



Review of Tourism Administration Journal

Journal home page: www.rotajournal.org

ISSN: 2757-6205

INVESTIGATION OF THE RELATIONSHIP BETWEEN PROFESSIONAL SATISFACTION AND BURNOUT LEVELS OF WORKERS IN HOTEL BUSINESS¹

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ARTICLE HISTORY

ABSTRACT

Received:

08.03.2022

Accepted:

06.06.2022

Keywords:

Professional satisfaction
Burnout
Hotel business

The aim of the study was to investigate the relationship between the occupational satisfaction and depletion levels of people working in accommodation establishments, which are the locomotive of the services industry. The quantitative data collected from four and five star hotels operating in Ankara, correlation and regression coefficients between variables were calculated. Then, T test and One-way Anova analysis were performed to determine whether there was any difference between the burnout dimensions and demographic characteristics. It was found that there was a positive and meaningful relationship between "personal success" and professional satisfaction, which is one of the sub-dimensions of exhaustion. It was found that there was a negative and meaningful relationship between "emotional exhaustion" and "desensitization" with other sub-dimensions of exhaustion and occupational satisfaction. In addition, the results of regression analysis concluded that professional saturation affects the emotional depletion and desensitization dimensions.

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Suggested citation

Kingir, S., Şeyhanlioğlu, H. Ö. & Yılmaz, A. (2022). Investigation of the relationship between professional satisfaction and burnout levels of workers in hotel business. *Review of Tourism Administration Journal*, 3 (1), 11-27.

¹ It was presented as an oral presentation at the "International Conference On Economics, Finance And Management" Congress organized by Istanbul Gelişim University on 19.04.2019.

INTRODUCTION

Burnout is a long-term psychological syndrome that occurs against causes that increase stress in the workplace (Maslach, 2003: 189; Ari and Bal, 2008: 132). Considering the concept of burnout with the tourism paradigm, the tourism industry is labor-intensive and it has an intense relationship with customers because it is service content. These intense relationships and the weight of the workload negatively affect industrial workers physically and mentally. Human factor has an important place in tourism businesses (Pimentel & Carvalho, 2020). Especially the "employee" element, which is one of the biggest reasons for the existence of tourism businesses, is of great importance for the future of businesses. Tourism employees are required to be used effectively and efficiently. However, in these people-oriented enterprises, the overtime hours, flexibility of working hours etc. issues affect employees negatively. This negative situation affects not only employees but also businesses. Because the expectations of the individuals who receive service in tourism are smiling and healthy, transparent service (Pimentel et al., 2021; Pimentel, 2017). On the other hand, businesses that fail to achieve this suffer even their market share shrinks or disappears. Considering different reasons for burnout, high turnover rate, seasonal unemployment and lack of career planning and lack of career future or limited career. The employee's occupational worries and overworking wear them down and reveal signs of burnout such as not paying the necessary attention to her job. Especially in the tourism sector, the problem of being a hanger personnel affects the motivation of the employee negatively. As such, the necessary career satisfaction is not provided in unstable working conditions. In addition, considering other factors that trigger burnout, organizational injustice, role conflicts, nepotism and so on conceivable. Burnout affects not only business life but also private life negatively (Ağraş & Genç, 2018). By causing work-life imbalance, it also wears out home and family life.

Professional satisfaction, meeting the physical, mental and social needs of the individuals professionally will ensure the satisfaction of professional satisfaction (Yılmaz & Aslan, 2018: 1864). One of the important factors affecting the lives of individuals is occupation. The professional life, in which the individual equips herself with on-the-job, off-the-job training methods and shapes her future, includes continuous development, change and satisfaction. There are various reasons in the tourism industry that lead individuals to occupational satisfaction and / or dissatisfaction. Especially in accommodation enterprises, the heavy workload while performing the profession causes the individuals to be insatiable in the profession. Because tourism enterprises are in the services industry as a structure, their working hours can show flexibility. In addition, problems occurring in the hierarchical structure cause professional dissatisfaction. Individuals who receive tourism education receive training alongside academic training through internship, which is one of the most important on-the-job methods, and then, when they graduate, they start from lower levels in the sector, and professional satisfaction cannot be achieved because they have problems in the future of their career (Yılmaz et al, 2020). In addition, the high expectations of the individuals who receive service in the tourism industry and the lack of motivation in the employees cause occupational dissatisfaction.

