



## Relationship Between Burnout and Intention to Leave in Hotel Establishments: The Case of Kırşehir/Turkey Hotels

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### Abstract

Burnout can cause people who are a psychological entity to melt away over time like a consumer item and then become incapacitated. Burnout, which is one of the most important problems in organizations, can harm other organization members and also the establishments, except the employee of the interlocutor himself. One of the important effects of burnout on employees is foreseen as the employee leaving the job or intent to leave. Thus, the purpose of this study is to determine the relationship between burnout levels of employees working in hotel establishments and their intention to leave. For this purpose, 90 usable questionnaires were collected from employees in five different hotels operating in Kırşehir. According to correlation and regression analysis, there was a moderate and positive relationship between the burnout levels of the participants and their intention to leave, while there was no significant difference between the two variables according to comparing means analysis. In line with the results obtained, suggestions were presented to the hotel managers and related stakeholders in the last part of the study.

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## **INTRODUCTION**

The importance of the human factor in hotel establishments, which constitute the most important branch of the tourism sector, cannot be ignored. The success of establishments in achieving their goals and targets is based on a high percentage of human factors. In hotel establishments, the motivation and satisfaction of the employees and the efficiency and productivity of the establishments are directly proportional. It is a known fact that an employee who is satisfied with his job will show more commitment to the establishment and organization and keep the benefits of the organization before his personal benefits. However, an individual who is dissatisfied, exhausted, burned out with his job and thus intends to leave his job will cause more harm to the organization rather than provide benefits and will constitute an obstacle for the organization to reach its goals and objectives. At this point, it is important that the managers of the organization understand and respond to their relations with their subordinates and their needs. Thus, due to the increasingly difficult conditions of competition and the efforts of establishments to keep up with the changes in modern management world, managers are seeking ways to further increase the performance of employees and the effectiveness of the organization.

People often work in groups to achieve a variety of purposes. For example; groups such as sports teams, juries, moving belt systems, quality control teams and governmental units combine efforts to create a single product within themselves (Williams & Karau, 1991, p.570). The services and goods offered in the tourism sector also constitute a whole. Therefore, the importance of teamwork cannot be overlooked in hotel establishments where the products offered as a whole cannot be fully standardized (Güçer, Pelit, Demirdağ & Keleş, 2017, p.16). In a sector where teamwork and team spirit are so important such as tourism, it is a matter that needs to be emphasized on the intention to leave or leave of employees. At this point, the supervisors should play an active role in solving existing and potential organizational problems (e.g. job dissatisfaction, burnout, exhaustion, to leave, alienation, silence etc.) in the establishments.

Burnout syndrome, which is mostly related to work and work conditions and can directly affect both the work and private lives of the employees, can be seen in every sector especially in the service sector. The concept of burnout, which first emerged in the 1970s (Schaufeli, Leiter & Maslach, 2009, p.204), is a serious consequence of long-term stress in the workplace, and burnout occurs when work and individual capacities are unstable (Kalimo, Pahkin, Mutanen & Topipinen-Tanner, 2003, p.109). German-born American psychologist Herbert Freudenberger (1974) used the term of burnout to reduce increasing emotional exhaustion, loss of motivation, and commitment among volunteers for drug addicts in the clinic. He also argued that burnout means that a staff member is exhausted about a year after starting to work due to excessive demand for energy, power or resources (Freudenberger, 1974, p.159; Ahola & Hakanen, 2007, p.103; Schaufeli et al., 2009, p.205; Demirdağ, 2019, p.116-117). Failure of many employees to cope with emotional stress at work, care and commitment to work and failure to maintain them cause the burnout process to begin (Maslach & Pines, 1977, p.100). According to Daley (1979, p.375), burnout can be defined as a reaction to the job-related stress that occurs during the workplace and the intensity and duration of the stress encountered in the workplace.

