

Analysis of the Relationship Between Psychological Capital and Burnout Levels of Salespeople Working as Pharmaceutical Sales Representative¹

İclal POMAK
ipomak@nevsehir.edu.tr
ORCID: 0000-0002-2663-9350

Bülent ÇİZMECİ
bulent.cizmeci@yahoo.com
ORCID: 0000-0002-7722-6003

Elif Nisa YAYLA
elifnisayayla@gmail.com
ORCID: 0000-0002-4343-0954

Araştırma Makalesi

DOI:...

Geliş Tarihi: 05.08.2021

Kabul Tarihi: 19.08.2021

Atıf Bilgisi

Pomak, İ., Çizmeci, B., Yayla, E.N. (2021). Analysis of the Relationship Between Psychological Capital and Burnout Levels of Salespeople Working as Pharmaceutical Sales Representative, *Ahi Evran Akademi*, 2(2), 29-52

ABSTRACT

The aim of this study is to measure the regulatory role of training and development programs provided to salespeople in terms the relationship between individual-organization harmony and psychological capital. In this study, data were collected from 205 medical firms representatives actively working in Kayseri city center in Central Anatolia Region through questionnaires in order to investigate the effects of the trainings provided to them on their performance. We examined the effects of the training pharmaceutical sales representatives and how these effects contribute to making a difference in their performance. Finally, within the scope of the study, the effect of psychological capital on burnout and sub-dimensions of burnout was analyzed. As a result of the analysis, it has been observed that psychological capital has an inverse effect on depersonalization, emotional exhaustion and burnout as a whole. These results show that psychological capital can be used as a variable to eliminate burnout and the negative consequences of brought by it.

Keywords: Sales Force, Pharmaceutical Sales Representatives, Psychological Capital, Burnout.

Tıbbi İlaç Mümessili Olarak Çalışan Satış Elemanlarının Psikolojik Sermaye ve Tükenmişlik Düzeyleri Arasındaki İlişkinin Analizi

ÖZ

Bu çalışmanın amacı birey-örgüt uyumu ve psikolojik sermaye arasındaki ilişkide eğitim ve geliştirme programlarının düzenleyici rolünün satış gücü açısından ölçülmesidir. Bu çalışmada ilaç firması temsilcileri olan tıbbi mümessillerinin kendilerine verilen eğitimlerin performansları üzerindeki etkileri araştırılması için kolayda örneklem metodu kullanılarak İç Anadolu Bölgesinde Kayseri il merkezinde aktif çalışan 205 tıbbi mümessil ile anket tekniği kullanılarak veri toplanmıştır. Tıbbi ilaç mümessillerinin aldıkları eğitimler neticesinde etkilenme şekilleri ve bu etkilerin performansları üzerindeki oluşturduğu farklar incelenmektedir. Çalışma kapsamında son olarak, psikolojik sermayenin tükenmişlik ve tükenmişliğin alt boyutları üzerindeki etkisi analiz edilmiştir. Yapılan analizler sonucunda, psikolojik sermayenin duyarsızlaşma, duygusal tükenmişlik ve bir bütün olarak tükenmişlik üzerinde ters yönlü bir etkiye sahip olduğu görülmüştür. Bu sonuçlar, psikolojik sermayenin tükenmişlik ve tükenmişliğin yol açtığı olumsuz sonuçları ortadan kaldırmada kullanılabilecek bir değişken olarak kullanılabileceğini göstermektedir.

Anahtar kelimeler: Satış Gücü, Tıbbi Mümessiller, Psikolojik Sermaye, Tükenmişlik.

Introduction

In today's pharmaceutical industry, pharmaceutical sales representatives have an important place in labor market. The low labor cost in the pharmaceutical industry, where the competition level is high, causes companies to tend towards high sales targets and increase their personnel turnover rate. While pharmaceutical companies are constantly expanding their medical pharmaceutical representative staff, their employees do not create policies that will eliminate the job concerns of their employees in career management practices and reduce the number of employees in response to increased personnel costs, making working environments weary (Efeoğlu and İplik, 2011: 351).

¹ Bu makale İclal Pomak'ın Nevşehir Hacı Bektaş Veli Üniversitesi Sosyal Bilimler Enstitüsü, Sağlık Kurumları İşletmeciliği Ana Bilim Dalında sunmuş olduğu "Psikolojik Sermayenin Tükenmişlik Algısı Üzerindeki Etkisi: Sağlık Çalışanları Örneği" başlıklı Tezsiz Yüksek Lisans Dönem Projesinden yararlanılarak hazırlanmıştır.

Burnout is the depletion of an employee as a result of excessive demand on his energy, power or resources approximately one year after starting work (Suran and Sheridan, 1985: 741) and the loss of his commitment and idealism to his job, which is a very important factor in the efficiency and performance of both individuals and organizations is noticed as an obvious phenomenon. Modern organizations accepted burnout as an increasingly important phenomenon of the era and started to develop control policies (Güllüce, 2006: 95). The human factor, which is among the most effective resources that organizations can use in the process of achieving a long-term and sustainable growth under market conditions, should be evaluated within the scope of individual and organizational performance with its emotional and psychological aspects. In this context, when the relevant literature is examined, it is seen that there are many studies conducted on burnout and its consequences, but studies on the factors preventing burnout are quite limited. This study was carried out to examine the relationship between psychological capital and burnout levels of salespeople working as pharmaceutical sales representatives.

Psychological Capital

The Concept of Capital and Types of Capital

Capital that offers dignity, power and the opportunity to rule over others in every period of history, Money and concepts related to money are always seen as the production factor of interest and desire. The concept of capital is used in different meanings in terms of economy, finance, accounting and management and is defined in different ways (Şimşek and Çelik, 2012: 10). Sürmeli (2009: 240) defines capital from the perspective of economics as "means of production not found in nature but produced by man". In this context, capital; Considering that it consists of elements such as tools and machines that help individuals to labor and increase productivity, fixtures, buildings, vehicles, roads, bridges, dams, factories, machines, drinking water or natural gas systems, that is, all elements above and below ground can be evaluated within the scope of capital (Özkan, 2004: 85).

Although the concept of capital has been described in strict economic terms as described above, this general acceptance has been swept away with the introduction of the concepts of "human, social and psychological capital" into the literature. The definition and content of the concept of capital has gained a new dimension with the qualification of the labor of educated and capable people as capital. Thus, by expanding the limits of the concept of capital, human abilities in addition to physical and financial elements, it has started to be accepted as a type of capital.

What businesses procure from equity and foreign sources in various ways *financial capital*, expressing natural resources, buildings and public investments such as dams and roads *physical capital* and transforming inputs into useful outputs (such as goods, services) *technology* to concepts, nowadays *human, social* and *psychological capital* types have also been added. Trying to evaluate the concept of capital today without considering these new types of capital would remain an incomplete effort. Therefore, within the scope of this study, types of capital are discussed under the following headings:

- Traditional Capital
- Human capital
- Social Capital
- Psychological capital.

Traditional Capital

Traditional capital consists of financial capital, physical capital and technology elements. *Financial capital*, refers to the solvency powers provided by the founding partners or those who buy stocks, the provisions created by the undertaking, the reserves, undistributed profits and similar solvency powers other than the resources provided by the enterprises as debt. *Physical capital*, can be described as underground and aboveground wealth possessed by a country, as well as public investments such as

dams, roads and energy, and fixed assets such as buildings, land, machinery owned by an organization. Technology, on the other hand, is the elements that turn inputs into useful outputs (such as goods, services).

Human capital

The concept of human capital, which is used to express all concepts such as knowledge, skills, abilities, health status, social relations and education level of an individual or society, constitutes the basic source of economic growth. As a matter of fact, Lucas (1988) and Rebelo (1991) consider human capital as one of the production factors such as physical capital, recognizing that physical capital investments are as needed as human capital investments in their models. Although human capital can emerge through education in general, it can be formed spontaneously through learning by doing their jobs in the production process. Cheng and Hsu (1997: 393) defined investments in human capital as the opportunity cost of time spent on educating them.

Social Capital

The concept of social capital, which has a long historical past as an idea within the social sciences, but is new as a term, often involves trust, the willingness of the individual to act with others and the punishment of those who do not comply with the norms and norms of a community. (Bowles and Gintis; 2002: 419).

Psychological Capital

Luthans et al. (2007: 3) defines psychological capital as "the positive psychological developmental state of an individual". Psychological capital is seen as the sum of personality traits that contribute to individual productivity (Gohel, 2012: 35).

