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## The relationship between professional burnout and job satisfaction levels of employee: A study into employees in hotel enterprises

Gonca Kılıç<sup>\*</sup>, Elbeyi Pelit<sup>\*</sup>, Murat Selim Selvi<sup>\*\*</sup>

### Abstract

The main aim of this paper is to determine the levels of professional burnout and job satisfaction of employees in five-star hotels and to expose the relationship between them. Especially professional burnout has been popular field of research to appear with increasing frequency in job satisfaction. Professional burnout has been investigated in three basic dimensions: Emotional exhaustion, depersonalization and personal accomplishment. Boring and highly stressed work environment, long and intensive work hours, problems and policies of low-wage employment in hotel enterprises, attitudes and behaviors of executives and managers towards employees have increased the appearing probability of job burnout in tourism industry. Job satisfaction is one's own positive, negative and neutral all emotions; feelings and thoughts towards the business and the results emerged from these emotions on people. Population of this study is made of employees working at five-star hotels in Istanbul. In this frame, clustering sampling method was used and eight hotel enterprises were treated as a cluster. In the study, the differences of hotel workers' opinions toward the job satisfaction and job burnout by demographic characteristics were analyzed using t-test and analysis of variance (ANOVA). In addition, Correlation and Regression Analysis were conducted to determine the relationship between professional burnout and job satisfaction levels. According to the results of correlation and regression analyses, it is found out that professional burnout level has a significant effect on job satisfaction level of the employees.

**Keywords:** Professional burnout, job satisfaction, hotel employees.

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## 1. INTRODUCTION

In recent years, personnel productivity, motivation, impulsivity, organizational commitment, professional career and professional burnout have been examined frequently in business context (Erez, 1994; Allen and Meyer, 1996; Weiss and Cropanzano, 1996; Motowidlo, 1996; House vd., 1996; Sarker et al., 2003; Lam et al., 2003). Especially professional burnout has been popular field of research to appear with increasing frequency in job satisfaction (Maslach and Jackson, 1981, Sarmiento et al., 2004; Davies et al., 2006; Kim et al., 2007; Skaalvik and Skaalvik, 2009).

Although factors in an employee's attitudes towards the job or enterprise may vary, the literature generally lists wage, promotion, structural characteristics of the job, management type, coworkers, rewards, participations in job, efficiency and the system for determining duties as the factors which significantly influence job satisfaction (Savery, 1996; Spector, 1997; Oshagbemi, 2000a; Friday and Friday, 2003; Crossman and Abou-Zaki, 2003; Blake et al., 2004; Togia et al, 2004; Kim et al., 2005; Kusluvan and Kusluvan, 2005). On the other hand, burnout, being an important factor in employee's job efficiency, job satisfaction and production of high-quality service, is a noteworthy issue not only for production enterprises but also for those employed in hotel enterprises (Kozak, 2001:12). The literature includes study findings (Sobreques et al., 2003; Sarmiento et al., 2004; Davies et al., 2006; Qgaard et al., 2008; Skaalvik and Skaalvik, 2009) as regards the fact that there were both positive and negative correlations between professional burnout and job satisfaction. Therefore, further studies into the correlation between professional burnout and job satisfaction in different sectors over different time periods are exceptionally important for both business managers and practitioners who benefited from such studies. Within this framework, this study was designed to determine the correlation between burnout and job satisfaction level concerning the employees in hotel enterprises in Istanbul. The findings were compared with previous studies and several recommendations were made for the literature.

## 2. LITERATURE REVIEW

A review of literature on working life and organizational behaviors will indicate that such concepts as efficiency, motivation, job satisfaction, organizational citizenship and

professional burnout are widely prevalent; that a special focus has been on especially professional burnout and that there has been many studies on this concept (Maslach and Jackson, 1981, Weiss and Cropanzano, 1996; Motowidlo, 1996; House et al, 1996; Sarker et al., 2003; Sobreques et al., 2003; Sarmiento et al., 2004; Davies et al., 2006; Kim et al., 2007; Skaalvik and Skaalvik, 2009). The concept “burnout” was put forward for the first time by Freudenberger (1974) and was defined as emotional exhaustion, meaning the situation in which people become unable to fulfill the requirements of their jobs as a result of excessive working. Then, many authors described the concept in several different ways with relation to both production and service enterprises, and several occupational groups. The most agreed-upon definition of burnout is the one that was provided by Maslach and Jackson (1981). These authors defined burnout as “emotional exhaustion and negation syndrome emerging in response to tension and stress in one’s professional life”. On the other hand, Pines (1993) described burnout as “inertness, weak personal respect, a lack of concentration on issues and a tendency to blame others. Maslach et al (1996) revised their previous description of burnout and redefined it as “a syndrome in which people working at similar capacity suffer from a decrease in personal accomplishment, emotional exhaustion and loss of self” and then Maslach (2003) simplified this description and regarded it as “personal stress, chronic, emotional stress in professional environment”. Current studies into burnout focus on Maslach and Jackson’s (1981) most accepted model which consists of three sub-factors: emotional exhaustion, increased depersonalization and decreased sense of personal accomplishment. In other words, the common ground among the researchers in the literature is that burnout includes the following dimensions: emotional exhaustion, depersonalization and decreased personal accomplishment (Maslach and Jackson, 1986).

