees to feel more safe and comfortable. In addition staying longer and have been attended to decision-making process increases the involvement of individuals toward to organizations. Thus employees need to comprehend the issues and the their

reasons that have negative impact on working environment (Magner, Welker, & Johnson, 1996).

Lack in employment policies, lack of insurance contracts in the requirement, lack of protection of employee rights clauses in the recruitment contract or a total absence of recruitment contract, legal vulnerability, inadequate training of managers, communication problems, hierarchical problems in the organization, and lack of motivation might point the factors in employee turnover studied by Costly et al. (1987) (Ongori, 2007).

Paying is another factor causes turnover. Depend on Griffeth, Hom, & Gaertner (2000), study paying and paying related factors, such as wages, payment procedure, being punctual on payments have a moderate impact on employee turnover. The same research also studied the relationship between pay, employee performance and turnover. The mentioned study concluded with the theory of insufficient or unfair performance assessments and rewards causes employee turnover. On the other hand when employers offer sufficient financial benefits, employees more likely stay in the organization. Other factors that make employees leave the organizations are deficiency in recruiting, supervising methods, leadership behaviors, lack of recognition of the employee, lack of competitive payment system in the organization, compensation procedure absence and backbreaking work environment (Abbasi & Hollman, 2000).

Organizations have a significant impact on turnover, as well as turnover has a significant impact on organizations. Thus, several studies conducted and significant amount of attention had been paid to turnover in the mean time in the literature

(DeMicco & Giridharan, 1987; Dyke & Strick, 1990; Cantrell & Saranakhsh, 1991; Denvir & McMahan, 1992; Ongori, 2007).

According to numerous of researchers, higher degrees of turnover expected to impact organizations' profits negatively. Therefore organizations should manage turnover properly (Hogan, 1992; Wasmuth & Davis, 1983; Barrows, 1990). Beside of explicit costs, turnover has significant amount of invisible costs for an organization (Philips, 1990), such as employees' income, co-workers association newly hired employees, co-workers association with quitting employee, lack in the position and filled up process (Ongoti, 2007).

All the factors mentioned affect the profitability of the organization. Research gauges represent recruiting and preparing an employee replacement for the departed employee costs approximately 50 percent of the employee's annual pay (Johnson, Griffeth, & Griffin, 2000). Likewise Schervish (1983) research, studies on economic reasons on turnover supports the positive impacts of well-run local employment market conditions on improving organizational stability (Ongori,2007). Large businesses have the chance to provide better opportunities, such as higher wages, personal improvement alternatives to their employees and consequently ensure organizational commitment (Idson & Feaster, 1990).

On the other hand, Trevor (2001) supports the hypothesis of rates of unemployment's' relationship with job satisfaction to anticipate the ratio of quitting job in the market. Performance appraisal and giving feedback is another subject to understand the causes of turnover. According to a group of researchers, such as Beers, Spector, Lawrence, Mills and Walton (1985), in organizations many of the

managers avoid giving honest and sincere feedbacks to the employees for their performances (Iqbal, 2017). The main reason for their reservations is the fear of damaging employees' self-esteem. However on the other hand some of the previous studies advocate the importance of honest and sincere feedbacks. Depend on Gopalakrishnan (2002) study; candid the employees might perceive feedbacks about employees' performance unfriendly and fake.

Emotional factors are also very important for turnover intention. Employees' need of recognition in the organization has a significant effect on their satisfaction and stay at the organization. The main reason of workers turnover is deficiency of personal and professional advancement. Studies conducted about turnover intention supported the cause of lack of personal advancement or professional advancement on turnover intention. Therefore employees may prefer changing their organizations for a better professional improvement, working conditions, career and salary. According to Charles (1981) communication has an important impact on turnover intention of employees'. Ineffective communication expected to cause turnover intention on employees (Iqbal, 2017).

Likewise, Leigh Branham (2005) mentioned the importance of communication in his book "The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before its too Late" on employee turnover. In addition he cited the affects of poor communication between employees and managers, and also lack of communication between employees and departments are important reasons for employees' turnover (Iqbal, 2017). As a result of the studies about affect of lack of communication on turnover intention presume that lack of communication or poor



communication in the organizations causes lower motivation on employees and increase turnover intention.

As supported by previous studies, job satisfaction and organizational commitments have a significantly negative affects on turnover and turnover intention (Arnold & Feldman, 1982; Bluedorn, 1982) and in contrarily correlated positively with each (Bluedorn, 1982; Clegg, 1983; Yamazakia & Petchdee, 2015). Similarly predictable is the finding that turnover intention is the most grounded subjective antecedent of turnover (Lee & Mowday, 1987; Michaels & Spector, 1982; O'Reilly & Caldwell, 1981; Hom et al., 2017). One of the key aims of studies on turnover is to quantify genuine employee turnover, nevertheless reaching employee turnover information is generally inaccessible for researchers. The main reason of inaccessibility of employee turnovers is inaccurate and inconsistently data collection concerned about turnover.

Therefore, analysts must depend employee turnover intention as an intermediary for genuine employee turnover. Considered the mentioned information, Lambert, Hogan, & Barton (2001) established, estimating turnover intention is the following best strategy, since the variable reliably and promptly anticipate genuine employee turnover (Raza Naqvi & Ramay, 2008).

According to satisfaction and commitment design reflects Porter, Steers, Mowday, and Boulian's (1974) alleges developing commitment takes more time, also more steady than satisfaction, and has gotten significant empirical support among employees (Marsh & Manari, 1977; Mowday, Porter, & Steers, 1982; Price & Mueller, 1986; Williams & Hazer, 1986). The mentioned model recommends that on

the turnover intention and/or decision of turnover job satisfaction has an indirect authority. Additionally, job satisfaction supports research of mechanism through employees who had been satisfied and become more committed to the organizations they work in.

The satisfaction and commitment model demonstrates that the commitment to the organization has an inspirational attitude towards the job and organizational environment, conceivably through the rationalization method and duration, (Bem, 1967; Salancik & Pfeffer, 1978) and further more individuals turnovers or stay contingent upon how they feel about their business (Kim & Lee, 2009). The commitment to the organization may create prior to entry (O'Reilly & Caldwell, 1981; Schein, 1968) to the organization or possibly might be apparent at the early stages of employment (Porter, Crampon, & Smith, 1976), provides support for this hypothesis (Bateman & Strasser, 1984). The third opinion among to the model is the contribution of both satisfaction and commitment particularly to the turnover procedure (Tett & Meyer, 1993).

Depend on Porter et al.'s (1974) study, job satisfaction and organizational commitment are interdependent each other, yet they have different structures (Dougherty, Bluedorn, & Keon, 1985). Turnover intention had imagined being an intentional and conscious wilfulness to quit the job and organizational turnover. Turnover has been interpreted as terminating the employment of a person with a given organization. Voluntarily leaving is important subject in turnover and should have been mention in turnover models analysing, as those models necessarily refer to self-motivated (i.e., voluntary) terminations (Tett & Meyer, 1993).

Many contributing specialists omitted documented cases of involuntary turnover, for instance firings, from the samples in the studies; however research level complexity in evaluating voluntariness provides grounds for demerit concerning analysis and results in total. According to Porter and his colleagues (Mowday et al., 1982) organizational commitment is a strong belief and acceptance of the organization's goals and values. In addition, organizational commitment is the willingness of employees to strive on behalf of the organization and the desire to stay in the organization.

Furthermore depend on the previous studies, organizational commitment expected to correlate more strongly in a negative correlation than job satisfaction with turnover intention or the situation of turnover (Hom & Hulin, 1981). Another reason to expect the mentioned definition is turnover and intention of turnover reflect leaving the organizations more than from the job itself (Hom & Hulin, 1981; Hom, Katerberg, & Hulin, 1979).

The other perspective is, intention of turnover might be the main predictor of turnover, with regards to hypothetical remedies (Ajzen & Fishbein, 1980) and previous studies' results (Carsten & Spector, 1987; Steel & Ovalle, 1984). Previously conducted studies by Mowday, Steers and Porter (1979) supported the influence of commitment to the organizations. Depend on by Mowday et al. (1979) study employees with higher organizational commitment performs better at work and stay at the organization longer compare to lower organizationally committed or not organizationally committed employees (Hom et al. 1979).

Additionally, in light of the fact that organizational commitment improves more

moderately and stays steadier during the period than job satisfaction, it is a more accurate indicator of key salesperson activities such as turnover (Johston et al., 1987; Porter et al., 1974).

As long as having the knowledge that one of the most important reasons of turnover or turnover intention is organizational commitment, beneficial to examine the factors that directly or indirectly affect the commitment to the job. The influencing factors of organizational commitment can examine under the two general headings; personal & non-organizational influencers and organizational influencers (Tett & Meyer, 1993).

Personal influencers are such as, age, marriage, education, factors that employees bring them from their past or current lives. Briefly personal influences are reflection of pre-employment features of employees. On the other hand non-organizational factors are availability and accessibility of alternative jobs, different opportunities in the market. Non-organizational influences may sum up with forces outside the organization. Employees cannot promptly change personal influences and non-organizational influences to improve organizational commitment. Personal and non-organizational influences may represent constants in the equation of commitment, especially after employees have been contracted (Tett & Meyer, 1993).