Burnout is frequently seen in employees working especially in sectors where human relations are intense just like in the tourism sector. Pines and Maslach (1980, p.6) also emphasize that burnout is an emotional exhaustion and cynicism syndrome that may occur among employees who spend most of their time working closely with other

people. They also stated that emotional exhaustion of burnout can adversely affect physical health (physical exhaustion, psychosomatic symptoms and vulnerability to disease) as well as employee performance and productivity (lower morale and greater absenteeism and turnover etc.). The service providers can frequently encounter with some difficulties such as demanding and difficult customers (Kim, 2008; Cheng & O-Yang, 2018, p.78), routine working life, long hours and heavy working conditions, etc. On other hand, in tourism establishments, the relationship (interaction between the consumer and the service providers) of human factor is very important. Because, the efficiency, survival, profitability and sustainability of these establishments depends entirely on the employees and consumers. In hotel establishments, a number of difficulties arising from the fact that the services and goods are producing in the same environment with the consumer, the irregular working hours and the intensity of face-to-face relationships reveal the sense of burnout, which is an important factor for productivity, success and discouragement of the employees (Pelit & Türkmen, 2008: p.117). In hotel establishments where the human factor plays the most important role, it is also very important to reduce job burnout and increase job satisfaction of employees for the reasons mentioned above.

Regardless of the type of establishments, it is a very important problem for organizations that employees leave the work and/or have the idea of leaving work, and therefore high employee turnover. Because activities such as employing new employees, training them, empowering them and teaching the organizational culture they have are very troublesome and costly for organizations. The situation is even more critical especially in the service industry such as tourism establishments, which bring together consumers and service producers. The tourism sector has some unique features such as long labor-intense, hours and heavy working conditions, seasonal work, simultaneous production and consumption, most products are not physical, continuous customer satisfaction efforts etc. Such features of tourism may cause employees to leave. On the other hand, employees may intend to leave work for different reasons and take the action for the mentioned action. The reasons for employees to leave or consider leaving may be related to the job itself, the organization, the colleagues, the family, or the employee himself. Employees usually leave their jobs as a result of compulsory reasons such as illness, death, education, military service, marriage, pregnancy, retirement and address change that occur except the control of themselves and organization. In addition, the reasons such as wages, promotion opportunities, incentives and rewards, job satisfaction, loyalty, motivation, mobbing, stress, conflict, sexual harassment, physical working conditions, opportunities to find jobs in better conditions, communication, discipline, ethics, morale and excessive workload that may arise from both themselves and the organization are also considered as reasons for leave or intent to leave.

Tourism is a sector that generates income for countries, provides employment, strengthens international relations and contributes to development. However, as in every business environment, the tourism sector has also its own characteristics. Some of these characteristics are positive in the perception of tourism employees, while others are perceived as negative. Fun working environment, tips, opportunities to meet different people and cultures, opportunities to promotion, meeting some needs such as accommodation, eating and drinking needs are perceived as positive; whereas, long working hours, work at a high pace, heavy working conditions, labor intensive, salaries and seasonal job etc. are perceived as negative features. In addition to dealing with these negative characteristics, employees also have to deal with the stress of facing the consumers who constantly want to be satisfied during the service (Demirdağ, 2019: p.115). On the other hand, the stress can cause job dissatisfaction, burnout and even tendency to leave the job after a certain period of time for the employees. This is not only about the himself of

employee who is experiencing, but also important problems concerning the whole organization. Employees who are not satisfied with their jobs, who always experience stress and intend to leave their jobs may harm the organization and their colleagues indirectly or directly, intentionally or unintentionally. It can be considered that if such organizational problems that may have a negative impact on the performance and productivity of employees are not eliminated or minimized, they may also reduce the service quality especially in labor-intensive hotel establishments. Therefore, managers have a great responsibility for ensuring job satisfaction, loyalty and commitment to the organization of employees, and especially in reducing the turnover rate in the organization. Hereby, examining the relationship between burnout syndrome and intention to leave of employees who work in hotel establishments was the starting point of this study. In this respect, the aim of this study is to determine the relationship between the burnout level and intention to leave of the employees working in hotels operating in Kırşehir/Turkey.