Emotional exhaustion refers to a state in which one’s emotional resources have been used up and he/she has been under too much burden. Depersonalization includes one’s negative, rude and apathetic behaviors towards other people for whom they provide care, service or educational activities. Personal accomplishment defines a state in which one feels that he/she is competent and successful (Maslach and Jackson, 1981). In addition to negative effects on individuals, burnout has significant adverse effects on organizations, too. Such effects include poor workforce performance, high workforce circulation, decreased organizational commitment, decreased job satisfaction, high health expenses, decreased creativity and problem-solving skill (Halbesleben and Buckely, 2004).

Burnout is a common phenomenon more often among employees in service industry. Those who work in service industry, especially doctors (Sunter et al, 2006), nurses (Pick and Leiter, 1991; Lee and Akhtar, 2007), social service experts, teachers (Dorman, 2003); Cemaloglu and Sahin, 2007) and employees in tourism industry (Dijk et al, 2008, Pelit and Turkmen, 2008), spend a great deal of emotional labor on their duties. This may wear them out and sometimes force them to conceal their emotions or pretend to be feeling differently than they actually do (Torun, 2008:33). One can find studies on professional burnout that have been conducted in tourism industry. In their study, Tourigny et al. (2005) concluded that there was an intermediately significant correlation between absenteeism and emotional exhaustion as well as personal accomplishment of airline employees in Japan. A study conducted by Kim et al (2007) focused on the effect of individual characteristics of employees in five-star hotel enterprises on the level of stress and professional burnout experienced. Furthermore, Ledgerwood et al (1999) determined a strong correlation between organizational climate and professional burnout level of employees. In their study conducted in order to determine the professional burnout levels of employees in catering unit of five-star hotel enterprises, Krone et al (1989) concluded that the employees had high professional burnout levels and that especially the dimensions emotional exhaustion and depersonalization were higher compared to the other dimension.

Another point emphasized throughout the literature is that those who work in accommodation industry are rather stressful about their working conditions (Kim et al, 2007). As a matter of fact, Pavesic and Brymer (1990) state that young and qualified people working in accommodation industry quit the industry owing to long working hours, low wage and stress caused by workload. Bitner et al. (1994) identify those who work in restaurants, hotels and airlines as the employees that experience disagreeable happenings most. Working environment, working conditions, organizational structure, task uncertainty, task conflict, weak management, weak communication, problematic customers and heavy workload are factors in professional burnout in accommodation industry (Brymer et al., 1991; Zohar, 1994; Law et al., 1995). On the other hand, those who work in hotel enterprises frequently suffer from the effects of burnout since they have constant relation with both coworkers and guests. A study carried out by Kozak (2001) through the use of “Beck Hopelessness Scale” on burnout state of women employees in Turkish accommodation industry concluded that 45% of the women participants experience burnout as a result of

uncertainty over the fate of the sector, career uncertainty, busy schedule, attitudes of the managers and social roles of women. Another study conducted by Tepeci and Bridir (2003) through the use of “Maslach Burnout Inventory” on hotel employees found out that hotel employees had high levels of burnout. Also, the study in question suggested that burnout factors had an adverse impact on employee’s job satisfaction. Another study by Birdir and Tepeci (2003) on “burnout syndrome among hotel general managers and the effects of burnout on general managers’ tendency to shift to other careers discovered that hotel general managers did not suffer from burnout syndrome much. The study listed potential reasons for this as the fact that hotel general managers are well-paid when compared to general economic conditions prevailing in the nation; the fact that being a hotel general manager is a prestigious post in today’s conditions and the fact that working environment provides hotel managers with other advantages.

In another study on hotel employees (Bahar, 1996), it was found out that such variables as marital status, age, educational status, the degree to which employees have received tourism education, monthly wage did not display any variance in any dimensions of burnout whereas there were significant correlations between such factors as gender, having or not having children, and the position. In another study conducted by Pelit and Turkmen (2008), it was concluded that employees in hotel enterprises had a high level of burnout. Buried under the feeling of burnout, employees may become unable to fulfill the requirements of their profession and job. Besides its effects on individuals, burnout has also adverse consequences on organizations. It is possible to cope with burnout through certain individual, managerial and organizational practices. Especially whether managers can realize the extent to which employees experience burnout and carry out necessary practices and arrangements in order to eliminate it depends on their level of information regarding the issue and its importance (Ari and Bal, 2008:132).

The literature suggests that professional burnout affects workforce efficiency, absenteeism (Yaniv, 1995), employee turnover (Wright and Cropanzano, 1998; Knudsen et al., 2006) and employee performance (Jenkins and Calhoun, 1991; Litt and Turk, 1985). Furthermore, it also determines the correlation between job satisfaction, and professional burnout.

One of the most important issues for organizational behaviors is one's attitudes towards his/her job. These attitudes, in turn, constitute job satisfaction (Ozkalp and Kirel, 2004:75). McKenna (2000) defines job satisfaction as the feeling of content resulting from a state in which expectations regarding the job are satisfied. Another description notes that job satisfaction is a concept which expresses the level of an individual's feeling well concerning his/her job and how his/her job is meaningful and satisfying for that individual (Shamir and Salomon, 1985:455). Locke (1976) defines job satisfaction as a positive feeling experienced by an individual as regards his/her evaluation of his/her job or job experiences. Similarly, Davis (1984) regards job satisfaction as one's contentment or discontentment with his/her job.

