



## THE RELATIONSHIP BETWEEN EMPOWERMENT AND BURNOUT: A FIELD STUDY ON KONYA INDUSTRIAL AREA

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### **Abstract**

*The present study focuses on the relationship between empowerment and burnout. It examines that whether or not empowerment affect burnout in a negative way. The data were collected through a questionnaire returned by the employees in nineteen seperate companies operating in different sectors in Konya Industrial Area, including the first five hundred and the second five hundred largest industrial establishments in Turkey. The results of Pearson correlations and regression analyses indicated that empowerment are significantly and negatively related to burnout.*

**Key Words:** Empowerment, Burnout

**Jel Classification:** M10, M54

## PERSONEL GÜÇLENDİRME VE TÜKENMİŞLİK İLİŞKİSİ: KONYA ENDÜSTRİ BÖLGESİ ÜZERİNE BİR ALAN ARAŞTIRMASI

### **Özet**

*Araştırma, personel güçlendirme ile tükenmişlik arasındaki ilişkiyi ele almaktadır. Personel güçlendirmenin, tükenmişliği negatif yönde etkileyip etkilemediğini incelemektedir. Veriler, Konya Sanayi Bölgesi'nde farklı sektörlerde faaliyet gösteren, içlerinde Türkiye'nin ilk beşyüz ve ikinci beşyüz büyük sanayi kuruluşu da bulunan ondokuz ayrı işletmenin çalışanları üzerinde yapılan bir anket çalışmasıyla elde edilmiştir. Pearson korelasyon analizi ve regresyon analizi sonuçları, personel güçlendirmenin, tükenme ile anlamlı ve negatif yönde ilişkili olduğunu göstermiştir*

**Anahtar Kelimeler:** Personel Güçlendirme, Tükenmişlik

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## **INTRODUCTION**

It is well known that a poor working environment can cause burnout. The task of researchers is to find ways to protect employees from burnout. Empowerment is a relatively new variable that awaits to be tested in battle against burnout (Hochwälder, 2007).

In this framework, the aim of this study is to examine the concept of empowerment in an exhaustive way, and to demonstrate analytically how empowerment is affecting burnout.

The application part of the study is the result of a survey conducted on the managers and employees of nineteen different companies operating in different sectors in the Konya Industrial Area.

## **I. LITERATURE**

### **Empowerment**

Empowerment is defined as a motivational structure that manifests itself with four elements; meaning, competence, self-determination and impact (Spreitzer, 1995).

In the book "Empowerment in Practice: From Analysis to Implementation", Alsop et al., set out three measures for measuring empowerment; 1) whether or not there is an opportunity to make a choice (existence of choice), 2) whether or not the opportunity to make a choice is used (use of choice), 3) whether the choice has reached the desired result (achievement of choice) (Alsop, Bertelsen, & Holland, 2006).

In the book "The Empowerment Pocketbook", Applegarth and Posner used the following expressions; "Empowerment means three words: authority, power and license. Authority is only in the place where subordinates are located. Power can be switched on and off. The license defines the scope and conditions that apply to an activity and is granted to the person concerned only after proves its capabilities. (Applegarth & Posner, 1999).

### **Burnout**

Burnout is a psychological syndrome that manifests itself as exhaustion, cynicism and inefficacy in response to chronic job stress (Spence Laschinger, Leiter, Day, & Gilin, 2009).

Burnout is described as a psychological process characterized by feelings of emotional exhaustion, psychological detachment and lack of personal accomplishment. Burnout is a result of constant exposure to stress in the work environment. Examples of workplace stressors that cause burnout include lack of autonomy, lack of organizational support, inadequate management, inadequacy of resources, and high workload (O'Brien, 2011).

### **Relationship between Empowerment and Burnout**

In their research, Spence Laschinger et al. (2009), have shown that empowerment and incivility have a significant impact on nurses' experiences of burnout and the managerial strategies that empower nurses in professional practice may be helpful in preventing incivility in the workplace and burnout. Research on nursing has shown that when the work environments are structured in this way, the nurses experience burnout at a lower level, resulting in job satisfaction and fewer negative patient events. In the study, nurses' perception of empowerment, supervisor incivility and cynicism were related to job satisfaction and organizational commitment. These results emphasize the importance of managers' leadership behaviour in preventing burnout and thus ensuring higher job quality and lower turnover intentions. (Spence Laschinger et al., 2009)

Guerrettaz (2012) conducted a study confirming the findings of Spence Laschinger et al., and found that empowerment of nurses had a significant effect on burnout of them (Guerrettaz, 2012).

In the research on assistant principals working in primary schools in Germany, Schermuly et al. (2011) found no direct relationship between empowerment and burnout but they found a strong indirect relationship between job empowerment and burnout via job satisfaction. (Schermuly, Schermuly, & Meyer, 2011)

In a study on healthcare professionals in five Canadian hospitals, Gilbert et al. (2010) found a significant relationship between empowerment and burnout. (Gilbert, Laschinger, & Leiter, 2010)

In his study on nurses, O'brien (2011) found a significant inverse relationship between empowerment and burnout (O'Brien, 2011).