The research consists of three main parts. In the first part; Studies in the literature on burnout and professional satisfaction are mentioned. In the second part; Data was collected from the sample determined by mentioning the method and findings part of the research. In this context, data were collected from 216 employees in city hotels operating in Ankara. In the third part; In the light of the data obtained, the research was completed by creating the results and suggestions section.

LITERATURE REVIEW

According to Freudenberger (1974: 159), burnout is defined as the exhaustion of the internal resources of the individual in case of failure, wear, loss of energy, power or demands (Sılığ, 2003: 10; Budak and Sürgevil, 2005: 96; Korkutan, 2018: 32). According to another definition, burnout is the reflection of the feeling of physical and psychological fatigue, helplessness and hopelessness in people who are faced with intense emotional demands in the work areas of individuals and who are in constant communication with other people in the form of negative behaviors towards the work, life and other people. It is a syndrome that occurs (Maslach and Jackson, 1981: 99; Kurşuncu et al., 2019: 954). According to Yıldırım (2018: 303), burnout is a state of physical, mental and emotional exhaustion that occurs when people working in businesses are exposed to situations that require more emotional effort and effort. Today, when business life is getting more stressful, burnout is a common situation and it is the psychological and physical collapse of the person in its simplest form. At the same time, burnout occurs as a result of constant stress or pressure in the workplace. As a result of this, people experience chronic, physical, emotional and mental wear (Naktiyok et al., 2020; Da Silva et al., 2014; Lima et al., 2017).

Burnout is a factor that needs to be improved to prevent loss of productivity, job quality, morale, and mental or physical health of employees (Pienaar & Willemse, 2008; Dai et al., 2020). Unexpected job burnout in the tourism sector is inversely proportional to the basic problems in the balance of salary, promotion and recognition. Considering all other factors, it is one of the most researched topics in the tourism literature (Dai et al., 2021; Yousaf, 2021; AlRomeedy, 2019; Souza Lima et al., 2017; Johnson & Spector, 2007). The size of social relations affects the approaches within the company. It is known that there are disruptions in the work of individuals who suffer from burnout and unhappy behaviors in their institutions (Salgado, 2021; Alberto, 2020; Cesar & Santos, 2020).

Emotional exhaustion, which is accepted as the initial stage of burnout, is defined as the individual's emotional weakening due to work-related fatigue and wearing out over time. The second stage, depersonalization, refers to the loss of understanding and the onset of insensitive behaviors towards individuals who are normally communicated with kindness and care. The last stage is the decrease in personal success when the individual starts to see herself unsuccessful and inadequate in her job (Maslach & Jackson, 1981; Kılıç, 2020: 119; Silva et al., 2021)

Burnout has begun to be defined as the syndrome of pessimism and emotional decline that often occurs in jobs that require dealing with people, especially in people working in the service sector today. Burnout syndrome has different basic features. One of these basic features is the increased feeling of emotional exhaustion (Benli & Cerev, 2017; 416). Employees start to think that they will not be able to give themselves more to the work they do psychologically and will experience a lack of concentration as a result of this situation, especially as their emotional resources are depleted (Wu et al., 2020; Robina-Ramirez et al., 2020; Rodríguez-López et al., 2021).

Professional satisfaction, on the other hand, is the result of employees' perception of the degree to which they achieve the values they consider important in their work area (Luthans, 1992: 114; İnce & Şahin, 2016: 393; Kelecioğlu et al., 2016: 116). According to another definition, professional satisfaction is defined as psychological tendencies that include multiple feelings and attitudes towards the profession of the individual (Schultz & Schultz, 1990; Repeçoğlu and Tümlü, 2015: 1854). According to Bakotic and Babic, (2013), among individuals who are in the same organization, with the same status and receive the same salary, as professional satisfaction is blended in line with the expectations of the employees,

the meaning they attribute to their work, their own values, attitudes and beliefs, and determines their personal job satisfaction, The job satisfaction level of one may differ from the other. One may be experiencing job satisfaction while the other is experiencing insatiability. For this reason, while Öztürk and Hançer (2011) define job satisfaction as the degree of overlap between the individual's needs and personal value judgments, his job and his work; He states that job satisfaction can be mentioned in case of overlap and job satisfaction in the opposite case (Tütüncü & Kozak, 2007; Güzel et al., 2019: 450; Hwang & Lee, 2019: 1332).

