BEYKENT ÜNİVERSİTESİ SOSYAL BİLİMLER DERGİSİ
CİLT SAYI:13/1 DOI: 10.18221/bujss.718383
www.dergipark.gov.tr

THE MEDIATOR ROLE OF SOCIAL SUPPORT AMID WORK-LIFE BALANCE AND BURNOUT OF EMPLOYEES' IN THE CONTEXT OF CORONAVIRUS PANDEMIC PRECAUTIONS AND SOCIAL ISOLATION *

Türker TUĞSAL**

ABSTRACT

The aim of this research is investigating the effects of social support and work-life balance on em-ployees' burnout in the context of coronavirus pandemic precautions and social isolation. The sample of the research consists of 422 participants in education, health, public, IT, retailing, service, com-merce, tourism, transportation, industry and logistics sectors. The contribution of the research is ex-ploring the relationship between burnout, social support and work-life balance. Findings of the re-search demon-strate that social support has an effect on work-life balance and also has partially mediat-ing effect amid work-life balance and burnout. Observations suggest that burnout levels of women employees are extensive than men employees. To conclude; work-life balance, social support and burnout group levels differ according to gender whilst no significant difference among work-life bal-ance, social support and burnout group levels according to marital status. As for changes in work life, salary and family life due to COVID-19 outbreak precautions, hypotheses are partly accepted.

Keywords: *COVID-19, Coronavirus, Work-Life Balance, Burnout, Social Support, Mediating Effect, Social Isolation.*

* Makale Gönderim tarihi: 11-04-2020 ; Makale Kabul Tarihi: 27-05-2020
DOI: 10.18221/bujss.718383
* This research is dedicated to all laborers serving during the pandemic, especially altruistic and heroic health laborers.
**turkertugsal@beykent.edu.tr, Assist. Prof. Dr., Beykent University, Faculty of Economics and Administrative Scienc-es, Department of Capital Mar-kets and Portfolio Management, ORCID ID: 0000-0002-7585-4989

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KORONAVİRÜS PANDEMİK ÖNLEMLERİ VE SOSYAL İZOLASYON BAĞLAMINDA ÇALIŞANLARIN İŞ-YAŞAM DENGESİ VE TÜKENMİŞLİKLERİ ARASINDA SOSYAL DESTEĞİN ARACILIK ETKİSİ*

Türker TUĞSAL**

ÖZ

Araştırmanın amacı, koronavirüs pandemi önlemleri ve sosyal izolasyon bağlamında sosyal destek ve iş-yaşam dengesinin çalışanların tükenmişliği üzerindeki etkilerini araştırmaktır. Araştırmanın örneklemini eğitim, sağlık, kamu, bilişim, perakende, hizmet, ticaret, turizm, ulaştırma, sanayi ve lojis-tik sektörlerinde 422 katılımcı oluşturmaktadır. Teorik çerçeve doğrultusunda regresyon analizi ve t-testi uygulanmıştır. Araştırmanın literatüre katkısı iş-yaşam dengesi, sosyal destek ve tükenmişlik arasındaki ilişkiyi araştırmaktadır. Araştırmanın bulguları, sosyal desteğin iş-yaşam dengesi üzerinde bir etkiye sahip olduğunu ve iş-yaşam dengesi ile tükenmişlik arasında kısmen aracılık etkisi olduğunu göstermektedir. Bulgular, kadın çalışanların tükenmişlik düzeylerinin erkek çalışanlardan daha fazla olduğunu göstermektedir. Sonuç olarak, iş-yaşam dengesi, sosyal detek ve tükenmişlik grup düzeyleri cinsiyete göre farklılık gösterirken, medeni duruma göre anlamlı bir fark yoktur. COVID-19 salgın önlemlerine bağlı olarak çalışma hayatı, maaş ve aile yaşamındaki değişikliklerle ilgili hipotezler kısmen kabul edilmiştir.

