

Effects of Burnout on Employees' Satisfaction a Research at 3, 4 and 5 Star Hotels in Canakkale City Center

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Abstract

Affecting the employees in hotel businesses because of its labor-intensive nature, burnout is one of the most important problems in today's hotel businesses. Because of its importance, the effects of burnout over job satisfaction on employees were examined with research in three, four and five star hotels in Çanakkale. Being the most widely used method in researches done on the subject, Maslach Burnout Model is used as data collection tool in the research. According to the research findings, a relation was found between the age, level of education, position of employees in the business, working hours and burnout. In addition, a significant correlation was found between burnout and job satisfaction of employees in the research. However a correlation between gender, marital status, department and working style wasn't found. Also, a relation between job change and burnout wasn't found.

Keywords: Employee, Burnout, Satisfaction, Hotel, Çanakkale

Introduction

Burnout syndrome is one of the major problems of today's information age. This syndrome is defined as "a progressive and gradual process caused by the mismatch between the demands of employees and job demands" (Ardıç and Polatçı, 2009:21). Burnout is encountered as problems threatening the working life or causing serious issues on both individuals and organizations. While defined as "job burnout or "staff burnout" in English, it is expressed by "exhaustion, exhaustion syndrome, vocational exhaustion" in Turkish (Sağlam Arı and Çına Bal, 2008:131).

Burnout syndrome is seen more on employees of the professions directly serving the people, labor-intensive and where human relations are important. Therefore incidence of burnout syndrome on the employees of the service sector is higher than other profession groups. Interpersonal disharmony and the heavy workload in the workplace is the most important factor for the Burnout Syndrome (Kaçmaz, 2005: 29). In other words, people's personality characteristics may play a role in the occurrence of burnout syndrome. But also the characteristics of the business environment they are in should not be forgotten. Because the workload, working hours, workplace factors such as relationships and job sharing can play a role on burnout.

There are studies aimed at understanding the burnout situations of employees in hotel businesses and effects (Karatepe, 2012; Saçlı and Çelik, 2011; Üngüren et al., 2010; Pelit and Türkmen, 2008) on employees.

There are also studies that examines the relation between burnout and employee satisfaction (Shen and Huang 2012), burnout and gender of employees (Türkmen and Artuğer, 2011; Kim, 2008; Pelit and Türkmen, 2008), burnout and workload of employees (O'Neill and Xiaol, 2010), burnout and personalities of employees (Kim et al., 2007), burnout and management (Tepeci and Birdir, 2003).

Having an important place in Tourism sector, with their labor intensive nature, long work hours and being a profession that is exclusively relied on human power, Hotel Businesses cause burnout syndrome on their employees. People working in this sector are experiencing stress both in their job and family because of busy working environment, irregularity of working hours. This leads the employees to burnout. Because of this importance, the purpose of the research is to determine the effect of burnout over job satisfaction. With this purpose a research was conducted in the 3, 4 and 5 stars hotels in the Çanakkale city center.

1. Concept of Burnout and its Importance

Business life takes an important place in today's people. Changing conditions created really busy business relations. Employees feel a physical and emotional exhaustion because of demanding nature and harsh conditions of their job. People working in these conditions develop negative feelings for themselves and show negative behaviors towards their job and colleagues. This situation that employees experience is called burnout (Güllüce and Kaygın, 2013: 236).

Burnout is a very common syndrome. Most of the employees may experience this at some point in their life. However this situation doesn't arise all of a sudden. It manifests gradually and then disrupts a person's mental balance. It is a significant element that harms a person's work, family and social life (Mestçioğlu, 2007: 1). In other words, burnout not only harms work life and customers but also people's family (Nolan, 2005: 1).

Burnout is one of the issues that is often studied in organizational research. Various concepts have been developed for this purpose. Researchers have worked quite a lot on burnout in the past thirty years (Swider and Zimmerman, 2010: 487). Burnout has been conceptualized as a result of long-term occupational stress. In addition, burnout is the last point of coping with chronic stress (Skaalvik and Skaalvik, 2010: 1060). In people suffering from burnout syndrome physical and mental problems arise. This in turn affects people's behavior and becomes an obstacle preventing them doing their work as supposed to. As a result, people experiencing burnout syndrome can reach to levels that harm others (Barutçu and Serinkan, 2008: 541).

