



The Effects of Quality of Work Life on Burnout Syndrome: A Study on Hospitality Industry

Ayşegül Acar¹

Mehmet Erkan²

Abstract

The purpose of the study is to determine whether the quality of work life of the employees of the hospitality industry is affected by Burnout Syndrome. For this reason, 410 employees who work in 65 independent enterprises awarded 4 and 5 stars, which are members of the Hotel Association of Turkey (TUROB), also a non-governmental organization, operating in the districts of Fatih, Beyoğlu, Şişli, Beşiktaş and Atatürk Airport area of the province of Istanbul, were reached by means of questionnaires and the data were then collected. As a result of the analysis on the obtained data, it was determined that there are various levels of relationship and effects between the work life quality of the hospitality industry employees and their burnout syndromes. It is also achieved that the work life qualities of the employees are moderate, and they experience the burnout in the middle level.

Keywords

Quality of work life • Burnout Syndrome • Hospitality industry

1 **Correspondence to:** Aysegul Acar (Res. Asst.). Department of Tourism Management, Safranbolu Tourism Faculty, Karabuk University, 78050 Karabük Turkey. Email: aysegulacar@karabuk.edu.tr

2 Mehmet Erkan (Prof.). Department of Tourism Management, Faculty of Economics, İstanbul University, İstanbul Turkey. Email: merkan954@gmail.com

To cite this article: Acar, A. & Erkan, M. (2018). The effects of quality of work life on burnout syndrome: A study on hospitality industry. *Journal of Tourismology*, 4(1), 35–53. <https://dx.doi.org/10.26650/jot.2018.4.1.0006>

It is evident that the quality of service provided by the hospitality industries, which are one of the tourism sub-sectors operating in the service sector, is the most important factor that they can use to make a difference in this competitive environment. The inclusion of hospitality services in a labor-intensive production process clearly recognizes the importance of the “human” factor in this sector, and the qualifying employees are considered as an important factor in increasing the quality of the service offered. In this direction, in order to achieve global competitive advantage in the service sector, they should become enterprises that can manage and direct the existing resources with the business intelligence and knowledge and can provide services with the employees who can dominate the technology, transform the inputs into meaningful and high value, which cannot be imitated (making a difference) by their competitors. Therefore, it is necessary for the enterprise to have employees who anticipate and plan the strategic management processes of the enterprise, who plan, organize, operate, coordinate, supervise, create added value and present the products and service outputs produced by these activities to customers with quality. The quality and efficiency of the service provided by the employee affect the level of interest and the satisfaction of the guest in the process from the production stage of the product to the service of the product by the employee. The satisfaction of the guests as well as the quality of the service, both directly and indirectly through the production and product services, is an important factor for the employees’ working environment and their satisfaction with their work. Because, if maximization of employee satisfaction is ensured, businesses will be able to offer more efficient and high-quality service and this result will be reflected positively on organizational performance.

Therefore, achieving high levels of productivity, especially in the hospitality industry, is directly linked to employee working conditions and form. In the literature, it is emphasized that related issues are related to organizational productivity, employee job satisfaction and quality of work life. It is thought that working life has an important place in human life, and that even a great majority of people’s daily lives are spent planning their work and business-related possibilities and activities, it is unlikely that an employee with a low level of job satisfaction will be able to achieve long-term productivity in the desired business. In addition, the quality of service provided by the employee in order to please the customers coming to the hospitality enterprise is positively related to the ability of the employee’s own business to meet their expectations. Because, in this way, job satisfaction and job satisfaction levels can be increased, and the employee can be prevented from feeling burnout. In addition to causing severe consequences for the individual, the burnout component can also cause severe consequences within the organization. In this context, the tendency of employees to burnout is regarded as a serious situation that must be prevented. In this study a questionnaire application was conducted to determine whether employees’ quality of work life has an effect on burnout syndrome in 4 and 5 star independent

and chain hotels, who are members of TUROB and operate in Fatih, Beyoğlu, Şişli and Beşiktaş districts as well as the Atatürk Airport area of Istanbul, Turkey's most popular tourist destination.

Quality of Work Life

The concept of quality of work life, in other words humanization of work (Cherns, 1975) involves the working conditions which care for not only physical needs but also for the cognitive, psychological and social needs of the employee (Schulze, 1998). There are different definitions in the literature explaining the concept of quality of work life. Serbest (2000) defines the term quality of work life as the efforts of motivating the employees to work by attaching importance to job satisfaction and the individual desires of the employees in a rational system which adopts a more contemporary administrative approach rather than the traditional methods, puts the dimensions of the staff inside the organization to the forefront, and contains a structuring process.

To give another definition, the quality of a working place is defined as the employees having the right to speak in the administration as well, creating a working environment where individual skills and knowledge are improved, giving responsibilities to the employees for the output as well, preparing suitable conditions for the employees in a way depending on perfect and clear communication and trust among the managers and the employees, informing the employees about the product information and profits, and analyzing the development emerging from the increase in the motivations of the employees (Schilesinger, 1982).

American Institute for Labour identified the main components of QWL in 1980. These components are the interests of the employees in the work and their career goals, the employers' right to have their voice in the decision-making process about the work, the promotion given to the employees in accordance with success, the trust the employees have in the administration, and an adequate salary for the employees. Besides, there are other components needed to be provided such as proper working conditions for the employees, harmony between the employees and the employer, the positive impact of the work life on the individual lives of the employees, as well as the adjustment process among the syndicate and the employers (Cascio, 1989).

