



Relationships between Work Alienation, Job Stress, Burnout and Intention Leave from Job among Tourism Industry Employees

Turizm Sektörü Çalışanlarında İşe Yabancılaşma, İş Stresi, Tükenmişlik Ve İşten Ayrılma Niyeti Arasındaki İlişkiler

Saffet KARAYAMAN¹

¹Artvin Çoruh Üniversitesi, Arhavi Meslek Yüksekokulu, Artvin

ORCID:

S.K.: 0000-0001-5624-4678

Corresponding Author:

Saffet KARAYAMAN

Email:

saffetkarayaman@gmail.com

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Abstract

In today's business world expectations such as providing better quality service, reaching goals in a shorter time, serving more people in a short time, put pressure on employees in the tourism sector, as in all sectors, and increase the workload of employees. In the tourism sector, which is one of the labor-intensive service sectors, customer satisfaction has become perhaps the most important data for the survival of the business, which may cause sector employees to experience intense stress, burnout, alienation from work and intention to leave from job. This study investigates the effects of job stress, burnout and job alienation on intention leave from jobs a result of increasing workloads of tourism sector employees. For the research, data were collected from 417 participants working in tourism enterprises in Beyoğlu district of Istanbul Province in the April 2024. In this study, which was carried out in the relational survey model from the quantitative study type, the selective sampling method was used. It was found that job alienation, job stress and burnout have effects on the employee's intention to quit. The results of the study were analysed in the light of the literature and some explanations were made.

Keywords: Job Stress, Burnout, Job Alienation, Intention Leave from job, Tourism

Özet

Günümüz iş hayatında daha kaliteli hizmet vermek, hedeflere daha kısa sürede ulaşmak, kısa sürede daha fazla kişiye hizmet vermek gibi beklentiler, tüm sektörlerde olduğu gibi turizm sektörü çalışanları üzerinde de baskı unsuru oluşturmakta ve çalışanların iş yükünü artırmaktadır. Yoğun emek gerektiren hizmet sektörlerinden biri olan turizm sektöründe, müşteri memnuniyetinin işletmenin varlığını sürdürmesinde belki de en önemli veri haline gelmesi, sektör çalışanlarının yoğun stres yaşamalarına, tükenmişlik yaşamalarına, işe yabancılaşmalarına ve işten ayrılma niyetine girmelerine neden olabilmektedir. Bu çalışma, turizm sektörü çalışanlarının artan iş yükleri sonucunda iş stresi, tükenmişlik ve işe yabancılaşmanın işten ayrılma niyeti üzerindeki etkilerini araştırmaktadır. Araştırma için İstanbul ili Beyoğlu ilçesindeki turizm işletmelerinde çalışan 417 katılımcıdan Nisan 2024 tarihinde veriler toplanmıştır. Nicel çalışma türünden ilişkisel tarama modelinde gerçekleştirilen bu çalışmada seçici örnekleme yöntemi kullanılmıştır. İşe yabancılaşma, iş stresi ve tükenmişliğin çalışanın işten ayrılma niyeti üzerinde etkili olduğu tespit edilmiştir. Araştırmanın sonuçları literatür ışığında analiz edilmiş ve bazı açıklamalar yapılmıştır.

Anahtar Sözcükler: İş Stresi, Tükenmişlik, İşe Yabancılaşma, İşten Ayrılma Niyeti, Turizm

1. INTRODUCTION

Tourism in Turkey is an important sector for the country's economy. Tourism activities in the country are under the responsibility of the Ministry of Culture and Tourism of the Republic of Turkey. There are many touristic places in Turkey that reflect the history and culture of the country, and touristic activities are also carried out on the shores of the Mediterranean and Aegean Seas. In recent years, the country has become popular in health tourism. Istanbul, Turkey's largest city, hosts many ancient buildings as it is the capital of the Byzantine and Ottoman Empires. Sultan Ahmet Mosque, Hagia Sophia and Topkapı Palace are a few of them.