The second influencer is, as mentioned before organizational influences. Organizational factors comprise of possible determinants in the organizational structure, for example supervision, teams, task characteristics, incomes, working groups and authoritative highlights (Mowday et al., 1982). Organizational influences have an important impact on the improvement of organizational commitment (Morris & Koch, 1979).

Leadership behaviours, role stress, and job satisfaction may be given as some triggers of organizational commitment. Role stress mainly implies the employees' reaction to the situations at the point of certain corporal and mental acts provided (Matteson & Ivancevich, 1985). On the other hand Beehr and Newman (1978) described role stress as the reaction of employees' to work overload, conflict of role, role ambiguity, and to certain organizational environment. According to Cooper and Marshall (1976) researcher three role stress aspects determined; role conflict, role ambiguity, and exaggerated workload. While role overloading is a quantitative element; role conflict and role ambiguity examined as qualitative elements (Johnston et al., 1990).

Employees' role conflicts significantly related with expected roles of employees' and imposed role by the organization. Employees' role conflicts expected to increase in the circumstance of increase in difference between employees' role expectation and positions imposed by organizations (Um & Harrison, 1998). Mainly, expectations and perceptions incompatibility between employees' and superiors, colleagues and subordinates causes role conflicts (Nicholson & Goh, 1983; Kahn & Byosiere, 1992). In addition role conflict has an important relationship between job gratification and employees' organizational performances (House & Rizzo, 1972; Meyer, Allen, & Smith, 1993).

The second aspect, role ambiguity, is in summary the inability to clearly perceive the roles and task imposed on employees. Accordingly, a case that the performance outcomes of employees' are not clear or cannot perceived clearly. Accordingly, it is the case that the results obtained from the perform (Rizzo, House, & Lirtzman, 1970). The previous studies support the assertion of negative relation between job

success and role ambiguity (Matteson & Ivancevich, 1985; Parker & DeCotis, 1983).

Workload is a situation that workers feel the duties or anticipated performance greater than their capabilities (Rizzo et al., 1970). Work overload occurs in the situation of excessive demand of work (Perrewé et al., 2005), beside increases stress level of employees' and decreases the success of act (Gilboa, Shirom, Fried, & Cooper, 2008; Kim & Stoner, 2008).

Role stress occurs due to role conflict and role ambiguity (Behrman & Perreault, 1984). Role conflicts or role ambiguity might be result of lack of understanding what the job is, a total misunderstanding about the structure of job or mismatch between employees' expectations and organization's expectation (Kahn et al., 1990). Due to uncertainty in job description by the management / auditors lack of role clarity will arise and the degree of employee turnover increase. Furthermore higher levels of role stress expected to cause decrease on organizational commitment. The previous research results also support the impact of roll stress on organizational commitment (Morris & Koch, 1979; Johnston et al., 1990).

Additionally, research supports the cause of role stress on employee turnovers. The uncertainty situation, such as role ambiguity, has a negative impact on organizational commitment as well as on turnovers. According to Kahn, Wole, Quinn, Snoek, and Rosenthal (1964), role ambiguity negatively affects job satisfaction, accordingly employees with lower levels of job satisfaction intent to experience lower level of self-confidence compare to employees do not experience role ambiguity. Subsequently, employees with lower level of job satisfaction and lower level of self-confidence experience increased turnover intent. Like wise Kahn, et al. (1964), a

study conducted by House and Rizzo (1972) supports the hypothesis of role conflict negative impact on turnover intention (Johnston et al., 1990). The previous studies supported the hypothesis of negative impact of role ambiguity and role stress on turnover intention (Caplan, Cobb, French, Harrison, & Pineau, 1975).

Furthermore, role stress causes physical and psychological troubles on employees that results with increased turnover intention (Quick & Quick, 1984). Depend on Parasuraman and Alutto (1984) research, stress is significantly related in parallel with the intention of turnover (Johnston et al., 1990). The significance of leadership behaviours in the improvement of employees' approaches and behaviours has been perceived in the previous studies (Ingram & Bellenger, 1983; Kohli, 1985).

Leadership behaviour has been searched as an indicator of organizational commitment addition to some results from previous studies recommending leadership behaviour has an important impact on organizational commitment (Glisson & Durick, 1988).

Limited research in employment settings indicates that the more specific explanation of supervisor about individual's role (clarification of the role by leaders) and the more thoughtfully the supervisor treats the individual in the organizations (leadership thought), organizational commitment of the individual's expected to increase. (Bateman & Strasser, 1984; Morris & Sherman, 1981). The other major assumption of organizational commitment is job satisfaction. In several studies relationship and correlation between job satisfaction and organizational commitment had been analysed (Johnston et al., 1990).

The previous studies and researches supported that higher job satisfaction leads to higher level of organizational commitment (Bluedorn, 1982). In conjunction with negatively correlated with turnover; high job satisfaction related with low employee turnover (Lambert et al., 2001). Furthermore, previous studies show that the intentions of employees' regulate the relation between job satisfaction and certain employee turnover. A worker's emotional response to a vocation dependent on comparing expected outcomes with certain results has been defined as job satisfaction (Egan & Kadushin, 2004; Kim & Lee, 2009).

Employees are probably intent to evaluate components of job satisfaction, especially intrinsic components, more accurately when the organizational culture harmonious and encouraging. Thus, the constituent of culture, for instance fair and respectful attitudes towards to employees at the organization, are considered by certain analysts as predecessors to job satisfaction (Johnson & McIntye, 1998; Knudsen, Johnson & Roman 2003; Lund, 2003; Knudsen, Ducharme, & Roman, 2009). MacIntosh and Doherty (2010) supported the hypothesis of significant impact of positive and sincere organizational environment on job satisfaction. Likewise, Schwepker (2001) indicates a positive relation between professionalism in the organization and job satisfaction. Also an important negative correlation has been found between organizational atmosphere, such as innovative, pleasant, and supportive, and turnover intention (Schwepker, 2001).

In researching different kinds of organizational cultures Silverthorne (2004) established "feeling involved in an authoritative organizational culture is difficult for employees, and expected to result with low level of job satisfaction and organizational commitment" compare to innovative and supportive cultural



organizations (Johnston et al., 1990).

In order to develop an understanding for the relationship between job satisfaction and intention to turnover, understand the important factors affecting job satisfaction is also necessary. One of the factors affecting job satisfaction is organizational culture. Understanding the relationship between organizational culture and job satisfaction will make an important contribution to moderate the relationship between job satisfaction and intention to turnover. Higher organizational cultured employees expected to experience higher organizational culture satisfaction. In pursuit of organizational culture satisfaction, employees experience higher job satisfaction, which is directly and positively related with turnover intention. Therefore employees with higher organizational culture expected to have lower intention of turnover.

The organizations make the assessment of the candidates by determining the lower level criteria in recruitment while hiring. Choose the “best fit” candidate for the organization and team expected to be the best method for both the organization and the candidate will be recruited. The selection of “best fit” candidate anticipated being a candidate who has to deal with the minimum level of organizational problems, as it will adapt to the workplace culture at the highest level and as a result organization anticipated to face minimum level of turnover intentions. On the other hand, since the candidate has been recruited for the best-fitted work, it’s expected that the employee will experience the lowest level of problems and therefore job satisfaction will be higher than the less suitable candidates.

Silverthorne (2004) research supports the hypothesis of the ‘best fit’ employee in an organization experiences higher level of job satisfaction, organizational commitment

and conversely lower level turnover intention rate.

Organizational scholars have shown that job satisfaction is positively associated with worker productivity and negatively associated with employee turnover (Egan, Yang, & Bartlett, 2004; Silverthorne, 2004). In other words, greater job satisfaction is associated with greater productivity, so more satisfied employees ought to be more productive, relative to lesser-satisfied employees (Silverthorne, 2004; Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014).

Organizational culture has been identified as an important aspect of organizational behavior and as a concept that is useful in helping to understand how organizations function (Silverthorne, 2004; Habib et al. 2014). Culture permeates every aspect of an organization, therefore, understanding an organizations' culture is only fully appreciated when explored from multiple angles (Schrodt, 2002; Bisel, Messersmith, & Keyton, 2009).

Scholars of organizational behavior have studied organizational culture with many different definitions and paradigms, and from a variety of employee related variables. The organizational culture has been discussed in terms of employee satisfaction, organizational engagement, efficiency and turnover (Lund, 2003; Sims, 2002; Habib et al., 2014). Satisfaction represents an emotional feedback to particular aspects of a work or vocation and refers the pleasurable or positive emotional condition arising because of an assessment of employees' job or vocation (Locke, 1976; Porter, Steers, Mowday, & Boulian, 1974; Williams & Hazer, 1986; Ongori, 2007).

According to Johnston et al. (1990) study, job satisfaction is the other antecedent of

organizational commitment. Likewise role stress and leadership behaviour, higher level of job satisfaction leads higher organizational commitment depends on the conducted studies about turnover. Accordingly organizational commitment is a trigger of turnover intention. Among to the behavioural outcomes of the individuals, turnover has got the researchers attention more than other behavioural outcomes (Reichers, 1985).

Among to the results of studies in this process reflects a reverse correlation between organizational commitment and turnover. Studies of Hom et al. (1979), support the in the situation of lower organizational commitment, higher turnovers expected to arise. In a reverse situation, higher level of organizational commitment may result with lower levels of turnovers.