QWL is a widespread concept with no clear boundaries, which has essence and order of importance, and perception and definition of which vary by people, regions and countries (Schulze, 1998). These variations may result not only from social life, ideology and goals, but also from the needs and desires of the employees. It has been argued that working and living conditions not only affect working life but also have an important place in the social domain, economic domain and private life. Job satisfaction has a significant impact on both professional and private life (Sirgy at al.,

2001). QWL has an impact on many domains such as health status, family life, social activities, financial status, education, communication and spirituality. The reason for this is that the satisfaction taking place in a part of our lives influences the satisfaction at other times due to the spillover effects (Wilensky, 1960). Therefore, QWL is of importance in terms of meeting the life standards of the individual, and that's why it occupies a significant place in the individual's life. There is a research suggesting that an individual who leads a happy working life is more productive and creative in his/her works, and accordingly he/she is more concentrated and dedicated to work.

QWL is as important for the institution as it is for an individual in professional life. The maintenance of the living and working standards is an indication of the efficiency of the institution. Working and living standards of the employees within the institution should be raised in order to efficiently maintain the sustainability of the institution, to occupy an important position in the sector where it continues to operate, and to retain this position. The concepts of happiness, independence and competence coming from the life standards of the employees should be considered as a whole and combined together. In this way, the quality and efficiency yielded from life and working standards can be increased (Auster, 1996).

Burnout Syndrome

Burnout is one of the most significant problems of today's conditions. Burnout syndrome results from the fact that individuals lose control of the management of their connections with colleagues and the environment in professional life, and as a result, the relationships are broken down. Harbert Freudenberger, who dedicated his life to organizational stress, was the first one to come up with the term in order to draw attention to the problems encountered by the workers in the service sector in the USA in 1970. Freudenberger (1974) defines the term as an emotional burnout which means that employees cannot carry out their responsibilities due to the work overload. Burnout has been the subject much research since the outbreak of the term and as there have been many changes on the definition; the definition of Maslach and Jackson (1981) has been the most well-known.

Maslach and Jackson (1981) define the term as "the emotional burnout and negativeness syndrome which emerges as a reaction to the decline and stress in the work life". Kim et al. (2007) defines burnout as a variance of stress. In brief, the term burnout is a reaction which results from work stress, and it varies in accordance with density and duration of the work (Daley, 1979). Maslach & Leiter (1997) define the term burnout as a syndrome which emerges as the decrease in the individual success of the people working in the same capacity, emotional exhaustion, and depersonalization. Later on, by simplifying the term, they handled it as an individual, chronic and emotional

stress which manifests itself in the work life (Maslach, 2003). In addition, Maslach & Jackson (1981) developed the Maslach Burnout Inventory and handled burnout in 3 dimensions indicating that it emerges from 3 different forms which are emotional exhaustion, depersonalization and lack of personal accomplishment.

Emotional Exhaustion has been considered as the start-up phase, centre and the most significant component of the burnout situation and is generally seen in the people who are employed in the professions requiring face to face communication with others as in the case of the service sector. It is rather a component related to the density of the job stress. Those who have emotional work overload and work in a busy pace, have the tendency to push their limits and are risk to become overwhelmed by the emotional requests of others in order to complete the work. As a reaction to this situation, the individuals experience emotional exhaustion. Besides, the factors including low energy, extreme fatigue, burnout and exhaustion are representatives of the dimension of emotional exhaustion. The emotionally burned-out individuals have the symptoms of encountering an accident, uneasiness, the feeling of tiredness, depression and alcohol abuse. *Depersonalization* is defined as both the uninterested and indifferent manners and attitudes of the employees towards the customers, and their negative approaches to the customers. Depersonalization is also reflected as the derogatory and insulting manners and attitudes of the employee towards the customer, discriminating and disinstantiating the people they serve, and above all ignoring and disregarding the features which ensure the quality of the service or the product (Leiter & Maslach, 2003). This is generally equated with loss of idealism towards the job and an increasing sense of withdrawal. The final burnout dimension addressed in the Maslach Scale is “lack of personal accomplishment”. It corresponds to the lack of the individual’s feeling self-sufficient and successful. It can be claimed that if the individual’s self-assessment is negative, he/she is experiencing lack of success. The employees generally have the idea that they are neither beneficial nor helpful enough to the guests they are to serve, and they feel an ever-growing feeling of inadequacy. These individuals usually blame themselves and tend to think that they are failing to make any progress in their job, that they cannot make their headways, and even that they regress. Later on, the individuals show a tendency to depression by experiencing a decrease in their self-esteem which results from the feelings of guilt, lack of affection and failure.

The empirical research has shown that burnout not only includes high cost for the individual but also leads to cost for the institution which is hard to recoup. Among the costs are the underperformances in professional life, the high turnover rate of the workforce, the decline in the quality of service, the decrease in the level of commitment to the institution, the decrease in the job satisfaction of employees, the decrease in creativity and problem-solving abilities (Halbesleben & Buckely, 2004). Strategies for coping with burnout have been put into action both on the individual

and organizational level in order to cope with these individual and organizational costs, and to deal with the matter. Some of the components helpful to deal with the burnout on the individual level are the demands regarding the job and the improvement of the vision of the employee, the training the employee gets in order to discover their entrepreneurial spirit, the level of efficiency on the individual dimension and the ability to participate in guidance groups, time management, adopting hobbies for leisure time, going on a trip in their spare time and participating in relaxation trainings, reducing the monotony of the routine of the employee and the alternation of the employing institution and the job when necessary (Buunk & Schaufeli, 1993).

The strategies to deal with the burnout on the organizational dimension are more permanent than those on the individual dimension. On the other hand, the strategies on the organizational dimension enable not only the existence of burnout to be acknowledged within the institution, but also the formation of working groups which are more enduring and knowledgeable about the strategies for coping with burnout. Some of these strategies are increasing the opportunities for the individual to decide on his/her own and to participate in the decisions made, enabling the equal distribution of hard work in order to prevent the work load which is always being accumulated on the same people, encouraging team work within the institution and increasing the commitment to the institution, providing career opportunities to the employees for continuous development, providing positive feedback to the employees within a short time, and the humanization of the working hours. In this way, the employees will be provided with job satisfaction in the long run and will consider themselves as a significant part of the institution.