Anahtar Kelimeler: *COVID-19, Koronavirüs, İş-Yaşam Dengesi, Tükenmişlik, Sosyal Destek, Aracılık Etkisi, Sosyal İzolasyon.*

1. Introduction

Epidemic diseases experienced in the past decades have had different effects on people. Alt-hough the most important of these effects is human health; economy, education, work life, quality of life, work-life balance and human psychology can also be affected. Spanish Flu, Asian Flu, Hong Kong Flu and AIDS had marked the history in the 20th century. At the beginning of the 21st century in 2003, SARS-CoV caused an outbreak of the disease in mainland China and Hong Kong. The first influenza pandemic occurred in 2009–2010 and was caused by an influenza A (H1N1) swine flu vi-rus. In 2012, MERS-CoV led to an outbreak starting with Saudi Arabia and the United Arab Emirates and spread to Middle East. Afterwards, between 2014-2016 West African Ebola epidemic occurred. While Ebola was continuing, in 2015 Zika virus epidemic existed in South America. Today in 2020, COVID-19 (coronavirus) became a household name all over the world (WHO).

COVID-19 was first launched in the Wuhan Province of China in late December. It is a virus identified on January 13, 2020 as a result of researches conducted in a group of patients with respira-tory symptoms such as fever, cough, shortness of breath (T. C. Sağlık Bakanlığı, 2020).

According to WHO although people who have the most risk about influenza infection are peo-ple especially over 65, pregnant women and young children; everyone has the risk of infection. As a matter of fact, infection risk may increase during daily life, especially in work life if not being taken precautions. As well as in some countries there were inattentive and negligent behaviors; contrarily, in many countries immediate precautions have also been taken. Among these precautions are measures such as cleaning and hygiene, maintaining social distance, using masks and gloves; since these measures became inadequate, curfews and staying at home measures were also taken as part of quar-antine measures to prevent further spread of the outbreak. For instance in Turkey, after the first case on March 11, the next day education at schools and universities were interrupted, public activities were restricted. The second day, public transportation was restricted and comprehensive quarantine measures were taken. Later on the activities of the theater, cinema, show center, concert hall, engage-ment and wedding hall, restaurants and cafes, shopping malls and sports centers were temporarily suspended with the Circular on March 16 (T. C. İçişleri Bakanlığı, 2020). As a result of the interrup-tion of education in schools and the cessation of precautionary activities in areas where leisure time is evaluated, the fact that individuals stay at home with their children, especially parents with school-age children, brings different problems.

While this kind of measures have been preventing people and trying to keep them healthy, there have been some differences and difficulties in people's daily lives, especially living and working at home. People began to spend more time together with their spouse or children at home. Living to-gether whole day together, doing house duties, studying with children, working distantly, looking after parents, recreation at home and other activities may have made life difficult with comparison to past habits. All these differences, difficulties and inabilities may occur some effects on people in the context of burn-out, work-life balance and social support. It may not have been felt in past outbreaks that epidemic diseases have or may have had such an impact on work and family life. Therefore, it is thought that the number of studies on the effects of the epidemic disease and the changes in family life may be low and may have been neglected. Regarding to these effects this research attempts to make a contribution to the current literature the impacts of social support and work-life balance on employees' burnout in the context of coronavirus pandemic precautions and social isolation.

Social isolation concerns individuals and groups not being integrated into the wider social con-text and the lack of social contacts or social relationship ships (Biordi & Nicholson, 2009). In this context, social isolation is often considered as a measurable variable that describes a person's social relationships or perceived support from social linkage such as social support.

The study proceeds as follows. Initially, in the next division theoretical framework and review of the literature is reiterated. Afterwards, the universe and the sampling technique, appropriate meth-odology, research model and hypotheses are introduced. Then the paper outlines the limitations of the research, discussion, conclusion and recommendations for further researches.

2. Literature Review and Conceptual Framework

Over the past 40 years, in the extant literature a significant increase in the field of burnout, so-cial support and work-life balance exists. However, there has not been any research consisting of those three concepts together with a natural disaster or an epidemic. Therefore, this study aims to ex-plore people who are affected by COVID-19 incidents; besides, investigating their burnout, social support and work-life balance. The second part of the research consists of the definitions and literature review of the burnout, social support and work-life balance. It is necessary here to clarify that there are numerous terms that are used to describe work-life balance and burnout. Furthermore, the effects of differences in the life, income and work-life due to the fact that COVID-19 pandemic precautions such as staying at home and social isolation are investigated.