However, while commitment has been identified as turnover trigger, several researches support direct impact of turnover intention or propensity of leave on turnover by several hypothesis and empirical researches (Bluedorn, 1982; DeCotoos & Summers, 1987). Specifically, hypothesized the impact of role conflict and role ambiguity on job satisfaction. Greater degrees on role conflict or role ambiguity among employees expected to results with lower degrees on job satisfaction (Teas 1983; Walker, Churchill, & Ford, 1977).

Furthermore, relationship between job satisfaction and leadership behaviour, as leadership role clarity, hypothesized. Depend on empirical results a positive correlation determined between job satisfaction and leadership role clarity, leadership job clarity has a positive impact on job satisfaction (Churchill, Ford, & Walker, 1976). Employee involvement to the organization, expected to impact job

satisfaction directly and make a growth on organizational commitment of the employees. Previously conducted researches support the positive correlation between employee involvement and job satisfaction; also employee involvement and organizational commitment. Higher involved employees to the organizations have been observed higher degrees of job satisfaction, additionally higher involved employees have been observed with higher degrees of organizational commitment (Blau & Boal, 1989; Brooke & Price, 1989; Brooke, Russel, & Price, 1988; Kanungo, 1982; Ongori, 2007). Further, according to Blat and Boal (1989), a negative relationship had been determined between job involvement and turnover intention.

As mentioned before in the current study, job satisfaction and organizational commitment positively influences employee attitudes towards the organization, correspondingly directly negatively influences employees' turnover intentions. In the turnover assessment process, job satisfaction, employee involvement and organizational commitment are considered as interrelated but distinguishable attitudes (Brooke & Price, 1989). In addition, leadership role clarification and consideration hypothesized among role conflict and role ambiguity. A negative correlation determined between role clarification and consideration. Consequently higher degrees on leadership role clarification and consideration lead lower degrees of role conflict and role ambiguity (Fry, Futrell, Parasuraman, & Chmielewski, 1986; Teas, 1983). As a result of previous explanations, higher level of role ambiguity expected to arise in case of higher level of role conflict (Behrman & Perreault, 1984; Kang, Heo, & Kim, 2016).

### **2.2.5 Consequence of Employee Turnover**

Employee turnover results are both financial and non-financial for both employees and organizations. The high turnover rate can cause a serious obstacle for productivity, quality and profitability in any organization, regardless of their sizes. Small companies with high turnover ratio have great difficulties in even performing daily functions. The problem is more than just how well existing staff do the job. The high turnover rate for small businesses can be vital for the business (Johnson, 2009).

As an analogy that has been used very well by Zed Ayyesh, turnover is an invisible enemy for the organizations in the growing economies. Employees' turnover is an invisible enemy because most of the costs associated with staff turnover cannot be shown directly in the statement of profit and loss or reported at the end of the fiscal year (Iqbal, 2010). Probable positive and negative results of employee turnover have analysed by Achoui and Mansour (2007). Negative results involve expenses both tangible like enrolment, determination, lost of preparing and output and intangible expenses like motivation, workload and interruption on acting.

Likewise the rest of negative expense related with worker turnover is partition, substitution and both financial and non-financial. The tangible expenses principally include the expense of individuals' time, cost of supplies and equipment, cash disbursement, and profitability misfortunes. The other costs are less recognizable and more difficult to predict but may involve significant negative affects in organizational efficacy, for instance missing of client business a broken self esteem (Heneman & Judge, 2009; Iqbal, 2010).

Then again, turnover can be advantageous for the associations. It can permit the association to contract new representatives with progressively contemporary preparing individuals those are not secured in actual methods for getting things done (Mello, 2011). Additionally, other positive results are more excellent, more affordable substitutions (Heneman & Judge, 2009), displacement of poor performer, development, adaptability, adaptability (Achoui & Mansour, 2007), offer chances to advance skilled, superior performer (Mello, 2011; Iqbal, 2010).

### **2.2.6 How to Prevent Turnover**

Strategies for minimizing employee turnover vary according to workplaces and managerial strategies. Thus organizations have different strategies and policies to deal with turnover problems, such as approaches on how to reduce employee turnover, strategies towards employee hiring, well designed recruitment policies, selection procedure of employee will be hired, access of newly hired employee, training, role design and salary payment policies.

Organizational strategies have an important effect toward to turnover. Nevertheless management team should firstly precisely define the problem, diagnosis the situation and develop an appropriate strategy for organization's own situation. On the other hand a non-well designed strategy of minimizing turnover might not be successful, for instance an inductive approach may not be a solution-based strategy. The strategy of minimizing turnover in the organizations should firstly focus on employees' needs, afterwards should based on need and structure of the organization. Similarly, rates of employees' salaries feature turnover of employees'. Employee wages have a substantial impact on organization competitiveness in the market.

Employee turnover has direct and indirect cost increment on the organizations in the

market. Managements also advised to recognize the reasons of employee turnovers from the organizations, thus organizational executives or administrative staff can take effective actions.

Organizations have several strategies to increase the influence of investment on employees, accordingly increase employee commitment and improve human resources effect in the organization. Employee engagement is vital for organizations. Employee engagement depends on how well organization designed to maintain the value of employees, retain and optimize them, how well organizations designed the jobs and employees time management. Moreover administrative support and commitment to employees has a positive impact on employee motivation to retain in the organization.

Accessibility to information/knowledge will ensure the employees' stay in the organization, such as information and knowledge availability for employees and expanding collaboration in the organization. Information sharing is important in all areas of the organization, and should be conducted at all levels of administration. Depend on Stovel and Bontis, (2002) knowledge accessibility increases the performance of employees and develop strong organizational culture. Consequently, accessibility of information positively impacts employees to feel respected for their effort and reduces chances of turnover from the organization.

Depend on the previous studies workforce optimization is the other factor to decrease the turnover in the organizations, such as the achievement of the organizations in optimizing employee efficiency on work and accomplishment by organizing fundamental procedures for completing work, amelioration working environment

and provide better work conditions, building up employee responsibility and appropriate recruiting decisions.

The significance of better comprehension of the factors impacts employee recruitment, inspiration and retention of employees is additionally underscored by increasing work force expenses and high proportions of employee turnover (Badawy, 1988; Basta & Johnson, 1989; Garden, 1989; Parden, 1981; Sherman, 1986; Ongori, 2007). Employees with wider variety of tasks more likely stay in the organization. Conducted studies about turnover supported the employees' task characteristics impact on turnover. According to the studies, employee task characteristic is one of the potential determinants for employee turnover (Couger, 1988; Couger & Kawasaki, 1980; Garden, 1989; Goldstein and Rockart, 1984).

Previously conducted studies by Hackman and Oldham (1975): focused on five main job characteristics. The main five job characteristics in compliance with Hackman and Oldham (1975) are skill variety, task identity, task significance, job autonomy, and job feedback. Skill variety is the opportunity to use the valued skills and talents of employee at work. The other characteristic, task identity, covers the whole process of work. Completing the work/task from the beginning to the end successfully. Task significance, reflects the degree to which the performance of employee significantly affects other individuals' lives or work, regardless of whether inside or outside the organization.

Job autonomy as the fourth characteristic is the degree of flexibility organization provides, freedom proportion of employees', and circumspection in scheduling work and deciding job provided methods. The last characteristic mentioned in main five



characteristic of job is feedback. Job feedback alludes to the degree to the information that work provides about the effectiveness and ineffectiveness of employees' work performance (Guimaraes, 1997).

Empowerment of employee is another method of keeping employees in the organizations for longer time; beside improve employee morale in organizations. Supervisors oversee a larger number of employees at the organizations and representative more resolution to their subordinates at organizations empowered employees' work than in a traditional hierarchical organization (Malone, 1997).

Managers behave like mentors and assist employees to find solutions for the problems. Empowered employees have higher degrees of responsibility. Supervisors, strengthen their subordinates by transferring their responsibilities ensure the formation of more satisfy subordinates with their superiors and consider the structure of organization and superiors more fair, therefore performance of subordinates meet the expectations of the superiors (Keller & Dansereau, 1995). Empowered employees develop more committed behaviors to the organizations and results with less turnover intention.

Employees are one of the most important values for organizations. The key of being a successful business in the market is to manage the employees successfully and increase employees' stay in the organization. The performances of motivated, confident and feeling secured employees behaviors will be reflected to the work and make a positive contribution to the success of the business. Accordingly competitiveness in the market will be positively effected and provide the company a competitive advantage towards to the competitors. Employees are the most tangible

and intangible assets for the organizations. Therefore, workplaces should make a necessary effort to keep their most valuable assets and try to ensure employee continuity.

### **2.3 Turnover and Burnout Relation**

Turnover intention is a representative's expectation to stop their present place of employment or association (Meyer & Allen, 1984). Mowday et al., (1982) characterized turnover expectation as a probability or goal of departing from associations, and Carmeli and Weisberg (2006) stated three phases: considering leaving an association, obtainment another work, lastly possess turnover purpose. Cho, Johanson, and Guchait (2009) recommended a straightforward meaning of turnover as an expectation to stop (Jung, Yoon, & Kim, 2012). Thomas (1982) mentioned, pressure arises because of extreme work contrasted and people's capacities have made them experience physical and emotional fatigue. Jackson, Schwab, and Schuler (1986) noticed job struggle and equivocalness affected burnout, which was connected to workers' undertakings (Jung et al., 2012). Miller, Zook, and Ellis (1989) referenced of a convenient connection among physical and mental pressure and burnout in the work environment. Lee and Ashforth (1993) asserted that job struggle and equivocalness significantly affected burnout – a decreased feeling of accomplishment and emotional fatigue (Jung et al., 2012).