A review of literature on job satisfaction suggests that studies generally focus on employees in service industry, including bankers (Arasli and Tumer, 2008; Gil et al, 2008), nurses (Pittman, 2007; Daehlen, 2008), teachers (Gui et al, 2009; Skaalvik and Skaalvik, 2009). Research findings indicate that high job satisfaction leads to an increase in motivation (Ololube, 2007), performance (Iaffaldano and Muchinsky, 1985; Podsakoff et al., 2000) and efficiency (Sagie et al, 2002) and to a decrease in stress (Kim et al, 2009), absenteeism (Gellatly 1995; Sagie, 1998) and employee turnover (Iverson and Deery, 1997). It has also been proven that job satisfaction has a positive effect on organizational commitment (Payne and Morrison, 2002; Shaw et al., 2003; Karatepe and Uludag, 2006). In a study carried out by Karatepe et al. (2006) on front office personnel, it was found that such factors as gender, age, education and working hour were correlated with job satisfaction. In their study on employees in hotel enterprises, Qgaard et al (2008) discovered that organic and mechanistic organizational modes had positive effects on job satisfaction level of employees. In their study conducted on middle and senior level managers in hotel enterprises and first-class holiday villages in an effort to determine their job satisfaction levels, it was demonstrated that managers had exceptionally high job satisfaction level despite heavy working conditions.

According to studies on the correlation between professional burnout and job satisfaction (Sobreques et al, 2003; Sarmiento et al, 2004; Davies et al, 2006), there was an inversely proportional and positive correlation between professional burnout and job satisfaction. In other words, the higher the employees' job satisfaction levels are, the lower



their professional burnout levels are. Skaalvik and Skaalvik (2009) determined a meaningful correlation between job satisfaction and emotional exhaustion and as well as personal accomplishment, two sub-dimensions of professional burnout. In their study, Kuruuzum et al (2008) concluded that professional burnout level had a profound effect on job satisfaction. Different findings of studies included in the literature on the correlation between professional burnout and job satisfaction are important issues to be taken into consideration for enterprise management. It is obvious that it is important to conduct studies on the correlation between the two phenomena. Within this context, the following sections include an application regarding the issue.

### **3. THE AIM AND METHODOLOGY OF THE STUDY**

The purpose of this study is to determine the correlation between job satisfaction and professional burnout through an application in five-star hotel enterprises. For this purpose, a three-section survey (individual characteristics of employees, job satisfaction inventory and professional burnout inventory) was employed as data collection tool. The first section includes a scale consisting of 22 closed-ended statements, developed by Maslach and Jackson (1981) and contained the dimensions emotional exhaustion (9), depersonalization (7) and personal accomplishment (5). The scale was graded as 1=Never, 2= Rarely, 3= Occasionally, 4= Often, 5=Always. The second section includes the scale used to measure the employees job satisfaction level is the employee job satisfaction scale developed by Weiss et al. (1967) and which measures job satisfaction in terms of 20 different dimensions. This scale, known as Minnesota Satisfaction Questionnaire-MSQ in the literature, includes more comprehensive dimensions in comparison with other job satisfaction scales (Ezzedeen 2003). Because the “Minnesota Satisfaction Questionnaire” is the most commonly used scale in the related literature (Irving et al. 1997; Nystedt et al. 1999; Hançer and George 2003; Herrera and Lim 2003; Blake et al. 2004) and is tested in terms of validity and reliability; in our study, too, the necessary test of reliability for the scale was conducted. The scale was designed to identify the dimension of the employees satisfied with the present conditions of the hotel on a 5-item Likert scale. The third section of the survey consists of the employees’ demographic characteristics and other characteristics regarding their organizations (Gender, age, marital status, monthly income, educational status, being or not being training in



tourism, organizational duty, department, term of employment in the organization). The population of the study is comprised of employees in five-star hotel enterprises in Istanbul. In this research, factors such as time, cost and distance instead of the complete phase were taken into account and the sampling approach adopted. Included among the probability sampling methods, cluster sampling method (Ural and Kilic, 2006; 41) was utilized for selecting the samples that had the capacity to represent the population. Operating in Istanbul, 10 five-star hotels were selected. A total of 300 survey forms were applied on the employees in these enterprises; however 226 of these survey forms were returned back and accepted as valid. In the study, the employees' ideas in five-star hotel enterprises in Istanbul regarding the statements included in both job satisfaction and professional burnout inventories were described through a calculation of frequency and percentage distributions as well as arithmetic mean and standard-deviation values. Furthermore, independent samples t-test (for two groups) and variance analysis (one-way anova) were employed to analyze whether the employees' ideas regarding their job satisfaction and professional burnout varied depending on demographic characteristics or not. On the other hand, correlation and multiple linear regression analysis [ $Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + e$  (k=number of variables)] was employed to determine the correlation between employees' opinion regarding the sub-dimensions of professional burnout and their job satisfaction levels. In the study, the reliability analysis of the inventories was determined through the coefficient Cronbach's Alpha.