This research aims to investigate the relationship between job stress, burnout, work alienation, and intention to quit among tourism sector employees. This research will provide valuable information about the factors that cause employees in the tourism sector to experience burnout, intention to leave and work alienation, and will help employees develop effective strategies. It is an issue that needs to be investigated that one of the main factors that causes tourism employees to become alienated from work, feel burnout and, as a result, have the intention of leaving their job is job stress. The findings of this research will provide valuable insights into the factors that contribute to employee burnout the tourism sector and help organizations develop effective strategies to retain their employees. A study on the tourism sector has been found that job stress, burnout, and job alienation have effects on employee intention to leave from job. Factors such as workload, job security, organizational justice, organisational commitment, lack of organizational support, workplace conditions, workplace culture, and workplace policies can cause job alienation. Stress is the harmful physical and emotional reactions that occur due to the mismatch between employee job requirements and resources or needs. All these negativities do not cause employees to quit their jobs.

2. CONCEPTUAL FRAMEWORK

In this section, conceptual explanations regarding job stress, work alienation, burnout and intention to leave from job are included.

2.1. Work Alienation

As a result of the beginning of mass life and branching out in business, the mechanised organisational structure, such as the division of jobs for efficiency purposes, has led to the emergence of negative attitudes such as monotony, fatigue, burnout and stress in employees. This new situation has resulted in the alienation of employees from work (Oruç, 2020). The concept of job alienation is a situation that arises as a result of the negative feelings of employees towards their jobs (Kirman & Atak, 2020). Job alienation can be defined as the state of indifference that the employee develops unconsciously towards his/her work for reasons arising from the general characteristics of the work or the work environment (Hirschfeld & Feild, 2000; Michaels et al., 1988). According to the literature, factors such as workload, job security, organisational justice, organisational commitment, lack of organisational support, organisational changes, relationships with colleagues and managers, workplace conditions, workplace culture and workplace policies can cause job alienation (Vinokurov & Kozhina, 2020; Öztürk Çiftçi, 2021; Canpolat & Sünkür Çakmak, 2023; Çağlar, 2012; Akkuş, 2016; Güğercin & Aksay, 2017; Burbach, 1971; Dean, 1961; Kohn, 1976; Lang, 1985; Mottaz, 1981). In short, the general state of apathy towards work can be defined as alienation from work. The concept of job alienation causes significant problems both at individual and organisational levels. "Negative attitudes such as silence, burnout, dissatisfaction and insecurity emerge in employees who are alienated from work, and as a result, employees' commitment to the organisation and job performance generally decreases" (Oruç, 2020).

The relationships between the variables can be explained by the alienation-control model. The job alienation-control model was developed by Karasek (1979, p. 291) to measure the psychological stress factors involved in the fulfilment of job alienation, stress factors related to unexpected tasks and stress factors that may arise from personal conflicts related to work. Job alienation in the model is related to characteristics such as work speed, the power required by the work and the intensity of the work. Job control, on the other hand, is related to the skills, abilities, resources, time, autonomy, etc. related to the job (Peterson, 1994, p. 496; Demiral et al., 2007, p. 12). According to the model, the level of job stress is determined by the interaction of job alienation and job control. Jobs with high job alienation and low job control are defined as high-stress jobs; jobs with low job alienation and high job control are defined as low-stress jobs. Jobs with low job alienation and low job control are defined as passive jobs (Karasek, 1981, p. 695; Demiral et al., 2007, p. 12). when job alienation is high and job control is low, employees do not have job control (knowledge, skill, authority, ability, resource, time, etc.) to cope with job alienation. In this case, employees start to experience anxiety and over time this anxiety may cause employees to experience job stress and burnout (Bolat, 2011, p. 90).