Steers and Mowday (1981), criticizing the Mobley and Price-Mueller models, formulated a more extensive turnover process. In the Steers and Mowday's extensive formulation consisted by (a) additional added antecedents in particular performance, other employment attitudes, (b) classified and analyzed mitigators, such as employees success at job searching, or causes occurs from nonworking, (c) explained

other ways to handle discontent out of leaving for example; alteration of the situation, quitting in different ways, psychologically reexamine the work all the more well, (d) defined feedback vicious circles, for instance discontent may expedite effort to advanced the work, if the mentioned strategy results successfully, employees upgrade the existent, and (e) indicated diversified routes of turnover (for instance, some employees resign from organizations without other job offers, while the rest of the employees choose the “ conventional path” by considering job offers before resigning).

Maintenance of employees can be a critical challenge for organizations, especially in an aggressive market, and the excellent performer employees. While numerous of organizations properly try to hold top employees by enabling opportunities for self-improvement and development, fascinating employment, a companionable organizational environment and sturdy value-driven administration, actually many top performer employees despite everything stay concentrated on their wage, especially comparative to the market place (Mello, 2011).

Simply can be explaining, as that one of the best ways to administrate job turnover is to increase the satisfaction degrees among employees. However, the key is to understand implicitly how to increase the job satisfaction of employees (Denisi & Griffin, 2008). The significant hardship situation for employers in managing continuation of the workers in organization is the truth that motivational factors vary from one employee to other. Employees have a different motivational factor depend on their desire to retain in the organization (Mello, 2011). Hence forth, employers should be aware about employees’ needs and desires to manage a appropriate retention program.

According to Ongori (2007) study, minimizing employee turnover methods should be designed well to reduce the number of employees' intent to leave the organization. Thus, an appropriate strategy designed by organization to minimize the turnover intention has significance on the diagnosing of the problem.

Employee turnover rate attributable to insufficient selection, for instance where policy change focuses only on the initial process, the likelihood of improvement of the existing situation will tend to decrease. As a result administrative staff is frequently warned about the identification of the reasons why employees intent turnover and take appropriate steps to resolve those problems. In organizations, employers use different strategies to make the stability and increase the retention of employees. Therefore employers gauge the efficiency of their retention exertion, as also known as exit interview. Exit interview is a method that organizations collecting candid feedback information about turnover reasons from employees who have already left the organization (Mello,2011).

Cappeli (1997) recommends various useful retention strategies, which recognize the real factors of labor market and the differences in value between employees: new wage arrangements, work redesign, job modification according to employees' needs and expectation, consolidate social relations, and prefer hiring the less mobile employees. Another market-wise mechanism for retention is the connection of possible deserters with inner job opportunities (Cappelli, 1997; Luecke, 2002).

In other words, turnover can be defined as the employee job quitting and replacement of employee who left off. Meyer and Allen (1997), defined turnover intention as an employee's propensity to quit their current employment or organization. According

to Carmeli and Weisberg, turnover starts with consideration of leaving an organization, searching for other job opportunities, find another employment, and finally having turnover intention. In a situation of the mentioned factors do not exist, employees may consequently stay in their job, however it prompts the issue of an alteration in mood, effort and possible reduction in performance.

Employee turnover is critical for organizations. Employee lose causes several of difficulties for organizations. Lack of knowledge, lack of information transfer, deprive of experience, motivational reduction in the organization, decrease on productivity, and time consuming in effective and successful work, which can have a badly designed impact upon miscellaneous hierarchical viability. Hierarchical viability includes substantial and impalpable expenditures as simple hierarchical skills are routinely built in human resources, which involves the unarranged assembly of aptitude and expertise obtained by participation, as is very rare and difficult to challengers to resemble.

Depend on previous research people who experience burnout more probably expected to experience turnover intention. In business life motivation, assessment and feedback have a significant importance. Thus organizational environment directly related with employees organizational motivation and work enthusiasm. The main causal factors on turnover intention are employees' stress and burnout experience in organizational environment; certain turnovers, loss of distinguished individuals, significantly impact the organizational products. The impact of stress and burnout on intention of turnover differs among employees. The reason is stress may come from people her/himself, workplace, and environmental elements. Even

though two employees are subjected to similar incitement might not experience and discern in the same way, due to personal differences (Quick & Quick, 1984).

According to Demerouti, Bakker, Nachreiner, and Schaufeli (2001), burnout triggered by experience of chronic stress and fatigue by workers and also an intermediary changeable among chronic strain and turnover intention. Kim and Stoner (2008), stated the immediate connection among stress and burnout.. Studies proved the experience of burnout is strongly related with employees' characteristics; nevertheless most of the research supports the assertion of situational stress factor's significant impact on burnout in the organizations. Consequently, individuals experiencing higher level of stress expected to experience higher level of burnout. Emotional discomfort experienced by employees whereby exhaustion of emotions at the organization and, for a similar reason, individuals experienced expanded workload, prompting to turnover intention (Leiter & Meechan, 1986). ). Regarding work execution, burnout has been related with workplace absence, insufficiency, lower proficiency and production, work dissatisfaction, interpersonal conflict, reduction on organizational commitment, and turnover intention (Maslach & Jackson, 1981).

Siefert, Jayaratne, and Chess (1991) stated the meaningful impact of burnout occurs because of role conflict and role ambiguity in the organizations directly related with the turnover intention. On the other hand Drake and Yadama (1996) discussed the impact of sub elements of burnout on turnover intention. According to Drake and Yadama (1996) study, emotional exhaustion and depersonalization positively correlated with turnover intention, while personal accomplishment negatively correlated. Burnout is the most significant and powerful factor capable of predicting

turnover intention (Blankertz & Robinson, 1997; Ducharme, Knudsen, & Roman, 2007). Low, Cravens, Grant, and Moncrief (2001) stated the impact of employees' mental tiredness on burnout, directly affects turnover intention. Higher levels of emotional exhaustion experienced by employees increase the turnover intention (Knudsen, Ducharme, & Roman, 2008). To conclude, employees who experience burnout caused by stress, expected to intent organizational absence and as a result intent turnover more (Jung et al., 2012).

## **2.4 Burnout Effect on Turnover Intention**

In this research the main aim is indicate the relationship between burnout and turnover intention. According to (Bria, Băban, Andreica, & Dumitraşcu, 2013), a positive correlation between burnout and turnover intention has been determined. Under the case of burnout syndrome, high level of turnover intention reported.

A four-dimensioned inventory applied to ambulance personnel to measure burnout in Bia et. al's study (2013). Depend on the dimensions exhaustion, cynicism, efficacy, and workload high level relationship reported with turnover intention. Burnout may result in maintenance provided by personnel or deterioration of service quality. There seems to be a factor in the business cycle that is devoid of low morale (Bria et al., 2013).

Detriment of burnout does not only affect individuals. According to previous studies it has a meaningful affect on organization as well. As a result of burnout job absenteeism, decrease on job performance and citizenship behaviours expected to occur (Cropanzano, Rupp, & Byrne, 2003). Furthermore lack of satisfaction and high turnover intentions are other results (Özbağ, Ceyhun, & Çekmecelioğlu, 2014).

Employees' negative attitude towards to job negatively affects the organizations and organizations' competitiveness. Employees' turnover strongly related with organization competitiveness. Organization competitiveness may negatively affected by lose of a competent worker. According to Moore, a significant relationship between burnout and turnover intention exists and supported by several previous empirical studies. In addition, according to previous studies individuals with burnout have higher intentions on turnover (Özbağ, Ceyhun, & Çekmecelioğlu, 2014).

Depend on Hackman & Oldham positive job characteristics strongly related with employees' positive emotions and backgrounds, Job characteristics model proposes that positive job characteristics will provide employees with positive feelings and experiences and these in turn will affect work outcomes, such as intrinsic work motivation, job satisfaction, organisational commitment and thus decreased turnover intentions.

Burnout has a negative impact on mental and physical health. According to Mayer and Salovey (1995) emotional intelligence has a significant role on burnout. People with higher emotional intelligence have wider range of abilities for emotional regulations, quicker and more accurate on processing of emotional information. Higher emotional intelligent people have the ability to cooperate with "frustration" and "respond more efficiently to emotional demands in service sector.

Leiter and Meechan (1986) support the impact of emotional distress by mean of exhaustion of feelings at the organization. In addition, because of the same cause, employees experiencing job liabilities at higher levels, and resulting with turnover intention (Jung et al., 2012). Regarding job performance, burnout has been correlated



with absenteeism, job dissatisfaction, insufficiency, job conflicts and interpersonal conflict, decrease on productivity, decreased organizational commitment, and turnover intention (Maslach & Jackson 1981).