Professional satisfaction consists of three main components (Morgan, 2010). These; It is professional desire, professional balance and harmony of the profession. Professional desire creates professional satisfaction by playing a role in meeting the desired and realized professional structure. Professional balance mediates professional satisfaction by providing balance between various professional situations and life. The harmony of the profession is the harmony between the requirements of the profession and the skills and abilities of the individual. On the other hand, Morgan (2010) stated in her research that professional desire, occupational balance and professional adaptation do not fully explain professional satisfaction and argued that the concept of value should be included in professional satisfaction. He expressed this concept as sincere behavior. The value of behaviors refers not only to the desirous, balanced or difficult degree of behavior, but also to the qualitative contribution of the individual to his / her life as an organizational phenomenon (Avcı et al., 2017; Nogueira Novaes Southgate & Mondo, 2017; Sladge et al., 2008).

Professional satisfaction can be defined as the feeling that an individual feels good about his or her job. Job satisfaction depends on the level of internal and external results and how the employee looks at these results (Gibson et al., 2000: 352-353). These results take different values that vary from person to person, and people evaluate business results with different importance. These differences may cause different levels of job satisfaction for the same job task. Henne and Locke (1985: 222) tried to define job satisfaction (or dissatisfaction) as an emotional response to value judgments by the employee. If the employee perceives job-related values as fulfilled, there will be a satisfying experience of satisfaction; If he is perceived as disappointed, he will be left alone with unpleasant dissatisfaction (Gençay, 2007: 767; Oliviera et al., 2019). The concepts of job and job satisfaction are confused in a literary context. Professional satisfaction is different from job satisfaction. While the profession includes a whole of activities that a person carries out in a longer period, mostly in his whole working life, the job has a structure that can be changed more flexibly. Individuals may have to carry out many different jobs in their working life. However, while carrying out these jobs, the profession may still be the same. However, job satisfaction will also be determinant in shaping professional satisfaction (Firat, 2018; Kitamura, 2016).

METHODOLOGY

The main purpose of this study is to test the relationship between professional satisfaction and burnout of individuals working in city hotels in Ankara. The fact that there are not many studies dealing with the relationship between the professional satisfaction of hotel staff and their burnout levels in the literature has been an important factor in the creation of the study. In the study, the differences in the answers to the questions asked to the employees of the accommodation businesses will be analyzed with appropriate tests (parametric or non-parametric). For this purpose, a questionnaire form related to the subject of the research was created. The questionnaire form consists of three parts and 51 statements. In the first part of the questionnaire, the participants were asked open-ended and closed-ended

questions such as age, gender, education, position, department and income status, professional year in the sector, working year in the profession. In the second part of the questionnaire, the Occupational Satisfaction Scale (MSI) developed by Kuzgun, Sevim, and Hamamcı (2005) was used to measure their professional satisfaction. This scale consists of 20 items with a five-point Likert type. In the third part of the questionnaire form, Maslach Burnout Scale (BMI) developed by Maslach and Jackson (1981) was used to determine burnout levels. The expressions in the scale were directed to hotel staff without losing any meaning. This scale consists of 22 items belonging to the sub-dimensions of emotional exhaustion, depersonalization, and personal accomplishment.

Research data were collected by the researchers from two five-star hotel establishments and three four-star accommodation establishments in Ankara, in face-to-face interviews with the participants between October 17 and December 1, 2018. 340 questionnaire data were distributed. 124 of these were not evaluated because they were filled incompletely and / or incorrectly. The remaining 216 questionnaires formed the data set of the study. The data obtained from the surveys were analyzed using the SPSS statistical package program. In the light of the data obtained, since the distribution of the data in the study shows normality, the independent T-test to measure whether there is a difference between two independent variables, the One-way Anova test to determine whether there is a difference between more than two independent variables, and the correlation to measure the relationship between professional satisfaction and burnout levels. analysis, regression analysis was used to measure the effect of burnout dimensions on professional satisfaction. These analyzes deemed necessary are discussed in detail in the findings section.

