

The Impact of Burnout Level of Employees on Intention to Leave: A research on the Hotels in Hatay

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Extensive Summary

As a concept, burnout, which is debated for the last 35 years in both psychology and organizational behavior fields, creates important impact and results in point of both individual and organizations. (Arı, Bal and Bal, 2010) Burnout fact has become a research subject which is given care by researchers with understanding its importance as a social problem. The concept defined as “job burnout” or “staff burnout” in English is defined as “tükenmişlik-tükeniş sendromu-mesleki tükenmişlik” concepts in Turkish. (Arı and Bal,2008).

Concept of Burnout was first used in Herbert Freudenberger’s an article which was published on “Journal of Social Issues” magazine in 1974. Freudenberger defined the burnout as “to fail, wear out or become exhausted by making excessive demands on energy, strength or resources” (Freudenberger, 1974, p.159). Nowadays, it is stated that most common and well accepted definition of burnout belongs to Maslach who has many articles related to this subject and whom frequently referenced with the scale she developed in this subject. (Arı, Bal and Bal, 2010; Altay and Akgül, 2010). Maslach defined burnout as “emotional exhaustion, depersonalization and reduced personal accomplishment sense which are seen in people who has intensive relationship with people as a part of their job”. (Maslach and Zimbardo, 1982: 3 transferred by Budak and Sürgevil, 2005: p.96) According to this definition burnout concept consists of three sub dimensions as emotional exhaustion, depersonalization and reduced personal accomplishment sense.

Emotional exhaustion reveals as tiredness, lack of energy, feeling emotionally worn, not behaving giver and responsible to the serviced people as much as in old days, strain and feeling hindered (Arı, Bal and Bal, 2010). This dimension is stated as the most critical and most determinative dimension of burnout in the literature (Arı and Bal, 2008) In the second dimension of burnout, depersonalization, employee exhibits cold-

hearted, careless and strict behaviors to the organization worked for and the people he/she serves (Dolgun, 2010) While emotional exhaustion is stating the internal dimension of burnout, depersonalization is stating interpersonal dimension of burnout. (Budak ve Sürgevil,2005). One's feelings and behaviors involving negativity and aggression towards other circumjacent people start tending to him/her in the dimension of reduced personal accomplishment (Dolgun,2010). The person lost his/her self confidence because of his/her excessive wear and for this reason he/she constantly experiences negativity and failure sense (Maslach, Schaufeli and Leiter, 2001 transferred by Berberoğlu and Sağlam, 2010). It is seen that sense of reduced personal accomplishment is developed in parallel to two burnout dimension more than following them (Çalgan, Yeğenoğlu and Aslan, 2009).

The subject of employee's intention to leave is an intention drawing in both industrial and organizational psychology and a good many researched subject. Rusbelt vd. (1998) defines the intention to leave as "a destructive and active action showed by employees in case of being unsatisfied with the job conditions" (Ökten, 2008: s.35).

It is necessary to make researches for decreasing employees' intention to leave in hotel businesses, and to offer solution for decreasing employees' intention to leave. Starting from this point of view, main goal of this research consisted by specifying employees' burnout level in the hotel businesses and examining their impacts on intention to leave.

In this research, information has been collected from the employees working in three, four, five star and boutique hotels in Hatay. As the research population (employees of accommodation businesses in Hatay) was wide sampling was done, as a sampling method from the non-random sampling methods, purpose sampling method alias judgment sampling method was preferred. In this sampling method a group which is believed to represent the essential mass is selected non-randomly (Kuşluyan and Kuşluyan, 2005)

In the study, relationship between the sub-dimensions of burnout and intention to leave has been specified; it is revealed that each three dimension increased the intention to leave. Research results match up with the literature findings. (Jackson & Maslach, 1982: Lazaro et al., 1984: Jackson et al., 1986, Maslach&Schaufeli, 1993, p.8: Singh et al., 1994, p. 563, Weisberg,1994, p.4). This result shows that employees' burnout level has an impact on intention to leave and supports the hypothesis.

131 men and 69 women totally 200 people joined the research. Of the employees, 109 (54,5%) people are single, 85 (42,5%) people are high school graduate, 104 (52%) people didn't have tourism training, 58 (29%) people working in three star hotels, 135 (67,5%) people are working between 1-5 years in the same businesses, 77 (38,5%) people assigned in the food and beverage department, 48 (24%) people working as waiters, 179 (89,5%) people are permanent staff and 124 (62%) people working between 5-8 hours.

When we look at the results related to burnout and intention to leave, participants' emotional exhaust and depersonalization levels are low and their personal

accomplishment levels are high. Accordingly participants' general burnout levels are low. Correspondingly it is seen that their intention to leave levels are low. Also research results show that when the emotional exhaust and depersonalization increase the intention to leave increases, when the personal accomplishment level increases intention to leave decreases.

When the research results are examined in department basis, above result supporting data is obtained. Food and Beverage department which has the highest levels of emotional exhaust (Average 2,42) and depersonalization (Average 1,90), it is understood that this department has the highest intention to leave (Average 2,54). Reasons of these results can be explained that Food and Drink department employees have long working hours, they work over-time in high season, their rest and holiday periods are short and they constantly communicate with the customers. When we look at the personal success dimension supporting this result, it is seen that Other department consisting of Human Resources, Sales Marketing, Accounting, Technique and Spa etc. has the highest personal success level. Accordingly, department which has the lowest intention to leave is Other department. This is because employees working in this department communicate less or don't communicate with the customers, they have definite working place and definite working hours and they have off day as their jobs require.

Hotels are businesses which largely benefit the human labor. Hotel administrators can prevent employee burnout by taking short the working hours, making fair wages, giving annual leaves regularly. Another way of preventing burnout is that administrators should listen their employees, take their works serious, appreciate and prize them if it is needed and listen to their problem and help them. Thus employee will see himself/herself as a valuable individual in the business, his/her motivation will increase and the risk of feeling burnout will decrease. Otherwise he/she will be alienated from his/her job and start to burnout.

Research results are seen important and beneficial from the four points of view. (1) As it is applied to the hotel businesses in which are applications are restricted about the subject, it will fill the space of relevant literature and contribute to literature, (2) it will be important as it will reveal that impact of hotel businesses employees' burnout level on the intention to leave, (3) it will light as an instrument the ways of hotel businesses who have the goals like reducing employee turnover, preventing leaving which are seen highly in tourism industry, (4) Also, it is thought that it will guide the academicians who will make research related to subject.

Consequently this research presents information about burnout levels of employees who works in Hotels (3, 4, 5 star and boutique hotels) in Hatay province and its impact on intention to leave. The research is applied in only Hatay, and its results are not generalizing the hotel staff in other provinces form the most important constraint of the research. Repeating of this research with larger participant groups and in other provinces will enrich the job burnout literature.