## **Literature Review**

Different organizational problems have become the focus of attention for many researchers and researches have been made to reveal, minimize or eliminate these problems. Burnout and intention to leave or turnover are two of the problems that are very important for organizations. Numerous international academic study conducted on burnout syndrome (Vallen & Rande, 2002; Kim, Shin & Umbreit, 2007; Walters & Raybould, 2007; Kim, 2008; Pelit & Türkmen, 2008; Hu & Cheng, 2010; Chuang & Lei, 2011; Güzel & Akgündüz, 2011; Jung, Yoon & Kim, 2012; Lee & Ok, 2012; Shen & Huang, 2012; Şahin, 2012; Celik & Sacli, 2013; Hsu, 2013; Lin, 2013; Prentice, Chen & King, 2013; Aslan & Etyemez, 2015; Salem, 2015; Kang, Heo & Kim, 2016; Sohn, Lee & Yoon, 2016; Koc & Akkoyunlu Bozkurt, 2017; Cheng & O-Yang, 2018; Demirdağ, 2019; Gordon, Adler, Day & Sydnor, 2019 etc.) and the reasons of employees' leaving their jobs or the relationship of this intent with some other organizational variables which are very crucial for employees (Rusbult, Farrell, Rogers & Mainous III, 1988; Aydın, 2004; Kim, Leong & Lee, 2005; Babakus, Yavas & Karatepe, 2008; Nadiri & Tanova, 2009; Pelit, Güçer & Demirdağ, 2016; Güçer, Pelit, Demirdağ & Keleş, 2017; Dirik, 2019; Sandıkçı, Boyraz & Mutlu, 2019 etc.).

According to the results of the study conducted by Vallen and Rande (2002), the burnout levels of the owners and operators of bed and breakfast hotels were investigated as low. In the subscales of “personal accomplishment” and “depersonalization” of burnout, respondents scored low burnout, while under the “emotional exhaustion” subscale were less positive. According to the results of another study (Kim et al., 2007) investigated the job burnout and personality characteristics of employees in hotel establishments, the most noteworthy finding was the relationship between job burnout and agreeableness personality traits of hotel employees. Another study which investigated the relationship between burnout and perceived organizational support among front-line hospitality employees by Walters and Raybould (2007) reported that there was a significant relationship between perceived organizational support and each of the three burnout dimensions of exhaustion, cynicism and personal efficacy. In the study conducted by Kim (2008), which examined the relationship between emotional labor and burnout of service providers in hotels, reported that there were significant relationships between the two variables. As a result of the study conducted by Pelit and Türkmen (2008) on the burnout levels of employees in hotel establishments, burnout perceptions of employees about "emotional burnout, personal achievement, insensitiveness" were found high. According to the results of the study (Hu & Cheng, 2010) examining the relationship between job stress, coping strategies and burnout of hotel managers in Taiwan, it was stated that the biggest job stress was caused by task

characteristics and workload. In addition, it was stated that hotel managers experienced lower levels of burnout if they applied more direct-action strategies in coping with the pressures of their work. As a result of a study (Shen & Huang, 2012) on the life satisfaction and job burnout of domestic migrant workers in the Chinese hotel industry, emotional exhaustion and depersonalization of job burnout had a significant influence on their life satisfaction. According to a study (Celik & Sacli, 2013) to determine the burnout syndrome among hotel employees in the city of Konya, the findings indicated that hotel employees' level of emotional exhaustion was medium, depersonalization was low, and, personal accomplishment was on high level. The results of another study (Lin, 2013) conducted in tourist hotels showed that psychological capital has a significant negative impact on job burnout, but also confirms the significant mediating effect of psychological capital on the relationship between perceived organizational support and job burnout. As a result of another study (Aslan & Etyemez, 2015) investigating the burnout levels of hotel employees and their intention to leave, it was determined that burnout levels of employees were low and there was a significant relationship between the two variables. Another study (Cheng & O-Yang, 2018) showed that job crafting is positively related to job satisfaction, while job burnout negatively mediates the relationship between job crafting and job satisfaction of hotel employees in Taiwan. Demirdağ (2019) stated that burnout can also arise from the fact that the hotel employees do the same thing every day, do nothing new, encounter same faces, same problems and a routine work life in their job. Gordon et al. (2019) argued that hotel managers support on employees is very important in terms of reducing costs, increasing job satisfaction, reducing stress and burnout. Therefore, burnout, which is an important organizational problem, can lead to other important organizational problems such as job/life dissatisfaction, psychological problems, inefficiency, organizational alienation, cynicism and even intention to leave etc.