Burnout syndrome took place in Freudenberger's research about stress published in 1974. In this research, burnout was defined as failure, loss of power and energy, exhaustion arising from the desires and demands which are not satisfied (Peker, 2002: 306). After understanding its significance as a social problem, Burnout became an interesting subject of study for researchers. In its simplest form, burnout is defined as "exhaustion of energy mentally and physically". Also, researches carried out with the assumption that "burnout is a result of individual's interaction with work environment" are really important in terms of revealing its negative effects on individuals and organizations and identifying conditions that will decrease negativities caused by it (Budak and Sürgevil, 2005: 95). One of the other definitions of burnout is "a psychological syndrome caused by the intrapersonal stress that affects an individual's work, duties, colleagues, customers and themselves" as defined by Swider and Zimmerman (2010: 487).

There are various reasons for burnout syndrome. It is important to understand these reasons causing burnout syndrome for healing and treatment process. Below is a brief summary for reasons of burnout syndrome (Küçükaltan, 2009: 193):

- Setting unreasonable goals for individuals,
- Working in small businesses,
- Having a heavy workload for a long time,
- Taking work to home,
- Working together with low motivated people,
- Lack of social support,
- Being not satisfied with the job,
- Bad working conditions,
- Low levels of communication and friendship between colleagues,
- The feeling that the people paid less than they deserve,
- Lack of rewarding,
- Job being monotonous,
- Not allowing the individual's personal development.

Burnout is usually grouped in three sections. These are organizational, vocational and individual burnouts. The first one, organizational level, indicates that organizational environment is effective on employees' burnout. The second one, vocational level, states that interactions between an individual's personality and their colleagues are effective on burnout. The last one states that demographic factors are effective on burnout (Swider and Zimmerman, 2010: 488).

2. Dimensions of Burnout

Burnout consists of three dimensions; emotional exhaustion, depersonalization and feeling of falling in success. While Freudenberger (1974) defines only the emotional dimension of burnout, Maslach and Jackson (1981) are known as academicians who put forward all the three dimensions of burnout. These academicians put forward burnout as a three dimensional syndrome which are accepted today too; emotional exhaustion, depersonalization and feeling of falling in success (Sağlam Arı and Çına Bal, 2008:133).

These three experienced by a person going through burnout syndrome can be explained as follows (Türkmen and Artuğer, 2011: 230; Kayabaşı, 2008: 195):

Emotional Exhaustion: Emotional exhaustion is the starting point of burnout, its center and most important component. This component is associated with mainly job stress. Individuals with an emotionally intense pace of work force themselves and are overwhelmed by emotional demands of other people. Emotional exhaustion emerges as a response to this situation. Individuals experience an emotional exhaustion, they lose their sense of responsibility and as a result they end up not going to work or are late for their work. Emotional exhaustion refers to the situation that arises from extreme exhaustion caused by psychological and emotional demands of other people while helping them. Cordes et al. (1997: 688), accepted emotional exhaustion as a really important component of burnout. They associate emotional exhaustion to high levels of a job's demands. They especially stated that workload affects individual's performance and after sometime causes burnout. For example a person working in a food and beverage workplace who helps their friends constantly, will get tired eventually. This exhaustion will show itself as stress, anger or uneasiness at home.

Depersonalization: Depersonalization is described as employee's indifferent attitude towards customers (Tuğrul and Çelik, 2002: 2). Depersonalized, they exhibit negative behavior towards their colleagues at work. In addition, they see the people they serve as objects and exhibit neglectful and cynical attitude. Actually, feeling of alienation and defense mechanisms lie beneath these behaviors. Cordes et al. (1997: 689), defined depersonalization as symptoms expressed in workplace when the individual is perceived as bureaucratic, rude and impersonal. For example, the employee working at the food and beverage workplace becomes indifferent towards their customers and colleagues. The employee starts making fun of their colleagues and exhibits a cynical attitude.

Feeling of falling in success (Personal Accomplishment): It is the state of feeling unsuccessful and insufficient. Gradually, a feeling of failure and insufficiency emerges regarding the job as a result of things encountered in the workplace. Wasted effort and feeling of guilt lowers employees' job satisfaction. Employees can't perform the necessary behaviors for success. Cordes and Dougherty (1993: 623) stated that feeling of falling in success starts when an individual begins to evaluate themselves negatively. Feeling of falling in success and feelings towards colleagues and work are connected. For example the person working in a food and beverage workplace is now feeling estranged towards their job and lost feeling of success. As a result, employees see themselves insufficient and become unsuccessful.