Research Method

The purpose of the study is to measure the effect of work life quality on burnout syndrome for employees who work in 4 and 5 star independent chain hospitality, which operate in the districts of Fatih, Beyoğlu, Şişli, Beşiktaş and Atatürk Airport which are all located in the province of Istanbul and are members of the Hotel Association of Turkey (TUROB), a non-governmental organization. This universe has been chosen because these particular districts of Istanbul, Turkey's most popular tourist destination, show more vitality about tourism and are nourished by a heritage of history and geography. Beside this, the reason why TUROB member hotels selected for sample is that since time and cost constraints make it difficult to reach all of the hotels, the sample has been selected from TUROB member hotels by simple random sampling method. Due to this reason, surveys were sent to hotels by the way of TUROB. Through the survey technique used as a data collection tool for the study, data were gathered and analyzed from 410 employees working in a total of 65 independent chain hotels with 4 and 5 stars.

The questionnaire used in the study composes of 3 parts. In the first part, 14 questions are included in order to identify the demographic features of the participants, and 2 questions are included to determine the features of the management the sample is working for. The 16-item Quality of Work Life Scale (QWLS) is used in the second part of the study, which was developed by Sirgy et al. (2001) to measure the quality of the professional life of the workers. The statements about the quality of work life are designed according to the 5-point Likert Scale (1-Strongly Disagree; 5-Strongly Agree). The Maslach Burnout Scale, which was developed by Christina Maslach and Susan Jackson in 1981, is used in the third part of the study. The scale consists of 22 questions which involve the dimensions of “emotional exhaustion”, “depersonalization”, and “lack of personal accomplishment”. Of 22 questions, 9 items stand for emotional exhaustion, 5 for depersonalization and 8 for lack of personal accomplishment, and the items are designed as 5-point Likert Scale (1-never, 5-always).

In addition, among the research types by purpose, a descriptive research type was used. Descriptive investigations are case-finding studies that seek answers to “what” and “what is happening” (Rosenthal & Rosnow, 1991). In other words, descriptive researches are aimed at determining a situation and investigating the current situation in a given context (Knupfer & McLellan, 1996). The research model based on the research type is shown in Figure 1. In the research model, quality of work life was predicted as an independent variable and burnout syndrome was predicted as a dependent variable (emotional exhaustion, depersonalization and lack of personal accomplishment).

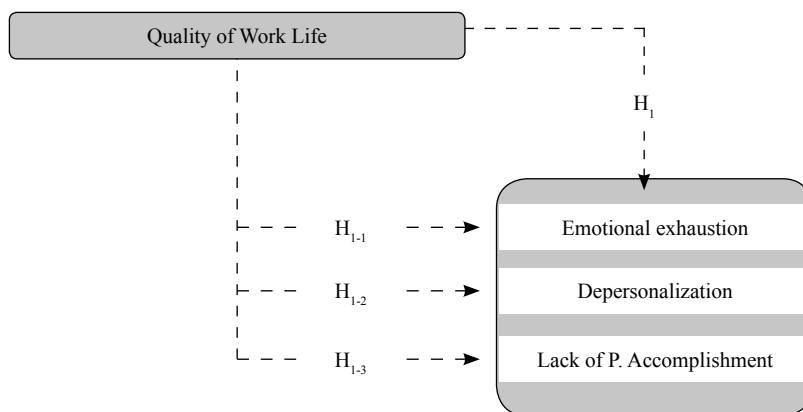


Figure 1. The research model.

A variety of hypotheses were developed in order to reach the goal of the study. These hypotheses are:

- (i) H_1 : The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the burnout syndrome.

- (ii) H_{1-1} : The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of emotional exhaustion, which is a sub-dimension of the burnout syndrome.
- (iii) H_{1-2} : The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of depersonalization, which is a sub-dimension of the burnout syndrome.
- (iv) H_{1-3} : The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, positively affects the dimension of the lack of personal accomplishment, which is a sub-dimension of the burnout syndrome.

The data obtained at the end of the study are analyzed by using the packet software “SPSS 20 for Windows”. Within this framework, in the first part, frequency analysis has been conducted to determine the demographic features of the participants. In the second part of the study, values of skewness and kurtosis were examined to determine whether the data are normally distributed or not. And since these values were not between -1.50 and +1.50, it was determined that the data did not show a normal distribution (Tabachnick & Fidell, 2013). Beside this, depending on the test of normality result ($p < 0,05$) Spearman’s Rho correlation test is conducted, which is a nonparametric test, in order to determine the relationships among the variables. In this context, Spearman (1910) qualified the correlations among the variables as “very weak” for the correlation coefficients ranging from 0.00-0.25; “weak” for 0.26-0.49; “moderate” for 0.50-0.69; “strong” for 0.70-0.89; and “very strong” for 0.90-1.00. Spearman’s rho correlation has correlation coefficients ranging between -1 and +1 like Person correlation. When the correlation coefficient is close to +1, there is a strong correlation; when the correlation coefficient is close to -1, there is a weak correlation among the variables. In the final part of the study, regression analysis has been used in order to determine the impact among the variables.

Reliability and Validity Analysis

The reliability analysis of the work life quality of hospitality industry employees, working in the 4 and 5-star hotels operating on the European side of Istanbul, and the burnout syndrome inventory are presented on Table 1.