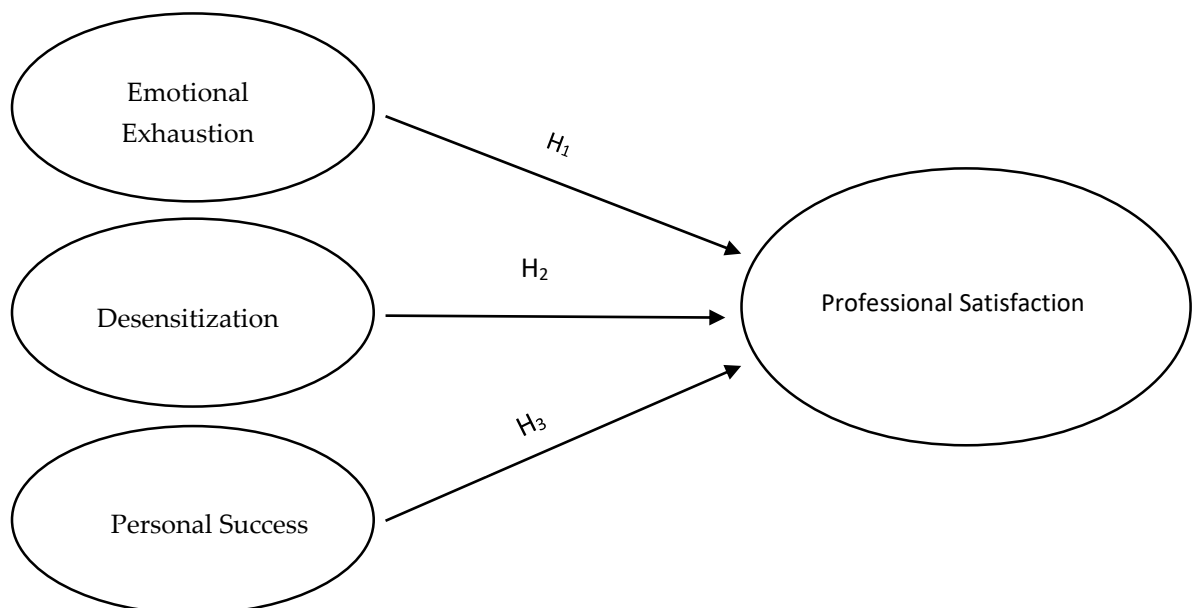
Hypotheses and Research Model

H1: There is a negative relationship between professional satisfaction and emotional burnout.

H2: There is a negative relationship between professional satisfaction and depersonalization.

H3: There is a positive relationship between professional satisfaction and personal success.

Table 1. Research Model



ANALYSIS AND FINDINGS

Findings regarding demographic characteristics

Table 2. Table of Findings Regarding Participants' Characteristics

Variables	Frequency	%	Variables	Frequency	%
Gender			Department		
Male	118	54.6	Front Office	50	23.1
woman	98	45.4	Food and drink	59	27.3
Marital status			Housekeeping	68	31.5
Married	156	72.2	Other (Security, Accounting, etc.)	39	18.1
Single	60	27.8	Position at Work		
Education Status			Working	189	87.5
Primary education	35	16.2	Managers	27	12.5
High school	85	39.4	Average Monthly Fee		
Associate degree	49	22.7	1600-1999 TL	44	20.4
License and above	47	21.8	2000-2999 TL	145	67.1
			3000 TL and over	27	12.5