Comparison of Capital Types in Terms of Competitive Advantage

Enterprises that are established for the purpose of sustaining their existence are defined as structures that consists of all the conditions and circumstances affecting businesses that offer products or services directly or indirectly to the market in the sector in which they operate (Tekin and Çiçek, 2005: 63), and always operate in a competitive environment. The severity of competition in the market has been affecting different businesses at different levels. The underlying reason for this is that businesses have different assets and abilities, and they benefit from opportunities at different levels by using these assets and capabilities, and are affected by threats at different levels.

The unique position that businesses have over their competitors through the combination of assets and capabilities they hold is called competitive advantage (Armistead and Clark, 1993: 221-222; Reed and Defillippi, 1990: 90). Competitive advantage can only be measured by the value a firm can offer to its customers (Smith and Rupp, 2002: 64). The concept of "sustainable competitive advantage" is another concept related to and complementary to the long-term sustainability of this superiority as well as achieving competitive advantage. In order to ensure the sustainability of superiority, some imitation barriers are required. Although these imitation barriers can be overcome, the length of the sustainability of superiority is determined by the height of these obstacles (Reed and Defillippi, 1990: 94). In other words, the organizational resource that provides competitive advantage should be the basic talent and cannot be easily imitated by the competitors. In order to meet these conditions, the organizational resource must be able to serve in the long term, be unique, reveal cumulative value, be linked to other organizational resources and be renewable. Psychological capital, a type of capital that has these characteristics, is shown in Table 1. Until recently, traditional types of capital alone could barrier to enter the market, but today they have lost these characteristics. In this context, in order to make competitive advantage sustainable, non-physical capital types should also be included in the competitive advantage equation. Non-physical capital types are built on the human resources of the organization in terms of their structures.

Table 1. Comparison of Capital Types Providing Competitive Advantage

Types of Capital	Long term?	Matchless?	Cumulative?	Linked?	Revolving?
<u>Traditional Capital</u>					
Financial	No	No	Yes	No	No
Structural / Physical	Yes	No	Yes	Partially	Partially
Technological	No	No	No	Partially	No
<u>Human capital</u>					
Clear information	Partially	No	Yes	No	Partially
Tacit knowledge	Yes	Yes	Yes	Yes	Yes
<u>Social Capital</u>					
Networks	Partially	Yes	Yes	Yes	Partially
Norms and values	Yes	Yes	Yes	Yes	Yes
Confidence	Yes	Yes	Yes	Yes	Yes
<u>Psychological Capital</u>					
Self-efficacy	Yes	Yes	Yes	Yes	Yes
Hope	Yes	Yes	Yes	Yes	Yes
Optimism	Yes	Yes	Yes	Yes	Yes
Resilience	Yes	Yes	Yes	Yes	Yes

Source: (Luthans and Youssef, 2004: 145)

In line with the data in Table 1, it is seen that traditional capital types can be easily imitated by competitors. Therefore, it is impossible to develop basic skills and gain competitive advantages with this kind of capital. Basic skills can be defined as an indicator of what a firm can do better than its competitors (Money, 2007: 110). Basic skills, which are a product of the collective learnings of organizations, respond particularly to how various production skills can be coordinated and how different technologies can be integrated (Prahalad and Hamel, 1990: 82). Basic skills, which are not usually represented in a single person or team, consist of individual skill sets and organizational units.

As understood from these approaches, the determining factor that enables the emergence of basic skills is the human, social and psychological capital that has an effect on the human resources of the organization.

Positive Psychology and Psychological Capital

Positive Psychology and Positive Organizational Behavior

Over the centuries, many philosophers and psychologists have made various comments on the elements required to live a happy life and the ways of to seek it. According to the hedonistic approach of the first period, in order to live a happy life, "Reduce pain, increase happiness." principle is adopted. In contrary to this approach, Aristotle's view that a happy life is only attainable through a virtuous life, was later supported by John Stuart Mill and Bertrand Russell. Rogers's ideal of the "full-capacity individual", Maslow's vision of "self-actualization", Ryff and Singer's vision of "psychological well-being" and Deci and Ryan's "free will" theory provide advice for individuals to help them live a happy life. In the modern world, this search continued taking the form of principles such as "a meaningful life", "Be what you are." and "Make a difference.". In this context, the factors that set the ground for the emergence of many negative turbulences that may occur despite a happy life in the organizational structure in today's world have pushed academicians and practitioners to solve problems such as burnout, absenteeism and stress. In parallel with the developments brought by finding solutions to all these problems, it forms the Positive Psychology movement, which is a scientific field of study that aims to develop the strengths and virtuous aspects of individuals and societies (Keser, 2013: 60).

Positive Organizational Behavior, on the other hand, emerges as the reflection of Positive Psychology on working life. Positive Organizational Behavior focuses on the measurable and improvable positive psychological abilities of employees within the organization. With this application area, it is aimed to

reveal a strong human resource that can be measured, developed and managed effectively for the development of organizational life under today's conditions (Luthans, 2002: 701).

Within the framework of these explanations, it can be said that Positive Organizational Behavior has the following features (Luthans et al., 2006: 26):

- It is positive, focuses on strengths and is unique in terms of organizational behavior compared to other psychological perspectives.
- Based on the fact that it is a theoretical field created with research, it is based on measurable data with high validity in terms of human resources.
- It is based on contingency and thus creates a study area which is open to improvement, as a result of which it forms the basis for an effective performance management.

Today, one of the most important studies in the field of Positive Organizational Behavior is seen as the "Psychological Capital" study developed based on self-efficacy, optimism, hope and resilience by Luthans et al. (Wooley et al, 2011: 438).

Defining the Concept of Psychological Capital

Expressed as a personality trait that contributes to the individual's productivity, the concept of Psychological Capital establishes a link between the behavior of employees in the organization and the consequences of these behaviors (Gohel, 2012: 35). Also Psychological Capital job performance is associated with organizational factors such as job stress level, job satisfaction, job continuity and organizational commitment (Abbas and Raja, 2011: 8). In this context, Psychological Capital aims to measure the behaviors of employees within the organization and the effects of organizational change on these behaviors (Bea, 2001: 45).

Psychological capital develops in accordance to the individual's self-knowledge and awareness, and it seeks answers to questions "What do I know?", "Who do I know?" unlike other types of capital, psychological capital is about directing the questions "Who am I?" and "What will I be?" to the individual himself. In this context, if it is necessary to distinguish that the psychological development of the individual progresses in a positive direction, Psychological Capital can be defined as the following;

1. Having the confidence or self-efficacy to make the necessary effort to achieve success at the end of the task,
2. Having a positive expectation about the likelihood of success, being optimistic,
3. Being determined, taking new paths and hoping to achieve the determined goals,
4. Insisting on being able to recover and be resilient when facing problems (Luthans et al., 2006: 388).

Dimensions of Psychological Capital

Self-efficacy

Self-efficacy concept, which is one of the main elements of Social Learning Theory and presented to organizational behavior literature by Bandura (1986) is defined as the opinion of an individual about how well he / she can perform the activities that he / she needs in order to complete the tasks assigned to him / her and the situations that they are likely to encounter (Bandura, 1986: 391).

According to Akçay, self-efficacy (2012: 125) is the motivation, cognitive resources and behaviors that a person needs in order to overcome the tasks under certain conditions, and his / her self-confidence in directing a certain purpose and his / her opinion about themselves. The concept of self-efficacy, which is presented as the idea that a person can behave in a way that will lead him to certain outcomes, is referred to as "self-confidence" in some sources (Akçay, 2012: 125).

Based on the explanations about the concept, it can be said that one of the most important strengths of the individual is self-efficacy and a stable personality trait that does not change rapidly in different situations and places. In this context, individuals with a high perception of self-efficacy take responsibility in their duties to get successful results, and they exert an effort and have a high level of confidence about their abilities in this process. In cases where they face failure, they try to overcome the factors that prevent success by organizing themselves in a short time. This type of people set higher goals and efforts for themselves and are able to develop ways to tackle difficult tasks. (Keleş, 2011: 347). It is observed that individuals with low self-efficacy perception do not have high levels of motivation and tend to take less responsibilities even for the goals they set (Bandura, 1994).

Hope

Being flexible to the events expected to occur in the future of individuals, thanks to his desire to envision possibilities and to pursue what is most suitable for him, he can make a number of inferences such as controllable or uncontrollable. The non-simple nature of these future implications is in people. It can lead to the emergence of effective reactions such as distress, fear, anxiety, excitement and hope (Keser, 2013: 69). There is a lot of research in the field of positive psychology on the concept of hope, which is an integral part of the daily life. Within the scope of these researches; The concept of hope based on a solid theoretical background, is clearly and functionally defined as one of the measurable components of psychological capital (Jensen ve Luthans, 2006: 261). Çetin and Basım (2011: 82) consider the concept of hope as the belief in overcoming the difficulties that the individual will face during the process of achieving the determined goals. The concept of hope in this context is divided into two dimensions which are will power and way power. While the energy that leads to the goal is expressed as will power, determining alternative ways to implement the goals are defined as way power. In this context, hope shows the purpose of determining, clarifying and maintaining the path to success (Fındıklı, 2013: 305).