Employees experiencing burnout become not being able fulfill the requirements of their jobs. Burnout results in negative conditions not only on individuals but also in organizations. Best way to deal with burnout is to accept it first. After that it is possible to cope with it by managerial and organizational applications. It is especially important for the people in managerial positions to realize the burnout experienced by employees and administer necessary regulations and applications to eliminate burnout. If managers have the necessary level of knowledge about the issue, it will be easier to solve the problem. (Sağlam Arı and Çına Bal, 2008:132).

3. Literature Review

Shen and Huang (2012) conducted a research on the employees working in hotels in China to determine their life satisfaction and burnout levels. According to the results, it was reported that emotional burnout and depersonalization have negative impact on life satisfaction.

Karatepe and et al. (2012) conducted a research among hotel employees to determine the emotional exhaustion's impact on their work. According to the results it was determined that burnout affects employees negatively and has negative impact on work structure.

Saçlı and Çelik (2011) conducted a research on the employees working in hotels' food and beverage departments to determine their burnout levels by using survey method. According to the results, emotional exhaustion level was found medium, depersonalization level was found low and personal success level was found high. It was stated that hotel employees' general burnout levels were low.

Hotel employees have a significant part in tourism businesses. For this reason, Turkmen and Artuger (2011) examined burnout levels of hotel employees in their researches. Research results indicated that hotel employees working in Istanbul experience emotional exhaustion more than the hotel employees working in Ankara. They also stated that men were experiencing emotional exhaustion more than women. Depersonalization levels were found higher in employees working in Ankara compared to the ones working in Istanbul. Depersonalization levels were higher on employees working in Ankara compared to Istanbul, on men compared to women and on singles compared to married.

O'Neill and Xiao (2010) made a research to find out the relation between professional and emotional characteristics of hotel managers and emotional exhaustion. Professional characteristics were found to be associated with emotional exhaustion as a result. They emphasized the importance of the workload on emotional exhaustion. Moreover, it was reported that not only professional characteristics but also personal characteristics have an impact on emotional exhaustion. It was stated that especially intrapersonal managers were experiencing more emotional exhaustion than interpersonal managers.

Üngüren et al. (2010) research is to determine the job satisfaction and burnout levels of hotel employees. According to the results, hotels employees were found to be confronted with burnout syndrome. In addition, women compared to men and singles compared to married couples are reported to experience burnout syndrome more. In other characteristics, it was found that there wasn't a difference depending on level of education, content of the education and the title in the profession.

Kim (2008) made a research with the aim to determine the connection between emotional labor and burnout on the employees of hospitality. According to the results the more emotional labor increases, the more burnout level increases. Moreover, among the demographic characteristics, only women were indicated to experience burnout more than men. There was no effect of other demographic characteristics.

Pelit and Türkmen (2008) used "Maslach Burnout Inventory" in their research to determine the burnout levels of hotel employees. According to the results, employees were found to experience burnout. In addition it was reported that there was no significant difference between demographic characteristics such as gender, level of education, department or work experience and burnout levels.

Kim et al. (2007) conducted a research to find out the connection between characteristics of the employees working in hotels and burnout levels. According to the results, personality has an effect on burnout levels. Personal differences were found to have the most impact on burnout levels. This also includes employee being accepted in the workplace. This directly affects employees' performance.

Tepeci and Birdir (2003) found that managers' have low burnout levels in a research they conducted to examine the connection between hotel managers' tendency to change their job because of burnout and managers' burnout levels. They listed getting good money compared to the country standards, being considered a prestigious job and the advantages provided by the working environment as reasons to why hotel managers didn't experience burnout.

4. Purpose and Method of Research

4.1. Purpose of Research

Purpose of this research is to determine the level of burnout experienced by the employees working in hospitality industry and to find out average scores of burnout subscales change depending on various demographic characteristics or not. Maslach Burnout Model, which is most widely used in the researches done on the subject, was used as data collection tool in the research. Research includes the 3, 4 and 5 star hotels in Çanakkale city. The following hypotheses were made according to the purpose of the research.

H₁: There is a statistically significant relationship between the model groups and gender.