TL: Turkish lira

The average age of the participants is 31.45 and they usually come together from an age group that can be considered middle age for the tourism sector. The average working year of the participants in the enterprise is 5.8 years; The average working year in the sector has been calculated as 9.5 years. In terms of working years of the subjects in the profession and the sector, the averages were seen above expectations in a sector with high average and high employee turnover rate, such as the tourism sector. 54.6% of the participants are men and 45.4% are women. When looking at their marital status, 72.2% are married and 27.8% are single. Considering their educational status, 39.4% of employees are high school graduates, 22.7% are associate degree graduates, 21.8% are undergraduate and graduate graduates, and the share of graduate graduates in the overall percentage is 6.4%. and 16.2% of the participants are primary school graduates. In terms of the department in which the participants work, the housekeeping department ranks first with a rate of 31.7%. The housekeeping department was followed by the front office department in return for the rates (23.1%), the guest relations unit was added to the front office department because of its small number. The guest relations department's share in the overall percentage is 5%. Food / beverage department (27.3%), other departments are 18.1%. Other departments, accounting department, human resources department, sales-marketing, security, etc. They consist of departments. In terms of the position of the participants in the enterprises, 87.5% of the enterprises are employees who are not in the management level. Participants in the management level are 12.5%. Since the management level is small in number, it has been combined under a single unit. Share of individuals in management positions in the overall percentage; It is followed by lower-level managers with 8.8%, middle-level managers with 3.2%, and upper-level managers with 0.5%. 67.1% of the participants

receive a fee between 2000-2999 TL, 20.4% between 1600-1999 TL per month, 12.5% between 3000-3999 TL and above. In the general percentage, 3.2% of the participants receive 4000-4999 TL and 0.5% receive more than 5000 TL. Descriptive information regarding the characteristics of the participants is included in Table 1.

Validity, Reliability

The scales used in the study were subjected to the reliability test as of the parts of the questionnaire form. In order to calculate the reliability coefficients of the scales, the Cronbach Alpha Coefficient was taken into account. The Cronbach alpha value reveals whether the items are consistent with each other in measurement tools and whether the items measure the concept in question. The evaluation criteria used in the analysis of the Cronbach's alpha value Cronbach's Alpha Coefficient is given in Table 2 (Özdamar, 2004). The Cronbach's alpha value of the occupational satisfaction scale (MSI) measured with 20 items was measured as 0.867. Maslach burnout scale (BMI) with 22 items was measured as 0,904.

Table 3. Evaluation Criteria Used in Analysis of Reliability Coefficient

ALPHA (α)	
$0,00 \leq \alpha < 0,40$	The scale is not reliable.
$0,40 \leq \alpha < 0,60$	The scale is of low reliability.
$0,60 \leq \alpha < 0,80$	The scale is very reliable.
$0,80 \leq \alpha < 1,00$	The scale is highly reliable. is a scale

The Relationship Between Occupational Satisfaction and Burnout

Correlation analysis was conducted to determine the relationship between Professional Satisfaction and Burnout and the degree of this relationship. Table 3 gives information about the relationship between professional satisfaction and burnout and the direction of the degree of this relationship.

Table 4. Correlation analysis of the research

	Average	S.S.	1	2	3	4
1. Emotional Exhaustion	3.17	1.06	-			
2. Desensitization	3.26	1.14	.93**	-		
3. Personal Success	2.90	0.68	-.95**	-.93**	-	
4. Professional Satisfaction	2.89	0.32	-.90**	-.89**	.88**	-

In order to understand whether there is a relationship in the correlation analysis, the significance rates are checked and if the significance rate is less than 0.05, it is concluded that there is a relationship between the two variables. When the correlation coefficients are examined, it is seen that the relationship between professional satisfaction and burnout variables is not at the same level. It is seen that there is a significant and negative relationship ($r = -0.90$ **) between professional satisfaction and emotional burnout. It is seen that there is a significant and negative relationship ($r = -0.89$ **) between professional satisfaction and depersonalization. It is seen that there is a significant and positive relationship ($r = 0.88$ **) between professional satisfaction and personal achievement.

Relation between Participants' Characteristics and Dimensions of Burnout

Position: T test was conducted to determine whether the position status of the participants in the study differed in terms of burnout dimensions and the results are shown in Table 4.

Table 5. T Test Table for Position and Burnout Dimensions

		T	P
Emotional Exhaustion	*	65,967	0,000
	**		0,000
Desensitization	*	53,010	0,000
	**		0,000
Personal Success	*	50,641	0,000
	**		0,000

* Assuming equal variance ** Assuming variance not equal.