Studies on the concept of hope in the literature reveal that the current level of hope in individuals is predicted from their academic and psychological adaptation, as well as that the level of hope is related to the quality of life and well-being of individuals (Özer and Tezer, 2008: 82). People with high hope levels can foresee possible obstacles that may be encountered in the process of achieving the goal and could have the motivation to proactively use alternatives to achieve the goal. (Akçay, 2012: 126).

Resilience

The concept of resilience differs from the other contents of psychological capital and has a more reactive character and is expressed as the positive adaptation of the person in events with risk and adverse conditions. In this context, it includes the ability of the person to face the difficulties and overcome them, flexibility, attitude towards change, adaptation and attitude towards the ongoing psychological pressures. According to the definition of resilience made by Luthans (2002: 702) within the scope of business life, it is considered as an developable capacity that enables the individual to gather himself when facing difficulties, conflicts, increasing responsibilities as well as positive situations and progress (Luthans, 2002: 702).

Those that have high level resilience maintain their well-being under stressful conditions and try to adapt themselves behaviorally, emotionally and cognitively in situations that they'll need to change themselves (Ekmen ve Esen, 2012: 57). Psychological resilience positively affects the job satisfaction and organizational commitment levels of the employees. Employees with high psychological resilience can remain strong in the face of difficulties in the work environment and exhibit less burnout (Bitmiş et al., 2013: 3). In this context, in the business sector where dynamics are dynamic, employees with high psychological resilience can increase their individual and organizational performances with their self-improving, adaptable to change, innovative and unyielding structures.

Optimism

Peterson et al (2011: 430) referred to optimism in general as positive expectations for the future and the ability to generalize when explaining the positive situations experienced by people and referring to external when explaining negative situations (Peterson et al., 2011: 430).

The concept of optimism, which includes judgments that objectively show the goals that an individual can achieve under certain conditions contains a generalized expectation that good things will happen in life in a way to insist on efforts to reach these goals (Luthans et al., 2008: 222; Snyder et al., 1991: 571). It is stated in the literature that optimism is a skill that can be learned and developed, and people who do not have a high level of optimism can make themselves believe that they can achieve positive results in the future by training their minds (Keser, 2013: 72). In this context, it is seen that individuals with high levels of optimism are more easily motivated in working life, do not give up in the face of difficulties, are more satisfying, and are physically and emotionally stronger (Keleş, 2011: 347).

In the present study, hope, self-efficacy, optimism and resilience, which are the four basic components of psychological capital, are discussed as manageable in order to achieve the goals of the organization (Luthans et al., 2004). In this context, besides handling the emotional and psychological aspects of the human factor, which is one of the most effective resources that organizations can use in the process of achieving a long-term and sustainable growth under market conditions, the concept of burnout, another variable of the research, is also discussed.

Burnout

Defining the Concept of Burnout

While researchers couldn't come up with a common point in defining burnout firstly, Freudenberger (1974: 159) used the concept of burnout as an occupational disease with a state of exhaustion, failure, wear, loss of energy and power resulting from the needs that cannot be met on internal resources. (Freudenberger, 1974: 159). Maslach and Leiter (2008), with a radical approach, define burnout as; a process that represents an erosion that occurs in the employee's virtue, self-esteem, spirit and wishes, and they state that it draws the individual into a vortex that is difficult to get rid of, like a disease that spreads step by step and continuously over time. Burnout syndrome can be expressed as not being able to enjoy the work at all (Özdemir, 2020: 1).

Kristensen, Borritz, Villadsen and Christensen (2005: 197) who suggest a classification method within the concept of burnout, categorize burnout into three categories: job-based, customer / client-based, and personal. It is emphasized that personal burnout can also occur among people who do not work, such as young people, the unemployed and retired. Personal burnout is defined by the relevant authors as 'the physical or psychological exhaustion level experienced by the individual' and work-based burnout is defined as 'the physical and psychological exhaustion and exhaustion level perceived by the person depending on the work of the employee'. Customer / service client-based burnout, on the other hand, is defined as 'the employee's perceived level of physical and psychological exhaustion and exhaustion depending on the customers / service users'. In the light of the explanations above, the concept of burnout in this study is accepted as a syndrome that originates from work, private and psychological life of the individual and causes the individual to be exhausted in terms of spiritual and physical terms by causing a corrosive effect on the resources he / she has and as a result to exhibit negative attitudes towards himself and his environment. Although there is no commonly accepted definition of burnout concept in the literature, it is seen that different definitions have common denominators. These common denominators are that burnout generally includes elements of the psychological structure and is experienced at an individual and organizational level.

Considering today's health sector, employees 'struggle with patients who are difficult to diagnose and treat, pressure from patients' relatives, intense workload, excessive number of seizures, disruption of

sleep patterns, problems in professional relations, insufficient institutional resources and economic concerns increase the level of stress and trigger burnout. (Altay et al, 2010: 11).

Dimensions of Burnout

In various studies on burnout, researchers state that burnout consists of different dimensions. (Maslach & Jackson, 1981; Borritz et al, 2006). Most of these studies approached the subject theoretically, and a few of them developed a scale to measure the burnout dimension. Maslach Burnout Scale, which is the most widely used and accepted scale among the developed scales, was taken as a reference in this study. Maslach and Jackson (1981: 99) have researched burnout on three dimensions; emotional exhaustion, depersonalization and diminishing personal accomplishment.

Emotional Exhaustion

Emotional exhaustion, which is a more physically obvious dimension of burnout, is defined as the state of employees feeling tired and emotionally worn out. It refers to the individual stress component of burnout, and it refers to the fatigue and weariness of people from work processes and the decrease in their emotional and physical resources. Emotional exhaustion, which manifests itself as a person's emotional exhaustion, causes negative consequences such as non-compliance with working hours, absenteeism from work, absenteeism due to psychosomatic complaints, intention to quit, in people who cannot overcome the feeling of tension and anxiety. (Ulutaşdemir, 2012: 15).

Desensitization

Depersonalization, which is another dimension of burnout, carries the component of the relationships between individuals. It is manifested by displaying emotionless behaviors just like a machine in coping with involuntary situations where employees who do not have a high control power in the business environment cannot find a solution. (Tuğrul & Çelik, 2002: 2) Some of the aspects of depersonalization reflected in employee and customer relations. Employees, who become insensitive in this sense, think that customers occupy an excessive space in their lives and approach by neglecting that the customers they serve are individuals, and adopt an inhumane, sarcastic, disdainful, rigid, insensitive and indifferent attitude towards them. (Bee, 2008: 133)

Decreased Personal Achievement

Low personal accomplishment concept, also called the feeling of personal inadequacy, is defined as the negative tendency of the individual while evaluating himself / herself. The development of a sense of inadequacy in individuals who experience declines in their individual success leads to a loss of motivation. Behaviors and attitudes such as failure, low work efficiency and productivity, interpersonal conflict, and decreased self-esteem manifest themselves in these individuals.

Stages of Burnout

When evaluating burnout in term of the process, it's seen as a situation that does not appear suddenly, it develops step by step over time affected by the individual, organizational and environmental conditions and manifests itself in the long term. The process of burnout consists of four stages in which the individual passes to one stage from another without any clear boundaries: enthusiasm and euphoria, stagnation, inhibition, and indifference. (Düzyürek and Ünlioğlu, 1992: 108-112).

In the enthusiasm and euphoria phase of burnout increase in the hope and energy levels of the employees occurs, and they start to have unrealistic expectations. By keeping the employee's job a priority to his other aspects of life, he/she becomes willing to adapt to sleeplessness and tense work environments. In the stagnation phase, however, the employee's hope and energy levels in the enthusiasm and euphoria phase are decreased, and thus, they start to get irritated from the challenges happening in the working environment they ignored before. In the inhibition phase, The employee

realizes that it is difficult to change the unfavorable working conditions and the working system in his/her work environment and experiences an intense feeling of frustration. At this phase, the employee can exhibit self-withdrawal or avoidance attitudes as well as applying adaptive or not adaptive defense strategies. In the last phase, indifference, employees may feel intense emotional detachment, sterilization, disbelief and hopelessness. Apart from being emotional satisfaction and self-realization areas, business life is seen as a function to be maintained for social security.