#### 4. FINDINGS AND DISCUSSION

Table 1 indicates individual characteristics of the participant employees and the findings obtained in accordance with the purpose of the researcher. According to the distribution concerning the participants' features shown in table 1, the majority of the participants comprises of the males (66.4 %), those between 21-30 age groups (44.2 %), the married (50.4 %), and those who have a income between 751-1000 TL (30.5 %). 18.1 % of the participants is the higher-level manager and 46.9 % of them is the other personnel. 59.3 % of them were graduated from vocational and technical high schools or lyceé or has lower level of education. 30.5 % of the participants has stated that they didn't ever study tourism

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education. The study found that the percentage of those who had worked five years or less in the organization was 11.1 while those working for 21 years or more corresponded to 24.3%.

**Table 1:** The distribution concerning the participants' features (n= 226)

Var.	Groups	f	%	Var.	Groups	f	%
Sex	Male	150	66.4	Tourism education level	None	69	30.5
	Female	76	33.6		Anatolian Hotel and Tourism Vocational Hig School	16	7.1
	<b>Total</b>	<b>226</b>	<b>100</b>		Tourism two year degree	25	11.1
Age	20 and less	15	6.6		undergraduate and post-graduate	38	16.8
	21-30	100	44.2		Other (course and Certificate)	37	16.4
	31-40	68	30.1		<b>Total</b>	<b>185</b>	<b>81.9</b>
	41-50	24	10.6	Position in the enterprise	Higher-level manager	41	18.1
	51 and over	19	8.4		Middle- level managers	17	7.5
	<b>Total</b>	<b>226</b>	<b>100</b>		Lower-level manager	32	14.2
Marital status	Married	114	50.4		Other Personnel	106	46.9
	Single	82	36.3	<b>Total</b>	<b>163</b>	<b>72.1</b>	
	Widowed, or divorced	23	10.2	Department	Front Office	31	13.7
	<b>Total</b>	<b>219</b>	<b>96.9</b>		Food and Beverage	45	19.9
Monthly income	750 TL and less	54	23.9		Housekeeping	52	23.0
	751TL-1000TL	69	30.5		Technique service	16	7.1
	1001TL-1250TL	40	17.7		Others	41	18.1
	1251TL-1500TL	21	9.3		<b>Total</b>	<b>185</b>	<b>81.9</b>
	1501TL and over	14	6.2	Length of employment	5 year and less	25	11.1
	<b>Total</b>	<b>198</b>	<b>87.6</b>		6-10 year	46	20.4
Educational level	Elementary- Junior high school	62	27.4		11-15 year	31	13.7
	vocational and technical high schools or lyceé	72	31.9		16- 20 year	29	12.8
	Junior college degree	27	11.9		21 year and over	55	24.3
	Bachelor's degree or post-graduate	49	21.7		<b>Total</b>	<b>186</b>	<b>82.3</b>
	<b>Total</b>	<b>210</b>	<b>92.9</b>				

According to the findings in Table 2, the Cronbach Alpha values have been calculated 0.82 for the emotional exhaustion factor, 0.91 for the personal accomplishment factor and 0.89 regarding the depersonalization factor. The coefficient of the Cronbach Alpha has been calculated 0.87 for the job satisfaction scale. According to the results of the factor analysis aforesaid four factors explain the 87.9 % of the total variance.

**Table 2:** Factor analysis and reliability analysis results belong to professional burnout

FACTORS	Cronbach Alpha	% of Variance	Cumulative %
Emotional exhaustion	0.82	45.1	45.1
Personal accomplishment	0.91	24.6	69.7
Depersonalization	0.89	18.2	87.9

According to the means which is given in table 3, the fact that the dimension depersonalization occurred less frequently than the other two dimensions, emotional

exhaustion and personal accomplishment, can be regarded as an indicator of burnout. As a matter of fact, accepting the evaluations in the literature as a base (Ozgen, 2007:118) will reveal that the employees in the hotel enterprises included in this study generally experience professional burnout.

**Table 3:** Descriptive statistics related to professional burnout

Factors	ITEMS	n	Mean	s.d.
Emotional exhaustion	1. I feel that I have lost my enthusiasm about my profession.	220	2.43	1.28
	2. I feel exhausted spiritually when I arrive home after work.	215	2.73	1.18
	3. I feel I can't stand this job even one more day.	211	2.28	1.15
	4. It is really tiring for me to deal with people all day long.	218	2.53	1.36
	5. I feel I get tired of my current job.	216	2.41	1.25
	6. I am of the opinion that my job puts limitations on me.	214	2.57	1.27
	7. My shifts at work make me exhausted.	220	2.79	3.02
	8. It makes me stressful to be in a direct communication with people.	218	2.32	1.32
	9. I feel I get exhausted at work both emotionally and cognitively.	218	2.31	1.27
Personal accomplishment	10. I can get how the customers feel easily.	220	3.80	1.19
	11. I deal with the customers's problems directly.	215	3.86	1.20
	12. I believe that I become useful through my job.	219	3.89	1.17
	13. I feel energetic.	219	3.93	1.03
	14. As a responsibility, I create an environment in which the customers feel comfortable at work.	217	3.88	1.15
	15. I feel active and vigorous while I am working.	220	3.71	1.09
	16. I am successful at my profession.	217	4.05	1.07
	17. I overcome my emotional problems caused because of my job with ease.	220	3.81	1.16
Depersonalization	18. I feel I behave insensitive to the customers.	220	1.97	1.27
	19. I feel I have got senseless towards people since I started this job.	220	2.07	1.33
	20. I am worried that my job makes me hard-hearted.	220	2.11	1.26
	21. I do not care about the problems the customers face up with.	218	2.20	1.35
	22. I feel the customers think that I am responsible for some of the problems they face up with.	218	2.30	1.39

According to the “means” given in table 3, the fact that the dimension depersonalization occurred less frequently than the other two dimensions, emotional exhaustion and personal accomplishment, can be regarded as an indicator of burnout. As a matter of fact, accepting the evaluations in the literature as a base (Ozgen, 2007:118) will reveal that the employees in the hotel enterprises included in this study generally experience professional burnout.