Rusbult et al., (1988) found that stated that high job satisfaction and investment encouraged voice and loyalty and discouraged exit and neglect, and they also indicated that better alternatives encouraged exit and voice and discouraged loyalty. According to the result of the study conducted on 4-star and 5-star hotel establishments by Aydın (2004), organizational stress, which is an important organizational problem, has a significant effect on the intention of the employees to leave. In the study of Kim et al. (2005) with the staff working in chain restaurants, it was concluded that there was a significant relationship between job satisfaction and organizational commitment, but there was a negative relationship between job satisfaction and intention to leave also organizational commitment and intention to leave. As a result of the study conducted by Babakus et al. (2008) on hotel employees, it is stated that problems such as role conflict or role ambiguity affect the employees' intention to leave and emotional exhaustion. As a result of another study conducted by Nadiri and Tanova (2009) on hospitality industry employees, it is mentioned that there was a significant relationship between employees' perception of justice and intention to leave (turnover), job satisfaction and organizational citizenship behavior. As a result of a study (Pelit et al., 2016) on the problems faced by female employees working in hotel establishments and their intention to leave, a significant relationship was found between the problems (such as pay, other additional payments, the idea of to find better job in better conditions, gender discriminations and long working hours- heavy working conditions) faced by women and their intention to leave. As a result of the study where Güçer et al. (2017) investigated the social loafing and intention to leave in the hotel establishments, a significant and positive relationship was found between the two variables. According to the Meta-Analysis study conducted by Dirik (2019) on the premises of the intention to leave, it is emphasized that there is a relationship between the intention to leave and variables of job satisfaction, organizational commitment, identification, job stress and job performance. In a study which investigated the effect

of the Islamic lifestyle on the intention to leave (turnover) in thermal hotels conducted by Sandıkçı et al. (2019), it was detected that the Islamic life style had no effect on the intention to leave. In this context, the main hypothesis of the study was developed as follows:

*“Hypothesis: There is a significant relationship between the burnout and intention to leave of employees in Kırşehir Hotels”.*

## **Method**

There is a total of 12 hotels in Kırşehir, of which 5 are hotels by the Ministry of Culture and Tourism, 6 are municipal certified and 1 are private administration. There are approximately 150 employees working in a total of 5 hotels controlled by the Ministry of Culture and Tourism (Giresun Provincial Culture and Tourism Directorate, 2020). The survey technique was used as a data collection to employees working in 5 hotels (two of them are 4-star, two of them are 3-star and one of them are 2-star), operating in Kırşehir and controlled by the Ministry of Culture and Tourism. 90 of the questionnaires returned from the hotels were found usable and included in the analysis. The questionnaire consists of 3 sections. The first section of questionnaire includes 6 items to determine some individual characteristics (gender, marital status, age, total year of experience in hospitality industry, educational status, department) of the participants. In the second part, “Maslach Burnout Inventory (MBI)” which consists of 22 items and three dimensions (emotional exhaustion, depersonalization and personal accomplishment) was used to determine participants' level of burnout. Reverse coding was made for items of personal accomplishment dimension. The mentioned scale which developed by Maslach and Jackson (1981) is most popular and a commonly used scale. In the last part of questionnaire, “Intention to Leave Scale” which consists of 3 items was used to determine the level of employees' intention to leave. The same scale which developed by Cammann, Fichman, Jenkins, and Klesh (1979) and also used by some researchers (such as Gülertekin, 2013; Güçer et al., 2017). The scales constituting the second and third parts of the questionnaire were used within the scope of the 5-point Likert-type rating. For the statistical analysis of the study data; frequency and percentage distributions for the individual characteristics of participants, One Way Anova and t test for the differences between of the variables, and the correlation and regression analysis were used for the relationship between of burnout and intention to leave of hotel employees. On the other hand, the Cronbach Alpha reliability coefficients were calculated to determine the reliability of the two scales, which constitute the second and third parts of the questionnaire used in the study. The reliability analysis showed that the Cronbach Alpha coefficient was found as  $\alpha:0.760$  for burnout while intention to leave scale's Cronbach Alpha coefficient was found as  $\alpha:0.937$ . Considering the values obtained, as Ural and Kılıç (2006, p.286) pointed out it can be interpreted that both scales are highly reliable ( $0,80 < \alpha < 1$ ). The following section of the study includes the results of analysis and the interpretation of the values obtained from these analyzes.

## **Findings**

Descriptive analysis (frequency and percentage distributions) of the demographic characteristics of the participants are presented in Table 1.