2.2. Job Stress

Job stress is the harmful physical and emotional reactions that occur due to the mismatch between the employee's job requirements and resources or needs (Yunita & Saputra, 2019). It is stated that the concept of stress, which is derived from the Latin word "restricted", initially expressed meanings such as calamity, disaster, trouble, sorrow and distress (Güçlü, 2001, p. 92). Later, it is understood from the sources that it means the power, pressure and compulsion to which objects, individuals, organs and mental structures are exposed (Erdur, 2019). The Turkish Language Association (TDK) defines the concept of stress as "mental tension" (TDK, 2024).

According to another definition, stress is the psychological and physiological reaction of individuals when they encounter a request above the standard that they can do (Eren & Ece, 2022). Şimşek et al. (2001, p. 215); It is the psychological and physiological reactions of individuals to a threat or stimulus that will negatively affect their happiness and peace of mind. Stress causes negative physiological changes in the organism. In our age, competitive approach in every field and heavy working conditions cause stress in employees (Cartwright & Cooper, 1997, p. 3). This situation poses a great danger to the Tourism of employees and the productivity of organisations (Cartwright & Cooper, 1997, p. 39). Job stress causes negative effects on the productivity of organisations and the mental and physical tourism of employees (Cartwright & Cooper, 1997, p. 3). Mental symptoms of job stress include anxiety, depression, sleep disorders, lack of concentration and forgetfulness (Karatopçu et al., 2023).

People spend a large part of the day in the organisations where they work. Factors such length and/or intensity of working hours, fittings of the workplace, responsibility burden of the job, excessive supervision, stressful events at the workplace, injustices within the organisation are the main factors that cause job stress. These factors are examined by Luthans (1992, p. 405) in four categories organisational policies, structural characteristics of the organisation, physical conditions and organisational processes.

When the literature is analysed, it is stated that job stress can have positive results. Job stress at an acceptable level can be encouraging and can increase the employee's motivation, ambition and energy for success (Ailen, 1983; Voluck & Abramson, 1987, pp. 96-98). Managers need to be aware of the variables related to these four factors in the work environment and to keep work stress at an acceptable level.

2.3. Burnout

The concept of burnout is a frequently encountered situation, especially in business world. There are three different types of burnout: organisational burnout, individual burnout and professional burnout. Organisational burnout is the desensitisation of employees towards their jobs due to reasons such as insufficient resources at the workplace, excessive workload, and job dissatisfaction. Individual burnout is a situation arising from personal reasons. Occupational burnout, on the other hand, is a situation that arises due to reasons such as insufficiency of professional activities, job dissatisfaction, and excessive workload (Avcı et al., 2022).

American social psychologist Christina Maslach (1976) was an important name who conducted the first studies in the literature on the concept of burnout (Chan et al., 2007, p. 34). It is stated that Graham Greene's novel "A Burnout Event" published in 1961 was effective in the emergence of the concept (Başak, 2015, p. 1).

Freudenberger (1974, pp. 159-160), on the other hand, defined burnout as "the inability of employees to fulfil their responsibilities as a result of failure, wear and tear and loss of energy due to unforeseen excessive demands and alienation from work".

In the literature, Freudenberger (1974, p. 160) considered burnout as physical exhaustion and behavioural exhaustion. Physical exhaustion refers to feeling weak and tired due to excessive alienation from work and not feeling well in terms of bodily functions; behavioural exhaustion refers to the employee's difficulty in controlling his/her emotions and sudden changes in emotions as a result of alienation from work. Maslach & Jackson (1981, p. 101) have analysed burnout in three dimensions: emotional exhaustion, depersonalisation and lack of personal accomplishment. Emotional exhaustion is feeling emotionally restless and exhausted due to excessive alienation from work. Depersonalisation is the development of negative reactions to one's job and insensitive behaviour towards other people and customers. Finally, lack of personal accomplishment is the feeling that the employee is more unsuccessful than other employees.