According to the results of the research, all three dimensions of burnout (emotional exhaustion, depersonalization, personal accomplishment) differ according to the position variable. This result shows that there is a difference in burnout dimensions for employees and managers (p <0.01).

Table 6. Table of Difference Regarding Position and Burnout Dimensions

	Position	N	\bar{x}	Std. Deflection
Emotional Exhaustion	Managers	27	2,0252	,09825
	Staff	189	3,3378	,07436
Desensitization	Managers	27	1,9630	,10397
	Staff	189	3,4528	,07944
Personal Success	Managers	27	3,6292	,06248
	Staff	189	2,7998	,04814

As seen in Table 6, the number of managers, which is 27, represents 19 lower-level managers, 7 middle-level managers and 1 upper-level manager. The shares of the individuals in management positions in the general percentage are; It is followed by lower-level managers with 8.8%, middle-level managers with 3.24%, and upper-level managers with 0.5%. The reason for T-test in this variable is the low number of managers and the combination of these groups. When the detail of the position variable is examined, it is seen that the differences between dimensions are different. In this context, while the arithmetic average of the responses of managers to the "emotional exhaustion" variable is (2.02), it is (3.33) of the employees. While the average of the responses of managers to the dimension of "depersonalization" is (1.96), it is (3.45) for the employees. Similarly, the average of the responses given by the managers to the "personal success" dimension is (3.62) and the employees (2.79). In the study, it is thought that the high average of the emotional exhaustion and depersonalization dimension of the employees is more than

the manager individuals at the point of burnout, and the high personal success dimension of the managers is due to the high position and position they are in.

Education Status: One-way Anova test was conducted in order to determine whether the educational status of the participants in the study and the characteristics of burnout dimensions differed and the results are shown in Table 7.

Table 7. Anova Results Regarding Education Status and Dimensions of Burnout

	T	P
Emotional Exhaustion	154,889	0,000
Desensitization	160,748	0,000
Personal Success	143,515	0,000

According to the Anova result, it was calculated that all dimensions of burnout differ highly according to the educational status variable. The source of this difference is shown in Table 8 in terms of three dimensions.

Table 8. Difference Table of Burnout Dimensions Related to Education Status

Education Status	N	\bar{x} (Emotional Exhaustion)	\bar{x} (Desensitization)	\bar{x} (Personal Success)
Primary education	35	3.91	4.11	2.40
High school	85	3.95	4.09	2.41
Associate degree	49	2.50	2.51	3.36
License and above	47	1.91	1.91	3.67

As seen in Table 8, the number of individuals who received undergraduate and above education is 47. In this number, the number of individuals with postgraduate education is 14. The rate of graduate students in the overall percentage is 6.4%. The reason why graduate individuals are combined with undergraduate graduates is that they are small in number and they are undergraduate graduates in terms of education level. It is seen that employees with high school education have an arithmetic average that will make a difference in terms of emotional burnout compared to employees with undergraduate and higher education. The reason for this is thought to be that as the level of education increases, burnout and depression levels decrease.

Considering that the source of the difference between individuals who have undergraduate and higher education and those who receive primary education is in the dimension of insensitivity, as the level of education increases, the insensitivity of individuals decreases and sensitivity in terms of decisions and applications taken within the enterprises is important. In terms of personal success, the arithmetic average of personal achievement is higher for individuals who have a bachelor's or higher education than those who have primary education. As the education level increases, individual success increases. This shows us that the contribution of individuals with higher education to businesses is more important.

Department: One-way Anova test was performed to determine whether the departments of the participants and the characteristics of burnout dimensions differed and the results are shown in Table 9.

Table 9. Anova Results Regarding the Departments and Burnout Dimensions

	T	P
Emotional Exhaustion	31,821	0,000
Desensitization	26,884	0,000
Desensitization	27,283	0,000

According to the Anova result, it was calculated that all dimensions of burnout differ highly according to the department variable. The source of this difference is shown in Table 10 in terms of three dimensions.