The sample group of the study consists of 45.6% female and 54.4% male, 54.4% married and 45.6% singles. 23.3% of the participants work in housekeeping, 48.9% in the front office and 27.8% in the food and beverage department. In terms of age variable, 25.6% of participants were between 23-27 years, 18.9% were 43 years and over,

17.8% were between 28-32 years, 16.7% were between 33-37 years, 13.3% were between 38-42 years and, 7.8% were between 18-22 years. The education level of 58.9% of the participants was under the high school education, while 23.3% were high school graduates and 17.8% were university graduates. When compared to the experience as years of participants working in hotel establishments, 12.2% of participants has less than 1-year experience, 30.0% has between 1-3 years, 16.7% has between 4-6 years, 13.3% has between 7-9 years and, 27.8% has experience of 10 years and over. On the other hand, as a result of the t test and Anova conducted to determine whether the burnout levels and intention to leave according to the demographic characteristics of the participants differed, it was determined that there was no difference in terms of demographic characteristics.

**Table 1.** The Descriptive Profile of the Participants (n=90)

Variables	Groups	f	%	Variables	Groups	f	%
<b>Gender</b>	Female	41	45,6	<b>Age</b>	18-22 years	7	7,8
	Male	49	54,4		23-27 years	23	25,6
<b>Marital Status</b>	Married	49	54,4		28-32 years	16	17,8
	Single	41	45,6		33-37 years	15	16,7
<b>Department</b>	Housekeeping	21	23,3		38-42 years	12	13,3
	Front Office	44	48,9		43 years and over	17	18,9
	Food & Beverage	25	27,8	<b>Experience (years)</b>	Less than 1 year	11	12,2
<b>Educational Status</b>	Primary	17	18,9		1-3 years	27	30,0
	Secondary	36	40,0		4-6 years	15	16,7
	High School	21	23,3		7-9 years	12	13,3
	University	16	17,8		10 years and over	25	27,8

Descriptive analysis (frequency, percentage distributions, arithmetical mean and standard deviation) of each statement, referred on the burnout scale (MBI) used to determine participants' level of burnout and intention to leave scale used to determine participants' level of intention to leave are presented in Table 2.

According to Table 2, it can be said that in general, when the burnout levels ( $\bar{x}=2,63$ ; s.d.=0,71) of the participants and their intention to leave ( $\bar{x}=2,86$ ; s.d.=1,28) are examined, it is seen that both variables are below the middle level. In other words, the burnout level of the participants working in the Kırşehir hotels was not calculated high, and the rate of their intention to leave was calculated also low. When the arithmetic means of burnout sub-dimensions are examined; the arithmetic means of the depersonalization dimension in the MBI was found as the lowest average by  $\bar{x}=2,36$  (s.d.=1,02), the personal accomplishment dimension was found also low average by  $\bar{x}=2,39$  (s.d.=0,70) and the emotional exhaustion was found as the highest average by  $\bar{x}=3,00$  (s.d.=0,95) when it compared to the other averages. The averages show that the participants are exhausted most emotionally, while they are exhausted at least about depersonalization and their personal accomplishment.

**Table 2:** Findings Regarding Participants' Opinions on Maslach Burnout Inventory (22 items) and Intention to Leave (3 items)