According to this information, it can be said that when the initial stage of burnout is at the level of emotional exhaustion, the issue should be focused on and its causes should be analysed. If necessary measures are not taken, an increase in negative organisational behaviours is inevitable (Maslach & Goldberg, 1998, p. 65).

2.4. Intention Leave from Job

In today's business world, due to increasing competition and rapidly changing economic, technological, etc. conditions, using the labour force efficiently and preventing turnover has become one of the main objectives (cited from the source (Altaş & Çekmecelioğlu, 2007). Intention leave from job has been a much-studied concept in the organisational behaviour literature. It refers to a psychological orientation of the employee towards the conditions of the organisation, which implies organisational withdrawal that may result in quitting the job (Kraut, 1975, p. 233). Intention leave from job can be expressed as the thoughts of the employee during the period from the beginning of the tendency to leave the job until the complete separation (Cuskelly & Boag, 2001, pp. 70-71). There are two groups of reasons, voluntary and compulsory, that push the employee to intend to leave the job;

Voluntary reasons are those that develop against the employee's own will (such as the desire to move to another job, or workplace and to have better personal rights), while compulsory reasons are those that develop against the employee's will (illness, marriage, retirement, etc.) (Muchinsky & Tuttle, 1979, p. 4445; Dess & Shaw, 2001, p. 446). Some studies classify intention leave from job

depending on environmental, organisational and individual factors (Cotton & Tuttle, 1986, pp. 55-60; Fong & Mahfar, 2013).

Employees who are dissatisfied with their jobs based on the stated reasons tend to leave their jobs and start to develop new alternatives (Mobley et al., 1979, pp. 517-518; Bolat et al., 2017, p. 165). Organisations do not want to incur costs such as searching, selecting and placing new employees, preparing them for work, and providing them with experience (Dick et al., 2004, p. 351; Holtom et al., 2008). Therefore, the concept of intention leave from job is an issue that should be emphasised and measures should be taken in organisations (Findikli, 2014, p. 138).

3. AIM OF THE RESEARCH

The aims of this research are to reveal the relationships between work alienation, job stress, burnout and intention leave from job among tourism sector employees. The tourism sector includes factors that may cause work stress, burnout and intention to leave job such as irregular working hours, long shifts, anxiety about making mistakes (Aydın, 2020, p. 72-73). Many tourism workers have faced situations such as prolonged working hours, inability to take leave, insomnia, risk of disease transmission, staying away from family and social environments, and being exposed to intense emotional demands. This situation may cause employees whose alienation from work increases to increase work stress, to experience burnout and to consider leaving the job. Based on this information and empirical studies in the literature, it is possible to develop the following hypotheses;

- Hypothesis 1: Work alienation has a statistically significant and positive effect on intention leave from job.
- Hypothesis 2: Work alienation has a statistically significant and positive effect on work stress.
- Hypothesis 3: Job stress has a statistically significant and positive effect on intention leave from job.
- Hypothesis 4: Job stress has a mediating effect on the effect of Work alienation on intention leave from job.
- Hypothesis 5: Work alienation has a statistically significant and positive effect on burnout.
- Hypothesis 6: Burnout has a statistically significant and positive effect on intention leave from job.
- Hypothesis 7: Burnout has a mediating effect on the effect of Work alienation on intention to leave job.

4. METHODOLOGY

In the method section, firstly, the model of the research is given. Then, information about the population and sample of the study, data collection tools and methods, descriptive statistics, correlation analysis, and regression analyses are given.