Like many researchers, Siefert, Jayaratne and Chess (1991) stated in their study that the burnout of employees due to role conflict and role ambiguity has a direct relation with the intention of turnover. Likewise the previous studies conducted before among burnout Drake and Yadama (1996) supported and stated the positive correlation between the sub element of burnout, emotional exhaustion and depersonalization, and turnover intention. Quite the contrary decrease in personal achievement negatively related with turnover intention.

According several researchers, the most effective and important driver to cause turnover intention is burnout (Blankertz & Robinson,1997; Ducharme, Knudsen, & Roman, 2007). Low, Cravens, Grant, and Moncrief (2001) clarified burnout caused by employees' mental exhaustion, directly affected turnover intention. Worth to mentioning once again that the most significant factor for turnover intention is stress-sourced burnout in the organizations. To conclude burnout is positively related with turnover.

The main important influencer on turnover intention is the employees' stress and burnout experiences in the organizational environment. Realization of turnover intention as an action, actual turnover, the loss of extraordinary, experienced and best-fitted employees significantly affects organizations' output and competitiveness. Like many emotional experiences, the impact of stress and burnout on intention of turnover differs between people. Each individual experience differs from other.

Stress may evolve out of personal, organizational, or environmental reasons. Thus, even in conditions two employees are exposed to the same stimulation, and experiencing same negativities does not mean their personal experiences will be same, because of personal and emotional dissimilarities (Quick & Quick, 1984).

Hackman and Oldham (1975) stated the relationship among task accompanying traits and the subsequent factors might differ by demographic features. According to Norris and Niebuhr (1982), employee tenure influences job satisfaction of employees' and also have an important impact on organizational product. Thus job satisfaction and organizational products varies a lot depend on employees' tenure. Additionally, Schwenk and Valacich (1994) stated the relation between employees experience levels and role conflicts. Depend on Schwenk and Valacich, employees with higher experience backgrounds can handle role conflicts more successfully in the organizations. Furthermore Jehn (1997) and Jehn, Northcraft, and Neale (1999) supported the idea of employees' performance and organizational outputs depend on differences of employees' tenure, experiences, and expertise in the organizations (Jung et al., 2012). Thus, the experience varieties among employees have a significant function on organizational performance, personal and organizational accomplishment and success. In addition tenure depend on employees' experience differences significantly affects stress and subsequently burnout, both of the situations tremendously personal, emotional and very subjective issues.

A study conducted by Karatepe and Karatepe (2009) stated the relationship among employees' tenure and turnover intention. On the extenuating impacts of tenure on the correlation among employees' strain level and turnover intention, the impacts of role stress on burnout and turnover intention among hotel receptionists had been

determined at higher levels on short-term employees than on long-term employees (Jung et al., 2012).

On the other hand Fisher and Gitelson (1983), mentioned turnover intention as an distanced factor. Instead of turnover, stated the impacts of role stress on job satisfaction as depended variables on the job position. In the mentioned condition the lower the position of employees expected to increase negativity on job satisfaction.

Under the same stress level long-term workers compare to employees with short tenure tend to be more loyal and proficient at organizational commitment (Meyer & Allen, 1991). In addition Karatepe and Uludag (2007), also supported the hypothesis of employees with long tenure tend to be more devoted than employees with short term tenure, and shown lower intention to quit. In 2008 Karatepe and Uludag referred a negative relation between tenure and burnout, and role ambiguity. Employees with longer tenure are experiencing less role ambiguity, and sub element of burnout; emotional exhaustion, depersonalization, and diminished personal accomplishment (Karatepe & Uludag, 2008). Consequently, depend on Karatepe and Uludag (2008) study, employees with longer tenure expected to experience lessened burnout and more job performance.

On another research Karatepe and Aleshinloye (2009) argued the impact of burnout and turnover intention of employees' differs according to tenure. Karatepe and Karatepe (2009) claimed employees who experience burnout with long-term tenure have lower level of turnover intention compare to employees with short-term tenure. The reason of this is long-term employees in the businesses more able to manage the

problems occurs because of burnout and, as a consequence tenure became a buffer zone against the impacts of burnout in turnover intention.

On the other hand, the mentioned results indicated by other researchers arguing that a long tenure has powerful impacts on the causality of stress, burnout and intention to quit.

In the moderating impacts of tenure in managerial and non-managerial positions on the stress and job satisfaction of tourism and hospitality employees, the effect of stress on employees with a long tenure in managerial positions is more powerful than employees with short tenures in non-managerial positions (Kim et al., 2009). Kim et al. (2009) stated the relationship between role stress and job satisfaction. Depend on Kim et al. (2009), employees in managerial levels whose positions have comparably more arduous responsibilities struggle role stress at higher levels, and the role stress has considerable impact on the job satisfaction compare to non-managerial employees. In light of mentioned results, short-term employees compare to employees with longer tenure experience burnout because of role conflict, especially may arise during at current work and the subsequent stress; therefore, employees with short tenure consider job alteration more frequently than employees with longer tenure. In light of these findings, , it was expected that distinctive directing impacts between the long term tenure employees versus short term tenure employees in causal relationship among hotel employees' role stress, burnout and turnover intention.

## 2.5 Research Hypotheses

Based on the literature review, we developed the following hypotheses and the list of the hypotheses can be seen in table 2.1.

Table 2.1: Hypothesis Development

<b>H1</b>	Turnover intention varies among employees' gender.
<b>H2</b>	Turnover Intention varies among employees' education level.
<b>H3</b>	Turnover Intention varies among employees' age groups.
<b>H4</b>	Turnover Intention varies among employees' tenure.
<b>H5</b>	Turnover Intention varies among employees' income level.
<b>H6</b>	Burnout varies among employees' gender.
<b>H7</b>	Burnout varies among employees' education level.
<b>H8</b>	Burnout varies among employees' age groups.
<b>H9</b>	Burnout varies among employees' tenure.
<b>H10</b>	Burnout varies among employees' income level.
<b>H11</b>	There is a positive relationship between emotional exhaustion and turnover intention.
<b>H12</b>	There is a positive relationship between personal accomplishment and turnover intention.
<b>H13</b>	There is a positive relationship between depersonalization and turnover intention.
<b>H14</b>	There is a positive relationship between burnout and turnover intention.

## **Chapter 3**

### **METHODOLOGY**

This chapter consists of a thorough explanation of the methods involved in the questionnaire design, data analysis and also a detailed description of the respondents and their environment.

It aims to help to respond the research questions and test the hypothesis related to factors that affects hotel employees' burnout related turnover intentions.

#### **3.1 Questionnaire Design**

Depending on the evaluation of the various questions presented to the participants in the questionnaire used. Following examining the internal consistency, the measurement scales were found sufficient for hypothesis testing. The questionnaires cover demographic questions, Maslach's Burnout Inventory and Turnover intention Questionnaire; three items from the four-item scale for turnover intention (Nissly, Mor Barak, & Levin, 2005).

##### **3.1.1 Demographic and Employment Questionnaires**

The demographic part consist of questions about gender, educational degree ("1" for primary school, "2" for secondary school, "3" for high school, "4" for university and "5" for higher educations), age (1 for "18-25" years old , 2 for "26-30 years old", 3 for "31-40 years old", 4 for "41-50" years old, and 5 for "older than 50 years old employees), tenure (1-"less than 1 year", 2- "1-5 year", 3- "6-10 years", 4- "11-20

years”, and 5 –“more than 20 years” ) monthly income, marital status, and where do they work.

### **3.1.2 Maslach Burnout Inventory (MBI)**

Maslach’s Burnout Inventory was used in the current study to interpret hotel employees’ burnout experience. MBI had been formed from 22 questions. The first 9 questions were about emotional exhaustion; “I feel emotionally drained from my work ”, “ I feel used up at the end of the workday”, “I feel fatigued when I get up in the morning and have to face another day on the job”, “Working with people all day is really a strain for me”, “I feel burned out from my work”, “I feel frustrated by my job”, “ I feel I'm working too hard on my job”, “ Working with people directly puts too much stress on me ”, “I feel like I'm at the end of my rope”.

The second part formed by 8 questions, were about personal accomplishment; “I can easily understand how my recipients feel about things”, “I deal very effectively with the problems of my recipients”, “ I feel I'm positively influencing other people's lives through my work”, “ I feel very energetic”, “I can easily create a relaxed atmosphere with my recipients”, “I feel exhilarated after working closely with my recipients”, “I have accomplished many worthwhile things in this job”, “ In my work, I deal with emotional problems very calmly”.

The final part of the inventory including 5 questions and the mentioned questions were about depersonalization; “I feel I treat some recipients as if they were impersonal 'objects'”, “ I've become more callous toward people since I took this job”, “I worry that this job is hardening me emotionally”, “ I don't really care what happens to some recipients”, I feel recipients blame me fr some of their problems”.

(Maslach, & Jackson, 1980). These items were rated on a Five-Level, Likert scale ; “never”(1) to “Everyday”(5).

### **3.1.3 Turnover Intention Questionnaire**

In this current turnover interpreted by study the three items “In the next few months I intend to leave this organization,” “In the next few years I intend to leave this organization,” and “I occasionally think about leaving this organization” from the four-item scale measured hotel employees’ turnover intention (Nissly, Mor Barak, & Levin, 2005). Likewise the Maslach’s burnout inventory, turnover intention questions were also rated on a Five-Level Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5).