2.1. Work-Life Balance

Work-life balance is defined as the ability of individuals to sustain their lives outside of work and work. Noon and Blyton (2007, p. 356) defines work-life balance as the ability to successfully sustain one's work and non-work lives. It is observed that most studies in the field of work-life bal-ance occasionally focus on burnout and job stress relationship (Karabacak, 2013) and demographic factors (Panisoara & Serban, 2013; Pichler, 2009). Umene-Nakano et al. (2013) point out that em-ployees who experience difficulties in work-life balance experience higher levels of emotional exhaus-tion and depersonalization. For some individuals, working remotely helped to avoid the time con-straints worked in the office. However, some studies have negative effects on work-life balance and gender (Hilbrecht, Shaw, Johnson & Andrey, 2008).

2.2. Burnout

As for Maslach, Schaufeli and Leiter (2001), burnout is emotional exhaustion, depersonaliza-tion and reduced personal success. According to Shirom (1989, p.33) burnout is a compound of emo-tional exhaustion, physical fatigue and cognitive fatigue. Burnout is defined by Leiter and Maslach as 'emotional exhaustion', 'cynicism' and 'inefficiency'. Emotional exhaustion is considered the main component of burnout, resulting in cynicism and low efficacy levels (as cited in Boamah & Lasching-er, 2015) against one's work and colleagues.

Studies by Armsden and Greenberg (1987), Banaz (1992), Bayram (1999), Cheng (1997), Compas, Wagner, Slavin and Vannatta (1986) and Soylu (2002), depression, anxiety, suicide behav-iors of perceived social support and shows that it has statistically significant relationships with stress. Similarly, Jacobs and Dodd (2003), Pazin (2000) and Weaver (2000) investigated the linkage amidst burnout and social support, and investigated that social support was related with burnout. In addition, support from friends and counselors has been found to be important. Likewise, a recent study offers that social support reduces teachers' burnout (Ju, Lan, Li, Feng & You, 2015). Similarly, research on burnout shows that social support has both direct and broadening effect (Jenkins & Elliott, 2004; Schaufeli & Greenglass, 2001).

2.3. Social Support

Zimet, Dahlem, Zimet and Farley (1988) defined social support as emotional, material and in-formative benefits provided by family, friends and someone special. Noon and Blyton (2007, p. 371) point out that friends, close relatives and neighbors support life, family responsibilities and successful career resources. Another important aspect of social support is associated with positive health benefits in some studies (Boren & Veksler, 2011).

Similarly, there is a significant linkage among the insufficiency of social support and work-life balance and high emotional exhaustion. More precisely, individuals who feel the positive effect of social support are less affected by stress (Dahlem, Zimet & Walker, 1991, p. 760). In researches on burnout, social support is a preliminary indicator of burnout especially social support of friends and other important persons; (Jacobs & Dodd, 2003). According to Kalimo, Pahkin, Mutanen and Topipinen-Tanner (2003) lack of social support is a predictor of burnout.

3. Methodology and Analysis

The following part of the research moves on to describe in greater detail of the methodology and research model. Research methodology can best be listed under four headings: (1) universe, sample and sampling technique, (2) reliability analysis and explanotary factor analysis, (3) regression analysis and research findings, and (4) t-test and findings.

3.1. Research Model

The mediator role effect of social support among work-life balance and burnout is illustrated in Figure 1. The hypotheses of the research created in line with the research model are introduced below.

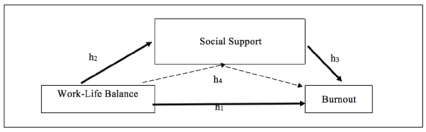

Figure 1: The Mediator Role Of Social Support Amid Burnout and Work-Life Balance

h1: Work-Life Balance has a statistically significant effect on Burnout.
h2: Work-Life Balance has a statistically significant effect on Social Support.
h3: Social Support has a statistically significant effect on Burnout.
h4: Social Support has a statistically significant mediating effect between Work-Life Balance and Burnout.
h5: There is significant difference amid WLB-SS-Burnout group levels according to gender.
h6: There is significant difference amid WLB-SS-Burnout group levels according to change in work life due to COVID-19.
h7: There is significant difference amid WLB-SS-Burnout group levels according to change in salary due to COVID-19.
h8: There is significant difference amid WLB-SS-Burnout group levels according to change in family life due to COVID-19.
h9: There is significant difference amid WLB-SS-Burnout group levels according to marital status.