Table 10. Difference Table of Departmental Burnout Dimensions

Department	N	\bar{x} (Emotional Exhaustion)	\bar{x} (Desensitization)	\bar{x} (Personal Success)
Front office	49	2.32	2.43	3.41
Food and Beverage	59	3.46	3.55	2.66
Housekeeping	68	3.79	3.91	2.55
Other (Accounting)	39	2.68	2.73	3.22

As can be seen in Table 10, it is seen that housekeeping employees have an arithmetic average that will make a difference in terms of emotional burnout compared to employees who receive front office training. The reason for this difference is seen as the fact that the individuals working in housekeeping have reached the stage of professional exhaustion. In terms of desensitization, a difference was observed between the averages of the housekeeping department and the front office department.

This difference is due to the fact that the front office department is more sensitive and extroverted, as it is mostly in close contact with the guests. In terms of personal success, a difference was observed between housekeeping and front office department averages. The source of this difference is that individuals who are more positive in terms of career future and have a high level of education are in the front office department, and their personal success average is higher than the housekeeping department.

Income status: One-way Anova test was conducted in order to determine whether the income status of the participants in the study and the characteristics of burnout differed and the results are shown in Table 11.

Table 11. Anova Results Regarding Income Status and Dimensions of Burnout

	T	P
Emotional Exhaustion	30,663	0,000
Desensitization	34,006	0,000
Personal Success	28,671	0,000

According to the Anova result, it has been calculated that all dimensions of burnout differ highly according to the income variable. The source of this difference is shown in Table 12 in terms of three dimensions.

Table 12. Difference Table of Income Status and Burnout Dimensions

Income status	N	\bar{x} (Emotional Exhaustion)	\bar{x} (Desensitization)	\bar{x} (Personal Success)
1600-1999 TL	44	3.72	3.85	2.55
2000-2999 TL	145	3.23	3.34	2.86
3000 TL +	27	1.94	1.87	3.67

As seen in Table 12, the number of individuals whose income status is 3000 TL and above is 27. While 1 person of these employees receives 5000 TL and above, 7 people receive between 4000-4999 TL. In the general percentage, 3.2% of the participants receive 4000-4999 TL and 0.5% receive more than 5000 TL. The reason for combining it with employees who earn 3000-3999 TL, 4000-4999 TL, 5000 TL and above is the small number of participants. In the emotional burnout dimension, a difference was found between the arithmetic averages of individuals with an income of 1600-1999 TL and those with an income of 3000 TL and above. The reason for this difference is thought to be due to the low financial income of individuals who receive between 1600-1999 TL and the difficulties experienced in maintaining their life. In the depersonalization dimension, a difference was observed between the arithmetic average of individuals with an income between 1600-1999 TL and those with an income of 3000 TL and above. The reason for this difference is that individuals with an income between 1600-1999 TL have a lower income financially, so their sensitivity thresholds in the professional sense are low. In terms of personal success, a difference was found between the arithmetic average of individuals with an income between 1600-1999 TL and those with an income of 3000 TL and above. Individuals who received 3000 TL and above were found to have a high personal achievement average. The reason for this is that income and financial situation is a motivating situation, as the income status of the trustee increases, the number of personal success increases.

Multiple Linear Regression Analysis for the Effect of Burnout on Occupational Satisfaction

The results of multiple linear regression analysis for the effects of burnout dimensions on Professional Satisfaction are presented in Table 13. When we examine the table, the dependent variable subjected to the analysis is "professional satisfaction", and the independent variables are "emotional exhaustion", "depersonalization" and "personal success". ANOVA test is used to analyze whether the created model is meaningful or not. It shows that the multiple linear regression model of burnout sub-dimensions in

the table is significant ($F = 371,943$; $p = 0,000$). Explanation rate of the dependent variable by the independent variables in the model was determined as 83.8% (Adapted $R^2 = 0.838$). When the coefficients of the importance of independent variables affecting the dependent variable are examined, the important burnout dimension affecting professional satisfaction is "Emotional Burnout" ($\beta = -0.161$; $t = -5.341$; $p = .000$) and "Depersonalization" ($\beta = -0.078$; $t = -3,174$; $p = .002$). A 1-unit increase in the emotional exhaustion score will decrease the professional satisfaction score by 0.161 unit or a 1 unit decrease in the emotional exhaustion score will increase the professional satisfaction score by 0.161 unit. A 1-unit increase in the depersonalization score will decrease the professional satisfaction score by 0.078 unit, or a 1-unit decrease in the emotional exhaustion score will increase the professional satisfaction score by 0.078 unit.