## **3.2 Sample and Data Collection**

The current study aimed to research burnout affects on turnover intention among hotel employees in five star hotels in Famagusta in Northern Cyprus. In Famagusta, one five star hotel and one boutique hotel, which is also categorized as 5 start hotel located Thus hotel selection made according to the categorization of hotels. In addition hotel selection depended on human resource directors’ acceptance. During conducting data collection, 2 interviews were conducted and both of the two hotels have collaborated. The hotels’ human resource directors accepted the questionnaire: Salamis Bay Conti Resort Hotel, and Arkin Palm Beach Hotel. As a first step of collecting data, contacted with executives from the hotels that accept attend the study. Questionnaire method was used in the current research. After directors’ approval, the human resource directors accepted limited number of questionnaires.

The human resource directors ran the questionnaires in their hotels. Volunteer hotel employees attended the study. Each questionnaire took 10 minutes. 2 weeks had been



given each hotel for finishing the questionnaires. After 2 weeks, data collected from the hotels. Data has been collected in October 2018.

Out of 280 questionnaires 76 of them found incomplete or invalid. 204 questionnaires were valid and accepted for this study.

Total hotel employees number is 492 from the hotels mentioned before. In the study data collection depended to hotels' human resources directors, for that reason limited number of questionnaires accepted. The collected questionnaires numbers is 280. It's 48% of the whole sample. According to literature with 5% margin error and 95% confidence level sample size expected to be 216. In addition with 5% margin error and 90% confidence level sample size assumed to be 176. Depend on statistical calculation with 5% margin error and 95% confidence level this study's sample size with 280 participants is accurate. In addition, if we accept the completed questionnaires as the sample size, calculation with 5% margin error and 90% confidence level this study's sample size with 204 participants is accurate.

First part of the questionnaire was about demographic information with 7 questions. Gender, Educational level, age, tenure, income level, marital statuses, and which hotel they do work asked as demographic information questions. At the second part burnout and turnover intention questions took part.

### **3.3 Sample Population and Data Collection Procedure**

The study is related to hotel employees in Northern Cyprus. The population of the study is from Famagusta region, likewise where sample has collected. In Famagusta region, one "Five Star Hotel" and one "Boutique Hotel" categorized as five star hotel located. In the current study both of the hotels volunteered to participate in the study.

Thus depend on hotels' human resource managers' acceptance the study conducted with "Salamis Bay Conti Resort Hotel", and "Arkin Palm Beach Hotel. Questionnaires were given in the first week of October 2018 and collected in 2-3 weeks. At the end of the collection 280 questionnaires received. Total hotel employees from the stated hotels number is 492; 352 hotel employees from Salamis Bay Conti Resort Hotel, and 140 Arkin Palm Beach Hotel (hotel employee number may change during the year and may increase in high season) The current study accepted the numbers given from human resource directors.

Questionnaires were given to human resource directors from the selected hotels and collected from them at the end of the period. Total questionnaires collected from each hotel are 210 out of 352 from Salamis Bay Conti Resort Hotel, and 70 out of 140 from Arkin Palm Beach Hotel.

The data has been analyzed utilizing Statistical Package for Social Sciences (SPSS). T-test and ANOVA are used to analyze the hypotheses in the study.

### **3.4 Tourism Industry**

Tourism, the act and process of spending time away from individuals' home in pursuit of recreation, relaxation, and pleasure, while making use of the commercial provision of services (Walton, 2018). Tourism, which is defined as "the event that occurs as a result of people staying in a place provided that they do not settle in order to rest, have fun, travel, see, do business. In this respect, the travel industry is a result of modern epoch social arrangements, began in Western Europe in the seventeenth century, despite the fact that it has antecedents in Classical antiquity.

By the mid 21st century, global tourism industry had gotten one of the world's most significant monetary activities, and its impact is getting more and more pronounced around the world. To create a clearer understanding, it is necessary to define both tourism and the country mentioned in tourism. Thus, after defining tourism, it is useful to indicate the location of Cyprus and the north side of the island and the situation of tourism industry.

Cyprus is the third biggest island after Sicily and Sardinia in Mediterranean Sea with 9251 km<sup>2</sup> acreage. The island located on 30.33 and 35.41 latitude and 32.23 and 34.55 longitude. The total acreage of Northern side is 3355 km<sup>2</sup>, 36% of the island, nevertheless 55% of coastlines located in Northern side. Northern Cyprus tourism foundation shaped after 1964, by Deputy President of Republic of Cyprus Dr. Fazil Kucuk. In 1963, after the violence the only hotel in Northern Cyprus was Saray Hotel. Dr. Fazil Kucuk stressed the necessity of establishing Public Information Centre, and established Turkish Cypriot Public Information Centre immediately afterwards in 1964. Turkish Cypriot Public Information Centre had the importance of being the bridge between Turkish Cypriots and the external world.

Since the island divided into two in 1974, Northern Cyprus tourism industry affected significantly. Despite the standstill of many sectors after division of the island, the biggest disadvantage was experienced by the tourism sector in Northern side. The impact of division was dramatic on tourism industry. Isolation, non-recognition, and political stress slow down tourism industry's development dramatically. Since the division, especially embargos and difficulty of transportation to North side have been vital issues on tourism industry.

If we examine the data of the number of tourists coming to Northern Cyprus, it is observed that the number has increased in 30 years. Consequently tourism industry developed. Mass tourism travels have a great effect on the development of tourism industry.

In 1980's approximate number of tourists were 80000, then in 1990's a moderate increase observed up to around 185000 (Warner, 1999). In the beginning of 2000 till to 2010, approximate tourists travelling to Northern Cyprus were 400000. However after 2010 a dramatic increase monitored on number of tourists and reached around 1000000s.

Mass tourism has a significant impact on Northern Cyprus tourism industry development. Mass tourism is mostly consisting of tourists from some countries especially from UK, Germany, Iran, Russia, and Turkey. Denmark, Sweden and Czech Republic come after former countries as mass tourist coming from. In 2014, 1646213 tourists visited the north side of the island. 1773965 in 2015, 1862558 in 2016, 2045014 in 2017, 2079961 in 2018, and 1749979 excluded TRNC citizens in 2019. The rest results were included TRNC citizens' data too. Thus, annually around 300000-350000 tourists with TRNC citizenship better to add 2019 data. All the data given are obtained from Ministry of Tourism, Tourism Planning Office website, Tourism Statistics graphs.

In conclusion Northern Cyprus tourism mostly depend on its endemic characteristic. There are around 250 freely living wild donkeys in the Karpas National Park. In

addition, Northern Cyprus has important beaches those are home to the endangered Carerra Carettas and Chelonia Mydas turtles during certain months of the year despite of beautiful sandy beaches and warm weather, which are main reasons for tourists visiting.

### **3.5 Confidentiality and Ethical Issues**

Participants informed about the study area of the questionnaire. Each participant voluntarily attended the study and informed about privacy conditions. Presented information by participants conducted for the evaluation of general results. Questionnaire includes no question about personal identification. Individuals' answers for the current study for both demographic part and burnout and turnover intention parts kept confidential.

## Chapter 4

### RESEARCH FINDINGS

#### 4.1 Demographic Analysis

In the current study, we have studied 204 hotel employees at total. The table below shows the percentage of attendees. In number 91, 44.6% female attended to the prepared questionnaire. 113 male attended in number, which is 55.4%.

18% of our participants stated that they are secondary school graduates, 48% high school, 20% bachelors, 13% masters and 1% PhD. Depend on the variables mass number of attendees' education level is high school graduation.

As it can be seen on the table below, age groups divided into 5 groups. First group is 18-25 with 52 people, 25% of participants, second group 26-30 with 89 people, 44% of participant also the mass group of participants. Third group is 31-40 with 41 employees, 20% of participants; forth group 41-50 with 17 employees, 8% of participants, and the fifth group consists of 5 employees, which is only 2% of participants.

Tenure of employees divided into 5 groups. The mass amount of volunteer participants consist the first group, who are working less than a year in the organization with 43%. The second mass group is 1-5 year tenured employees with 40%. Followed by third group 6-10 years with 9% of participants. Forth group 11-20 year and fifth group with more than 20 years tenure, both consist 4% of participants.

Depend on monthly incoming levels we have grouped participants under 4 groups. 22% of employees, participated in the current study, were working at minimum wage, which was 2365 Turkish Lira. 57% of participants consist second group 2365-3400 TL. The third group is 15% of participant with 3500-5500 TL monthly incomes. Finally fourth group is 6% of the participant with more than 5000 Turkish Liras as monthly income.

The table below also shows the marital status of the participants. 58% of the participant who attend the questionnaire are single, 36% of them married, and 6% of the participants are divorced.

The final demographic analysis was employees' organizational environment, in other words hotels. 22% of participants with number 45 were working in Arkin Palm Beach Hotel, and 78% of them with number 159 were working in Salamis Bay Conti Resort Hotel.