Table 1
Findings of the Reliability Analysis

	Number of Questions	Reliability coefficient (α)
Quality of Work Life	16	0,885
Burnout Syndrome	22	0,817
Emotional Exhaustion	9	0,901
Depersonalization	5	0,788
Lack of Personal Accomplishment	8	0,873

According to the results of the analysis on Table1, the reliability results of the scales used in order to determine the effect of the quality of work life of hospitality industry employees, working in the 4 and 5-star hotels operating on the European side of Istanbul, on the burnout syndrome showed that the scales are reliable. In this context, the reliability coefficient of the quality of work life is $\alpha = 0.885$ (high reliability). The reliability coefficient of the burnout syndrome (emotional exhaustion $\alpha = 0.901$, depersonalization $\alpha = 0.788$, and lack of personal accomplishment $\alpha = 0.873$) is $\alpha = 0.817$ (high reliability). Since the reliability of the scale is over $\alpha = 0.70$ according to the Cronbach's Alpha coefficients (Cronbach, 1951) it can be claimed that these scales are reliable.

Research Findings and Interpretation

The descriptive information of the sample and the distribution of the findings regarding the hospitality industry they work for are provided in Table2.

Table 2

The Distribution of the Participants according to their Demographic Features and Conditions in the Hospitality Industry

Sex	f	%	Marital status	f	%
Female	227	55,4	Married	158	38,5
Male	183	44,6	Single	252	61,5
Age	f	%	Children	f	%
18-25 Age	125	30,5	Yes	118	28,8
26-35 Age	186	45,4	No	292	71,2
36-45 Age	85	20,7	Educational Status	f	%
45 Age +	14	3,4	Primary School	16	3,9
Tourism Education Status	f	%	High School	75	18,3
Yes	311	75,9	Associate Degree	91	22,2
No	99	24,1	Under Graduate and Master's Degree	228	55,6
Status	f	%	Department	f	%
Qualified Employee	275	67,1	Restaurant and Bar	84	20,5
Manager	135	32,9	Kitchen	78	19,0
Period of Service in the Sector	f	%	Housekeeping	43	10,5
Less than 1 year	21	5,1	Front Office	111	27,1
1-4 Year	115	28,0	Other	94	22,9
5-10 Year	177	43,2	Period of Service in the Business	f	%
11 Years and Older	97	23,7	Less than 1 year	119	29,0
Weekly working days	f	%	1-4 Year	226	55,1
Less than 6 days	341	83,2	5-10 Year	55	13,4
7 Days	69	16,8	11 Years and Older	10	2,4
Daily working hour(s)	f	%	Monthly Income	f	%
Less than 9 hours	291	71,0	Less than £ 1000	15	3,6
10 hours and above	119	29,0	£ 1001-2500	284	69,2
Additional Revenue Opportunities	f	%	£ 2501-4000	90	21,9
Yes	201	49,0	£ 4001 and above	21	5,1
No	209	51,0	Business Class	f	%
Business Type	f	%	4 Star	242	59,0
Chain Hotel	220	53,7	5 Star	168	41,0
Independent Hotel	190	46,3	General Total	410	100

Of the persons participating in the survey according to Table 2, 55.42% are women and 61.5% are single. Among the participants, 45.4% are between the ages of 18-25 and 71.2% do not have child. 55, 6% have undergraduate and postgraduate education and 75,9% have received tourism education. 67.1% of them are qualified employees and 27.1% work in the front desk department. 55, 1% works in the enterprise for 1-4 years and the monthly income of 69, 2% is between TL 1001 and TL 2500. 51% have the opportunity to earn additional income, 59% work in 4 star hotels and 53.7% work in chain hotels.

The following table shows the frequency distributions, mean value, and standard deviation values of answers given by the participants in terms of their working life quality.

Table3
Findings Related to Working Life Quality

Questions	Frequency level					\bar{X}	s.s.
	(1)	(2)	(3)	(4)	(5)		
I feel physically safe in my workplace (n=410).	13	65	26	196	110	3,72	1,10
	3,2	15,9	6,3	47,8	26,8		
My work provides me with health insurance (n=410)	10	35	12	224	129	4,04	0,95
	2,4	8,5	2,9	54,6	31,5		
I do my best to stay healthy and fit (n=410).	12	22	35	130	211	4,23	1,01
	2,9	5,4	8,5	31,7	51,5		
I am satisfied with the salary I get paid for the work I did (n=410).	75	163	28	120	24	2,64	1,23
	18,3	39,8	6,8	29,3	5,9		
I think my work in this workplace is guaranteed throughout my life (n=410).	101	184	48	60	17	2,28	1,11
	24,6	44,9	11,7	14,6	4,1		
My job offers good opportunities for my family (n=410).	91	165	37	101	16	2,47	1,19
	22,2	40,2	9,0	24,6	3,9		
I have good friends in my workplace (n=410).	29	62	45	203	71	3,54	1,15
	7,1	15,1	11,0	49,5	17,3		
I can find enough time to spare for other things in life outside of work (n=410).	52	108	34	183	33	3,09	1,23
	12,7	26,3	8,3	44,6	8,0		
I think I am appreciated in my job at this enterprise (n=410).	27	58	40	203	82	3,62	1,14
	6,6	14,1	9,8	49,5	20		
The people and / or colleagues at this workplace perceive and respect me as a professional and expert in the field (n=410).	20	57	36	164	133	3,81	1,17
	4,9	13,9	8,8	40	32,4		
I think that my work allows me to realize my potential (n=410).	35	88	44	164	79	3,40	1,25
	8,5	21,5	10,7	40	19,3		
I think that I am realizing my potential as an expert in my work branch (n=410).	8	39	32	178	153	4,04	1,03
	2,0	9,5	7,8	43,4	37,3		
I constantly think that I have learned new things that will help make my job better (n=410).	18	88	27	218	59	3,51	1,10
	4,4	21,5	6,6	53,2	14,4		
My job allows me to strengthen my professional skills (n=410).	14	107	34	189	66	3,45	1,14
	3,4	26,1	8,3	46,1	16,1		
My work has many aspects, including creativity (n=410).	15	109	53	171	62	3,38	1,13
	3,7	26,6	12,7	41,7	15,1		
My work helps to improve my creativity outside of work (n=410).	30	124	46	159	51	3,18	1,20
	7,3	30,2	11,2	38,8	12,4		