Dimensions	Items (MBI and Intention to Leave)	Distributio n	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	$\bar{X}$	s.d.
<b>Maslach Burnout Inventory (MBI)</b> ( $\bar{x}$ =2,63; s.d.=0,71)									
<b>Emotional Exhaustion</b> ( $\bar{x}$ =3,00; s.d.=0,95)	1. I feel emotionally drained from work.	f %	18 20,0	11 12,2	32 35,6	19 21,1	10 11,1	2,91	1,26
	2. I feel used up at the end of the workday.	f %	5 5,6	14 15,6	39 43,3	20 22,2	12 13,3	3,22	1,05
	3. I feel fatigued when get up in the morning.	f %	23 25,6	14 15,6	31 34,4	14 15,6	8 8,9	2,67	1,26
	4. I feel like at the end of the rope.	f %	14 15,6	18 20,0	21 23,3	27 30,0	10 11,1	3,01	1,26
	5. I feel burned out from work.	f %	20 22,2	15 16,7	28 31,1	17 18,9	10 11,1	2,80	1,29
	6. I feel frustrated by job.	f %	15 16,7	9 10,0	35 38,9	9 10,0	22 24,4	3,16	1,36
	7. I feel working too hard on the job.	f %	8 8,9	12 13,3	17 18,9	18 20,0	35 38,9	3,67	1,35
	8. Working with people puts too much stress to me.	f %	9 10,0	22 24,4	31 34,4	16 17,8	12 13,3	3,00	1,17
	9. Working with people is a strain to me.	f %	30 33,3	16 17,8	25 27,8	5 5,6	14 15,6	2,52	1,41
<b>Depersonalization</b> ( $\bar{x}$ =2,36; s.d.=1,02)	10. I treat people as impersonal "objects".	f %	36 40,0	14 15,6	17 18,9	16 17,8	7 7,8	2,38	1,37
	11. I become more callous toward people.	f %	35 38,9	15 16,7	14 15,6	13 14,4	13 14,4	2,49	1,49
	12. I worry that job is hardening emotionally.	f %	37 41,1	13 14,4	19 21,1	14 15,6	7 7,8	2,34	1,36
	13. I don't really care what happens to people	f %	50 55,6	13 14,4	11 12,2	10 11,1	6 6,7	1,99	1,32
	14. I feel people blame for their problems.	f %	23 25,6	25 27,8	21 23,3	8 8,9	13 14,4	2,59	1,35
<b>Personal Accomplishment</b> ( $\bar{x}$ =2,39; s.d.=0,70)	15. I cannot easily understand feelings of people.	f %	22 24,4	37 41,1	22 24,4	5 5,6	4 4,4	2,24	1,03
	16. I do not deal effectively with the problems of people.	f %	37 41,1	24 26,7	21 23,3	2 2,2	6 6,7	2,07	1,16
	17. I do not feel positively influencing people's lives.	f %	29 32,2	20 22,2	21 23,3	13 14,4	7 7,8	2,43	1,29
	18. I do not feel very energetic.	f %	32 35,6	24 26,7	20 22,2	7 7,8	7 7,8	2,26	1,24
	19. I cannot easily create a relaxed atmosphere.	f %	24 26,7	33 36,7	16 17,8	10 11,1	7 7,8	2,37	1,21
	20. I do not feel exhilarated after working with people.	f %	16 17,8	26 28,9	31 34,4	11 12,2	6 6,7	2,61	1,12
	21. I do not have accomplished worthwhile things in job.	f %	24 26,7	26 28,9	19 21,1	9 10,0	12 13,3	2,54	1,34
	22. I do not deal with emotional problems calmly.	f %	26 28,9	16 17,8	29 32,2	9 10,0	10 11,1	2,57	1,31
<b>Intention to Leave</b> ( $\bar{x}$ =2,86; s.d.=1,28)									
	1. If I had an opportunity, I would leave my job.	f %	17 18,9	24 26,7	25 27,8	11 12,2	13 14,4	2,77	1,30
	2. In the past year, I started to think about leaving my job more often.	f %	14 15,6	24 26,7	20 22,2	13 14,4	19 21,1	2,99	1,38
	3. I am actively looking for a new job.	f %	19 21,1	22 24,4	22 24,4	11 12,2	16 17,8	2,81	1,38



When the participants with the highest arithmetic mean of items of all dimensions related to burnout were examined; the highest item is "I feel working too hard on the job" with  $\bar{x}=3,67$  in the dimension of emotional exhaustion dimension. 58.9% of the participants stated that they agree with this item at a high level by giving 4 and 5 points. Therefore, the participants think that they really work hard in their work. The highest item is "I feel people blame for their problems" with  $\bar{x}=2,59$  in the dimension of depersonalization dimension. 25.6% of the participants stated that they did not participate (strongly disagree), 27.8% of the participants stated that they participated in low level (disagree), 23.3% stated that they participated at a moderate level (neutral), 8.9% stated that they participated in a lot (agree), and 14.4% stated that they were entirely participated (strongly agree) in the mentioned item. Although the arithmetic average obtained has not been calculated high, certain participants (23.3%) still think that they are blamed for the problems of other people. The highest item is "I do not feel exhilarated after working with people" with  $\bar{x}=2,61$  in the dimension of personal accomplishment dimension. 17.8% of the participants stated that they did not participate, 28.9% of the participants stated that they participated in low level, 34.4% stated that they participated at a moderate level, 12.2% stated that they participated in a lot, and 6.7% stated that they were entirely participated. Just as stated above, certain participants (18.9%) do not feel exhilarated after working with people, although the arithmetic average obtained is not highly calculated. When the intentions of the participants to leave are examined, the arithmetic mean of the statement related to the participants' leaving their job when they find an opportunity is  $\bar{x}=2,77$ ; the arithmetic mean of the statement related to the thinking about leaving their job more often in the past year is  $\bar{x}=2,99$ ; and, the arithmetic mean of the statement related to actively looking for a new job is  $\bar{x}=2,81$ . These rates are not too high about leaving job, but certain participants (about 30.0%) looking for a new job. Therefore, this ratio should be seen as an important rate to be taken into consideration for hotel establishments and managers. Because new recruitment in every sector may be more costly than retaining existing employees.