In their study on service providers, Ben-Zur and Yagil (2005) found that there was a negative relationship between empowerment and burnout (Ben-Zur & Yagil, 2005).

In a study on nurses in Sweden in 2007, Hochwalder found that there was a negative relationship between empowerment and burnout (Hochwalder, 2007).

**The Aim and Theoretical Model**

This research will add to a superior comprehension of the empowerment and the relationship amongst empowerment and burnout. The points which are sought with the study can be expressed this way: That whether there is a relationship amongst empowerment and burnout of the workers or not and provided that this is true, being determined what this present relationship's qualification and size are

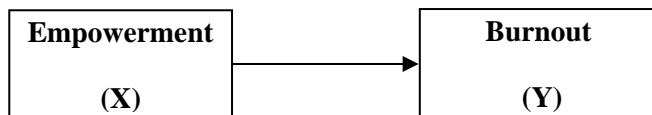
In this research, while the Empowerment is picked as independent variable, Burnout is picked as dependent variables. Here, the relations between dependent and independent variables are tried to search and measured. A hypothesis was built on related to this subject and this hypothesis' correctness and whether it is upheld or not are searched

H<sub>1</sub>: Empowerment has a negative effect on the Burnout

**Table 1:** *Dependent and Independent Variables*

<b>Independent Variable</b>	<b>X</b>
Empowerment	X
<b>Dependent Variable</b>	<b>Y</b>
Burnout	Y

As the research model, a symbolical model like below has been used.



**Figure 1:** *The Relation Between Empowerment and Burnout*

**II. METHODOLOGY**

In this part, Empowerment and the variable of Burnout which is influenced by Empowerment are analyzed by relying upon the datas of the study which is done on the workers and the administrators in nineteen organizations which bear on a business in various parts in industry of Konya

## II. I. The Sample and Method of Data Collection

In this research, the administrators and the workers of the organizations which bear on a business in industry of Konya are picked as sample; including Konya Seker Inc., Kombassan Paper Inc., Kompen Inc., Komyapı Inc., Ittifak Holding Inc., Ova Sut Inc., Enka Sut Inc., and so forth which are among initial five hundred and the second five hundred biggest industrial companies in Turkey

A questionnaire form has been utilized as the essential instrument of the study. The responses given to the questions have been obtained with the assistance of 5 point Likert type scale (1: certainly disagree; ... ; 5: certainly agree). The entire of the questions in the survey have been made up the questions utilized before in the literature. The questions that measure the variable of empowerment have been used by (Paré, Tremblay, & Lalonde (2000)); and the questions that measure the variable of burnout have been used by Daniels (2004) before.

The survey have been sent to 300 individuals in the level of administrators or workers and 207 of them have returned. 13 of the surveys which returned have not been added into the study. So the quantity of the surveys utilized is 194

## II. II. The Survey

The survey and the averages perception of participants on questions are given in Table 2.

**Table 2:** *The Averages of Participant Perceptions on Questions*

Independent Variable	Questions	Mean	Std. Deviation
Empowerment (X)	<b>EMP.2</b> A great latitude is given to employees for the organization of their work (e.g., work schedules)	2,85	1,227
	<b>EMP.3</b> Employees in my work unit have a lot of autonomy in regard to project management	2,81	1,172
	<b>EMP.4</b> In my work unit, employees have a great deal of liberty in the conduct of their work	3,07	1,245
	<b>EMP.5</b> Employees in my work unit are extensively involved in the recruitment process	2,85	1,233
	<b>EMP.6</b> Employees in my work unit are regularly consulted in technological investments decisions	2,91	1,157
	Burnout (Y)	<b>BURN.1</b> I feel emotionally drained from my work	2,62
<b>BURN.2</b> I feel used up et the end of the workday		3,04	1,414
<b>BURN.3</b> I feel fatigued when I get up in the morning and have to face another day on the job		2,63	1,356
<b>BURN.4</b> Working with people all day is really a strain for me		2,39	1,222
<b>BURN.5</b> I feel burned our from my work		2,60	1,293
<b>BURN.6</b> I feel very frustrated by my job		2,67	1,337
<b>BURN.7</b> I feel I'm working too hard on my job		3,10	1,296
<b>BURN.8</b> Working with people directly puts too much stress on me		2,50	1,157

**II. III. Findings**

**Factor Analysis**

In factor analysis, the dependent and independent variables were analyzed separately. The factor loadings of the variables were given in Table 3. Total variance clarified is 60.839 %. As per the factor analysis, it might be said that scale has structural validity

**Table 3: The Factor Loadings of Dependent Variable**

Independent Variable	Questions	Component	
Empowerment (X)	EMP.4	.894	(Paré, Tremblay, & Lalonde, 2000)
	EMP.3	.883	
	EMP.2	.729	
	EMP.5	.638	
	EMP.6	.578	
Dependent Variable	Questions	Component	
Burnout (Y)	BURN.5	.888	(Daniels, 2004)
	BURN.4	.861	
	BURN.3	.834	
	BURN.6	.799	
	BURN.1	.768	
	BURN.2	.758	
	BURN.8	.704	
	BURN.7	.605	

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 4 iterations.