According to Table 3, the participants had fulfilled the requirements to stay healthy and fit with $\bar{X} = 4,234$ average value and they stated that the work they were doing provided them with health insurance with $\bar{X} = 4,041$ average value. The participants also stated that they feel safe in their enterprises with an average value of $\bar{X} = 3.79$ but they do not feel themselves assured to work all throughout their lives with an average value of $\bar{X} = 2.287$. Participants with an average value of $\bar{X} = 4,046$ seem to have realized their potential as an expert in their own line of business and, with an average value of $\bar{X} = 3,812$, the people at work and colleagues perceive themselves as professional and expert in the field. Again, with an average value of $\bar{X} = 3,622$, it is important for the participants stated that they are appreciated about their job in their workplaces and they are constantly learning new things that will help them do their jobs better with an average value of $\bar{X} = 3,517$. But they also pointed out that there was an ambiguity about the fact that it helps to develop creativity outside of work with an average value of $\bar{X} = 3,18$.

Findings about Burnout Syndrome

Table 4 shows the mean value, standard deviations, and levels of participation in expressing the dimension of emotional exhaustion, the subscale of burnout syndrome.

According to Table 4, participants with an average value of $\bar{X} = 3,075$ seem to think of working too hard in their work from time to time and say that working directly with people with an average value of $\bar{X} = 3,092$ sometimes causes them too

Table 4
Findings Related to Emotional Exhaustion Dimension

Questions	Frequency level					\bar{X}	s.s.
	(1)	(2)	(3)	(4)	(5)		
I feel like I'm getting alienated from my job.	70	133	144	53	10	2,51	0,99
	17,1	32,4	35,1	12,9	2,4		
I feel exhausted at the end of the work day.	67	120	120	86	17	2,67	1,10
	16,3	29,3	29,3	21,0	4,1		
When I get up in the morning, I feel like I cannot do this one more day.	130	137	90	39	14	2,19	1,09
	31,7	33,4	22,0	9,5	3,4		
It's really hard for me to deal with people all day.	30	86	132	116	46	3,15	1,10
	7,3	21,0	32,2	28,3	11,2		
I feel a sense of dread for my job	85	125	122	55	23	2,52	1,12
	20,7	30,5	29,8	13,4	6,5		
I feel that my work restricts me.	51	108	99	114	38	2,95	1,18
	12,4	26,3	24,1	27,8	9,3		
I think I work a lot in my job.	59	82	108	91	70	3,07	1,29
	14,4	20,0	26,3	22,2	17,1		
Working directly with people is causing me a lot of stress.	46	61	160	95	48	3,09	1,13
	11,2	14,9	39,0	23,2	11,7		
I feel like I'm at the end of the road.	141	154	71	38	6	2,05	1,00
	34,4	37,6	17,3	9,3	1,5		

Table 5
Findings Related to The Expression of Depersonalization Dimension

Questions	Frequency level					\bar{X}	s.s.
	(1)	(2)	(3)	(4)	(5)		
I feel as if I have been pretending that some people I meet as required by my job, are not human.	140 34,1	154 37,6	74 18,0	32 7,8	10 2,4	2,06	1,02
Ever since I started working in this business, I have become harsh with other people	114 27,8	168 41,0	78 19,0	41 10,0	9 2,2	2,17	1,01
I am worried that this job is turning me into a harder person.	131 32,0	159 38,8	80 19,5	31 7,6	9 2,2	2,09	1,00
I do not care about what happens to the people I meet as required by my job.	107 26,1	100 24,4	109 26,6	53 12,9	41 10	2,56	1,27
I feel that the people I meet as required by my job blame me for some of their problems	103 25,1	100 24,4	100 24,4	37 9,0	70 17,1	2,68	1,38

much stress. Participants have a feeling of dread for their jobs from time to time with an average value of \bar{X} =2,526 and sometimes think that they are limiting themselves with their jobs with an average value of \bar{X} =2,951.

Table 5 gives the mean value, standard deviations, and levels of participation of the participants in their statements about the dimension of the depersonalization, which is the subscale of the burnout syndrome.

As seen in Table 5, the participants sometimes found themselves blamed for some problems of the people they met at work with \bar{X} = 2,685 average value and that they sometimes did not care about what happens to the people they met at work with the average value of \bar{X} =2,563. Along with that \bar{X} = of 2,068 average value, they

Table 6
Findings Related to the Expression of Lack of Personal Accomplishment Dimension

Questions	Frequency level					\bar{X}	s.s.
	(1)	(2)	(3)	(4)	(5)		
As required by my job, I can easily understand what people feel like.	130 31,7	137 33,4	90 22,0	39 9,5	14 3,4	3,0	0,94
I solve the problems of the people I meet in the most appropriate way.	22 5,4	18 4,4	51 12,4	191 46,6	128 31,2	3,9	1,04
I think that I have positively affected people's lives by doing my job.	114 27,8	168 41,0	78 19,0	41 10,0	9 2,2	3,3	1,20
I feel full of energy.	32 7,8	57 13,9	81 19,8	143 34,9	97 23,7	3,5	1,21
I can easily create a comfortable environment with people I work with	19 4,6	26 6,3	64 15,6	133 32,4	168 41,0	3,9	1,11
When I genuinely care for people, I feel alive.	34 8,3	42 10,2	95 23,2	152 37,1	87 21,2	3,5	1,17
I've done a lot of remarkable things in my job.	6 1,5	14 3,4	46 11,2	16,5 40,2	179 43,7	4,2	0,87
I approach emotional problems in my job with cold blooded.	20 4,9	27 6,6	84 20,5	105 25,6	174 42,4	3,9	1,15

very rarely behave with some people as if they were not human, and with $\bar{X} = 2,092$ average value the participants think that their job toughens them albeit very rarely.

Table 6 gives mean value, standard deviations, and levels of participation of the respondents who expressed the lack of personal accomplishment, the subscale of burnout syndrome.