3.2. Research Sample and Measurement Instruments

From April 4, people below 20 years old and people above 65 years old (approximately 33m population) are restricted to go out in Turkey. Besides, people who do not have any obligatory needs have been staying at home. Therefore, it is not necessary to determine the universe exactly. However, Field (2013, p. 222) claims that a sample size should be at least 10-15 measurements or data for each prediction variable in the model. Some other researchers (MacCallum, Widaman, Zhang & Hong, 1999) advocate that samples in the range of 100–200 are acceptable with well-determined factors. It is also argued that (Williams, Onsman & Brown, 2010; Anthoine, Moret, Regnault, Sébille & Hardouin, 2014) the sample size should be between 100 and 250 on the EFA basis estimation. There are totally 11 predictive variables; five in eleven are in the work-life balance scale, three in burnout scale and two in social support scale. Therefore, approximately 15x10 = 150 measurements are required. It is thought that 422 data sets are sufficient. Work-life balance scale (Apaydın, 2011), Torun's (1995) social support scale and Turkish version (Ergin, 1992) of Maslach and Jackson's (1986) burnout scale were used.

Due to the fact that there has been a rule of staying at home, the survey is delivered through social network. There was not any intended behavior for choosing the sample, sector, or this kind of target audience. Thus, the online questionnaire link was sent via e-mail and mobile phone applications and it was conducted among employees via random sampling method. According to the collected data, it is seen that the research is carried out in 11 sectors. Frequency and percentage distributions of per-sonal information of employees contributing to the survey are as follows.

Table 1: Descriptive Data of the SampleBalance

N=422		f	%
Gender	Women	207	49.1
	Men	215	50.9
Age	18-29	60	15.9
	30-39	160	37.9
	40-49	161	38.2
	50 and above	34	8.1
Education	Primary School	3	7
	High School	20	4.7
	College	17	4
	Graduate	113	26.8
	Post-Graduate	66	15.6
	Doctoral	203	48.1
Marital Status	Single	141	33.4
	Married	281	66.6
Monthly Total Income	0-1500TL	16	3.8
	1501-3000TL	32	7.6
	3001-5000TL	63	14.9
	5001-10000TL	215	50.9
	10001-20000TL	86	20.4
	20001TL and more	10	2.4
Children	0	139	32.9
	1	164	38.9
	2	99	23.5
	3 and more	18	4.3
	Missing Value	2	0.5

Sector	Education	218	51.7
	Public	61	14.5
	Health	10	2.4
	IT	8	1.9
	Retail	29	6.9
	Service	33	7.8
	Trade	35	8.3
	Logistics	4	0.9
	Industry	13	3.1
	Tourism	8	1.9
	Transportation	3	0.7
Work Experience	1-3 years	37	8.8
	4-7 years	62	14.7
	8-11 years	72	17.1
	12 and more	251	59.5
Has anything changed in your work life due to COVID-19?	No, nothing has changed.	53	12.6
	Yes, there is a change.	369	87,4
Has your salary changed due to COVID-19?	No, it has not changed.	348	82.5
	Yes, it has changed.	74	17.5
Has anything changed in your family/home life due to COVID-19?	No, nothing has changed.	125	29.6
	Yes, there is a change.	297	70.4

3.3. Reliability and Factor Analysis of the Scales

In this part of the research, reliability analysis is performed. In order to analyze the data SPSS 20.0 statistical software is used. Firstly, the missing data are checked, the reverse variables are trans-formed and the data are prepared for analysis. Then, the reliability analysis and the construct validity of the scales are tested. Reliability analysis of the work-life balance scale (Apaydın, 2011), Torun's (1995) social support scale and Turkish version (Ergin, 1992) of Maslach and Jackson's (1986) burn-out scale is implemented.

Table 2: Reliability Statistics of Scales

	Work-Life Balance Scale	Social Support Scale	Burnout Scale
Cronbach's α	.683	.963	.822
Standardized Cronbach's α	.653	.965	.788
x̄	90.290	71.441	63.239
Variance (σ^2)	134.668	290.598	135.439
SD (σ)	11.6047	17.0469	11.6378

The Cronbach's α values show that three of the scales have high reliability. The arithmetic mean, variance and the standard deviation of the scales are introduced on Table 2. Keiser-Meyer-Olkin sample adequacy value of the Work-Life Balance scale is .913. The Bartlett Sphericity test χ^2 value is 5216.406 and the model is significant at 99.99% significance level. As a result of exploratory factor analysis, according to the results of varimax rotation with Kaiser normalization, there is not any variable which is loaded below 0.40 and explained with 5 factors. Cumulative variance of the scale with five factors is 53.366%.