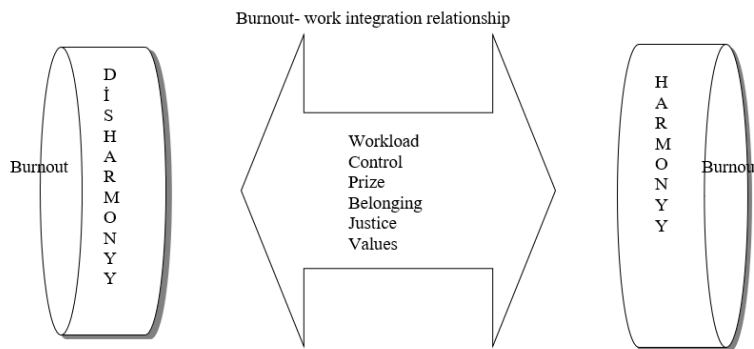
Factors Affecting Burnout

When the factors affecting burnout are examined, there are many variables that can affect burnout and can be classified as individual and organizational factors. The personality concept is the most important individual factor affecting burnout. It is observed that individuals; whose nature consists of being critical, impetuous, idealistic, perfectionist, competitive, obsessed on winning, aggressive; that are keeping personal interests above all else; that have high expectations; who think that luck and fate rule life; who do not have self-efficacy; and who cannot empathize are more prone to burnout (Ardıç and Polatçı, 2009: 23-24).

Another individual factor affecting burnout is demographic characteristics. When the variable of burnout and age was examined, it was found that it was observed more frequently among young employees compared to more experienced, mature, balanced elderly employees. **Gender** When the burnout factor is examined, whilst there are studies in which women are more prone to burnout than men, there are other studies that concluded that men are more prone to burnout than women, or that gender is not one of the factors affecting burnout (Oruç, 2007: 21). It has been determined that single people experience more burnout compared to married people, and it's the same for those who do not have children compared to those who do have children (Lee & Ashforth, 1993: 3-20). Ozdemir (2001) stated that the higher **education level** he/she obtains, the more he/she could succeed in coping with burnout. Izgar (2001), **however, stated that there's a negative relationship between operation time and professional seniority**, and burnout (Izgar, 2001). When individual needs and expectations are considered, it has been observed that employees with high expectation levels are more prone to burnout (Arabacı and Akar, 2010: 88).

Although there are different classifications on the organizational factors that affect burnout, Maslachand & Leiter (1997) created a model related to the organizational domains of workload, control, reward, belonging, justice and value factors and the harmony or incompatibility among individuals' jobs (See Figure 1). According to this, burnout increases in case of individual-job incompatibility where the difference between the demands of the job and the needs of the individuals doing the job is high; in the case of compatibility where the difference is small, **business engagement** reported to be increasing (as cited in Ardıç and Polatçı, 2009: 25).

Figure 1. Organizational Factors Affecting Burnout



Source: Ardıç and Polatçı, 2009: 26.

Other organizational factors that affect burnout can be listed under the following headings (Ardıç & Polatçı, 2008: 72-73):

- Organizational conflict,
- Reconstruction,
- Degrowth,
- Inability to participate in decisions,
- Leadership types that are not suitable for the organizational structure,
- Lack of standardization of work,
- Organizational culture,
- Length of working hours,
- Organizational miscommunication,
- Lack of social support,
- Role conflict,
- Role ambiguity,
- Adverse physical conditions of the work area,
- Lack of opportunities for improvement,
- Emotional and sexual harassment (mobbing) in the workplace,
- Lack of job security.

Ways to Cope with Burnout

Maslach (2011: 45) emphasizes that burnout has a number of personal, social and organizational costs and when these costs are considered in terms of physical health and psychological well-being, it would be more rational and prudent to make some improvements before burnout occurs. However, if it is not possible to eliminate the causes that cause burnout, and if burnout has occurred, then what needs to be done is to detect burnout before it progresses and to intervene. Methods that can be applied to prevent burnout are examined at organizational and individual levels.

Organizational Level Coping Methods

All regulations aimed at improving working conditions have a preventive effect on burnout. The implementation of organizational coping methods for burnout provides more knowledgeable and resilient employee groups (Polatçı, 2007: 91). Homer, who bases the cause of burnout on workaholic attitudes, argues that burnout is not an organizational problem, but an individual-based problem. In this context, the changes that can be made at the individual level in terms of coping with burnout are as important as the changes made at the organizational level (Homer, 1985: 59).

- Providing auxiliary personnel and equipment when necessary,
- Preparing environmental conditions that allow decision-making and to increase participation,
- Appreciating the success of the employees,
- Defining the authorities and responsibilities of the jobs inside the organization, and promotion policy,
- Establishing a justice-based reward system,
- Ensuring fair distribution of workload
- Creating organizational change,
- Supporting teamwork,
- Increasing organizational commitment,
- Establishing a regular functioning conflict
- Allocating sufficient time for personal development and rest during working hours,
- Assigning people to new tasks,
- Providing support by senior management,
- Providing an environment that facilitates the transfer of authority,
- Organizing the long working hours,
- Providing consultancy services within the organization,
- To increase holiday and social activity opportunities,
- Planning in-service trainings,
- Offering career opportunities,
- Supporting the competence and quality of intra-organizational communication,

- management system within the organization,
- Defining job descriptions clearly and transparent,

- Establishing social support groups in the workplace.

Source: Polatçı, 2007: 91.

- Having knowledge about burnout,
- Knowing yourself well and determining your needs,
- Developing realistic business-related expectations and goals,
- Participating in personal development and counseling groups,
- Learning breathing and relaxation techniques, listening to music for relaxation, doing exercise,
- Knowing and accepting the limitations of a person as a human being,
- Getting information about the difficulties and risks of the job before starting it,
- Having knowledge about time management,
- Going for a holiday,
- Reducing the monotony of work and private life,
- Determining a peaceful lifestyle,
- Taking a break or changing work,
- Improving the one's ability of coping with stress,
- Taking up a hobby.

The human factor, which is among the most effective resources that organizations can use in the process of achieving a long-term and sustainable growth under market conditions, should be evaluated within the scope of individual and organizational performance with its emotional and psychological aspects. In this context, when the relevant literature is examined, it is seen that there are many studies conducted on burnout and its consequences, but studies on the factors preventing burnout are quite limited. This study has been conducted in order to analyze the relationship between psychological capital and burnout levels of the salespeople who are working as pharmaceutical representatives, a job in which competition level is high.

Analysis of the Relationship Between Psychological Capital and Burnout Levels of Salespeople That Are Working As Pharmaceutical Representatives: The Example of Central Anatolia Region

In this part of the study, firstly, the relationships between psychological capital and burnout, which are the basic variables of the research, and various research results on these relationships are included. Afterwards, the purpose, importance, method, scope and scales used in the research were explained. Subsequently, in order to test the research hypotheses, statistical analyzes in accordance with the hypotheses were applied and the research findings were evaluated. Finally, various suggestions that may be beneficial for practitioners and researchers are given based on the research findings.

The Relationship Between Concepts and Literature Review

Organizations that want to achieve their goals by gaining competitive advantage have to develop a set of basic capabilities that rise on human resources that cannot be easily imitated by their competitors. In this context, the functions and responsibilities of employees have increased and some negative consequences have become inevitable. Burnout, which is one of these results, may result in failure of organizations' goals. Millard (2011: 28) suggests that some variables can be used as a solution to prevent negative situations that occur in organizational life. Psychological capital, which is one of the variables that can be used to benefit from the employees in the most effective way, and improve and direct individual and organizational performance, has the quality of being able to change and develop with education and experience, according to current conditions (Cheung et al., 2011; Youssef & Luthans, 2007: 777). In the literature; It is seen that employees' development of positive and satisfactory mental thoughts about work increases personal and organizational performance, organizational success and competitive advantage (Çetin et al., 2013: 95). Parallel direction between psychological capital and organizational citizenship behaviors, job satisfaction, organizational

commitment and performance; It has been determined that they have negative relationships with behaviors such as job stress, intention to quit and cynicism (Avey et al., 2011: 127).

Çetin et al. (2013), in their research on public employees; They revealed that the factors of "self-efficacy" and "hope", which are among the psychological capital elements, have a relatively important role in explaining all burnout dimensions. In addition, they found an inverse relationship between "psychological resilience" and "optimism", which are sub-dimensions of psychological capital, and emotional exhaustion, which are sub-dimensions of burnout.

Topçu and Ocak (2012) conducted their research with samples of 268 and 125 employees, respectively, working in SMEs operating in the manufacturing sector in Sivas province and Tuzla, Bosnia-Herzegovina; found an inverse relationship between psychological capital and burnout in both samples.