\* The questions whose factor load is not distributed to the appropriate components are removed from the scale.

**Reliability Analysis**

In reliability analysis, alpha coefficients of each are examined. Cronbach alpha reliability coefficients are indicated in Table 4.

**Table 4: The Results of Reliability Analysis**

Variables	Number of Questions	Cronbach Alfa ( $\alpha$ ) Coefficients
Empowerment (X)	5	.808
Burnout (Y)	8	.908

Subsequently, reliability values for variables are above the value accepted by the literature.

**Correlation Analysis**

Pearson correlation coefficients are shown in Table 5. In correlation table, relationship between dependent variable and independent variable is examined.

**Table 5: The Values of Correlation**

Variables	X	Y
X Empowerment (X)	1.000	
Y Burnout	-.261**	1.000

Pearson Corr. and Significance.

\*\* . Corr.,  $\rho=0.01$ .

When looking at Table 5, it can be seen that; There is a significant relation ( $\rho=0.01$  and  $\beta= -.261$ ) in a negative way between Empowerment and Burnout.

**Regression Analysis and Hypothesis Tests**

Hypothesis in the model is examined by regression analyses. The letter of X symbolizes "Empowerment" as the independent variable. And the letter of Y symbolizes "Burnout" as the dependent variable.

According to the result of regression analysis, our hypothesis will be accepted or rejected with respect to variables'  $\beta$  coefficients and significance ( $\rho$ ) levels.

In hypothesis, it is assumed that there is a relationship between "Empowerment" and "Burnout". This relationship which was propounded in the model was found by Pearson correlation analysis. Besides, to clarify the qualification of this relationship linear regression analysis were done. Findings of the linear regression analysis are as follows:

As appeared in Table 6, in this regression model;  $R^2 = .68$ ;  $\rho= .000$  and  $F=14.029$  values were acquired. This  $R^2$  and F values, indicate that the variable of "Empowerment" explains "Burnout".

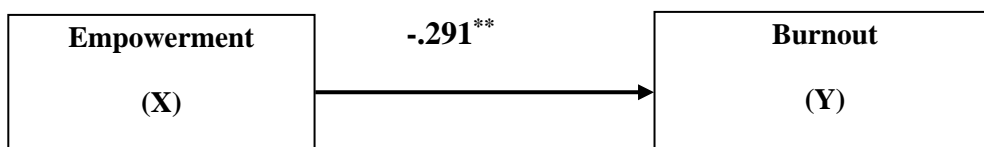
**Table 6: The Effect of Empowerment on Burnout**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.536	.236		15.004	.000
Emp_ort	-.291	.078	-.261	-3.745	.000

Dependent Variable: Burnout; R: .261;  $R^2$ : .68; Adjusted  $R^2$ : .63; D-W: 1.791; Model F: 14.029  $p<0.0001$

According to Table 6, the behavior alteration of participants relation to their "Burnout" is explained by "Empowerment".  $R^2$  determination coefficient shows that 6.8 % of the state of mind change of employees relation to "Burnout" results from "Empowerment". When "Empowerment" is increased 1 unit, "Burnout" will decrease 0.291 unit.  $H_1$  hypothesis is supported by this result. In other words, "Empowerment" decreases the "Burnout".

The regression results of empowerment and burnout were shown together schematically in Figure 2 below. Relations belonging to the accepted results are indicated with thick dashed-line arrows.



**Figure 2: The Relation Between Empowerment and Burnout**

**Results of Hypothesis**

The outcomes concerning hypothesis are indicated in Table 8. According to the result criteria as  $R^2$ , Beta ( $\beta$ ), Significance ( $\rho$ ) and Accepted/Rejected status (A/R), the hypothesis is accepted as it is significant at the rate of 1 %.

**Table 8: The Results of Hypothesis**

No	Hypothesis	$R^2$	$\beta$	$\rho$	A/R
$H_1$	Empowerment has a negative effect on Burnout.	.68	-.291**	.000	A

## CONCLUSIONS

In this study, it is planned to search whether there is a significant relationship between empowerment and burnout in respective organizations.

The results of our research show that there is a significant and negative relationship between empowerment and burnout. Spence Laschinger et al's (2009), Guerrettaz's (2012), Schermuly et al's (2011), Gilbert et al's (2010), O'brien's (2011), Ben-Zur and Yagil's (2005), Hochwalder's (2007) research's findings also support that result.

The findings of this study suggest that empowerment has a negative effect on the burnout, and in organizations with high empowerment level, burnout level will be lower. As a result, when organizations empower their employees using empowerment techniques, they will have kept themselves from the harmful effects of the burnout.

### *Limitations*

As in each social research, a few limitations have been run across in this study, as well. It should be viewed as that the study has been done on relatively little example by focusing on time slack and cost, so the study group is limited in representing to the aggregate and the conclusions can't be generalised

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