- H₂: There is a statistically significant relationship between the model groups and marital status.
 H₃: There is a statistically significant relationship between the model groups and age.
 H₄: There is a statistically significant relationship between the model groups and level of education.
 H₅: There is a statistically significant relationship between the model groups and working department.
 H₆: There is a statistically significant relationship between the model group and operation.
 H₇: There is a statistically significant relationship between the model group and position held.
 H₈: There is a statistically significant relationship between the model group and years of service.
 H₉: There is a statistically significant relationship between the model group and job satisfaction.
 H₁₀: There is a statistically significant relationship between the model group and changing jobs.

4.2. Scope of Research and Sampling

The Research is planned as a descriptive study. Its scope consists of three, four and five stars hotels (ten in total) in Çanakkale city. Hotel staff is the sample group. 250 questionnaire forms were distributed to hotel staff and 210 questionnaire forms were collected back one week later. 26 questionnaire forms were incomplete so they weren't included in the analysis. 184 questionnaire forms were included in the research.

The reliability of the survey was tested by Cronbach's Alpha. The reliability of the scale was found to be 0.84. This ratio indicates the scale is highly reliable (Ural and Kılıç: 2005: 262). The data was analysed by using SPSS packet program which was developed for social sciences. Frequency analyses of the demographic characteristics, reliability analysis (Cronbach Alpha), factor analysis, T-test were used in the research.

4.3. Data Collection Tools in the Research

Survey technique was applied in this research as data collection. Prepared questionnaire form is made of two parts. First part is consisting of personal and demographic information such as age, gender, marital status level of education, level of income etc. On the second part Maslach Burnout inventory is used to determine burnout levels. Maslach Burnout Inventory's Turkish adaptation, reliability and validity is made by Canan Ergin (1977) and is consisting of three parts. First subscale of Maslach burnout inventory is 1- Emotional Exhaustion and defines an individual's exhausted or overloaded emotions by the job. 2- Depersonalization subscale defines an individual's insensitive; devoid of emotion behavior towards the people they are serving not caring about the fact that they are individuals too. 3- Personal Accomplishment subscale defines feeling of adequacy and overcoming successfully on people working with other people. There are twenty two questions and nine of them represent emotional exhaustion (1, 2, 3, 6, 8, 13, 14, 16, and 20), five of them represent depersonalization (5, 10, 11, 15, and 22) and eight of them represent personal accomplishment (4, 7, 9, 12, 17, 18, 19, and 21). Answers for questions are graded as 0: never, 1: rarely, 2: sometimes, 3: often and 4: always. All the subscales are calculated as 0,1,2,3 and 4 points. (Ay and Avcıoğlu, 2010: 1175; Ardiç and Polatlı, 2009: 22).

The scale is designed to have five degrees and is evaluated according to the MTE. Subscales are calculated from 0 to 4 for each item. Each subscale is calculated separately. Having high scores in Emotional Exhaustion (EE) and Depersonalization (D) and low scores in Personal Accomplishment (PA) defines burnout. EE and D subscales have positive, PA subscale has negative statements. Negative statements are required to be calculated in opposed direction. According to this, EE and D are calculated as "never = 0, rarely = 1, sometimes = 2, often = 3, always = 4" and PA is calculated in opposite direction as "always = 0, often = 1, sometimes = 2, rarely = 3, never = 4". Subscales are calculated in this way. As the points form these subscales increase, level of burnout also increases. In order to determine the levels of exhaustion first one-third of the burnout scores is defined as low, two-third of the burnout scores is defined as medium, and last part of the scores is defined as high. These cores are given in Table 1 below (Cemaloğlu and Kayabaşı 2007: 135; Altay and Akgül, 2010: 97).

Table 1: Scores According to Subscales of Burnout

Subscales	High	Medium	Low
Emotional Exhaustion	27 and above	17-26	0-16
Depersonalization	13 and above	7-12	0-6
Personal Accomplishment	23 and above	13-22	0-12

5. Results

Overall and subscale scores of burnout is given in Table 2 below. According to this, with 43,27 average, participants' burnout levels were found high. Emotional Exhaustion's average is low with 13,89, Depersonalization's average is medium with 6,34 and Personal Accomplishment's average is medium with 21,73.

Table 2: Overall and Subscale Scores of Burnout

Subscales	High	Medium	Low
Emotional Exhaustion	-	-	13,89
Depersonalization	-	6,34	-
Personal Accomplishment	-	21,73	-
Overall Burnout	43,27	-	-

In Table 3, Independent Samples Test was used to find out if there is any difference between the subscales of burnout and gender. According to the test, a significant difference wasn't found between gender and model groups. With these results, hypothesis H₁ "There is a statistically significant relationship between the model groups and gender" was denied.