Wang, Liu, Wang and Wang (2012), found a negative but statistically insignificant relationship between psychological capital and emotional exhaustion, and a negative and statistically significant relationship with cynicism in their study on 1300 doctors working in Liaoning Province of China;

Gillert (2014) in the USA and Herbert (2011) in South Africa in their thesis; They found a negative and significant correlation between psychological capital and burnout.

The Purpose and the Importance of the Study

The purpose of the study; to present theoretical information about psychological capital and burnout and to examine the relationship between the psychological capital levels of pharmaceutical sales representatives and their burnout levels. With the present study, our aim is tested with a practical study on medical drug representatives working in the Central Anatolia Region. In addition, through the results of the research, it is aimed to provide the directors of institutions, who are primarily responsible for organizational efficiency and productivity, to improve the level of psychological capital, which has an impact on individual and therefore organizational efficiency and productivity, and to provide guiding suggestions for the prevention of burnout.

The health sector contains many stressors compared to many other sectors due to its characteristics. For this reason, burnout tendency seen among pharmaceutical sales representatives is higher than among many other sector employees. Since it is not possible to change the structural characteristics of the sector that emerge as a source of stress, different strategies should be developed to eliminate the negative results caused by burnout. One of the strategies that can be used at this point may be to use the psychological capital levels of the candidates as a selection criteria in the employment of pharmaceutical sales representatives and to implement various training programs to increase the psychological capital level of the existing personnel. Working in this sense, it is important in terms of revealing the potential of psychological capital at the point of minimizing the negative business consequences of burnout.

Hypotheses and Limitations of the Study

The current study has a number of limitations. The first is that research results cannot be generalized to all pharmaceutical sales representatives. The research covers only the medical drug representatives in the Central Anatolia region, and the results reflect the opinions of the pharmaceutical sales representatives working in this region. Therefore, it is unlikely to generalize to all pharmaceutical sales representatives. Other limitations are that the answers are based on personal perceptions and the possibility of finding a difference between the real situation and these personal perceptions.

Research Method

Research Population and Sample

The research population consists of medical drug representatives in Kayseri province, which operates in the Central Anatolia Region. This study was conducted between February 2017 and March 2017. The sample was not selected for the research, but it was tried to reach all active pharmaceutical sales representatives in Kayseri province operating in the Central Anatolia Region. However, 205 surveys were returned due to reasons such as the unwillingness of some employees to answer the questionnaire questions.

Preparation of the Questionnaire

The questionnaire, prepared to determine the effect of psychological capital on the perception of burnout, consists of two basic parts. The first part of the questionnaire consists of four sub-parts as self-efficacy, hope, resilience and optimism, which are scales related to psychological capital, and are considered the basic variables of the research, and three sub-parts, which include emotional exhaustion, depersonalization and reduction in personal accomplishment which are scales of burnout level.

In order to measure the psychological capital level, the scale developed by Luthans et al. (2007) and adapted into Turkish by Çetin and Basım (2012) was used. There are four sub-dimensions in the scale called **self-efficacy, hope, resilience and optimism** with a total of 24 items. Participants were asked to indicate their degree of agreement about each statement on a five-point Likert-type scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree Neither Disagree, 4 = Agree, 5 = Strongly Agree).

To measure the level of burnout, the scale developed by Maslach and Jackson (1981) and adapted to Turkish by Ergin (1992) was used. In the scale containing a total of 22 items, **emotional exhaustion, depersonalization, and decreased sense of personal success** are three sub-dimensions. Participants were asked to indicate their degree of agreement about each statement on a five-point Likert-type scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree Neither Disagree, 4 = Agree, 5 = Strongly Agree). The second part of the questionnaire form includes demographic questions for the participants.

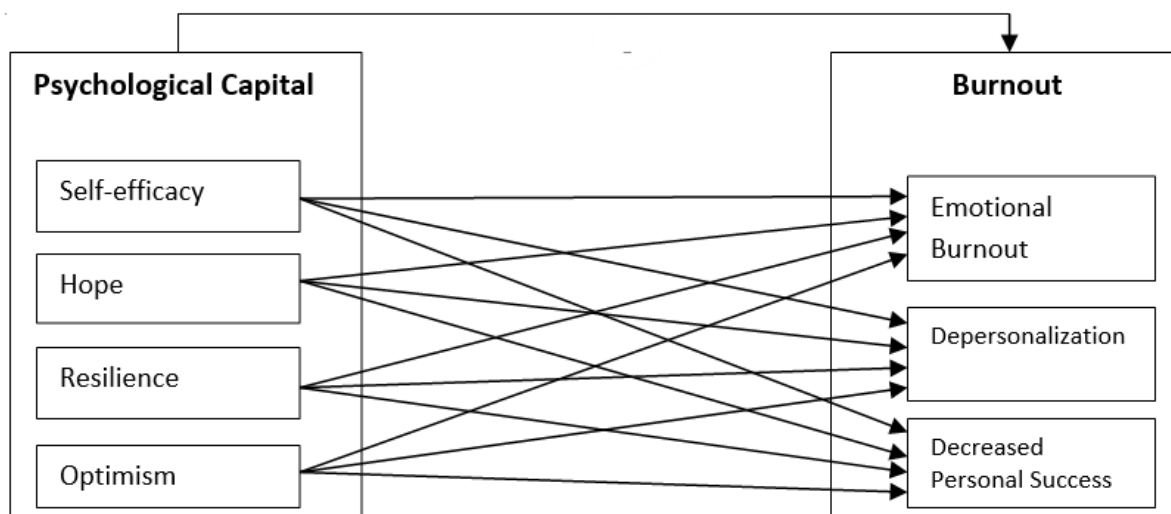
Analysis Techniques

The data obtained from the application of the questionnaire were transferred to the computer and analyzed using the SPSS 18.0 package program. To measure the relationships between **independent variable (psychological capital)** and **dependent variable (burnout)** correlation analysis; to inspect how much the independent variable affects the dependent variable regression analysis was used. In the measurement, the probability of error was chosen as $\alpha = 0.05$.

Research Models and Hypotheses

This research was carried out in accordance with the descriptive research model (See Figure 2). Purpose of descriptive research is to define the current problem, the variables and the relationships between the variables related to this problem (Kurtuluş, 2006: 252). Within the scope of this model, it has been tried to test whether the psychological capital levels of healthcare workers have a significant effect on their burnout perceptions.

Figure 2. Model of the Study



The basic research hypotheses are as follows:

- **H₁:** There is a significant and negative relationship between the sub-dimensions of burnout such as emotional exhaustion, depersonalization and decreased sense of personal accomplishment, and one of the sub-dimensions of psychological capital, **self-efficacy**.
- **H₂:** There is a significant and negative relationship between one of the sub-dimensions of psychological capital **hope** and burnout sub-dimensions such as emotional exhaustion, depersonalization and decreased sense of personal accomplishment.
- **H₃:** There is a significant and negative relationship between **durability** which is one of the sub-dimensions of psychological capital burnout and burnout sub-dimensions such as emotional exhaustion, depersonalization and decreased sense of personal accomplishment.
- **H₄:** There is a significant and negative relationship between **optimism** which is one of the sub-dimensions of psychological capital and burnout sub-dimensions such as emotional exhaustion, depersonalization and decreased sense of personal accomplishment.
- **H₅:** There is a significant and negative relationship between emotional exhaustion with psychological capital **burnout**, depersonalization and decreased sense of personal accomplishment, which are sub-dimensions of burnout.
- **H₆:** Psychological capital has a significant and negative effect on burnout and the sub-dimensions of burnout such as emotional exhaustion, depersonalization, and decreased sense of personal accomplishment.

Research Findings and Discussion

For the reliability of the scale used in the study, the alpha coefficient should be 0,70 and above (Hair et al., 1998: 118). As seen in Table 2, alpha coefficients were determined for the reliability of the scales.

Table 2. Reliability Tests

Scales	Cronbach's Alpha	N of Items
Statements about Psychological Capital	.782	24
Statements about the Level of Burnout	.812	22

Participant Specifications

The demographic characteristics of the participants are given in Table 3.

Table 3. Participant Specifications

Characteristics	f	%	Characteristics	f	%
Gender			Marital Status		
Male	165	80.5	Married	159	77.6
Female	40	19.5	Single	46	22.4
Age Range			Years of Experience		
25 years old and below	2	1.0	5 years and less	39	19.0
26-35 years old	78	38.0	6-10 years	49	23.9
36-45 years old	98	47.8	11-15 years	60	29.3
46-55 years old	27	13.2	16-20 years	36	17.6
56 years old and older			21 years and more	21	10.2
Level of Education	13	6.3			
High School	45	22.0			
Associate Degree	127	62.0			
Bachelor's Degree	20	9.8			
Postgraduate Degree					

As shown in Table 3, 80.5% of the participants are men, 19.5% are women and 77.6% are married. 85.8% of the respondents are between 26-45 years old, which can be defined as a young age range. 6.3% of the respondents have a high school degree, 22% an associate degree, 62% a bachelor's degree, and 9.8% a postgraduate higher education degree. 57.1% of the participants (29.3% 11-15 years, 17.6% 16-20 years, 10.2% 21 years or more) have 11 years or more professional experience, 23.9% have between 6-10 years and 19% have 5 years or less professional experience.