As seen in Table 6, it can be said that the participants with an average value of $\bar{X} = 4,212$, often do a lot of work, and the participants with an average value of $\bar{X} = 3,941$, often approach emotional problems in their work with cold blooded. They also stated that with an average value of $\bar{X} = 3,917$, it is often very easy to understand how people, whom they meet as required by their jobs, feel and with an average value of $\bar{X} = 3,939$, they often solved the problems of people, whom they meet as required by their jobs, in the most appropriate manner. In addition to this, it can be said that because of the work done with an average value of $\bar{X} = 3,348$ people sometimes influence their lives positively.

Table 7 gives the mean value, standard deviations of answers given by participants to their expressions for quality of working life, burnout syndrome and sub-dimensions.

Table 7
Scores of Sample Scales

	N	\bar{X}	SD
Working Life Quality	410	3,408	0,705
Burnout Syndrome	410	2,693	0,836
Emotional Exhaustion	410	2,317	0,848
Depersonalization	410	3,800	0,797
Lack of Personal Accomplishment	410	3,010	0,508

As seen in Table 7, it can be stated that the participants' working life qualities are moderate ($\bar{X} = 3,408$) and when burnout levels are examined ($\bar{X} = 2,693$), it can be stated that it shows relatively less burnout. However, it is seen that the emotional exhaustion levels of the participants ($\bar{X} = 2,317$) are low, the depersonalization levels ($\bar{X} = 3,800$) and lack of personal accomplishment levels ($\bar{X} = 3,010$) are in the middle level.

Table 8
The Relationship between Quality of Work Life and the Burnout Syndrome and its Sub-Dimensions

Spearman's rho Korelasyon	Burnout Syndrome	Emotional Exhaustion	Depersonalization	Lack of Personal Accomplishment
Quality of Work Life	r	-0,525**	-0,682**	-0,584**
	p	0,000	0,000	0,000

* $p < 0,05$

The results of the correlation analysis regarding the quality of work life and the burnout syndrome and its sub-dimensions are provided in Table 8. According to the results, there is moderate negative correlation between quality of work life and the burnout syndrome

($r=-0.525$). There is a moderate negative correlation between quality of work life and emotional exhaustion, a sub-dimension of the burnout syndrome ($r=-0.682$). There is a moderate negative correlation between quality of work life and depersonalization, a sub-dimension of the burnout syndrome ($r=-0.584$). Prognosticative, a moderate positive correlation is found between quality of work life and the lack of personal accomplishment, a sub-dimension of the burnout syndrome ($r=0.491$).

Findings Regarding to the Effect of Work Life Quality on Burnout Syndrome and Subscales

Table 9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,744 ^a	,554	,549	,47374

The results in Table 9 show that the correlation is 74,4%, the coefficient of determination is 55,4%, and the corrected determination coefficient is 54,9. According to regression model, independent variables (Burn out syndrome and its subdimensions) accounted for 54,5 % of the dependent variable of the study (Quality of Work Life)

Table 10
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112,71	4	28,178	125,553	,000 ^b
	Residual	90,90	405	,224		
	Total	203,61	409			

Table 10 is an “F” test. The F value is 125.5, and the level of significance of the model as a whole is 0,000. As a result of the analysis, which takes the F value and level of significance into account, a significant relationship between “working quality of life” and “subscale of burnout syndrome, emotional exhaustion, depersonalization and lack of personal accomplishment “ is determined. It can be concluded that a significant regression equation was found ($F(4,405)=125,55, p<.000$), with an R^2 of, 554. According to the analysis results, the regression seems to be reliable.

Table 11
Coefficients

	B	Std. Error	Beta	t	Sig.
(Constant)	4,024	,160		25,150	,000
Burnout Syndrome	-1,614	,316	-1,163	-1,163	,000
Emotional Exhaustion	-0,216	,149	-0,226	-1,447	,000
Depersonalization	-0,293	,082	-0,356	-3,579	,000
Lack of personal accomplishment	,787	,099	,890	7,971	,000

As can be seen from Table 11, the constant coefficient was 4,024, the t-value was 25,15 and the constant value was found to be statistically significant at $p < ,05$ level.

The coefficient of the burnout syndrome variable from independent variables is -1,61, the value of t is -1,163, the coefficient of emotional exhaustion variable is -0,216, the value of t is -1,44, the coefficient of the depersonalization variable is -0,293, the value of t is -0,358 and finally the coefficient of the lack of personal accomplishment variable is 0,787, t value was determined as 7,971. This means that the relationship between the four variables and the Quality of Work Life was statistically significant at the level of $p < 0.05$.

The R^2 value indicates how the independent variable can be explained by the dependent variable. The R^2 value is ensued as 554. As the result of the analysis the existence of a relationship between quality of work life, which is accepted as dependent variable and emotional exhaustion, depersonalization, and lack of personal accomplishment, is understood. The Beta coefficient of the burnout syndrome variable is -1,163, indicating a negative relationship between them. Again, the -0,226 Beta coefficient of the emotional exhaustion dimension and the Beta coefficient -0,356 subtest of the depersonalization sub-dimension show a negative relationship between them but the Beta coefficient value of the lack of personal accomplishment subscale are 0.890, indicating a positive relationship between them.

Within the scope of the analysis, the findings of the research and the acceptance or rejection of the hypotheses are presented in Table 12.

Table 12
The Acceptance or Rejection of the Hypotheses

H_1 : The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the burnout syndrome	Acceptance
$H_{1,1}$: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of emotional exhaustion, which is a sub-dimension of the burnout syndrome	Acceptance
$H_{1,2}$: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of depersonalization, which is a sub-dimension of the burnout syndrome.	Acceptance
$H_{1,3}$: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, positively affects the dimension of the lack of personal accomplishment, which is a sub-dimension of the burnout syndrome.	Acceptance

Conclusions and Recommendations

In this study where the effect of burnout syndrome on quality of work life was investigated, it is observed that 55.4% of the participants were women, 62% were single, 45% were in the age range of 18-25, 55% of the participants had undergraduate and graduate education and 76% of them are employees with tourism education. Again, it was determined that 27.1% of the employees were working in the front office department, 69.2% of the monthly income was between 1001 TL and 2500 TL, 59% of them working in 4 star hotels and 53.7% working in chain hotels.