Table 3: Independent Samples Test Results of Subscales of Burnout According to the Gender of Employees

Subscales	Gender	n	\bar{X}	s.s.	t	p
Emotional Exhaustion	Female	129	1,52	0,73	0,839	0,516
	Male	55	1,60	0,81		
Personal Accomplishment	Female	129	2,72	0,57	1,204	0,765
	Male	55	2,69	0,74		
Depersonalization	Female	129	1,25	0,85	0,157	0,699
	Male	55	1,30	0,82		

***:p<0,001 **:p<0,01 *:p<0,05

In Table 4, Independent Samples Test was used to find out if there is any difference between the subscales of burnout and marital status. According to the test, a significant difference wasn't found between marital status and model groups. With these results, hypothesis H₂ "There is a statistically significant relationship between the model groups and marital status" was denied.

Table 4: Independent Samples Test Results of Subscales of Burnout According to the Marital Status of Employees

Subscales	Marital Status	n	\bar{X}	s.s.	t	p
Emotional Exhaustion	Married	115	1,49	0,76	0,644	0,256
	Single	69	1,62	0,74		
Personal Accomplishment	Married	115	2,69	0,67	1,412	0,538
	Single	69	2,75	0,53		
Depersonalization	Married	115	1,19	0,89	3,607	0,145
	Single	69	1,38	0,74		

***:p<0,001 **:p<0,01 *:p<0,05

In Table 5, Anova Test was used to find out if there is any difference between the subscales of burnout and age. According to the test, a significant difference was found between age and burnout (p<0,05).

According to the results of Multiple Comparison Test (Tukey), which was done in order to find out which groups caused the differences, 20-29 ages group suffer from burnout more than 40-49 ages group. With these results, hypothesis H₃ "There is a statistically significant relationship between the model groups and age" was accepted.

Table 5: Anova Test Results of Subscales of Burnout According to the Ages of Employees

Subscales	Age	n	\bar{X}	s.s.	F	p	Multiple Comparison Test (Tukey)
Emotional Exhaustion	19 and below	8	1,90	0,64	1,342	0,256	-
	20 – 29 ages	86	1,54	0,78			
	30 – 39 ages	55	1,58	0,83			
	40 – 49 ages	29	1,31	0,57			
	50 and above	6	1,81	0,37			
Personal Accomplishment	19 and below	8	2,34	0,38	2,106	0,082	-
	20 – 29 ages	86	2,84	0,60			
	30 – 39 ages	55	2,62	0,59			
	40 – 49 ages	29	2,60	0,76			
	50 and above	6	2,79	0,44			
Depersonalization	19 and below	8	1,15	0,65	2,859	0,025*	2-4
	20 – 29 ages	86	1,45	0,87			
	30 – 39 ages	55	1,22	0,80			
	40 – 49 ages	29	0,88	0,82			
	50 and above	6	1,03	0,36			

***:p<0,001 **:p<0,01 *:p<0,05

In Table 6, Anova Test was used to find out if there is any difference between the subscales of burnout and level of education. According to the test, a significant difference was found between level of education and burnout. According to the results of Multiple Comparison Test (Tukey), which was done in order to find out which groups caused the differences, the employees with university level of education suffer from burnout more than the employees with primary school level of education. Also employees with university level of education experiences personal accomplishment more than employees with primary or high school education. Lastly, employees with university level of education experiences depersonalization more than employees with primary school level of education. With these results, hypothesis H₄ “There is a statistically significant relationship between the model groups and level of education” was accepted.

Table 6: Anova Test Results of Subscales of Burnout According to the Level of Education of Employees

Subscales	Level of Education	n	\bar{X}	s.s.	F	p	Multiple Comparison (Tukey)
Emotional Exhaustion	Primary school	24	1,17	0,76	3,813	0,024*	1-3
	High school	83	1,54	0,68			
	University	77	1,65	0,80			
Personal Accomplishment	Primary school	24	2,53	0,87	11,974	0,000***	1-3 2-3
	High school	83	2,53	0,48			
	University	77	2,96	0,59			
Depersonalization	Primary school	24	0,87	0,77	3,505	0,032*	1-3
	High school	83	1,26	0,85			
	University	77	1,38	0,82			

***:p<0,001 **:p<0,01 *:p<0,05

In Table 7, Anova Test was used to find out if there is any difference between the subscales of burnout and working department. According to the test, a significant difference wasn't found between gender and model groups. With these results, hypothesis H₅ “There is a statistically significant relationship between the model groups and working department” was denied.