It is reported that in the dimension emotional exhaustion the employees feel exhausted by working hours and feel spiritually burn-out after work while in the dimension depersonalization they feel that the problems encountered by customers do not interest them and they are held responsible for these problems. On the other hand, it is reported that in the

dimension emotional exhaustion one's feeling that he/she will no longer be able to carry on his/her task, one's feeling of stress during direct interactions with people and of burnout in workplace are less frequently experienced than others. As for the dimension depersonalization, this is the case for the feeling of approaching customers apathetically. However, the highest mean regarding the dimension personal accomplishment is employees' feeling that they are energetic and belief that they are able to carry out their tasks successfully.

Table 4 presents the findings concerning the job satisfaction levels of employees in hotel enterprises. As seen in Table 4, employees in five-star hotels find their jobs satisfying in that it provides one with the feeling of completing the task successfully, with the opportunity to employ his/her own methods for a particular job and with a situation in which individuals in the workplace can get on well with one another. Even so, it is stated that their job satisfaction levels are the lowest owing to the promotion opportunities, administrative policies and their application and the wage earned as a result of the task carried out.

**Table 4:** Descriptive statistics related to job satisfaction

On my present job, this is how I feel about.....	n	Mean	s.d.
1- Being able to keep busy all the time	221	3.54	1.15
2- The feeling of accomplishment I get from the job	221	3.88	0.89
3- Being able to do things that don't go against my conscience	218	3.54	1.17
4- The freedom to use my own judgment	224	3.37	1.10
5- The way my job provides for steady employment	221	3.53	1.16
6- The chance to tell others what to do	221	3.52	1.09
7- The chance to work by myself	222	3.43	1.16
8- The chance to do something that makes use of my abilities	216	3.51	0.99
9- The chance to make use of my abilities and skills	220	3.61	1.07
10- The chance to do things for other people	219	3.46	1.07
11- The chance to be "somebody" in the community	213	3.58	1.18
12- The chance to do different things from time to time	214	3.39	1.33
13- The way promotions are given out on this job	222	3.31	1.37
14- The way company policies are put into practice	220	3.25	1.25
15- My pay and the amount of work I do	219	3.21	1.29
16- The way I am noticed when I do a good job	217	3.44	1.26
17- The competence of my supervisor in making decision	216	3.53	1.28
18- The way my boss handles his/her employees	214	3.44	1.25
19- The working conditions (heating, lighting ventilation, etc)	222	3.54	1.27
20- The chance to develop close-friendships with my co-workers.	219	3.63	1.20

According to the findings presented in Table 5, there are meaningful correlations between professional burnout and job satisfaction with certain characteristics of employees ( $p < 0.05$ ). The findings also indicate that male employees have a higher level of job satisfaction than female employees and that those below 30 and above 51 have a lower level of job satisfaction when compared to other age groups. Single employees are found to have a lower level of depersonalization but a higher level of personal accomplishment than other groups. Married employees have a higher

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level of job satisfaction than other employees. Besides, when their wages rise, at the same time their job satisfaction level rises. Like this study, similar studies also discovered that the job satisfaction level changed depending on demographic characteristics. These studies determined that the job satisfaction level varied depending on gender (Clark, 1997; Wharton et al, 2000; Bender et al., 2005), age (Clark, 1997; Eskildsen et al., 2003), educational status (Clark, 1996; Verhofstadt and Omev, 2007), income (Tang, 2007; Clark et al, 2009) and seniority (Oshagbemi, 2000a; Kalleberg and Mastekaasa, 2001). Furthermore, those who earn a higher wage suffer from a lower level of emotional exhaustion when compared to other employees.

**Table 5:** Mean and standard deviation comparison of the demographic characteristics of respondents with professional burnout and job satisfaction