4.1. Research Model

A figure was created to reveal the variables of the research and their relationships with each other, and the dependent or independent status of the variables was shown with the directional sign. The research model is shown in Figure 1 below:

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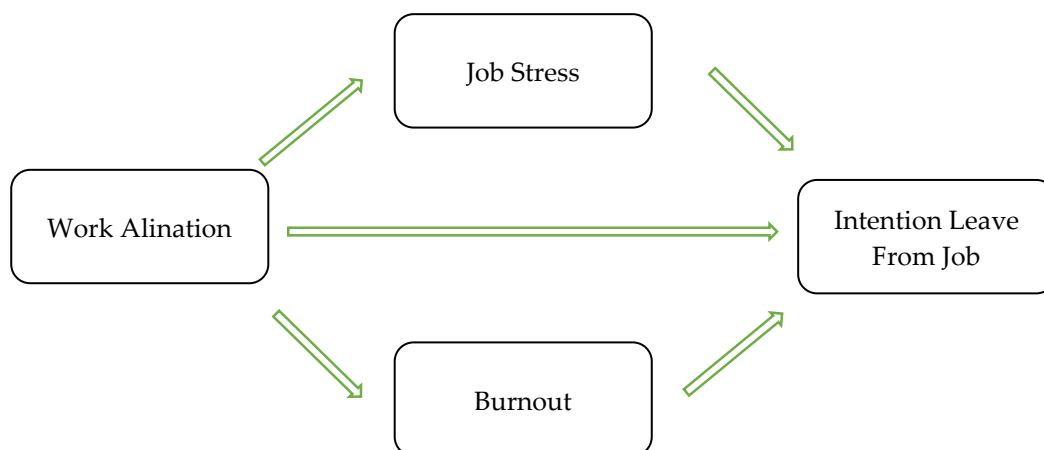


Figure 1. Research Model

4.2. Sample

The population of the study consists of tourism personnel working in at least three-star hotels serving in Beyoğlu District of Istanbul Province. There are many hotels in Beyoğlu district of Istanbul due to its location and historical texture. These hotels are in demand in every season. For this reason, it was useful to choose the Beyoğlu district sample for the research. According to 2023 data of the Ministry of Culture and Tourism of the Republic of Turkey (2023), the number of hotels providing accommodation services with only 3 stars and above is around 600. In hotels of three stars and above, the number of employees must be a certain number. In this respect, it is possible to talk about a crowded employee mass. To determine the sample size, Cohen et.al. (2007) sample size tables were used (Baltacı, 2020). The field application was carried out on April 2024 based on confidentiality policy and voluntariness within the framework of survey link sharing and consent forms. In this context, 750 questionnaires were sent to the sample group. 567 people responded to the survey link. After the incorrect and incomplete scales, data editing and cleaning processes, the sample group was determined as 417. The average age of the sample group, 169 of whom are female, 248 of whom are male and 56% of whom are single, is 32.6 years. The average professional seniority is 4 years and 62% of them are high school graduates.

4.3. Data Collection Tools and Methods

In the study, the "alienation from work scale" developed by Elma (2003) was used to measure alienation from work, which was previously used in the literature to collect data. In his study, Elma determined the internal consistency coefficient of the scale as 0.78. The internal consistency coefficient is 0,83 in this study.

The scale developed by Parasuraman et al. (1992) and adapted into Turkish by Karabay (2015) was used to measure job stress. Parasuraman et al. (1992) determined the internal consistency coefficient of the scale as 0.86 and Karabay (2015) determined it as 0.91. The internal consistency coefficient was found to be 0.82 in this study.

The scale developed by Maslach and Jackson (1981) was used to measure burnout. Turkish adaptation of the scale was made by Ergin (1992). The internal consistency coefficient was found to be 0.87 in this study.

The scale developed by Mobley et al. (1979) was used to measure intention leave from job. The internal consistency coefficient was found to be 0.77 in this study.

4.4. Analysing the Data

To determine whether the data set was normally distributed, kurtosis and skewness values of the data set and histogram graph (Tabachnick & Fidell, 2007) were analysed. In the study, it was determined that the kurtosis and skewness values of the job alienation scale (kurtosis 1.34, skewness 1.12), job stress scale (kurtosis 0.41, skewness -0.75), burnout scale (kurtosis -0.21, skewness -0.17) and intention leave from job scale (kurtosis -0.68, skewness 0.46) were within the normal value range and the histogram graphs were found to be suitable for normal distribution. In addition, to determine whether there is a common method bias in the study, Harman's single factor test was performed in which all variables were loaded on a single factor and it was seen that there was no common method bias. Hayes Process Method was used in the SPSS program for confirmatory factor analysis.