Table 7: Anova Test Results of Subscales of Burnout According to the Working Departments of Employees

Subscales	Department	n	\bar{X}	s.s.	F	p	Multiple Comparison (Tukey)
Emotional Exhaustion	Front Office	104	1,59	0,74	1,469	0,233	-
	Housekeeping	22	1,66	0,78			
	Food and beverage	58	1,40	0,77			
Personal Accomplishment	Front Office	104	2,78	0,54	1,522	0,221	-
	Housekeeping	22	2,63	0,63			
	Food and beverage	58	2,62	0,74			
Depersonalization	Front Office	104	1,29	0,79	2,538	0,082	-
	Housekeeping	22	1,57	1,05			
	Food and beverage	58	1,11	0,80			

***:p<0,001 **p<0,01 *:p<0,05

In Table 8, Anova Test was used to find out if there is any difference between the subscales of burnout and operation. According to the test, a significant difference wasn't found between gender and model groups. With these results, hypothesis H₆ "There is a statistically significant relationship between the model group and operation" was denied.

Table 8: Anova Test Results of Subscales of Burnout According to Operation

Subscales	Operation	n	\bar{X}	s.s.	F	p	Multiple Comparison (Tukey)
Emotional Exhaustion	Permanent Staff	173	1,51	0,76	2,096	0,126	-
	Contractual	3	2,18	0,71			
	Intern	8	1,90	0,64			
Personal Accomplishment	Permanent Staff	173	2,74	0,61	2,969	0,054	-
	Contractual	3	2,12	1,23			
	Intern	8	2,34	0,38			
Depersonalization	Permanent Staff	173	1,27	0,85	0,116	0,891	-
	Contractual	3	1,40	0,80			
	Intern	8	1,15	0,65			

***:p<0,001 **p<0,01 *:p<0,05

In Table 9, T Test (Independent Samples Test) was used to find out if there is any difference between the subscales of burnout and position held. According to the test, a significant difference was found between position held and burnout. According to the results, the employees working in management positions are experiencing personal accomplishment more than the other employees. With these results, hypothesis H₇ "There is a statistically significant relationship between the model group and position held" was accepted.

Table 9: T Test Results of Subscales of Burnout According to Position Held

Subscales	Position	n	\bar{X}	s.s.	t	p
Emotional Exhaustion	Staff	157	1,54	0,77	0,246	0,803
	Manager	27	1,51	0,70		
Personal Accomplishment	Staff	157	2,64	0,62	1,073	0,000***
	Manager	27	3,13	0,44		
Depersonalization	Staff	157	1,29	0,86	3,714	0,273
	Manager	27	1,10	0,67		

***:p<0,001 **:p<0,01 *:p<0,05

In Table 10, Anova Test was used to find out if there is any difference between the subscales of burnout and years of service. According to the test, a significant difference was found between years of service and burnout. According to the results of Multiple Comparison Test (Tukey), which was done in order to find out which groups caused the differences, the employees working for 7 to 10 years are experiencing emotional exhaustion more than the employees working less than a year. With these results, hypothesis H₈ “There is a statistically significant relationship between the model group and years of service” was accepted.

Table 10: Anova Test Results of Subscales of Burnout According to Years of Service

Subscales	Years of service	n	\bar{X}	s.s.	F	p	Multiple Comparison (Tukey)
Emotional Exhaustion	Less than a year	42	1,26	0,77	2,593	0,038*	1-4
	1 – 3 years	83	1,61	0,76			
	4 – 6 years	37	1,55	0,71			
	7 – 10 years	10	2,00	0,79			
	10 years and more	12	1,58	0,55			
Personal Accomplishment	Less than a year	42	2,47	0,66	2,235	0,067	-
	1 – 3 years	83	2,80	0,58			
	4 – 6 years	37	2,77	0,62			
	7 – 10 years	10	2,86	0,51			
	10 years and more	12	2,65	0,77			
Depersonalization	Less than a year	42	1,00	0,62	1,810	0,129	-
	1 – 3 years	83	1,39	0,88			
	4 – 6 years	37	1,22	0,87			
	7 – 10 years	10	1,22	0,86			
	10 years and more	12	1,48	0,98			

***:p<0,001 **:p<0,01 *:p<0,05

In Table 11, T Test (Independent Samples Test) was used to find out if there is any difference between the subscales of burnout and job satisfaction. According to the test, a significant difference was found between job satisfaction and burnout. According to the results, while employees who aren't satisfied with their job experiences emotional exhaustion and depersonalization more than the employees who are satisfied with their job, the employees who are satisfied with their job experiences personal accomplishment more than the employees who aren't satisfied with their job. With these results, hypothesis H₉ “There is a statistically significant relationship between the model group and job satisfaction” was accepted.