Var.	Groups	Professional burnout						Job Satisfaction	
		Emotional exhaustion		Personal accomplishment		Depersonalization		mean	s.d.
		mean	s.d.	mean	s.d.	mean	s.d.		
Sex	Male	2.45	0.99	3.88	0.87	2,09	1,12	3,60	0,74
	Female	2.57	1.03	3.85	0.94	2,22	1,04	3,26	0,80
	<b>Sig. (p)</b>	-		-		-		**	
Age	20 and less	2.59	0.80	3.66	1.00	2,33	0,81	2,99a	0,75
	21-30	2.54	0.96	3.86	0.85	1,98	1,00	3,34b	0,78
	31-40	2.45	1.08	3.88	1.01	2,27	1,28	3,72c	0,79
	41-50	2.13	1.00	4.11	0.48	1,83	0,87	3,77c	0,39
	51 and over	2.81	0.99	3.68	0.98	2,63	1,09	3,37b	0,74
	<b>Sig. (p)</b>	-		-		-		***	
Marital Status	Married	2.41	0.98	3.81a	0.90	2,25a	1,12	3,62a	0,82
	Single	2.59	1.05	4.04b	0.80	1,87b	1,06	3,41b	0,74
	Widowed or divorced	2.65	0.96	3.63a	1.14	2,44c	0,94	3,12c	0,57
	<b>Sig. (p)</b>	-		*		**		**	
Monthly Income	750 TL and less	2.68a	0.82	3.69	0.94	2,15	1,02	3,12a	0,83
	751 TL-1000 TL	2.81a	1.08	3.88	0.88	2,46	1,27	3,57b	0,83
	1001 TL-1250 TL	2.73a	0.94	3.64	0.76	2,29	0,97	3,47b	0,77
	1251 TL-1500 TL	2.16b	1.10	4.11	0.63	1,99	0,93	3,75c	0,52
	1501 TL and over	1.79c	0.53	4.05	1.15	1,63	0,85	3,87c	0,65
	<b>Sig. (p)</b>	**		-		-		**	
Educational Level	Elementary and junior high school	2.38	0.94	3.87a	0.84	2,23	1,14	3,33a	0,84
	Vocational and technical high schools or lyceé	2.58	0.93	3.71a	0.98	2,26	1,04	3,44a	0,66
	Junior college degree	2.49	1.21	3.70a	0.94	1,92	1,04	3,53a	0,63
	Bachelor's degree or post-graduate	2.46	1.08	4.17b	0.76	1,88	1,12	3,78b	0,83
	<b>Sig. (p)</b>	-		**		-		**	
Tourism Education level	None	2.41	0.92	3.55a	0.88	2,15	1,07	3,39a	0,63
	Anatolian Tourism and Hotel Vocational High School	2.66	0.94	3.93b	0.73	2,68	1,26	3,95b	0,67
	Tourism two-year degree	2.84	1.25	3.81b	1.04	2,16	1,03	3,82b	0,75
	Undergraduate and post-graduate	2.40	1.07	4.07c	0.86	1,90	1,14	3,90b	0,57
	Other(course and certificate program)	2.22	0.82	4.30d	0.47	1,74	0,76	3,20a	1,00
	<b>Sig. (p)</b>	-		***		*		***	

Kılıç, G., Pelit, E., Selvi, M. S. (2011). The relationship between professional burnout and job satisfaction levels of employee: A study into employees in hotel enterprises. *International Journal of Human Sciences* [Online]. 8:1. Available: <http://www.insanbilimleri.com/en>

Position	Higher-level manager	2.23	1.08	3.68	1.13	1,57	0,48	3,96a	0,64
	Middle-level manager	1.88	0.88	4.08	0.94	1,63	1,07	4,07a	0,30
	Lower-level manager	2.58	1.46	4.01	0.72	2,06	1,20	3,73b	0,56
	Other Personnel	2.49	0.90	3.97	0.82	2,07	1,08	3,39c	0,75
	<b>Sig. (p)</b>	-		-		-		***	
Department	Front Office	2.29	0.89	3.89	1.06	1,78a	0,99	3,64a	0,83
	Food and Beverage	2.61	0.98	3.79	0.93	2,53b	1,29	3,34b	0,67
	Housekeeping	2.49	0.91	3.77	0.86	2,00c	0,87	3,32b	0,79
	Technical service	2.22	0.80	3.57	0.95	2,01c	0,98	3,71a	0,96
	Other	2.55	1.31	4.19	0.60	2,01c	1,20	3,87c	0,53
		<b>Sig. (p)</b>	-		-		*		**

\*: p<0.05    \*\*: p<0.01    \*\*\*: p<0.001    a,b,c,d: There is a significant difference among the groups with letters.

Employees who hold a bachelor's degree or are postgraduate students enjoy a higher level of personal accomplishment and job satisfaction compared to other groups. Those who have never been trained in tourism have the lowest level of job satisfaction among all groups. Employees who have been trained in tourism at a high-school level, associate-degree level, bachelor's degree level or postgraduate level enjoy a higher level of job satisfaction compared to other employees. In their study, Karatepe et al. (2006) obtained similar results, which indicate that the higher the front office employees' educational status is the higher their level of job satisfaction. On the other hand, several studies (Clark, 1996; Clark and Oswald, 1996; Clark et al., 1996) discovered that educational status and job satisfaction level are negatively correlated.

Personnel that are not assigned a managerial role have a lower level of job satisfaction than those who have a managerial position. Whereas front office employees have a lower level of depersonalization than other groups, it is the food and beverage employees who suffer from the highest level of depersonalization. Those who work in housekeeping and F&B have a lower level of job satisfaction than other groups. According to the results of the analysis, no significant correlation was observed between professional burnout and job satisfaction with length of service ( $p>0.05$ ).

According to the findings shown in Table 6, the multiple linear regression model in the relation between the job satisfaction level and the independent variables (emotional exhaustion, personal accomplishment, depersonalization) has been found to be significant ( $F=58.298$ ;  $p<0,001$ ).