Table 3: Factor Loadings and Total Variance Statistics of the Work-Life Balance Scale

Factors	Factor Loadings	Total Variance σ^2 (%)	Bartlett χ^2	Keiser-Meyer-Olkin	p
Factor1	31.104				
Factor2	7.328				
Factor3	5.613	53.366	5216.406	.913	p<.001
Factor4	5.148				
Factor5	4.174				

Keiser-Meyer-Olkin sample adequacy value of the Social Support scale is .964. The Bartlett Sphericity test χ^2 value is 7084.364 and the model is significant at 99.99% significance level. As a result of exploratory factor analysis 2 factors explain Social Support with cumulative variance of 64.480%.

Table 4: Factor Loadings and Total Variance Statistics of the Social Support Scale

Factors	Factor Loadings	Total Variance σ^2 (%)	Bartlett χ^2	Keiser-Meyer-Olkin	p
Factor1	61.683	67.480	7084.364	.964	p<.001
Factor2	5.797				

Keiser-Meyer-Olkin sample adequacy value of the Burnout scale is .902. The Bartlett Sphericity test χ^2 value is 4435.502 and the model is significant at 99.99% significance level. As a result of exploratory factor analysis 3 factors explain Burnout with cumulative variance of 51.976%.

Table 5: Factor Loadings and Total Variance Statistics of the Burnout Scale

Factors	Factor Loadings	Total Variance σ^2 (%)	Bartlett χ^2	Keiser-Meyer-Olkin	p
Factor1	34.333				
Factor2	11.442	51.976	4435.502	.902	p<.001
Factor3	6.201				

3.4. Regression Analysis and Research Findings

The data of the research are evaluated by regression analysis. Analysis and model calculations are applied with SPSS 20.0 software. Findings related to the analysis are as follows.

Table 6: Model Summary of Effects of Work-Life Balance on Burnout

Model	R	R^2	Change Statistics		
			SE	F Change	p
1	.600	.360	.039	233.121	.000

As the results for regression analysis illustrated in Table above; work-life balance explains the change on burnout accounted for 36% of variance (p <.001). This ratio implies that the power of ex-planation of variance is high (Pichler, 2009, p.460). Hence, h1 hypothesis is accepted.

Table 7: Model Summary of Effects of Social Support on Burnout

Model	R	R^2	Change Statistics		
			SE	F Change	p
1	.304	.092	.047	41.845	.000

According to the calculations for regression analysis presented in Table; social support ex-plains the change on burnout with 9.2% of variance (p <.001). This ratio implies that the power of explanation of variance is moderate. Therefore, h2 hypothesis is accepted.

Table 8: Model Summary of Effects of Social Support on Work-Life Balance

Model	R	R^2	Change Statistics		
			SE	F Change	p
1	.343	.117	.046	55.091	.000

As the results for regression analysis illustrated in Table above; social support explains the change on work-life balance accounted for 11.7% of variance (p <.001). This ratio implies that the power of explanation of variance is moderate. Thus, h3 hypothesis is accepted.

Table 9: Model Summary of Mediator Role of Social Support Amid Work-Life Balance and Burnout

	Effect	Boot SE	Boot LLCI	Boot ULCI	p
Social Support	.0375	.0164	.0065	.0718	.000
Total	.6000	.0392	.5230	.6771	

(z=2.4691, p<.05)

The data of the study are evaluated by mediation analysis. Analysis and model calculations are done with PROCESS macro within SPSS 20.0 software. According to the total, direct and indirect effects of social support on work-life balance and burnout are explored. The indirect effect that repre-sents mediating role is .0375. It is estimated that if the work-life balance level of an employee increas-es 1 unit; burnout level would have increase .6000 units (BootLLCI= .5230, BootULCI=.6771). So-cial support (BootLLCI=.0065, BootULCI=.0718) has a mediating effect between work-life balance and burnout. If lower and upper levels for confidence interval (BootLLCI and BootULCI) results do not include 0; statistically it is significant (Hayes, 2013). Therefore; it is necessary here to clarify that social support has partially mediator role among work-life balance and burnout (p<.05). Hence, h4 hypothesis is accepted.