Correlation Analysis Results Between Variables

Table 4 shows the mean, standard deviation values and correlation coefficients between variables for psychological capital (self-efficacy, hope, resilience, optimism) and burnout (emotional exhaustion, depersonalization, decreased sense of personal accomplishment).

Findings in Table 4 can be summarized as follows:

- There is a negative relationship between *self-efficacy* depersonalization ($r = -.395$, $p < 0.01$), emotional burnout ($r = -.379$, $p 0.01$) and burnout ($r = -.265$, $p 0.01$) in a statistical manner. Hence ***H₁ has been partially accepted.***
- There is a statistically significant and negative correlation between *hope* and depersonalization ($r = -.388$, $p < 0.01$), emotional exhaustion ($r = -.448$, $p 0.01$) and burnout ($r = -.303$, $p 0.01$). Hence ***H₂ has been partially accepted.***
- There is a statistically significant negative relationship between *resilience* depersonalization ($r = -.302$, $p < 0.01$), emotional burnout ($r = -.407$, $p 0.01$) and burnout ($r = -.278$, $p 0.01$). On the other hand, there is a positive but statistically insignificant relationship between resilience and decreased personal achievement ($r = .001$). Hence ***H₃ has been partially accepted.***
- There is a statistically significant and negative relationship between *optimism*, emotional burnout ($r = -.216$, $p < 0.01$) and depersonalization ($r = -.106$, $p 0.01$). Also, there's a negative relationship between optimism and burnout ($r = -.086$) there's a negative, and there's a positive yet statistically insignificant relationship between optimism and diminishing personal success ($r = .403$). Hence ***H₄ has been partially accepted.***

- There is a statistically negative and significant relationship between *psychological capital* and depersonalization ($r = -.480, p < 0.01$), emotional burnout ($r = -.480, p 0.01$) burnout ($r = -.311, p 0.01$). In addition, there is a positive but statistically insignificant relationship between psychological capital and decreasing sense of personal accomplishment ($r = .673$). Hence *H₅ has been partially accepted.*

Table 4. Correlation Values Between Descriptive Statistics and Variables

Variables	Arithmetic Mean	Standard Deviation	1	2	3	4	5	6	7	8	9
1. Self-efficacy	4.2870	0.49578	1	.595**	.388**	.230**	.748**	-.379**	-.395**	.566**	-.265**
2. Hope	4.2463	0.45392	.595**	1	.586**	.424**	.859**	-.448**	-.388**	.599**	-.303**
3. Resilience	3.4772	0.45616	.388**	.586**	1	.402**	.779**	-.407**	-.302**	.469**	-.278**
4. Optimism	3.3374	0.41665	.230**	.424**	.402**	1	.653**	-.216**	-.106	.403**	-.086
5. Psychological Capital	3.8370	0.34712	.748**	.859**	.779**	.653**	1	-.480**	-.399**	.673**	.311**
6. Emotional Burnout	2.6575	0.86093	-.379**	-.448**	-.407**	-.216**	-.480**	1	.707**	-.371**	.922**
7. Depersonalization	2.2507	0.86124	-.395**	-.388**	-.302**	-.106	-.399**	.707**	1	-.356**	.823**
8. Decreased Personal Success	4.1201	0.49101	.566**	.599**	.469**	.403**	.673**	-.371**	-.356**	1	-.102
9. Burnout	3.0611	0.49718	-.265**	-.303**	-.278**	-.086	.311**	.922**	.823**	-.102	1

Correlation significance levels: * p <0.05; ** p0.01 (bi-directional).

Regression Analysis Results Between Variables

In Table 5 we can see the regression analysis between burnout and psychological capital, and between emotional exhaustion, depersonalization, and decreased sense of personal accomplishment, which are the sub-dimensions of burnout.

Table 5. Regression Analysis Results

Independent variable	Burnout Sub-Dimensions			Burnout
	Emotional Burnout	Depersonalization	Personal Success	
Psychological Capital				
β	-0.480	-0.399**	0.673**	-0.311**
R ²	0.231	0.159**	0.453**	0.097**
Lev. R ²	0.227	0.155**	0.450**	0.092**
F	60.890	38.422	168.189	74.299
Tolerance	1.000	1.000	1.000	1.000
VIF	1.000	1.000	1.000	1.000
Durbin-Watson	1.528	1.547	1.785	1.493

** p <0.01 **Dependent Variable:** Burnout

As seen in Table 5; independent variable that is psychological capital has a negative and significant effect on the depersonalization ($\beta = -0.399$), emotional exhaustion ($\beta = -0,480$) and burnout ($\beta = -0,311$) On the other hand, psychological capital has a positive but statistically insignificant effect on the dependent variable that is personal accomplishment. Based on these data, it can be said that 15.5% of the change in depersonalization, 22.7% of the change in emotional exhaustion, and 9.2% of the change in burnout are explained by the independent variable psychological capital. Hence *H₆ has been partially accepted.*

Conclusion

In the present study, the relationship between the concepts of psychological capital and burnout in the context of organizational behavior of positive psychology perspective was theoretically discussed, and the study applied on a sample selected from among pharmaceutical sales representatives aimed to reveal the effects of psychological capital factors in explaining the feeling of burnout that has negative effects on employees.

In order to achieve the above-mentioned purpose of the study, the relationship between self-efficacy and the sub-dimensions of burnout and burnout was measured first. As a result of the analysis, a statistically significant and negative relationship was found between self-efficacy and depersonalization, emotional burnout. On the other hand, there is a positive but statistically insignificant relationship between self-efficacy and decreased sense of personal accomplishment. These results show that as the perceptions of self-efficacy of medical drug representatives increase, the levels of depersonalization, emotional exhaustion and burnout as a whole decrease. The concept of self-efficacy refers to the motivation, cognitive resources and belief in one's own abilities to accelerate the implementation phases in order to successfully complete a certain task. Studies in the field of self-efficacy have shown that individuals with high self-efficacy and confidence in their abilities have high job performance. In addition, these individuals do not tire easily by maintaining their commitment to their goals in the face of difficulties. In this context, it can be said that individuals with high levels of self-efficacy enable them to achieve a successful adaptation process by showing a proactive protective effect against difficulties (Çetin, Şeşen, & Basım, 2013: 103). Although some of the findings in our study do not support the research hypotheses, there are studies in the literature that match the research results. Çetin, Şeşen, and Basım (2013) found a significant and negative correlation between self-

efficacy and depersonalization and decreased sense of personal accomplishment in their study with a sample of public service employees.

Secondly, the relationship between hope and the sub-dimensions of burnout and burnout was discussed. As a result of the analysis, a statistically significant and negative relationship was found between self-efficacy and depersonalization, emotional burnout and burnout. On the other hand, a positive but statistically insignificant relationship was found between hope and decreased sense of personal accomplishment. These results show that as the hope levels of the employees increase, the levels of depersonalization, emotional exhaustion and burnout decrease as a whole. Hope is defined as a motivational situation that includes the belief of setting valuable goals (will) and overcoming difficulties in achieving these goals (power to achieve) (Snyder, 2000: 8). In the literature, it has been revealed that hopeful individuals have higher motivation and are more confident in undertaking tasks, and they are more successful in coping with problems, and also exhibit higher performance due to the development of alternative ways to obstacles in front of their goals (Çetin et al., 2013: 103). Similar to the findings obtained in the literature, it has been revealed that having a good expectation for the future and being able to find ways to achieve goals in an organizational context and be motivated to use these ways are important in reducing burnout that occurs in the face of long-term difficulties and stress in business life.

Thirdly, within the scope of the study, the relationship between hope and the sub-dimensions of burnout and burnout was discussed. As a result of the analysis, a statistically significant and negative relationship was found between self-efficacy and depersonalization, emotional burnout and burnout. On the other hand, there is a positive but statistically insignificant relationship between self-efficacy and decreased sense of personal accomplishment. These results show that as the psychological resilience of the employees increases, the levels of depersonalization, emotional exhaustion and burnout as a whole decrease. Resilience is seen as a psychological capacity that people have in order to recover and adapt when faced with adversity, negativity, uncertainty or change (Luthans, 2002: 702). In this context, it is stated that individuals with high psychological resilience will be more successful in adapting to change, facing difficulties and working with high performance. The fact that individuals with high psychological resilience have depersonalization, decreased sense of personal accomplishment, and low levels of burnout are due to their greater capacity for recovery and adaptation.