Table 4.1: Demographic Variables Analysis

<b>Demographic Variables</b>		<b>Number</b>	<b>Per cent</b> <b>%</b>
<b>Gender</b>	Female	91	44.6
	Male	113	55.4
<b>Educational Level</b>	Secondary School	36	18%
	High School	98	48%
	Bachelors	40	20%

	Masters	27	13%
	PhD	3	1%
<b>Age Group</b>	18-25	52	25%
	26-30	89	44%
	31-40	41	20%
	41-50	17	8%
	+50	5	2%
<b>Tenure</b>	Less than a year	87	43%
	1-5 years	82	40%
	6-10 years	18	9%
	11-20 years	8	4%
	+20 years	9	4%
<b>Monthly Income Level</b>	2365 TL	45	22%
	2365-3400 TL	116	57%
	3500-5500 TL	30	15%
	More than 5000 TL	13	6%
<b>Marital Status</b>	Single	118	58%
	Married	73	36%
	Divorced	13	6%
<b>Where do you work? (Salamis Bay Conti Resort Hotel or Arkin Palm Beach Hotel)</b>	Arkin Palm Beach Hotel	45	22%
	Salamis Bay Conti Resort Hotel	159	78%



First of all, the reliability of the questionnaire results that we conducted was measured. Internal consistency is typically measured by using Cronbach's Alpha ( $\alpha$ ). Thus in the current study to measure turnover intention and burnout items we interpret Cronbach's Alpha method. According to common guidelines assessing and evaluating Cronbach's Alpha 0.70-0.79 is 'Acceptable', 0.80-0.89 is a 'Good' and 0.90-1 is 'Excellent' result. According to the results of reliability level of scale interpreted. Depend on SPSS  $\alpha$  results for the current study, turnover intention items' reliability statistics is 0.874, which means the items have used in the scale, are reliable with a 'Good' score. The results of the s burnout syndrome components have an acceptable level of  $\alpha$  score. The result of emotional exhaustion found as 0.92, which is accepted as an excellent score. Personal Accomplishment  $\alpha$  score is 0.743, depend on common guidelines interpreted as 'acceptable' level of reliability. As the final component Depersonalization,  $\alpha$  result is 0.806 with 'Good' score.

## **4.2 Hypothesis Testing**

### **H1: Turnover intention varies among employees' gender;**

Based on the results gotten from the independent sample t-test result, Null hypothesis accepted and accordingly  $H_1$  rejected. Significance level (p-value) 0.142, statistically rejects  $H_1$ , which is greater than 0.05 ( $H_0, p > 0.05$ ,  $H_1, p < 0.05$ ). Thus depend on our Independent Samples T-Test result no relation has found between gender and turnover intention. The result of the on-going study is in line with Farbers's (1984) study. In the article "Stress and burnout in suburban teachers" study Farber noted no meaningful relationship between genders and burnout.

### **H2: Turnover Intention varies among employees' education level;**

As determined by Anova test p-value of Hypothesis 2 is 0.235 ( $p < 0.05 = 0.235$ ). For

this reason Null hypothesis accepted and accordingly  $H_1$  rejected. In such wise no significant relation has been determined between education level of employees' and turnover intention. It was concluded that the aforementioned hypothesis was not in line with the previous studies. Emiroglu, Akova, and Tanriverdi (2015) study supports the relationship between turnover intention and education. According to the study "The relationship between turnover intention and demographic factors in hotel businesses: A study at five star hotels in Istanbul" there is a positive relation between education level and turnover intention. People who have lower levels of education less intend to quit their job compare to people who educated from higher levels, such as university or higher degrees (Chen et al., 2010; Emiroglu et al. 2015; Iqbal, 2010; Lambert, 2006).

### **H3: Turnover Intention varies among employees' age groups;**

Employee's age does not affect turnover intention. Depend on ANOVA test results no significant relationship has been found between the values. Thus  $H_0$  accepted and  $H_1$  rejected for this hypothesis according to Anova test results ( $p < 0.05 = 0.390$ ). Based on the Anova test result, the on-going study is not in line with the previous studies. Because previous studies have argued that age is a determinant for the turnover intention. According to the previous studies a negative correlation between age groups and turnover intention has been found. In addition the turnover intention of older employees tend to be lower (Carbery et al., 2003; Emiroglu et al., 2015; Ghiselli et al., 2001; Kim et al., 2010; Karatepe et al., 2006; Pizam and Thornburg, 2006).

### **H4: Turnover Intention varies among employees' tenure;**

Based on the results gotten from the independent sample t-test, H4 is rejected. Employees' tenure has no relation with turnover intention. Hypothesis 4 is rejected ( $p < 0.05 = 0.296$ ). The aforementioned hypothesis is in line with some of the previous studies. Among to several studies no direct relation has been found between turnover and tenure (Özbağ, Ceyhun, & Çekmecelioğlu, 2014). On the other hand the ongoing study is not in line with Dilara et al.'s (2015) study. Deben on Dilara et al. (2015) tenure is significantly related with turnover intention. Especially employees with higher tenure, such as more than ten years have lower turnover intention compare to people who have relatively shorter tenure, such as 1-2 years. Additionally, some studies also support the hypothesis of tenure and turnover intention relation. People with higher tenure have lower turnover intention rate (Cotton & Tuttle, 1986; Lambert, 2006; Martin & Roodt, 2008).

**H5: Turnover Intention varies among employees' income level;**

For Hypothesis 5,  $H_0$  rejected and  $H_1$  accepted. In other words employees' income level has a meaningful effect on turnover intention according to Anova test p-value result ( $p < 0.05 = 0.015$ ). Likewise, the previous studies income has a significant effect on turnover intention. Income and turnover intention negatively correlated with each. In the situation of increase on income turnover intention expected to decrease, and in the opposite case, decrease on income expected to occurs as higher levels of turnover intention. Income is related with turnover intention, evidencing that employees with lower income have greater intention to quit. (Kim & Stoner, 2008)

**H6: Burnout varies among employees' gender;**

Depend on Independent-Values T-Test results ( $p < 0.05 = 0.336$ ) no meaningful determined between burnout and gender. The results of current study supported by the other studies had been conducted before. According to Maslach and Jackson (1981), it has been observed that there is no natural distribution in terms of gender in the professions. While some professions are preferred by men, some professions are preferred more by women. Therefore the situation does not help to make a general comment about the effect of gender on burnout. Thus, in this study, the fact that gender is not effective at the level of burnout may indicate that the factors, opportunities and threats within the hotels do not affect female and male employees equally.

Nart (2015), Ardic and Polatci (2008), Gunduz (2004), Naktiyok and Karabey (2005), Sanli (2006), Polatci (2007), and Gencay (2007) mentioned in their studies that gender has no meaningful relation between burnout. Also, according to Kim and Stoner's (2008) study no relation has been found between gender and burnout.

#### **H7: Burnout varies among employees' education level;**

In the literature, some of the previous studies argued that the level of education had no effect on burnout, while some researchers argued that the higher the education level, the higher the success in coping with burnout (Aksu, & Temeloglu, 2015). Apart from these, another group of researchers reveals that employees who do not have university education experience less burnout and that university graduates also experience more burnout (Ozdemir, 2001; Ardic, & Polatci, 2008).

Based on the Anova test p-value result, meaningful relationship between education and burnout detected ( $p < 0.05 = 0.006$ ). Thus the current study is in line with some of

the previous studies. The result with a negative correlation (-0.190) supports the hypothesis of Ozdemir (2001) and Ardic and Polatci's (2008) research. In other words, as the education level increases, the level of burnout decreases.

**H8: Burnout varies among employees' age groups;**

H<sub>1</sub>, age group impact on burnout is rejected depend on ANOVA test result ( $p < 0.05 = 0.220$ ). According to the results no meaningful difference between subscales of burnout and age groups detected. The on going study is in line with Bira, Spânu, Băban, and Dumitrașcu (2014) studies.

**H9: Burnout varies among employees' tenure;**

Karatepe (2010) study supports the hypothesis of negative correlation between organizational tenure and burnout. In other words, employees with longer tenure experience less burnout. However, likewise Özbag, Ceyhun, and Çekmecelioğlu (2014) no meaningful relationship found between tenure and burnout ( $p < 0.05 = .865$ ). Thus the hypothesis of relationship between employee tenure and burnout rejected.

**H10: Burnout varies among employees' income level;**

Normally, organizations structured naturally, employees' burnout expected to depend on income level. The previous studies have shown a direct relationship between income level and job satisfaction and accordingly income and burnout (Pavlakis, Raftopoulos, & Theodou, 2010; Civilidag, 2014). However in the current study no meaningful relationship observed between income level and burnout ( $p < 0.05 = 0.966$ ). Therefore, the results of the on going study differs from previous studies and do not show parallelism. Nevertheless, it's beneficial to mention Çetin's (2017), study supports the current study's results.

**H11: There is a positive relationship between emotional exhaustion and turnover intention;**

In the literature, most of the previous research supports the direct significant relationship between emotional exhaustion and turnover. For instance Kim et al. (2007) research hypothesis support the positive relationship between subscale of burnout, emotional exhaustion, and turnover intention. Zhang and Feng (2011) also established the emotional exhaustion impacts on job satisfaction and turnover. Maslach, Schaufeli, and Leiter (2001), Civilidag (2014), Drake and Yadama (1996), Boothma and Roodt (2013) supports the hypothesis of emotional exhaustion as a sub-element of burnout has a positive significant relationship with turnover.