3.5. Mean Differences Between Groups According to t-test and Findings

With respect to the factors which affect the burnout, work-life balance and social support of the employees; Maslach, Schaufeli and Leiter (2001) and Tuğsal (2017) point out that demographic variables such as age, gender, marital status and work-related behavioral patterns might be beneficial. Likewise; gender and marital status group differences were tested in this research. Furthermore, due to the fact that this research focuses on COVID-19 pandemic, difference between WLB-SS-Burnout group levels according to change in work life, change in salary and change in family life due to COVID-19 were tested.

3.5.1. Group Differences of Employees' WLB, SS and Burnout According to Gender

"One of the prerequisites for analysis of variance is that group variances must be homogene-ous. For this reason, Levene test result should not to be significant. " (İslamoğlu and Alnıaçık, 2014, s. 314). In this context according to Levene test results for gender, there is a significant difference amid the burnout levels of the employees among the groups (p<.05). On the contrary, there is not sig-nificant difference amid work-life balance and social support levels of the employees among the groups (p>.05). Women employees' burnout levels are .00746 units extensive than men employees (p<.05). Therefore, h5 is partially accepted.

Table 10: Group Differences of Employees' WLB, SS and Burnout According to Gender

	F	Mean Difference	p
Burnout	4.428	0.0746	.036
Work-Life Balance	0.535	0.0159	.465
Social Support	3.517	0.4325	.061

3.5.2. Group Differences of Employees' WLB, SS and Burnout According to the Change in Work Life Due to COVID-19

According to Levene test results of the change in work life due to COVID-19, there is a signifi-cant difference amid the burnout and social support levels of the employees among the groups (p<.05). On the contrary, there is not significant difference amid work-life balance levels of the em-ployees among the groups (p>.05). Hence, h6 is partially accepted. Employees who do not have any change in their work life due to COVID-19 have 0.2945 units extensive burnout level than others. Another important finding is that with comparison to employees whose work life changes due to COVID-19; employees who do not have change in their work life have 0.4906 units less social support than others.

Table 11: Group Differences of Employees' WLB, SS and Burnout According to the Change in Work Life Due to COVID-19

	F	Mean Difference	p
Burnout	3.899	0.2945	.049
Work-Life Balance	0.387	0.1287	.382
Social Support	0.489	-0.4906	.001

3.5.3. Group Differences of Employees' WLB, SS and Burnout According to the Change in Salary Due to COVID-19

According to Levene test results of the change in salary due to COVID-19, there is a significant difference amid the burnout levels of the employees among the groups (p<.05). On the contrary, there is not significant difference amid work-life balance and social support levels of the employees among the groups (p<.05). Hence, h7 is partially accepted. Employees whose salaries changed (decreased) due to COVID-19 have 0.2797 units considerable burnout level than others. Contrarily, there is not signifi-cant difference among the groups in the levels of work-life balance and social support of employees (p>.05).

Table 12: Group Differences of Employees' WLB, SS and Burnout According to the Change Salary Due to COVID-19

	F	Mean Difference	p
Burnout	0.029	-0.2797	.030
Work-Life Balance	1.202	-0.2274	.077
Social Support	5.323	0.1129	.423

3.5.4. Group Differences of Employees' WLB, SS and Burnout According to the Change in Family Life Due to COVID-19

According to Levene test results of the change in family life due to COVID-19, , there is a signifi-cant difference amid the burnout and work-life balance levels of the employees among the groups (p<.05). On the contrary, there is not significant difference amid social support levels of the employ-ees among the groups (p>.05). Hence, h8 is partially accepted. Employees who have change in their family life due to COVID-19 have 0.2626 units extensive burnout level than others. Moreover, anoth-er considerable finding is that with comparison to employees whose family life did not change due to COVID-19; employees who have changes in their family life have 0.3843 units extensive work-life balance than others. The reason for this might be spending more time with family.