In the research, confirmatory factor analysis, which is used to test the factors that have been tested and used in previous studies, was used (Pallant, 2007:179). The results of confirmatory factor analysis are shown in Table 1. Since the scale used to measure intention leave from job consists of three items, the degree of freedom is 0. Therefore, confirmatory factor analysis was not performed for this scale.

4.5. Results

To determine the mediation effect, regression analysis was performed for the three-stage causality approach proposed by Baron and Kenny (1986:1174) and frequently used in the literature. According to this approach, to talk about the mediation effect, firstly, the independent variable should significantly affect the dependent variable; then, the independent variable should significantly affect the mediator variable; and finally, when the independent variable and the mediator variable are included in the regression analysis together, the mediator variable should significantly affect the dependent variable. Accordingly, if there is no significant relationship between the independent variable and the dependent variable, we can talk about full mediation; if there is a decrease in the relationship between the independent variable and the dependent variable, we can talk about the partial mediation effect. In light of these explanations, to test the mediation effect in the study, firstly, it was examined whether there is a significant relationship between job alienation and intention leave from job. However, no significant ($\beta=0.22$, $P>0.05$) relationship was found between job alienation and intention leave from job. Therefore, it can be said that job stress and burnout do not mediate the relationship between job alienation and intention leave from job. According to these results, hypothesis 4 and hypothesis 7 are rejected. It is stated that there is a relationship between job stress and performance (Yunita & Saputra, 2019).

Table 1. Comfirmatory Factor Analysis Results

Variables	X ²	df	X ² /df	RMSEA	CFI	NFI	GFI
Work Alienation	25,52	17	1,51	0,04	0,97	0,96	0,96
Job Stress	67,47	46	1,46	0,07	0,94	0,93	0,91
Burnout	101,5	59	1,72	0,03	0,96	0,95	0,90
Intention to Leave From Job	68,34	44	1,55	0,06	0,89	0,92	0,91

Table 2. Means, Standard Deviations, Reliability Coefficients and Correlation Coefficients For the Variables

Variables		SS	1	2	3	4
Work Alienation	4,27	0,62	0,85			
Job Stress	3,66	0,79	0,36**	0,88		
Burnout	3,55	0,88	0,25**	0,84	0,82	
Intention to Leave from Job	3,29	1,05	0,12	0,63	0,67**	0,86**

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The relationships between job alienation, job stress, burnout and intention leave from job and the means, standard deviations and reliability values of these variables are shown in Table 2. According to Table 2, significant and positive relationships were found between work alienation and job stress ($r=0,36$, $P<0,01$) and burnout ($r=0,25$, $P<0,01$); between job stress and burnout ($r=0,84$, $P<0,01$) and intention leave from job ($r=0,63$, $P<0,01$); between burnout and intention leave from job ($r=0,67$, $P<0,01$). Plus significant relationship was found between work alienation and intention leave from job ($r=0,86$, $P<0,05$).

Table 3. Regression Analysis

Variables		β	t	F	R	R2
Work Alienation	Intention to Leave From Job	0,12	1,86	3,46	0,12	0,01
Work Alienation	Job Stress	0,36**	5,73	32,83	0,36	0,13
Job Stress	Intention to Leave From Job	0,63**	12,11	146,59	0,63	0,39
Work Alienation	Burnout	0,25**	3,89	15,16	0,25	0,06
Burnout	Intention to Leave From Job	0,67**	13,71	188,11	0,67	0,45