In the current study a positive relationship between emotional exhaustion and turnover intention found depend on t-test results ( $p < 0.05 = 0.000$ ). Thus the hypothesis accepted and the on-going study is in line with previous studies.

**H12: There is a positive relationship between depersonalization and turnover intention;**

Drake and Yadama (1996) specified positive correlation between depersonalization and turnover. Botthma and Roodt (2013) also mentioned the burnout sub-dimension depersonalization's significant impacts on turnover intention. In addition Maslach, Schaufeli, and Leiter (2001), Civilidag (2014), supported the hypothesis of important impact of depersonalization on turnover intention in the previous research. T-test results ( $p < 0.05 = 0.000$ ) of the current study supports the previous studies conducted before. Thus the hypothesis accepted. According to the results, there is a positive and important relationship between depersonalization and turnover intention.

**H13: There is a positive relationship between personal accomplishment and turnover intention;**

In the literature, according to previous studies conducted by some researchers a negative correlation between personal accomplishment and turnover intention detected (Drake & Yadama, 1996; Leea & Okb, 2012). However the current study's ANOVA test p-value result ( $p < 0.05 = 0.130$ ) does not support the direct impact of reduced personal accomplishment on turnover intention. Therefore, the on-going study is not in line with the previous studies.

**H14: There is a positive relationship between burnout and turnover intention;**

Many studies conducted before have shown a strong relationship between burnout and the turnover intention. In chapter two, with references, it was explained with different aspects how burnout affects and triggers the turnover intention. According to the ANOVA test p-value result ( $p < 0.05 = 0.005$ ) the current study supports the previous research done before.

According to Blankertz and Robinson (1997), burnout is the most significant and powerful variable on occurrence of turnover intention. Ducharme, Knudsen, and Roman (2008) reported the burnout as the key predictor of turnover intention.

Burnout is an emotional state that includes very strong emotions; fatigue, psychological tiredness, has direct influence on employees' turnover intention (Low, Cravens, Grant, & Moncrief, 2001).

In addition, like many other researchers, Knudsen, Ducharme, and Roman (2008) has argued that burnout, especially emotional exhaustion, increases the turnover intention. In summary, in the situation of increased and constant stress, employees

expected to experience burnout, and as a result absenteeism occurs more frequently, with a high probability of turnover intention (Drake & Yadama, 1996; De Croon, Sluiter, Blonk, Broersen, & Frings-Dresen, 2004; Harrington, Bean, Pintello, & Mathews, 2001; Huang et al., 2003; Lee & Ashforth, 1993; Price & Spence, 1994; Yoon, & Kim, 2011). Depending on previous studies and the on-going study, there is a significant relationship between burnout and turnover. Thus, in view of empirical result, the hypothesis of positive relationship between burnout and turnover intention accepted.

Table 4.2: Hypotheses Summary

	<b>Hypotheses</b>	<b>Result</b>	<b>p-value</b>
<b>H1</b>	Turnover intention varies among employees' gender.	Rejected	0.142
<b>H2</b>	Turnover Intention varies among employees' education level.	Rejected	0.235
<b>H3</b>	Turnover Intention varies among employees' age groups.	Rejected	0.390
<b>H4</b>	Turnover Intention varies among employees' tenure.	Rejected	0.296
<b>H5</b>	Turnover Intention varies among employees' income level.	Accepted	0.015
<b>H6</b>	Burnout varies among employees' gender.	Rejected	0.336
<b>H7</b>	Burnout varies among employees' education level.	Accepted	0.006
<b>H8</b>	Burnout varies among employees' age groups.	Rejected	0.220
<b>H9</b>	Burnout varies among employees' tenure.	Rejected	0.865
<b>H10</b>	Burnout varies among employees' income level.	Rejected	0.966
<b>H11</b>	There is a positive relationship between emotional exhaustion and turnover intention.	Accepted	0.000
<b>H12</b>	There is a positive relationship between personal accomplishment and turnover intention.	Accepted	0.000
<b>H13</b>	There is a positive relationship between depersonalization and turnover intention.	Rejected	0.130



<b>H14</b>	There is a positive relationship between burnout and turnover intention.	Accepted	0.005
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## Chapter 5

### CONCLUSION AND RECCOMENDATION

#### 5.1 Conclusion

In this study, some demographic factors that could affect burnout and tendency to quit were tested. At the last stage of the scale, the effect of burnout, which is the main hypothesis, on the turnover intention was tested.

Our findings show that there is a meaningful and significant relationship between burnout and turnover intention. As a result of the ANOVA test, it was found that there is a positive correlation between burnout and intention of turnover.

Based on the data, it is expected that as burnout increases, the turnover intention will increase.

As in many previous studies conducted for many professions in the literature, a significant relationship was found between burnout and the turnover intention on hotel employees.

Considering the effects of demographic characteristics, it was found that income level is an effective factor on the turnover intention, and education level is an effective factor on burnout. Both factors are negatively correlated.

As the sub elements of burnout, emotional exhaustion and depersonalization are strongly related with turnover intention.

Main hypothesis tested in the current study, burnout affect on turnover intention among hotel employees, is significant ( $p < 0.05 = 0.005$ ).

It is supported by the results of data that mainly burnout syndrome significantly affects the turnover intention of hotel employees. In addition emotional exhaustion as a sub-element of burnout is considerably related with turnover intention depend on ANOVA test result ( $p < 0.05 = 0.000$ ). On the other hand depersonalization as the other key sub-element of burnout is significantly related with turnover intention as well ( $p < 0.05 = 0.000$ ).

## **5.2 Recommendation**

According to the previous studies conducted before about burnout and turnover intention relation and the current study show the importance of emotional situation. Employees' moods and the sustainability of emotions are crucial factors for burnout.

The main triggers of burnout crucially affected by emotional exhaustion and depersonalization. Consequently organizations, in particular hotel according to the current study, it is necessary for the hotels to give importance to the emotional state of their employees; employees' happiness, sadness, emotional distress, personal or family problems, distractions and uneasiness. Furthermore, organizational environment, workload, work intensity, and working hours should manage by hotels' managers. Managers should avoid from overload of work, work ambiguity and excessive long working hours. In addition, managers should avoid inequality in the distribution of workload among employees. Salary is also an important factor

affecting employee turnover intention. For this reason, managers should be sensitive in the regulation of salaries. In salary payments, the principle of equal pay for equal work should be adopted, and hotel management should be careful to avoid large salary differences between similar jobs. The consistency of the workload and the rate of wages important affecters for turnover intention among employees, thus salaries should be motivate employees instead of demotivate. In this way, it is expected the employees turnover intention decrease. Based on the data, educational level is one of the important factors affecting burnout. Educational level and burnout has a negatively correlated relation. In other words, as the level of education increases, the success of individuals in coping with burnout increases and thus burnout decreases. Depend on the given information; managerial studies aimed to increasing the education level of hotel employees will help reduce the level of burnout. Consequently, increasing educational level of hotel employees' is recommended for hotel managers.

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## **APPENDIX**

<b>Tükenmişlik Sendromu Envanteri</b>		Kesimlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesimlikle Katılıyorum
Duygusal Tükenme						
1	İşimden soğuduğumu hissediyorum.					
2	İş dönüşü kendimi ruhen tükenmiş hissediyorum.					
3	Sabah kalktığımda bir gün daha bu işi kaldıramayacağımı hissediyorum.					
4	İşimle ilgili karşılaştığım insanların ne hissettiğini hemen anlarım.					
5	İşimle ilgili karşılaştığım bazı kimselere sanki insan değilmiş gibi davrandığımı fark ediyorum.					
6	Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.					
7	İşimle ilgili karşılaştığım insanların sorunlarına en uygun çözüm yollarını bulurum.					
8	Yaptığım işten yıldığımı hissediyorum.					
9	Yaptığım iş sayesinde insanların yaşamına olumlu katkıda bulunduğuma inanıyorum.					
10	Bu işte çalışmaya başladığımdan beri insanlara karşı sertleştim.					
11	Bu işin beni giderek katılaştırmasından korkuyorum.					
12	Bir çok şeyi başarabilecek güçteyim.					
13	İşimin beni kısıtladığını düşünüyorum.					
14	İşimde çok fazla çalıştığımı düşünüyorum.					
15	İşimle ilgili karşılaştığım insanlara ne olduğu umurumda değil.					
16	Doğrudan doğruya insanlarla çalışmak bende çok fazla gerginlik yaratıyor.					
17	İşimle ilgili karşılaştığım insanlarla aramda rahat bir ortam yaratırım.					
18	İnsanlarla yakın bir çalışmadan sonra kendimi canlanmış hissedirim.					
19	Bu işte kayda değer birçok başarı elde ettim.					
20	Yolun sonuna geldiğimi hissediyorum.					
21	İşimde karşılaştığım sorunları başarılı bir şekilde çözümlerim.					
22	İşimle ilgili karşılaştığım insanların bazı problemlerini sanki ben yaratmışım gibi davrandıklarını hissediyorum.					
<b>İşten ayrılma eğilimi ölçeği</b>						
24	Önümüzdeki birkaç ay içinde bu kurumdan ayrılmak eğilimindeyim					
23	Ara sıra bu kurumdan ayrılmayı düşünüyorum					
24	Önümüzdeki birkaç yıl içinde bu kurumdan ayrılmak eğilimindeyim/ niyetindeyim					