Fourthly, within the scope of the study, the relationship between hope and the sub-dimensions of burnout and burnout was discussed. As a result of the analysis, a statistically significant and negative relationship was found between self-efficacy and depersonalization, emotional burnout and burnout. On the other hand, a positive but statistically insignificant relationship was found between optimism and burnout in a negative direction and with a decreased sense of personal accomplishment. These results show that as the optimism levels of the employees increase and how their emotional exhaustion and depersonalization levels decrease. Optimism is that individuals make positive references to be successful with a sense of self-confidence (Synder et al., 1991: 571). Optimism is the influence of individuals' situation-specific thoughts in pursuing a goal in anticipation of a positive outcome. In cases where people encounter difficulties, they become more active with the positive emotions gained from optimism expectations in maintaining their goals and the feeling of burnout decreases (Çetin et al., 2013: 103). Within the scope of this study, it was found that individuals with high levels of optimism experience less emotional exhaustion. Similar to the results obtained from the studies conducted in the literature, it was determined in the findings of this study that optimism reduces emotional exhaustion.

Finally, within the scope of the study, the effect of psychological capital on burnout and sub-dimensions of burnout was analyzed. As a result of the analysis, it has been observed that psychological capital has an inverse effect on depersonalization, emotional exhaustion and burnout as a whole. These results show that psychological capital can be used as a variable to eliminate burnout and the negative consequences of brought by it.

Practical Implications

Considering the findings determined within the boundaries of the research, it can be said that it contains important suggestions in the field of human resources. In addition to measuring the psychological capital levels of the candidates with the tests carried out in the personnel selection processes of the organizations, it's determined that it's possible to contribute to the psychological capital levels of the employees who are open for improvement with. theoretical and practical studies (Youssef and Luthans, 2007: 778; Luthans, Avey and Paterno, 2008). In this context, it can be said that organizations, with the level of psychological capital developed through education, can minimize the negative situations that burnout can cause on employees and work outcomes. In order to direct the organizations to jobs suitable for the personality characteristics of the employees, they can provide information to the candidates about the job requirements and the expectations of the organization. In this way, person-job harmony will be achieved, the possibility of experiencing burnout will be reduced and it will be easier to reach both individual and organizational goals.

Limitations and Suggestions for Future Studies

The first of the limitations of the current research is that the results of the research cannot be generalized to those who work as representatives of all medical drugs. The research covers only medical drug representatives in the Central Anatolia region, and since the findings reflect the evaluations of these individuals, it is unlikely to generalize to all pharmaceutical sales representatives. It is possible that the responses given by the participants are based on personal perceptions and there may be differences between these personal perceptions and the real situation. In future studies, the relationship between psychological capital and burnout can be tested with different variables that may have a mediating effect in different sectors and culture samples. The second limitation is that the data collected within the scope of the research are based on the participants' own statements, and the variables of psychological capital and burnout are evaluated with the same scale, at the same time, there is a tendency to common method variance and the effect of social desirability by some people. In this context, it should not be ignored that common method variance might have affected the strength of the relationship between variables. In order to overcome the negative consequences of common method variance, data can be collected from different sources in future studies. The third limitation is that there is no consensus on the dimensions of psychological capital in the literature (Cheung et al., 2011: 367). In the literature, personality traits, which can have an effect on psychological capital in terms of positive organizational behavior, such as kindness, spiritual intelligence, forgiveness, humor, spirituality, determination, humility, and prudence are also mentioned (Peterson & Seligman, 2004: 35-41). The focus should be on how psychological capital dimensions are built on more solid foundations and how the personality traits listed above can affect the relationship between burnout and its consequences.

References

- Abbas, M., & Raja, U. (2011). Impact of psychological capital on innovative performance and job stress. *In 15th International Business Research Conference*. 21st to 23rd November, Sydney, NSW, Australia.
- Akçay, V. H. (2012). Pozitif psikolojik sermayenin iş tatmini ile ilişkisi. *Kahramanmaraş Sütçü İmam Üniversitesi*.
- Altay, B., Gönener, D., Demirkıran, C. (2010). Bir Üniversite Hastanesinde Çalışan Hemşirelerin Tükenmişlik Düzeyleri ve Aile Desteğinin Etkileri, *Fırat Tıp Dergisi*, 15(1), 10-16.
- Arabacı, İ.B., Akar, H. (2010). Eğitim Müfettişlerinin 1 Bazı Sosyal, Demografik ve Mesleki Özelliklerine Göre Mesleki Tükenmişlik Düzeylerinin Belirlenmesi, *Dicle Üniversitesi Ziya Gökalp Eğitim Fakültesi Dergisi*, (15), 78-91.

- Ardıç, K. ve Polatçı, S. (2009) Tükenmişlik Sendromu ve Madalyonun Öbür Yüzü: İşle Bütünleşme, Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 0(32), 21–46.
- Armistead, C. G., & Clark, G. (1993). Resource Activity Mapping: The Value Chain in Service Operations Strategy. *The Service Industries Journal*, 13(4), 221-239.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127-152.
- Bandura, A. (1986). Social Foundations of Thought and Action. A Social Cognitive Theory, Prentice Hall, N. Jersey.
- Bandura, A. (1994). Self-efficacy. V.S. Ramachandran (Ed.), *Encyclopedia of Human Behavior* (4): 71-81, New York: Academic Press.
- Bitmiş, G., Turgut, H., ve Sökmen, A. (2013). Psikolojik dayanıklılığın tükenmişlik üzerindeki etkisi: Örgütsel özdeşleşmenin aracılık rolü. *1. Örgütsel Davranış Kongresi Bildiriler Kitabı*, Sakarya Üniversitesi İşletme Fakültesi, 15-16 Kasım, Sakarya.
- Bowles, S., & Gintis, H. (2002). Social capital and community governance. *The Economic Journal*, 112(483), 419-436.
- Cheng, B. S., & Hsu, R. C. (1997). Human capital and economic growth in Japan: an application of time series analysis. *Applied Economics Letters*, 4(6), 393-395.
- Cheung, F., Tang, C. S. K., & Tang, S. (2011). Psychological capital as a moderator between emotional labor, burnout, and job satisfaction among school teachers in China. *International Journal of Stress Management*, 18(4), 348-371
- Çetin, F., Şeşen, H., ve Basım, H. N. (2013). Örgütsel psikolojik sermayenin tükenmişlik sürecine etkileri: Kamu sektöründe bir araştırma. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 13(3), 95-107.
- Çetin, F., ve Basım, H. N. (2011). Psikolojik dayanıklılığın iş tatmini ve örgütsel bağlılık tutumlarındaki rolü. *İş-Güç: Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, 13(3), 79-94.
- Düzyürek S, Ünlüoğlu G. (1992). Hekimde tükenmişlik (burnout) sendromu. *Psikiyatri Bülteni* (1), 108-112.
- Efeoğlu, E. & İplik, E. (2011). Algılanan Örgütsel Adaletin Örgütsel Sinizmm Üzerindeki Etkisini Belirlemeye Yönelik İlaç Sektöründe Bir Uygulama. *Ç.Ü. Sosyal Bilimler Enstitüsü Dergisi*, Cilt 20, Sayı 3, Sayfa 343-360
- Ekmen, T., ve Esen, E. (2012). Bilişim sektöründe çalışanların psikolojik sermaye düzeylerinin belirlenmesine yönelik bir araştırma. *Afyon Kocatepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 14(2), 55-72.
- Erkuş, A., ve Afacan Fındıklı, M. (2013). Psikolojik sermayenin iş tatmini, iş performansı ve işten ayrılma niyeti üzerindeki etkisine yönelik bir araştırma. *İstanbul Üniversitesi İşletme Fakültesi Dergisi*, 42(2), 302-318.
- Freudenberger, H. J. (1974). Staff Burnout, *Journal of Social Issues*, 30, ss.159-165.