**Table 6:** Variance analysis for multiple linear regression model

	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.04	3	3.68	6.63	***
Residual	119.29	215	0.55		
Total	130.33	218			

Dependent Variable: Job satisfaction

\*\*\*: p<0.001

When Table 7 on which the multiple linear regression coefficients and importance controls are indicated is analyzed, it can be seen that the emotional exhaustion, personal accomplishment and depersonalization factors have a considerable effect on job satisfaction ( $p<0,001$ ). T values in Table 7 show that the most important factors on job satisfaction is the personal accomplishment factor. The

Kılıç, G., Pelit, E., Selvi, M. S. (2011). The relationship between professional burnout and job satisfaction levels of employee: A study into employees in hotel enterprises. *International Journal of Human Sciences* [Online]. 8:1. Available: <http://www.insanbilimleri.com/en>

correlation coefficients point to the poor-middle (positive) relation level between job satisfaction and personal accomplishment ( $r=0.452$ ). Furthermore, the correlation coefficients show a poor-middle (negative) relation level between job satisfaction and emotional exhaustion ( $r=-0.419$ ) and depersonalization ( $-0.345$ ).

**Table 7:** Findings related to the multiple linear regression model

	Coefficients $\beta_i$	Std. Err.	Beta	t	Sig.	Pearson Correlation	
						r	Sig.
(Constant)	3.11	0.31		10.04	***		
Emotional exhaustion	-0.13	0.07	-0.17	-1.91	*	-0.419	***
Personal accomplishment	0.18	0.06	0.21	2.94	***	0.452	***
Depersonalization	-0.09	0.06	-0.08	-0.10	*	-0.345	***

Dependent Variable: Job satisfaction

\*:  $p < 0.05$

\*\*\*:  $p < 0.001$

Multiple linear regression model: Job satisfaction =  $3.11 + \text{emotional exhaustion} * (-0.13) + \text{personal accomplishment} * (0.18) + \text{depersonalization} * (-0.09)$

## 5. CONCLUSIONS AND IMPLICATIONS

It has become very difficult to retain the resource of qualified people, the most important capital of today's enterprises, in organizations and to obtain high efficiency-performance from them. Especially heavy working hours, excessive stress, lack of a fair promotion system and inadequacy of wages, caused by the nature of tourism sector, can be said to have a negative impact on employees' level of professional burnout and job satisfaction. Intended to examine the correlation between job satisfaction and professional burnout in five-star hotel enterprises, this study concluded that hotel employees' level of personal failure were over intermediate level, but that their level of emotional exhaustion and depersonalization were below intermediate level. In other words, it was discovered that hotel employees had a low level of professional burnout characterized by these three factors (emotional exhaustion, personal accomplishment, depersonalization). This finding are the same as the result of the study conducted by Pelit and Turkmen (2008). In addition, one can observe similar findings in the study conducted by Boles et al (1997).

This study determined meaningful correlations between occupational burnout and some characteristics of employees. It was found out that employees' job satisfaction level were over intermediate level. On the other hand, a negative approach can be observed



regarding the promotion opportunities, application of administrative policies and wages. The study determined that those who earned a higher wage had a higher level of job satisfaction.

It was found out by many studies that employees are not content with their wages (Asıkoglu, 1997; Bilgic, 1998; Ozkaya, 1999; Carikci, 2001; Ince, 2003, Uckun et al, 2004; Yang et al, 2008). Since the study concluded that those who earned a higher wage than other employees have a lower level of emotional exhaustion, it is possible to reduce burnout level through establishment of a fair wage system. Furthermore, establishment of a fair promotion system and informing employees about administrative policies in an effort to raise job satisfaction level will reduce burnout level, too.

The study observed meaningful correlations between job satisfaction and all characteristics of employees (other than length of service). It was concluded that female employees had a lower level of job satisfaction than male ones; those who are below 30 and over 51 than other age groups; married employees than unmarried ones; those who earn a higher wage than those who earn a lower income; those who are less educated than those who hold a bachelor's degree or are postgraduate students; those trained in tourism than those not trained; the members of the staff who do not have any administrative roles than those who have; and employees in housekeeping and catering department than those in other departments. With an overall review of the studies in the literature on the correlation between gender and job satisfaction, it can be concluded that gender has an indirect influence, rather than a direct one, on job satisfaction (Oshagbemi, 2000b:332). For that reason, it is necessary to include other factors in job satisfaction.

On the other hand, it is possible to observe conflicting results in the literature when one analyzes the studies on the correlation between educational status and job satisfaction. Studies on the correlation between job satisfaction and educational status generally suggests that educational status and job satisfaction are inversely proportional since an increase in one's educational status will lead to an increase in his/her expectations (Tietjen and Myers, 1998, p.229). However, Burris (1983) analyzed the correlation between educational status and job satisfaction in relation to the harmony between educational status and knowledge and skills required by a particular job. According to Burris (1983), it will result in job dissatisfaction if one's educational status is much more than required by his/her job and the interaction between the two variables will be a little if one's educational status is reasonably

more than required by his/her job. Burris (1983) notes that the size of the effect of one's having a higher educational status than required by his/her job can be caused by his/her subjective perceptions of being more qualified than his/her job rather than an objective disharmony between the two variables. Another study (Hickson and Oshagbemi, 1999) observed generally positive correlations between job satisfaction and the variables in question. For example, Lee and Wilbur (1985) determined that an increase is observed in job satisfaction as one gets older. The fact that employees feel more satisfied with their jobs as they get older can be caused by the increase in harmony resulting from experience. Another potential reason is that young employees generally have higher expectations of promotion and other working conditions, and thus are more likely to have lower job satisfaction levels. Quite contrary to this finding, another point emphasized in the literature is that job satisfaction level is high among young employees but it tends to drop within a few years. Over time and in parallel with the increase in seniority in middle ages, an increase is observed in job satisfaction but it might change depending on especially individuals and situational factors (Schneider and Synder, 1975). For that reason, if such people described as young group are provided with arrangements regarding their (jobs) which will make them feel valued and get them to embrace organizational culture and to feel that they are a part of the organization, they will be more likely to identify themselves with the organization, which will lead to an increase in their job satisfaction and have a positive impact on their contributions to the organization.