Table 11: T Test Results of Subscales of Burnout According to Job Satisfaction

Subscales	Job satisfaction	n	\bar{X}	s.s.	t	p
Emotional Exhaustion	Yes	155	1,42	0,70	0,374	0,000***
	No	29	2,20	0,70		
Personal Accomplishment	Yes	155	2,77	0,64	1,556	0,003**
	No	29	2,40	0,45		
Depersonalization	Yes	155	1,13	0,79	0,035	0,000***
	No	29	2,00	0,74		

***:p<0,001 **:p<0,01 *:p<0,05

In Table 12, T Test (Independent Samples Test) was used to find out if there is any difference between the subscales of burnout and changing jobs. According to the test, a significant difference wasn't found between changing jobs and burnout. With these results, hypothesis H₁₀ "There is a statistically significant relationship between the model group and changing jobs" was denied.

Table 12: T Test Results of Employees' Answer For "If You Had a Chance, Would You Change Your Job?"

Subscales	Changing Jobs	n	\bar{X}	s.s.	t	p
Emotional Exhaustion	Yes	33	1,76	0,79	0,170	0,066
	No	151	1,49	0,74		
Personal Accomplishment	Yes	33	2,61	0,73	2,388	0,299
	No	151	2,73	0,60		
Depersonalization	Yes	33	1,35	0,73	1,352	0,534
	No	151	1,25	0,86		

***:p<0,001 **:p<0,01 *:p<0,05

Conclusion

If we need to summarize this research which aimed to understand the effects of burnout on employees' satisfaction, "burnout levels were found high" can be said. This results while showing parallel results to other researches (Karatepe, 2012; Saçlı and Çelik, 2011; Üngüren et al., 2010; Pelit and Türkmen, 2008), it also shows differences about burnout levels. The reason why employees working at hotels in Canakkale could be because of low wages and high workloads. Being located in the transit route impedes its transition to holiday tourism. Hotels usually accommodate people coming for work or for cultural tours. Since people who come for business are small scale business owners, they prefer low-priced hotels. This situation affects the big hotels opened with high hopes and as a result they try to reduce the number of employees. Therefore this situation increases workloads. Because of these, people who want to open new hotels should open appropriate hotels according to the regional needs. It is especially important that regional administrators are sensitive to this issue.

While Emotional Exhaustion was found low, depersonalization and personal accomplishment were found at middle levels. In Saçlı and Çelik's (2011) research, emotional exhaustion was found middle; depersonalization and personal accomplishment were found high. This result disagrees with this research's results. A relation was found between age, level of education, position held, years of service and working hours and burnout. The relation between level of education and burnout shows a similar result with Pelit and Türkmen's (2008) research. Also, a meaningful relation between job satisfaction and burnout was found. However Shen and Huan stated that depersonalization and emotional exhaustion has negative impact on job satisfaction. In the research a connection between gender and burnout wasn't found. However, there are research results that say the otherwise. Pelit and Türkmen (2008), identified a connection between gender and burnout. Türkmen and Artuğer (2011), stated that men experiences burnout more than women. On the contrary Kim (2008) expressed the otherwise saying women experiences burnout more than men. A connection between marital status, department, operation and burnout wasn't found. In addition a relation between burnout and changing jobs wasn't found. All these results shows us burnout has important effects on both individuals and organizations.

The most important task in eliminating burnout falls on business managers. Therefore, below advices can be given to business managers in order to lessen the effects of burnout:

- Attention should be given to the working hours of employees,
- Workloads of employees should be well defined,
- Making employees feel they are a part of business,
- While giving them job, their gender, age and personality etc. should be taken into consideration,
- While creating groups within the business, personalities of employees should be considered.

There are some limitations of the research. The main one is that the research is limited to the three, four and five star hotels in Çanakkale city center. This prevents the research from generalization. Having the research consisting of all the hotels in Çanakkale will help the generalization. Also applying the questionnaire not only employees but also managers will help to make a comparison.

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