Note: Standardised beta (B) values are considered, $N=248$, ** $P<0.01$

The results of the regression analysis between job alienation, job stress, burnout and intention leave from job are shown in Table 3. According to the regression analysis results, it was not found that there was a statistically significant effect between work alienation and intention leave from job ($\beta=0,12$, $P>0,05$). Job alienation had a statistically significant and positive effect on job stress ($\beta=0,36$, $P<0,01$) and burnout ($\beta=0,25$, $P<0,01$). In addition, job stress had a statistically significant and positive effect on intention leave from job ($\beta=0,63$, $P<0,01$) and burnout had a statistically significant and positive effect on intention leave from job ($\beta=0,67$, $P<0,01$). In the light of this information, hypothesis 2, hypothesis 3, hypothesis 5 and hypothesis 6 are accepted; hypothesis 1 is rejected.

CONCLUSION AND RECOMMENDATIONS

The tourism sector is a sector that is labour-intensive and emotionally intensive by nature. In this framework, the study investigated the effect of workloads of Tourism workers on their intention leave from jobs, job stress and burnout, and the mediating effect of job stress and burnout on the effect of alienation on intention leave from job. In other words, the objectives of this study are to determine the effect of job alienation on intention leave from job, job stress and burnout, to determine the effect of job stress and burnout on intention leave from job, to determine the mediating effect of job stress and burnout on the relationship between job alienation and intention leave from job.

According to the results of the study, no statistically significant relationship was found between job alienation and intention leave from job. This result does not coincide with the studies of Hamzah et al. (2011, s. 8), Çelik and Çıra (2013, p. 17) and Qureshi et al., 2013, p. 767). The fact that leaving work is seen as a negative situation in terms of social pressure and business ethics in this process may have caused this result.

In the study, a statistically significant and positive effect of alienation from work on job stress was found. This result supports the studies in the literature (Bolino & Turnley, 2005; Yongkang et al., 2014; Karimi et al., 2014; Sheraz et al., 2014; Parvaiz et al., 2015; Choi et al., 2018).

In the study, a statistically significant and positive effect of job alienation on burnout was determined. Accordingly, this result is similar to the studies in the literature (Moore, 2000; Surana & Singh, 2013; Beer et al., 2015).

According to another result of the study, job stress has a statistically significant and positive effect on intention leave from job. This result supports the results of Cordero et al., 2009; Qureshi et al., 2013; Arshadi & Damiri, 2013; Sheraz et al., 2014; Bingöl et al., 2018 and Taş & Özkara, 2018.

In addition, the study found a statistically significant and positive effect of burnout on intention leave from job. This result is similar to the studies of Koeske and Koeske (1993), Janssen et al. (1999), Huang et al. (2003), Kim and Stoner (2008), Moore (2000) and Bingöl et al. (2018). However, the mediating effect of job stress and burnout on the effect of job alienation on intention leave from job was not found.

On the other hand, from the employee's point of view, the personal goals and expectations of the employees may determine whether they stay or leave the organisation; if they cannot reach their personal goals and their expectations are not met, they may want to leave the organisation (Altaş & Çekmecelioğlu, 2007).

Within the framework of empirical studies in the literature and this study, it was concluded that excessive job alienation causes job stress and burnout, and job stress and burnout cause intention leave from job. Eliminating the shortage of Tourism personnel can reduce workloads and long working hours.

It can prevent the deterioration of the psychological and physiological Tourism of Tourism workers due to job stress and burnout. In addition, training that will benefit job performance can be organised to control job stress. Including social activities in organisations, sharing alienation from work fairly among employees, enabling employees to communicate their expectations to senior management, establishing a trust-based and Tourism communication network, etc. can provide benefits in reducing, eliminating or managing the effects of job stress and prevent employees from experiencing burnout. In addition to these, the factors that can motivate Tourism workers should be reviewed. In other words, improving their personal rights and working conditions (such as reducing working hours) may prevent them from experiencing job stress, which may enable Tourism workers to adapt their work and pay more attention to it. Accordingly, burnout of Tourism care workers may be prevented and their intention to quit their jobs may decrease.

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