Since housekeeping employees generally deal with monotonous and routine tasks and do not enjoy a face-to-face interaction with customers, they might have a lower level of job satisfaction than those in other departments. On the other hand, the fact that employees in catering departments have a lower level of job satisfaction than those in other departments might be attributed to the fact that they, by the very nature of the department, are engaged in constant face-to-face interaction with customers, that they have to solve perceived or actual problems which may arise instantly and that they feel stressful and exhausted owing to the complexity and intense communication network during the process. This, in turn, may be reflected negatively in their job satisfaction level. As a matter of fact, it has been proven by several studies (Naktiyok and Kucuk, 2003; Cam et al, 2005) that stress and heavy work pace lowers job satisfaction. What needs to be done is to be cognizant of all these factors and

that employees should implement practices with the aim of raising employees' job satisfaction level in all departments not casually but as an organizational policy.

The study observed meaningful correlations between the sub-dimensions of occupational burnout (emotional exhaustion, personal accomplishment and depersonalization) and job satisfaction. Whereas the correlation between job satisfaction and personal accomplishment was found to be weak-intermediate, an inversely proportional (negative) weak-intermediate correlation was determined between job satisfaction, and emotional exhaustion and depersonalization. Similarly, Babakus et al (1999); Jaramillo et al (2006) found a negative weak-intermediate correlation between emotional exhaustion and job satisfaction.

The variable which had highest effect on job satisfaction level of employees in five-star hotels was personal accomplishment. An evaluation of the correlation between job satisfaction and personal accomplishment will suggest that it is not surprising that an increase in personal accomplishment leads to an increase in job satisfaction level. In other words, high personal accomplishment results in high level of job satisfaction. On the other hand, an inversely proportional weak-intermediate correlation was determined between emotional exhaustion and depersonalization, the other sub-dimensions of professional burnout, and job satisfaction. In other words, it is inevitable that there will be a reduction in job satisfaction as a result of an increase in emotional exhaustion, which leads to excessive stress and is characterized by failure of one's emotional and physical resources and reduced energy, and depersonalization, referring to negative and rude attitudes towards customers and desensitization towards job. In a similar manner, Kim et al. (2007) obtained similar results in their study. On the other hand, it is not surprising that a decrease will be experienced in job satisfaction levels of those who are under constant stress, feel psychologically exhausted, get depersonalized towards their job and display negative and strict attitudes towards customers, coworkers and managers.

Employees in five-star hotel enterprises operating in Istanbul can be said to have a high level of professional burnout in terms of all three dimensions. Economic (wage, premium, reward, etc.) and social (promotion, celebrations on special days, giving permission, entitlement in decision-making, etc.) motivation instruments should be frequently used in order to eliminate or reduce negative happenings which lead to

professional burnout in such enterprises, which are especially under an obligation to ensure customer satisfaction. The study concluded that it was personal achievement that had the highest effect on job satisfaction. In other words, when the employee's personal achievement is increased; this situation is reflected positively to their job satisfaction. For this reason, especially managers should highlight and support personal achievement of their employees, which will result in a rise in job satisfaction level. Tourism is a sector which largely benefits from labor. A hotel enterprise should give value to its employees.

As emphasized throughout the study, a review of literature will suggest that the main reasons why those who work in service industry experience burnout are fatigue and stress. According to the results, a considerable number of the employees experience emotional exhaustion. Another step that can be taken by human resources department in order to prevent burnout in hotel enterprises is to listen to each member of the staff individually and carry out activities to solve their problems through their approaches. The reason for this is that an employee whose problem has not been solved will get reluctant to his job, leading to a process as a result of which he/she will experience burnout. Therefore, organizational managers should make an effort to follow a humanistic policy and solve their problems in all their practices. Especially such practices will provide many more opportunities for their career and play an important role in enabling them to accept their job as a respected and honorable profession. One should remember that any step or precaution taken with the aim of improving organizational conditions will help prevent burnout and develop job satisfaction, as emphasized by the literature.

This study was conducted on employees in five-star hotels in Istanbul. For this reason, further research into other accommodation enterprises (one, two, three, four-star and boutique hotels, etc.) and types of tourism enterprises (travel agencies, catering services, airline enterprises, etc.) will be of great use to organizations and institutions concerned in that it will provide opportunities to determine the extent to which studies can be generalized and to make comparisons with other studies to be conducted. If people, organizations and institutions concerned keep the issue up to date all the time, this will provide managers and employees with invaluable ideas about burnout and help them display an interest in it.

Kılıç, G., Pelit, E., Selvi, M. S. (2011). The relationship between professional burnout and job satisfaction levels of employee: A study into employees in hotel enterprises. *International Journal of Human Sciences* [Online]. 8:1. Available: <http://www.insanbilimleri.com/en>

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