- Gillert, J. E. (2014). *The relationship of psychological capital and burnout with training and performance*. (Unpublished doctoral thesis). University of Oklahoma, Oklahoma.
- Gohel, K. (2012). Psychological capital as a determinant of employee satisfaction. *Shodh, Samiksha Aur Mulyankan*, 3(36), 34-37.
- Güllüce, A.Ç. (2006). Mesleki Tükenmişlik ve Duygusal Zeka Arasındaki İlişki, Yüksek Lisans Tezi, Erzurum: Atatürk Üniversitesi Yayınları.
- Hamel, G. & Prahalad, C. K. (1996). *Geleceği kazanmak*, Zülfü Dicleli (Çev.). İstanbul: İnkılap Yayınları.
- Herbert, M. (2011). *An exploration of the relationships between psychological capital (hope, optimism, self-efficacy, resilience), occupational stress, burnout and employee engagement*. (Unpublished Master's Thesis), Stellenbosch University, Stellenbosch.
- Izgar, H. (2001). Okul Yöneticilerinde Tükenmişlik, Nobel Yayın Dağıtım, Ankara.
- Jensen, S. M., & Luthans, F. (2006). Relationship between entrepreneurs' psychological capital and their authentic leadership. *Journal of Managerial Issues*, 18(2), 254-273.
- Keleş, H. N. (2011). Pozitif psikolojik sermaye: tanımı, bileşenleri ve örgüt yönetimine etkileri. *Organizasyon ve Yönetim Bilimleri Dergisi*, 3(2), 347-348.
- Keser, S. (2013). *İlköğretim okulu yöneticilerinin otantik liderlik ve psikolojik sermaye özelliklerinin karşılaştırılması*, (Yayımlanmamış Yüksek Lisans Tezi), Yıldız Teknik Üniversitesi SBE, İstanbul.
- Kristensen, T.S., Borritz, M., Villadsen, E. and Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of Burnout, Work and Stress 19(3):192-207. DOI: 10.1080/02678370500297720
- Kurtuluş, K. (2006). *Pazarlama Araştırmaları*, İstanbul: Literatür Yayıncılık.
- Lee, R. T. & B. E. Ashford (1993). "A Further Examination of Managerial Burnout: Toward an Integrated Model". *Journal of Organizational Behavior*, 14, ss.3-20.
- Lucas Jr, R. E. (1988). On the mechanics of economic development. *Journal of Monetary Economics*, 22(1), 3-42.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior, *Journal of Organizational Behavior*, 23(6), 695-706.
- Luthans, F., & Youssef, C. M. (2004). Human, Social, and Now Positive Psychological Capital Management: Investing in People for Competitive Advantage. *Organizational dynamics*, 33(2), 143-160.
- Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., & Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. *Journal of Organizational Behavior*, 27(3), 387-393.
- Luthans, F., J. B. Avey & J. L. Patera (2008). Experimental analysis of a web-based training intervention to develop positive psychological capital. *Academy of Management Learning & Education*, 7(2), 209-221.

- Luthans, F., Luthans, K. W., & Luthans, B. C. (2004). Positive psychological capital: Beyond human and social capital. *Business Horizons*, 47(1), 45-50.
- Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate-employee performance relationship. *Journal of Organizational Behavior*, 29(2), 219-238.
- Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the psychological capital of resiliency. *Human Resource Development Review*, 5(1), 25-44.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512. <https://doi.org/10.1037/0021-9010.93.3.498>
- Maslach, C., P. M. Leiter; (1997). *The Truth about Burnout*, Jossey- Bass, San Francisco, Ca.
- Maslach, C., S. E. Jackson (1981). The Measurement of Experienced Burnout, *Journal of Occupational Behavior*, (2) 99-113.
- Millard, M. L. (2011), *Psychological Net Worth: Finding the Balance between Psychological Capital and Psychological Debt*, (Unpublished doctoral Thesis). Lincoln, Nebraska: University of Nebraska.
- Mooney, A. (2007). Core competence, distinctive competence, and competitive advantage: What is the difference? *Journal of education for business*, 83(2), 110-115.
- Oruç, S. (2007). *Özel Eğitim Alanında Çalışan Öğretmenlerin Tükenmişlik Düzeylerinin Bazı Değişkenler Açısından İncelenmesi (Adana İli Örneği)*, Yüksek lisans Tezi, Çukurova Üniversitesi, Adana.
- Özdemir, Ö.H., Karadavut, U., Şimşek, G. (2020). Analysis of Employee Burnout Levels with R Program. *Anadolu Akademi Sosyal Bilimler Dergisi*. (2)1, 33-54.
- Özer, B. U. ve Tezer, E. (2008). Umut ve olumlu-olumsuz duygular arasındaki ilişkiler. *Dokuz Eylül Üniversitesi Buca Eğitim Fakültesi Dergisi*, 23, 81-86.
- Özkan, B. (2004). *Ekonomiye giriş*, Antalya: Akdeniz Üniversitesi Basımevi.
- Peterson, C., & Seligman, M. E. P. (2004). *Character strengths and virtues: A handbook and classification*, New York: Oxford University Press.
- Peterson, S. J., Luthans, F., Avolio, B. J., Walumbwa, F. O., & Zhang, Z. (2011). Psychological capital and employee performance: A latent growth modeling approach. *Personnel Psychology*, 64(2), 427-450.
- Polatçı, S. (2007), *Tükenmişlik Sendromu ve Tükenmişlik Sendromuna Etki Eden Faktörler (Gaziosmanpaşa Üniversitesi Akademik Personeli Üzerinde Bir Analiz)*, Yayınlanmamış Yüksek Lisans Tezi, Gaziosmanpaşa Üniversitesi, Sosyal Bilimler Enstitüsü, Tokat.
- Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79-91.
- Rebelo, S., (1991) Long-run policy analysis and long-run growth. *Journal of Political Economy* 99, 500-521.

- Reed, R., & Defillippi, R. J. (1990). Causal ambiguity, barriers to imitation and sustainable competitive advantage. *Academy of Management Review*, 15(1), 88-102.
- Smith, A. D., & Rupp, W. T. (2002). Application service providers (ASP): Moving downstream to enhance competitive advantage. *Information Management & Computer Security*, 10(2), 64-72.
- Snyder, C. R., C. Harris, J. R. Anderson, S. A. Holleran, L. M. Irving, S. T. Sigmon, L. Yoshinobu, J. Gibb, C. Langelle, & P. Harney (1991). The will and the ways: Development and validation of an individual-differences measure of hope. *Journal of Personality and Social Psychology*, 60(4), 570-585.
- Snyder, C. R., S. C. Sympson, F. C. Ybasco, T. F. Borders, M. A. Babyak & R. L. Higgins (1996). Development and validations of the state of hope scale. *Journal of Personality and Social Psychology*, 70(2), 321-335.
- Snyder, C.R. (Ed.). (2000). *Handbook of Hope: Theory, Measures and Applications*, San Diego: Academic Press.
- Suran, B.G., E.P. Sheridan (1985). Management of Burnout: Training Psychologists in Professional Life Span Perspectives, *Professional Psychology: Research And Practice*, 16(6), 741-752.
- Sürmeli, F. (2009). *Genel muhasebe*. Eskişehir: T.C. Anadolu Üniversitesi Yayını.
- Şimşek, M. Ş. ve Çelik, A. (2012). *Genel İşletme*, Konya: Eğitim Akademi Yayınları.
- Tekin, M., ve Çiçek, E. (2005). İşletmelerde rekabet üstünlüğünü sağlamada farklı bir yaklaşım: Değer temelli pazarlama, *V. Ulusal Üretim Araştırmaları Sempozyumu, İstanbul Ticaret Üniversitesi*, (25-27 Kasım), 63-68.
- Topçu, Mustafa K. ve Ocak, M. (2012). Psikolojik sermayenin tükenmişlik algısı üzerine etkisinde iş tatmininin aracılık rolü: Türkiye ve Bosna-Hersek sağlık çalışanları örneği, *Ulusal Yönetim ve Organizasyon Kongresi Bildiriler Kitabı*, 24-26 Mayıs, İzmir, ss. 685-690.
- Tuğrul, B., Çelik, E., (2002). Normal Çocuklarla Çalışan Anaokulu Öğretmenlerinde Tükenmişlik, Pamukkale Üniversitesi Eğitim Fakültesi. (12), 1-11.
- Ulutaşdemir, N. (2012). Kilis Kent Merkezinde Görev Yapan Öğretmenlerin Tükenmişlik Düzeyleri ve Etkileyen Faktörlerin İncelenmesi Doktora Tezi, Fırat Üniversitesi Sağlık Bilimleri Enstitüsü Halk Sağlığı Anabilim Dalı.
- Wang, Y., Liu, L., Wang, J., & Wang, L. (2012). Work-family conflict and burnout among Chinese doctors: the mediating role of psychological capital. *Journal of Occupational Health*, 54(3), 232-240.
- Woolley, L., Caza, A., Levy, L. (2011). Authentic Leadership and Follower Development: Psychological Capital, Positive Work Climate, and Gender, *Journal of Leadership & Organizational Studies* 18(4):438-448. DOI: 10.1177/1548051810382013
- Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism and resilience. *Journal of Management*, 33(5), 774-800.