In the scope of the study, it was determined that the participants who participated in the research felt that they felt safe in their working life, that the work they were doing provided them with health insurance and that they thought that they fulfilled what they had to do in order to stay healthy and fit. In addition, it was determined that participants were not satisfied with the income they are paid for the work they are doing and their jobs at the workplace do not make them feel assured throughout their lifetimes and do not offer good opportunities for their family members. As a result of the study conducted by the researcher Demir (2011) on hospitality employees, the primary factor affecting employees' quality of work life perceptions coincides with job security provided to the employees by the enterprises.

The participants also expressed that they are appreciated for their job and people and their colleagues at the workplace perceive and respect themselves as professionals and experts in the field. Participants also noted that they thought they were realizing their potential as experts in their own line of business and that they constantly learned new things that would help them do their jobs better. In the research done by Tuncer (2012), the fair and adequate levels of income offered to employees and the opportunity given to improve their skills and abilities are also effective in the employee's perception of working conditions and in the employee's decision to leave or stay in their profession.

Given the answers given by participants to burnout syndrome, it can be said that employees sometimes feel alienated from work and feel exhausted at the end of the work day. Participants rarely think that they will not be able to do their job when they wake up in the morning. Participants sometimes seem to think that dealing with people all day long wears them out, causes them to dread their jobs, to limit themselves, and that they sometimes work too hard. Many participants were dissatisfied with their salary and an equal majority felt that they were not rewarded sufficiently for the amount of work they put in. As these negative feelings contribute to the experience of burnout, it is important that they be taken seriously. It can also be said that working directly with people may sometimes cause too much stress. Kozak's study "A Study on the Burnout Situations of Women Working in the Accommodation Sector in Turkey" (2001) shows that the uncertainty of the future in the sector, the uncertainty of a career, heavy work pace, the attitude of the higher authorities towards employees and the exhaustion of the employees due to their social roles result in burnout emotions.

When the results are evaluated in general terms, it can be stated that the participants' quality of working life is moderate ($\bar{X}=3.408$) and burnout levels are relatively low when their burnout levels are investigated. ($\bar{X}=2.693$). However, it is seen that the emotional exhaustion levels of the participants ($\bar{X}=2,317$) are low, the depersonalization levels ($\bar{X}=3,800$) and lack of personal accomplishment levels ($\bar{X}=3,010$) are in the middle level. When other studies done in the literature were examined, Özgen (2007) was

asked to measure the level of burnout in the catering service of Izmir Adnan Menderes airport using Maslach Burnout Questionnaire and consequently it was concluded that the burnout levels of the employees were low. Again, Tepeci and Bildir (2003) made a study called “Burnout Syndrome at Hotel Employees” in Antalya region by using “Maslach Burnout Inventory”. The results revealed that hotel employees had a low level of burnout, and also found that burnout affected employee job satisfaction.

As a result of examining the relationship between quality of work life and burnout syndrome and its subscales emotional exhaustion, depersonalization and lack of personal accomplishment dimensions, it was determined the relationship between work quality of life and burnout syndrome was found to be negatively moderate ($r = -0.525$) and the subscale of burnout syndrome (emotional exhaustion) as a negative moderate level ($r = -0.682$) and a negative moderate relationship ($r = -0.584$) between the dimension of depersonalization.

Past research has suggested that employees on nonstandard schedules and excessive workload experience more burnout than those working on standard schedules and standard level workload (Jamal 2004). Other research has found that employees working in bad working conditions such as nonstandard shifts have more difficulties adjusting their professional life to their family and social life, as well as other personal responsibilities. Because of this, employees working in bad working conditions experience significantly higher levels of emotional exhaustion than others (Barton, 1994; Staines & Pleck, 1984, 1986). However, there was a positive moderate ($r = 0.491$) relationship between the expected quality of life and the lack of personal accomplishment, the subscale of burnout syndrome. The research done by Tepeci & Bildir (2003) is consistent with the results of this study in that the employees’ values do not depend on the values of the employee’s incompatibility or organization, the excessive workload, the employee does not have the opportunity to make choices and decision-making increases emotional exhaustion and depersonalization. Tepeci and Bildir (2003) used the “Task Burnout Inventory” in order to measure the burnout level of the employees in the Antalya region, in their study called “Burnout Syndrome at Hotel Employees”. As the result, they found that hotel employees had low levels of burnout. They also found that burnout, which is caused by working life conditions such as the salary paid by the organization in return of their work, affects employee job satisfaction.

Workers with a high quality of work life have high job satisfaction and high levels of commitment to their organizations because their organizations value and appreciate them and reward their success. The employees who are appreciated for their success and who feel important to their organizations tend to be constantly more successful; they tend to work towards the interests of their organizations efficiently in order to increase the level of success and not to cause embarrassment to the

organization. However, according to the results of the analysis, this study brings two questions together. Firstly, the employees we surveyed must have experienced problems in their perception of the questions and failed to provide valid answers. Secondly, the employees of the hospitality industry surveyed tend to be unsuccessful even though they are appreciated by the managers or other employees, in the face of the success they have achieved within the institution; they may not want to put their employers and managers in wait for another successful activity after every successful activity, and they may want managers to lower their expectations.