Table 13. Multiple Linear Regression Analysis Results Related to the Effect of Burnout on Occupational Satisfaction

Independent variables	Beta	Std. Error	t	Expressiveness	R ²	Uyar. R ²	Expressiveness
Emotional Exhaustion	-,161	0,030	-5,341	0,000	0,840	0,838	0,000
Desensitization	-,078	0,025	-3,174	0,002			
Personal Success	,058	0,046	1,276	0,203			

Hypothesis Results

Table 14. Information on hypothesis results

Hypotheses		Results
H ₁	There is a negative relationship between professional satisfaction and emotional exhaustion.	Acceptance
H ₂	There is a negative relationship between professional satisfaction and depersonalization.	Acceptance
H ₃	There is a positive relationship between professional satisfaction and personal success.	Acceptance

Three hypotheses established according to all the results in the table were accepted. Tests have been made in the light of the necessary analyzes and results have been given. The hypothesis results were in line with the literature.

CONCLUSION AND SUGGESTIONS

The tourism sector, which has an important place in the services industry, contributes greatly to the gross national product of the countries. From a micro perspective, it provides benefits in terms of

regional development, employment and sociocultural context. Such a study has been conducted to reveal the relationship between burnout levels and professional satisfaction of hospitality employees, which are an important part of the tourism sector.

In the theoretical part of the study, information was given about the studies on general professional satisfaction and burnout. In the empirical part of the study, a questionnaire was conducted to determine the professional satisfaction and burnout levels of the hospitality employees. The fact that the human factor is predominant in the accommodation establishments and the consumption takes place where the production is reveals that the employees are important for the enterprises. The striking results of the study are that there is a negative relationship between depersonalization and emotional exhaustion, which are sub-dimensions of burnout, and professional satisfaction; A positive relationship was observed between personal achievement and professional satisfaction. While depersonalization and emotional burnout levels of employees who are managers in terms of position are lower than those who do not work as managers, their personal success rate is high. In the light of the data obtained, it shows that burnout decreases as the position level increases. As the level of education increases, emotional exhaustion and depersonalization decrease, while personal achievement increases. It is seen that as the education level increases, burnout decreases. In terms of department, there are differences between housekeeping and front office department. While depersonalization and emotional exhaustion were high in the housekeeping department, personal success was seen high in the front office. The reason for this is career development and it is seen that burnout decreases as the level of communication with guests increases. As income level increases, depersonalization and emotional burnout decrease, personal accomplishment dimension increases. In the light of the data obtained, it shows that burnout is prevented as the income level increases. In a different finding of the study, as emotional exhaustion and depersonalization decrease by one unit, job satisfaction will increase.

Suggestions have been developed for businesses and employees in order to increase the professional satisfaction of the staff, which is one of the important assets of the accommodation businesses, and to minimize the level of burnout. In addition, recommendations have been made to academicians who direct other stakeholders. When hiring, accommodation businesses should pay attention to their human resources department strategies. Because as the level of education increases, the level of burnout decreases. Qualified employees and people with a high level of education should be employed. Motivating employees to prevent burnout, staff night, event, etc. needs to be done. In addition, businesses in the regions where they are located, tourism high schools, vocational schools and so on. It should be given importance to school-sector cooperation with educational institutions such as. In order to prevent burnout, especially the manager-employee relationship should be given importance and empathy should be established. In order to prevent burnout, businesses should also focus on education and positively affect the performance of their employees. Employees, on the other hand, are required to make career planning in the department where they will be least affected by burnout and future-oriented while choosing the department. In order to keep professional satisfaction at a high level, they need to identify the professional problems encountered and use communication more effectively and efficiently. For academics, the lack of studies on the relationship between professional satisfaction and burnout in the tourism sector has been the motivation factor in the emergence of the study. Therefore, similar work can be done in businesses that offer entertainment and catering services to travel businesses.

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