Table 13: Group Differences of Employees' WLB, SS and Burnout According to the Change in Family Life Due to COVID-19

	F	Mean Difference	p
Burnout	6.933	-0.2626	.007
Work-Life Balance	1.106	-0.3843	.000
Social Support	1.817	0.1360	.204

3.5.5. Group Differences of Employees' WLB, SS and Burnout According to the Marital Status

In this context according to Levene test results for marital status, there is no significant difference amid neither of the groups in the levels of burnout, social support and work-life balance of employees (p>.05). Hence, h9 is rejected. Single or married employees' burnout, social support and work-life balance levels do not differ.

Table 14: Group Differences of Employees' WLB, SS and Burnout According to the Marital Status

	F	Mean Difference	p
Burnout	0.207	0.0599	.565
Work-Life Balance	0.243	0.0425	.682
Social Support	1.910	0.0285	.784

4. Discussion

The initial aim of this research is investigating the effects of burnout, social support and work-life balance of employees who have to stay at home during COVID-19 outbreak. Moreover, since the focal point is COVID-19, it is also significant to explore the group differences with relation to COVID-19. All the hypotheses which are created regarding to the research model except h9 are partly accepted. To put it more clear, work-life balance has a statistically significant impact on social support and burnout. Besides, social support has statistically significant effect on burnout. Furthermore; social support has mediating role between work-life balance and burnout. On the other hand; as for group differences burnout, social support and work-life balance group levels differ according to gender whilst there is no significant difference among burnout, social support and work-life balance group levels according to marital status. As for changes in work life, salary and family life due to COVID-19 outbreak precautions, hypotheses are partly accepted.

In the context of discussing the research findings with the existing literature, the results are partially inconsistent with recent research of Guest (2002) who argues that fifty five hours of work in a week means there is an imbalance between work and life. Work-life balance policies are required for organizations. Tuğsal (2017) also emphasizes that married employees have to work more for a family life; hence, work-life balance policies should be provided for married employees. Whilst Tuğsal (2017) stated in his research that there is a difference between married and single employees in terms of work-life balance, in this research there is no significant difference according to marital status.

4.1. Limitations of the Research

The research has a number of limitations. Initially, this research is not a medical study but it focuses on the current COVID-19 pandemic and its social extensions such as social support, work-life and burnout. Therefore, the main object of the study is the effects of burnout, social support and work-life balance of employees who have to stay at home during COVID-19 outbreak. In addition, the sample and the survey have been conducted via online questionnaire with social network in eleven sectors in Turkey due to the legal restrictions. Actually, this research should have been conducted among doctors, nurses and other health laborers. However, due to their compulsory duties, doing this research with their participation is not possible.

4.2. Current Recommendations for Researchers and Practitioners

For further studies there have been some recommendations for researchers and practitioners. In the research, the scales being utilized are in Turkish; consequently, English translation may differ in different cultural researches. Hence, it is suggested for researchers and practitioners that the results need to be interpreted with caution. In addition, some other burnout, social support and work-life bal-ance scales in English may be used for different researches especially for cross-cultural evidences. To sum up, there is a requirement that research findings should be supported by different cultural re-searches. Another important recommendation is that since this research could not have been conducted among doctors, nurses and other health laborers, further studies may be applied among health laborers.

5. Conclusion

In this research, it is attempted to extend the COVID-19 pandemic's social extensions; therefore, this research focuses on a specific but an important aspect of burnout, social support and work-life balance. Taken together, the evidences from this study suggest that work-life and social support affect burnout. Moreover, the results also point out that social support has an effect on work-life bal-ance. Additionally, social support has partially mediating effect between burnout and work-life balance. Observations suggest that burnout levels of women employees are extensive than men em-ployees. On the contrary, according to marital status single or married employees' burnout, social support and work-life balance levels do not differ. Regarding to the employees who do not have any change in their work life due to COVID-19 precautions have extensive burnout level than whom have changes in their work life. Another important finding is that with comparison to employees whose work life change due to COVID-19; employees who do not have change in their work life have less social support. Employees whose salaries changed (decreased) due to COVID-19 19 precautions have considerable

burnout level than whose salaries have not changed. Employees who have changes in their family life due to COVID-19 precautions have extensive burnout level than who do not have any change in their family life. Besides, another considerable finding is that with comparison to employees whose family life did not change due to COVID-19; employees who have changes in their family life have extensive work-life balance than others. A possible explanation for this result might be spending more time with family.

Acknowledgments

The author would like to thank all participating people for their cooperation.

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