The quality of work life reflects not only the level of satisfaction of employees in their professional and social life, but is also an important indicator of organizational productivity. Because, if an organization operating in the service sector, with a main source of people, wants to maximize its organizational productivity, the satisfaction or dissatisfaction of the employee is of great importance at this point. Employees' satisfaction or dissatisfaction with their job directly affects their individual performance and can cause the quality of work to be affected in this process either positively or negatively. In this respect, it is especially necessary for enterprises operating in the service sector to be aware of the value and importance of the workforce and to consider these factors in the strategic decision-making processes for their businesses. We hope that this literature and application study related to the study of the quality of professional life and burnout syndrome will be a reference for future studies and will provide a perspective on the applied literature for the sector.

References

- Auster, C. J. (1996). *The sociology of work, concepts and cases*. London: Pine Forpe Press.
- Barton, J. (1994). Choosing to work at night: A moderating influence on individual tolerance to shift work. *Journal of Applied Psychology*, 79, 449–454.
- Buunk, B. P. & Schaufeli, W. B. (1993). Burnout: Perspective from social comparison theory. In W. B. Schaufeli, C. Maslach, & T. Marek (Eds.), *Professional burnout: Recent developments in theory and research* (pp. 53–69). Washington, DC: Taylor & Francis.
- Cascio, W. F. (1989). *Managing human resources: Productivity, quality of work life, profits*. New York, USA: McGraw-Hill Series.
- Cherns, A. (1975). Perspectives on the Quality of Working Life. *Journal of Occupational and Organizational Psychology*, 48(3), 155–167.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16, 297–334.
- Demir, M. (2011). İş görenlerin çalışma yaşamı kalitesi algılamalarının işte kalma niyeti ve işe devamsızlık ile ilişkisi, *Ege Akademik Bakış*, 11(3), 453–464.
- Freudenberger, H. J. (1974). Staff burnout. *Journal of Social Issues*, 30, 159–165.
- Halbesleben, J. R. B. & Buckley, M. R. (2004). Attribution and burnout: Explicating the role of individual factors in the outcomes of burnout. In M. Martinko (Eds.), *Attribution theory in the organizational sciences: Theoretical and empirical contributions*. Greenwich, CT: Information Age Publishing.

- Jackson, S. E., Schwab, R. L. & Schuler, R. S. (1986). Towards an understanding of the burn-out phenomenon. *Journal of Applied Psychology*, 71, 630–640.
- Jamal, M. (2004). Burnout, stress and health of employees on nonstandard work schedules: A study of Canadian workers. *Stress and Health*, 20(3), 113–119.
- Kim, H. J., Shin, K. H. & Umbreit, W. T. (2007). Hotel job burnout: The role of personality characteristics. *Hospitality Management*, 26, 421–434.
- Knupfer, N. N. & McLellan, H. (1996). Descriptive research methodologies. *Handbook of Research for Educational Communications and Technology*, 1196–1212.
- Kozak, M. (2001). Türkiye’de konaklama sektörü ve çalışan kadınların tükenmişlik durumları üzerine bir araştırma. *Gazi Üniversitesi Turizm Akademik Dergisi*, 2, 11–12.
- Leiter, M. P. & Maslach, C. (2003). Areas of worklife: A structured approach to organizational predictors of job burnout. In *Emotional and physiological processes and positive intervention strategies* (pp. 91-134). Emerald Publishing, Bingley, Eng. DOI: [https://dx.doi.org/10.1016/S1479-3555\(03\)03003-8](https://dx.doi.org/10.1016/S1479-3555(03)03003-8)
- Maslach, C. & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2(2), 99–113.
- Maslach, C. & Leiter, M. P. (1997). *The truth about burnout*. San Francisco: Jossey-Bass.
- Maslach, C. (2003). Job burn out: New directions in research and intervention. *Current Directions in Psychological Science*, 12(5), 189–192.
- Özgen, I. (2007, Mayıs). *Yiyecek-içecek işletmeleri çalışanlarında tükenmişlik sendromu: İzmir Adnan Menderes Havalimanı örneği* (s. 116–124). I. Ulusal Gastronomi Sempozyumu ve Sanatsal Etkinlikler, Antalya.
- Rosenthal, R. & Rosnow, R. L. (1991). *Essentials of behavioral research: Methods and data analysis*. McGraw-Hill Humanities Social.
- Schlesinger, L. A. (1982). *Quality of work life and the supervisor*. USA: Praeger Publishers.
- Schulze, N. (1998, Mayıs). *Yaşam kalitesini yükselten temel unsur olarak işin insanillaştırılması*. 6. Ergonomi Kongresi, MPM Yayınları, Ankara.
- Serbest, F. (2000). İş yaşamı niteliği. *Verimlilik Dergisi*, 2, 27–40.
- Sirgy, M. J., Efraty, D., Siegel, P. & Lee, D. (2001). A new measure of quality of work life: Based on need satisfaction and spillover theories. *Social Indicators Research*, 55, 241–302.
- Spearman, C.E. (1910). Correlation calculated from faulty data. *British Journal of Psychology*, 3, 271–295.
- Staines, G. L., & Pleck, J. H. (1984). Nonstandard work schedules and family life. *Journal of Applied Psychology*, 69, 515–523.
- Staines, G. L., & Pleck, J. H. (1986). Work schedule flexibility and family life. *Journal of Occupational Behavior*, 7, 147–153.
- Tabachnick, B. G. & Fidell, L. S. (2013). *Using multivariate statistics*. Boston: Pearson.
- Tepeci, M. & Bildir, K. (2003). *Otel çalışanlarında tükenmişlik sendromu* (s. 960-971). 11. Ulusal Yönetim ve Organizasyon Kongresi, Afyon.
- Tuncer, M. & Yeşiltaş, M. (2013). Çalışma yaşam kalitesinin otel işletmesi çalışanları üzerindeki etkileri. *İşletme Araştırmaları Dergisi*, 5(1), 57–78.
- Wilensky, H. (1960). Work, careers, and social integration. *International Social Science Journal*, 12, 543–560.