Correlation and regression analysis were used to determine the relationship and effect between the burnout levels and the intention to leave of the employees working in the hotel establishments operating in Kırşehir. The results of the correlation and simple regression analysis are presented in detail in the bottom of Table 3, while multiple regression analysis results performed to determine the effect between burnout sub-dimensions and intention to leave are detailed in in the top of Table 3.

**Table 3.** Correlation Matrix and Regression Analysis of the Relationship between the Burnout Levels of the Participants and Their Intention to Leave

Independent Variables	$\beta_j$	S( $b_j$ )	t	p	r	R <sup>2</sup>	ANOVA
Fixed	0,177	0,212	0,430	0,000***			
Emotional Exhaustion (EE)	0,837	0,040	5,992	0,000***			
Depersonalization (DE)	0,130	0,031	1,231	0,000***	0,684	0,468	F=25,188 p=0,000***
Personal Accomplishment (PA)	0,190	0,057	1,216	0,000***			
Fixed	0,193	0,199	0,483	0,000***			F=62,442
<b>Burnout (BU)</b>	<b>1,160</b>	<b>0,047</b>	<b>7,902</b>	<b>0,000***</b>	<b>0,644</b>	<b>0,415</b>	<b>p=0,000***</b>

\*\*\*: p<0,001; Dependent Variable: IL: Intention to Leave; Independent Variables: EE: Emotional Exhaustion; DE: Depersonalization; PA: Personal Accomplishment; BU: Burnout, r: Correlation Coefficient R<sup>2</sup>: Determination Coefficient

In the analysis presented in Table 3, the intention to leave (IL) is included as a dependent variable, and burnout (BU) and sub-dimensions of burnout are included as independent variables. According to the results of the analysis, the "Pearson Correlation Coefficient (r)" between the burnout levels of the employees and their intention to leave

was found significant ( $p < 0.001$ ). It is seen that there is a high level and positive significant relationship between the general burnout level ( $r = 0,644$ ) and, sub-dimensions of burnout ( $r = 0,684$ ) levels of employees and their intention to leave. In addition, the simple linear regression model ( $F = 62,442$ ;  $p < 0.001$ ) between the burnout level perceived by the employees and their intention to leave and the multiple linear regression model ( $F = 25,188$ ;  $p < 0.001$ ) between the burnout sub-dimensions and their intention to leave were found significant.  $R^2 = 0.468$  value calculated in the multiple linear regression model reveals that the model's disclosure rate is 46.8%, while  $R^2 = 0.415$  calculated in the simple linear regression model reveals that the model's disclosure rate is 41.5%. In other words, 46.8% of the changes in employees' intention to leave are explained by the burnout levels of employees in terms of emotional exhaustion, depersonalization and personal accomplishment dimensions. On other hand, 41.5% of the changes in employees' intention to leave is explained by participants' burnout levels in general. Accordingly, as a result of simple and multiple linear regression analysis to explain the relationship between burnout (BU) and sub-dimensions of burnout (EE, DE, PA) and intention to leave (IL) with a mathematical model, can be established as follows:

$$IL = 0,193 + 1,160 \times BU \text{ (simple linear model)}$$

$$IL = 0,177 + 0,837 \times EE + 0,130 \times DE + 0,190 \times PA \text{ (multiple linear model)}$$

According to this study, this model indicates that a one-unit increase in the burnout levels of the employees led to an increase of 1.160 in their intention to leave; a one-unit increase in the emotional exhaustion led to an increase of 0.837 in intention to leave; a one-unit increase in the depersonalization led to an increase of 0.130 in intention to leave; and, a one-unit increase in the personal accomplishment led to an increase of 0.190 in intention to leave. More specifically, as the burnout level of the participants increases, their intention to quit increases too. These findings also support the research hypothesis developed as “*Hypothesis: There is a significant relationship between the burnout and intention to leave of employees in Kırşehir Hotels*”. In the following part of the study, a summary of the findings obtained from the study is given. In addition, some suggestions are presented to managers and interested parties in order to minimize burnout and intention to leave, which are two important organizational problems.

## Conclusion and Discussion

The success of the establishments operating in the service sector to reach their goals and targets successfully depends on the labor without exception. Paying close attention to the organizational problems and needs of the employees, empowering them continuously and ensuring their satisfaction will enable them to be more productive and effective. Thus, employees will be satisfied with their work, have more commitment to the organization, have less organizational problems, and will not think of leaving by working more efficiently. In this study, burnout levels of employees working in hotel establishments and their intention to leave were determined and the relationship between the two variables was examined. According to the results of the analysis, neither the burnout levels ( $\bar{x} = 2,63$ ) nor the intention to leave ( $\bar{x} = 2,86$ ) of participants were found high. However, on the other hand, there was a high level and positive significant relationship ( $r = 0,644$ ) between the two variables. The relationship between emotional exhaustion, depersonalization and personal accomplishment dimensions, which are the sub-dimensions of burnout, and intention to leave, was also found to be level and positive significant relationship ( $r = 0,684$ ). In line with these findings, conclusions supporting the “*Hypothesis: There is a significant relationship between the burnout and intention to leave of employees in Kırşehir Hotels*” hypothesis developed within the scope of the study have been reached. Furthermore, as a result of the regression analysis, a one-unit increase in burnout levels of the employees

leads to an increase of 1,160 in their intention to leave. Although the burnout levels of the participants and the level of their intention to leave are low, it is obvious that both variables are two important problems threatening the organization. The ability of the organization to survive can only be directly proportional to the productivity and efficacy of its employees. Because, the organization is that many rings come together to form a chain. Therefore, if one or more of the rings of the chain is damaged, then it means the organization is damaged.

When examined the studies related with burnout and intention to leave conducted in Turkey, it is observed that there are similarities with results of this study. Karakaş (2017) conducted his study on 536 participants in order to determine the emotional labor, burnout and the intention to leave of the employees in hotel establishments. According to the results of his study, it is stated that while there was a significant relationship between these variables, the emotional labor affect burnout and intention to leave. As a result of the study conducted by Korkmaz, Sünnetçioğlu and Koyuncu (2015) with 218 employees of the same variables working in the food and beverage establishments of 5-star hotels; it was determined that the emotional exhaustion dimension increased the intention to leave. Onay and Kılıcı (2011) investigated the effects of job stress and burnout on waiters and chefs on the intention to leave. According to the results of this research conducted with 127 participants, the emotional burnout dimension positively affects the intention to leave. However, there was no significant relationship between depersonalization of burnout and intention to leave. As a result of the study by Aslan and Etyemez (2015) investigating the effect of burnout level on the intention to leave in hotel establishments with 200 employees, it was also stated that burnout affects the intention to leave. The results of the studies carried out in other sectors besides the tourism sector are also parallel. As a result of the study by Caliskan and Pekkan (2019), where the relationship between burnout and intention to leave with total of 526 physicians, nurses and healthcare workers is examined, there were significant relationships between burnout and intention to leave. Yıldırım, Erul and Kelebek (2014), examined the relationship between 291 bank employees' burnout and intention to leave, stated that there was a positive and significant relationship between burnout and intention to leave.

Considering the findings obtained from the study, some suggestions have been developed for interested parties, especially for managers as follow:

- When the expressions that the participants experience the most burnout are examined, it is seen that they are more related to their job. For this reason, first of all, managers need to make a fair shift system among employees and give them rests (day-off) at certain times.

- Managers should try to create a reliable and fun work environment, thereby it could contribute positive social relationships to employees.

- Managers should pay attention to orientation in recruitments and rotation in current employees. Because, the people working with orientation become stronger and adopt the work they do more, and, they can get rid of monotony by working in different units with rotation.

- Employees often want to get feedback for their work done financially or morally. At this point, managers should motivate their employees sometimes with praise and sometimes with rewarding. They should also provide fair and impartial promotion opportunities to the employees.

- Managers should organize meetings only about the problems faced by the employees, and pay attention to the opinions and thoughts of the employees about organization.
- In addition, it is believed that improvements in wages, another problem faced by employees, can help employees to be satisfied with the job and encounter fewer problems.
- As mentioned above, this study was carried out in Kırşehir in order to determine burnout levels and intention to leave of employees in hotel establishments.
- Since the sample group of the study consists of hotel establishments operating only in Kırşehir, it would be appropriate not to generalize the results obtained. Therefore, the future academic studies can be conducted with more participants on the same variables or burnout and different variables.

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